CERTIFIED PROJECT MANAGER
IPMA LEVEL C®

WRITTEN EXAMINATION
EXAMPLE MINICASE

Note	Please write your name on the title page. Please check the number of pages in the footer to make sure that you have the complete exam paper.	
Resources	You may use all forms of printed documents as well as personal notes. Resources that allow communication beyond the exam hall <u>are prohibited</u>.	
Length of examination	Minicases are structured in such a way that each of the minicases require broadly the same amount of time to process.	120 minutes
Score	Maximum number of points	108 points

Date	First name	Surname	Points achieved

OVERVIEW OF THE MINICASES

Minicase	Contents	Question	Points	
Cantonal-Office	Correlation of Strategic corporate development	1.1 Evaluating the strategy match	9	36
		1.2 Situation analysis, key factors and planning of reporting	9	
		1.3 Project success, lessons learned and complexity drivers	9	
		1.4 Further development of project management competence	9	
		2.1	9	36
		2.2	9	
		2.3	9	
		2.4	9	
		3.1	9	36
		3.2	9	
		3.3	9	
		3.4	9	
		Total number of points		108

MINICASE 1 - CANTONAL-OFFICE

Role   You are a project manager in a major Cantonal Office[1].

Context

Due to a reorganisation that resulted in almost all senior managers being changed, the Cantonal-Office initially failed to restore its original performance.

It was important for the relatively new senior management team - within the context of the overall guidelines - to revise and update the long-term policy framework of the Cantonal-Office (Cantonal-Office strategy), in order to achieve the mission while taking account the vision. In the meantime,, the senior management has formulated and approved the revised Cantonal-Office strategy. While the vision and the strategy provide the basis for coordinating the portfolio, they are not currently monitored within this.

Knowledge and experience of project management (PM) - up to and including the senior management team - are very poorly developed in the Cantonal-Office. Neither standard PM instruments, nor defined PM processes or portfolio management exist. The management has not yet given priority to a standard PM concept. It is aware, however, that all projects in the Cantonal-Office need to match the strategy and that the targeted project results need to make a positive contribution to this.

Situation

In your capacity as an experienced project manager, you are increasingly disturbed by the previous lack of project orientation in the Cantonal-Office. For this reason you are pleased that the management has now commissioned you to assess whether the goals and benefits of the current projects for which you are responsible match the mission, vision and revised strategy.

---

[1] A Cantonal-Office (kantonales Amt) is the governing body of a Swiss Canton and contains the various departments responsible for Finance, Security, Health, Education etc. In this document, it is referred to as the Cantonal-Office.

ASSIGNMENT 1.1 - EVALUATION OF THE STRATEGY MATCH

Maximum points possible	9 points	Points achieved	

Introduction | It is a concern of the senior management to enable the benefits of all projects to be highlighted – within the context of the revised official strategy. It is necessary to ascertain which projects make the biggest direct or indirect contribution towards achieving the strategy. By consequently evaluating all projects, the basis for prioritising the projects in the Cantonal-Office is to be established (tactical implementation). The senior management of the Cantonal-Office then wants to decide whether, when and furnished with what resources which projects are to be executed.

Assignment | Show how you would specifically proceed to assess whether your current ongoing projects in the Cantonal-Office remain necessary in terms of vision, mission and the amended strategy. (Competence 4.3.1)

Description | Approach this assignment as follows:

a) Formulate a specific, concrete question for 3 of the 5 classic project evaluation dimensions (strategy contribution, benefits, risk of non-implementation, urgency as well as internal/external resources) that is of relevance when it comes to evaluating your current ongoing projects in the described Cantonal-Office. You may select the 3 dimensions yourself.
(maximum 3 points, competence indicator 4.3.1.1)

b) In keywords, suggest 4 concrete options that you as project manager have for influencing the strategy after having discovered opportunities both for individual projects or for the whole Cantonal-Office with regard to the revised strategic guidelines.
(maximum 3 points, competence indicator 4.3.1.2)

c) Using 1-2 sentences, formulate 3 preconditions that you should be able to individually demonstrate for each of your projects, in order to enable you to justify their continuation under the new vision, mission and amended strategy.
(maximum 3 points, competence indicator 4.3.1.3)

ASSIGNMENT 1.1 - SAMPLE SOLUTION

a) Dimensions of the project evaluation

	Project evaluation in accordance with	Relevant questions
1	Strategy contribution	How significant is the contribution made by the respective project towards achieving the strategic Cantonal-Office goals? How significant is the contribution made towards achieving the higher ranking guidelines (personnel policy principles, management goals, service/performance agreement, legislative objectives, …)?
2	Benefits	Which monetary and non-monetary benefits does the project deliver for the Cantonal-Office?
3	Risk of non-implementation	Which negative effects, in relation to the project results, could the implementation or non-implementation of the project have for the Cantonal-Office or for the senior management?
4	Urgency	How urgent is the timetable for implementation in the Cantonal-Office?
5	Resources (internal/external)	With what time constraints, personnel workload and financial costs (internal in the Cantonal-Office / at management level / or in other management teams as well as external) need to be anticipated to achieve the project goals?

For each correctly formulated question per dimension 1 point. Maximum 3 points.

b) Possibilities for influencing the strategy

1	Provide information or submit a request for follow-up projects
2	Submit applications to extend the scope of individual projects
3	Deliberately lobby and nurture good relations with the members of the senior management or other relevant parties in the Cantonal-Office
4	Submit applications to extend existing results, such as the business case, project contract, etc.

For each correctly identified possibility, 1 point. Maximum 3 points.

c) Preconditions for continuing the projects with the revised strategy

1	The project goals of the respective project also must remain achievable under the new framework conditions.
2	The reasons set out for the respective project (for example in the business case), including the targeted benefits for the Cantonal-Office, must continue to exist, even under the revised strategy.
3	For the respective project, despite the changed overall configuration in the Cantonal-Office, it is not possible to forego the early termination of the project. Certain projects may be be stopped immediately because of the new strategy, others may change their scope of services, and potentially new projects may also be launched. Configuration management is responsible for the whole and the relationship between its elements.
4	If business / economic reasons triggered the respective project, these continue to exist.
5	If organisational reasons triggered the respective project, these continue to exist.
6	The functionality of the project organisation also corresponds to the view of the relatively new senior management.

For each correctly described precondition, 1 point. Maximum 3 points.

ASSIGNMENT 1.2 - SITUATION ANALYSIS, KEY FACTORS AND PLANNING THE REPORTING

Maximum points possible	9 points	Points achieved	

Introduction

You and all 12 other project managers in the Cantonal-Office, who work at different locations, plan, monitor and control the projects in their own particular ways. The approximately 350 project staff repeatedly have to adapt to different project processes. No defined project management processes exist to date. The understanding of roles differs greatly. The resources are rarely secured both quantitatively or qualitatively and the planning is often imprecise. Many projects are cancelled before they have been completed. Resistance often comes from the end users of the project results.

In your capacity as an experienced project manager, you want to contribute to increasing the project orientation in the Cantonal-Office and therefore submit a proposal for a respective project to be started. You are convinced that the project makes good sense, because an initial project 'Increasing project orientation in the Cantonal-Office' and a follow-up project 'Introduction of a portfolio management system in the Cantonal-Office' can certainly make a significant contribution towards increasing the performance capacity of the Cantonal-Office.

Assignment

Draw up a situation analysis, setting out the arguments you want to use to persuade the management in a first step towards the introduction of the project 'Increasing project orientation in the Cantonal-Office', identifying the key factors and key performance indicators for the follow-up project 'Introduction of the portfolio management system in the Cantonal-Office', and then plan the reporting as the basis for efficient decision-making. (Competence 4.3.2)

Description

Approach this assignment as follows:

a) For each of the 4 target categories defined in the solution table, identify 2 strengths/opportunities of the target status: 'Cantonal-Office with high project orientation thanks to the introduction and implementation of a project management system' with the already identified weaknesses / risks of the current status
(maximum 4 points, competence indicator 4.3.2.1)

b) For the follow-up project 'Introduction of a project portfolio management system in the Cantonal-Office', 5 critical success factors have been identified. In respect of each of these 5 critical success factors, identify one key performance indicator (KPI) that makes the success of the project visible.
(maximum 2.5 points, competence indicator 4.3.2.3)

c) Use a one-month timeline to show the reporting requirements of all of the projects of the Cantonal-Office. Your solution should identify at least 4 milestones together with the associated deadlines. As soon as the project portfolio management system has been introduced, the flow of information from the projects should support an efficient decision-making process.
(maximum 2.5 points, competence indicator 4.3.2.5)

ASSIGNMENT 1.2 - SAMPLE SOLUTION

a) Situation analysis as argument to convince the management

		Weaknesses/risks of the current status	Strengths/opportunities of the target status
1	Performance objectives	▪ No PM document templates (instruments, checklists), meaning that different tools (organisational tools and resources) are being used ▪ No guidelines for project documentation	▪ Promote a more consistent/standard understanding of project management thanks to PM guidelines that summarise the overall organisational rules that apply for the execution of the project. ▪ Supporting the project work by means of a streamlined toolbox containing mandatory and optional tools ▪ In-depth treatment of the project management competences in training courses ▪ Accelerating the start phase in projects, as certain templates and specifications already exist. ▪ Planning and implementing of timely ongoing information flows ▪ Drawing up project documentation of the specified quality
2	Personnel objectives	▪ Competence disputes due to inadequately regulated tasks, competences and responsibilities (roles). ▪ No secured resources because resources have not been firmly allocated to the project. ▪ Inaccurate planning of work assignments: Neither schedule, spatial, quantitative nor qualitative planning is available. ▪ Mutual deputising difficult to realise	▪ Avoiding misunderstandings through clear description of the roles in the project management guidelines, in each case together with tasks, competences and responsibilities. ▪ Nature and manner of the cooperation in the project is defined and coordinated in structural as well as in cultural terms. ▪ Availability and scope of the work assignments are defined. Project planning data is available. ▪ Interdisciplinary co-operation and team focus ▪ Established deputising arrangements ▪ More attractive tasks for project managers thanks to project assignments as well as promoted and defined career path

		Weaknesses/risks of the current status	Strengths/opportunities of the target status
3	Procedural objectives	▪ No standard project procedures ▪ No standard planning, monitoring and control ▪ Low acceptance of the project results amongst users (notified too late, no involvement, …)	▪ Good planning and control principles thanks to systematic product management with Cantonal-Office-wide standards ▪ Higher acceptance of project results through appropriate participation of the users ▪ Identification and adoption of the lessons learned from earlier projects ▪ Interdisciplinary cooperation and team orientation. ▪ Improved image for project work ▪ Intensive communication and feedback culture ▪ Comprehensive coordination with the client
4	Economic goals	▪ Insufficiently consistent prioritising of the resources ▪ Many cancelled projects, as well as project failures ▪ Inadequate return on investment	▪ Project oriented financial management ▪ Lower project costs ▪ Optimal use of available resources is important for a Cantonal-Office that is in the public focus. ▪ Fewer project failures ▪ Shorter project duration ▪ Client and result orientation with quantitative verification ▪ Return on investment

For each correctly described strength/opportunity for each target category, ½ point. Maximum 4 points.

b) critical success factors (CSF) and their key performance indicators (KPI)

	CSF	KPI
1	Management/Leadership Senior management of the Cantonal-Office, but also department managers	▪ Management urgently wants to introduce a portfolio management system. ▪ Senior management constitutes the project portfolio board or has established a body of this nature. ▪ All management levels recognise the benefits of the project portfolio management system, and have been properly informed. ▪ The strategic planning process is aligned with the amended Cantonal-Office strategy, and the guidelines are known. ▪ Project implementation decisions are taken on the basis of the project evaluation and project prioritisation.

	CSF	KPI
2	Processes	▪ Evaluation system (costs, throughput times, periodicity, …) is introduced. ▪ Prioritisation is introduced. ▪ Processes are defined. ▪ Processes generate as little additional workload as possible for projects. ▪ Processes are lived. ▪ Continuous improvement process is defined. ▪ Roles with responsibilities and competences clearly defined. ▪ Information and data flows between projects/PM and Cantonal-Office portfolio are defined.
3	Resources	▪ Resources to define and introduce the project portfolio management system are available to a sufficient extent.
4	Completness	▪ Evaluation system encompasses all Cantonal-Office projects and any possible programmes.
5	Information about newly-introduced project portfolio management in the Cantonal-Office	▪ Central, in particular, internal Cantonal administration stakeholders as well as critical external stakeholders are informed about the introduction of the project portfolio management system, and are familiar with the process definitions.

For each correctly listed KPI, ½ point. Maximum 2.5 points.

c) Example of a reporting structure
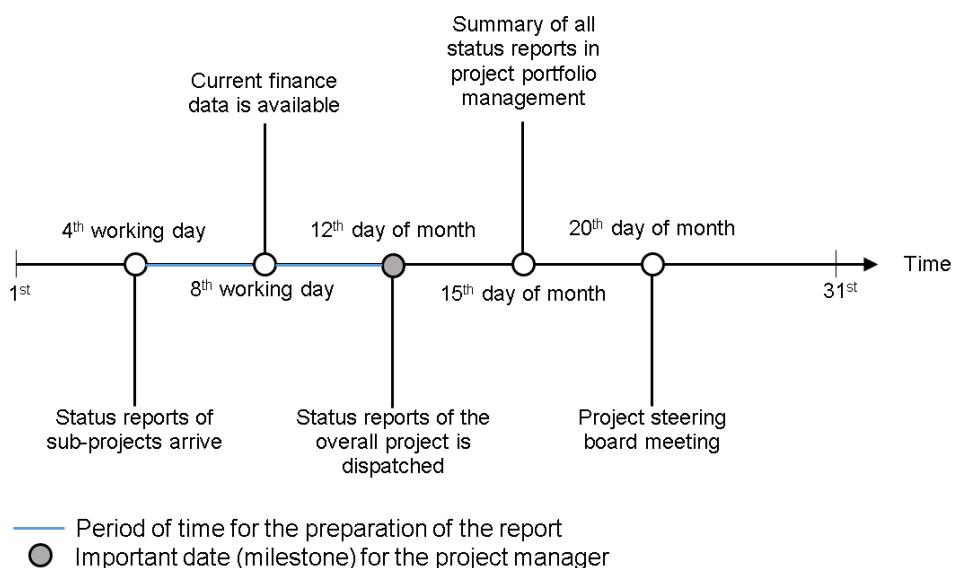
For each correct milestone, ½ point, for effective time targets for efficient decision-making, ½ point. Maximum 2.5 points.

Maximum points possible	9 points	Points achieved	

Introduction

You know that mistakes often occur in project work. In order to ensure that the same mistakes are not repeated in every project, you want to institution-alise and practice the retrospective project analysis and review process in the Cantonal-Office. You therefore plan to promote the systematic evaluation of the findings from lessons learned from the projects. As the project manager of the project 'Increasing project orientation in the Cantonal-Office' you want to evaluate the lessons learned from this project in a structured manner, so that all subsequent Cantonal-Office projects can be evaluated in a similarly system-atic way. New knowledge acquired through experience is to be systematically made available for future projects, and the existing methods defined in the Cantonal-Office are to be amended, extended or replaced by templates and tools. You are convinced that project management knowledge will increase in this way, and that the project orientation in the Cantonal-Office will grow sus-tainably.

You know that projects fail if crucial relationships are not seen at all, or if their dynamics are underestimated, that is to say, if the project managers overly simplify their view of a complex project. For this reason, you are always delib-erately looking for complexity-driving factors in your projects.

Assignment

Describe which criteria are used to assess the success of the project 'Increas-ing project orientation in the Cantonal-Office', and how you go about deter-mining the lessons learned. Also identify the impact of certain operating condi-tions on the complexity. (Competence 4.5.1)

Description

Approach this assignment as follows:

a) Use keywords to list 3 explicit and 3 implicit criteria used to evaluate the success of the project 'Increasing project orientation in the Cantonal-Of-fice'.
(3 points, competence indicator 4.5.1.1)

b) Further develop the concept that has been initiated to determine the les-sons learned in an effective manner. This is to be applied for the first time in the project 'Increasing project orientation in the Cantonal-Office'. In re-spect of each of the perspectives listed in the solution table, formulate 1 specific, fully-formulated question that needs to be answered.
(4 points, competence indicator 4.5.1.2)

c) In respect of each of the dimensions listed in the solution table, use key words to describe 1 complexity driver for the project 'Increasing project orientation in the Cantonal-Office'.
(2 points, competence indicator 4.5.1.3)

ASSIGNMENT 1.3 - SAMPLE SOLUTION

a) Explicit and implicit criteria used to assess the project success

Explicit criteria	Achieving the target objectives/goals: ▪ Quality ▪ Scope (goals, result) ▪ Effort (costs) ▪ Time ▪ Risk
Implicit criteria	▪ Satisfaction of the senior management team, of the project managers, of the project staff, of other relevant internal and external stakeholders. ▪ Employee motivation ▪ Relationship between the individual parties involved ▪ Communication and integrative cooperation (willingness to broaden one's own outlook to include other disciplines or sub-projects) ▪ Project management culture

For each correct criterion, ½ point. Maximum 3 points.

b) Perspectives and questions to determine the lessons learned in the project

	Perspectives	Specific questions
1	General course of the project 'Increasing project orientation in the Cantonal-Office'	▪ What did not go well in the project? ▪ What precisely can be optimised? ▪ What should be considered when introducing the follow-up project 'Introduction of the portfolio management system in the Cantonal-Office'? ▪ Which factors and conditions promoted the project, and how were these used in the project? ▪ At what point in time did difficulties and problems arise, and how were these solved? ▪ What should others consider when dealing with similar projects?

	Perspectives	Specific questions
2	Objectives of the project 'Increasing project orientation in the Cantonal-Office'	▪ Has the objective(s) of the project 'Increasing project orientation in the Cantonal-Office' been achieved? How can this be verified? ▪ Were the client and the management satisfied with the result? ▪ Was the budget adhered to? ▪ Were the deadlines adhered to? ▪ Was the initially agreed scope of services delivered? ▪ Which insights need to be obtained to enable these to be considered for the follow-up project 'Introduction of the project portfolio management system in the Cantonal-Office' – in respect of the formulation of its goals?
3	Professional/Specialist, methodical and personal (social) competences of the project team	▪ Did the project team have the necessary professional, methodological and personal (social) competences? ▪ Which specialist/professional competences were lacking? ▪ Which methodological competences were lacking? ▪ Which personnel competences were lacking? ▪ Were the project staff good team-players? ▪ Were the communication skills of the team members sufficient? ▪ How were lacking skills/competences obtained within the project? ▪ Which qualification opportunities were used within the project?
4	Approach and project management methods in the project 'Increasing project orientation in the office'	▪ Was the approach suitable for the assigned task (strategic compatibility check)? ▪ In retrospect, which approach would have been more effective and/or more efficient? ▪ How have the implemented project management methods proven themselves, and which changes or extensions to the method are to be proposed (for follow-up projects)?

	Perspectives	Specific questions
5	Information/communication	• Have all stakeholders (Cantonal-Office employees and external stakeholders) been informed about the project 'Increasing project orientation in the Cantonal-Office' as well as about the planned follow-up project 'Introduction of a project portfolio management system in the Cantonal-Office', and are they informed of the process guidelines? • How were the stakeholders involved? Which aspect of this proved successful? What could have been done better? • Can 'good practices' be derived from stakeholder communications, especially for the follow-up project? • What experience was made through communications with sponsors, customers and from those affected by the project result? • Which mistakes should not be repeated in terms of stakeholder management?
6	Scope of decision-making and authority	• Did the project manager have the necessary authority and scope for decision-making? • What decision-making authority did sub-project managers or project staff have, and how were these used? • How were decisions taken, and what aspect of this proved effective? • How were problems and decisions escalated? • Did the project manager secure his authority in the project order?
7	Mistakes/pitfalls	• Which mistakes were made in the project 'Increasing project orientation in the Cantonal-Office'? What were the causes of this? How could these have been avoided? What can be learned from this? • What were the biggest challenges and stumbling blocks? • At which critical first warning signs do you have to become alert? • How can these mistakes be avoided in future - and specifically in respect of the follow-up project 'Introduction of the project portfolio management system in the Cantonal-Office'?
8	Problems and risks	• Which problems arose in the project 'Increasing project orientation in the Cantonal-Office'? • How was the risk management conducted? • What measures were taken to handle risks? • Which risks occurred, and what was the response to these? • Which opportunities arose in the project, and how were these exploited?

For each correctly formulated question, ½ point. Maximum 4 points.

c) Complexity drivers in the project

Project objectives	▪ Numerous stakeholders with opposing objectives, such as for example long-standing project managers or project staff who want to stick with their procedures and instruments, and who do not see the added value for the project 'Increasing project orientation in the Cantonal-Office'. ▪ Unclear project goals, because knowledge and experience about project management – all the way up to the senior management team – is very weak within the Cantonal-Office itself. ▪ Undetected, unrealistic expectations that become apparent only at a later stage in the project. ▪ Under certain circumstances, dynamic project goals (moving targets)
Project risks	▪ Numerous risks in different risk classes and with high risk potential ▪ Numerous risks with impacts on different dimensions, such as for example costs, time, quality, resources and goals. ▪ Project with many sub-projects in different phases
Project team	▪ Around 13 project managers, 350 project staff as well as the new senior management form a large culturally and ethnically mixed group, and the project teams are correspondingly mixed. ▪ Large teams ▪ Geographically dispersed teams spread throughout the entire Canton. ▪ Bilingual teams, because of the bilingual canton in which the office operates at various locations.
Project environment	▪ Instability: The strategy of the Cantonal-Office was only recently revised and approved, the senior management team is relatively new and its knowledge and experience of project management is weak to date. ▪ Numerous internal and external stakeholder groups, because this is a large Cantonal-Office that is distributed throughout the bilingual canton (directorate, overall cantonal administration, external clients, politics, the public, media, …) ▪ Partially unclear, unanalysed, fast-changing project environment, politically controlled and in the public eye (taxpayers).

For each correctly described complexity driver, ½ point. Maximum ½ point per dimension. Total maximum of 2 points.

ASSIGNMENT 1.4 - FURTHER DEVELOPMENT OF THE PROJECT MANAGEMENT COMPETENCE

Maximum points possible	9 points	Points achieved	

Introduction

It is a matter of concern to the senior management team that the project management competence continues to be developed even after the project 'Increasing project orientation in the Cantonal-Office' has been completed, making this an integral part of the strategy of continually improving project orientation in the Cantonal Office. Management is convinced that by continuously developing its project management competence the Cantonal-Office will improve its ability to successfully select and execute projects, thereby increasing its effectiveness, efficiency and sustainability.

You know that the most important factor for project success is whether the project generates a benefit or value for stakeholders. While the size of the Magic Triangle (time, quality and costs) is important when it comes to assessing success, this is not the only decisive factor. With his leadership style a manager represents his values. The way in which he deals with his staff as well as the use of resources express his values and attitudes. Sustainability entails not just ecology, but also social and economic issues.

It is important to you that the concept of sustainability can be integrated into the values and business culture of the Cantonal-Office as a whole. You therefore absolutely want to apply your knowledge for further development of the Cantonal-Office.

Assignment

Develop criteria for the further development of project management competence in the Cantonal-Office. (Competence 4.3.3)

Description

Approach this assignment as follows:

a) How do you assess the effectiveness of the use of best practices from other projects when drawing up the project results of the project 'Increasing project orientation in the Cantonal-Office'? Using 1-2 sentences in each case, formulate 3 arguments supporting the systematic recording and utilisation of best practices?
(3 points, competence indicator 4.3.3.5)

b) You want the project management itself to become part of the sustained development of the Cantonal-Office. Using 2 sentences in each case, describe 3 measures to promote project management.
(3 points, competence indicator 4.3.3.4)

c) In 1 sentence, formulate 3 criteria that enable senior management to check at regular intervals whether the project management competence of the Cantonal-Office is being continuously developrd (learning project management), or whether this is stagnating.
(3 points, competence indicator 4.3.3.6)

ASSIGNMENT 1.4 - SAMPLE SOLUTION

a) Arguments for the effectiveness of the use of best practices from other projects

1	Leading worldwide standards and relevant professional tools and methods (best practices) can be used as a basis for the project team of the project 'Increasing project orientation in the Cantonal-Office' when developing project management guidelines, including PM tools and instruments. This significantly reduces the effort to develop all PM documents for the Cantonal-Office, and minimises the risk of an incorrect development.
2	In addition, the project team can develop specific standards for the project management of the Cantonal-Office, and achieve further improvements through tailored PM tools and methods.
3	Project managers always endeavour to identify the best recipe for the management of their projects. The highest professional standards may be applied, and further improvements may be developed and added. Knowledge and adoption of best practices gives these a certain sense of security.
4	Systematically recorded best practices from other projects can be reviewed, applied and exchanged. Synergies can and should be used.
5	Failed projects can provide valuable information about what should be avoided. This means they still make positive contributions, at least in retrospect.

For each correct and fully formulated argument, 1 point. Maximum 3 points.

b) Measures to promote the sustainability of the project management

1	Knowledge management
	All project participants require know-how in order to enable them to contribute towards the success. Because projects are becoming ever-more complex, the work in distributed teams is increasing, and there is also a shortage of qualified employees in the field of project management, project knowledge management is becoming increasingly important for the Cantonal-Office and even becomes a fundamental requirement.
2	Promoting junior talent
	Project management is a leadership task. A successful project requires not only good organisation of project work (management), but also leadership. The continuous further training of competent, professional junior project management talent is enormously important.
3	Values management
	All project managers need to be aware that they are responsible for values management. Precisely because at the beginning the concrete value of the project can often not be clearly described, this (still-unknown) value must be targeted during the course of the project.

4	Holistic approach
	In the future, project managers will not only have to bear responsibility for their projects, but to a certain extent also need to assume responsibility for the development of the overall Cantonal-Office. This means, for example, that when decisions are taken, it is not merely their impact on the respective project that needs to be considered, but also the impact on the Cantonal-Office as a whole. In addition, more management and public administration knowledge than technical knowledge is required.
5	Ability to change
	The personal ability of the project managers to change is enormously important, as does their desire not only to manage and accompany the change processes, but also to actively drive these forward.
6	Career paths in the field of project management need to be developed further and supplemented by mentoring and coaching.

For each correct and fully described measure, 1 point. Maximum 3 points.

c) Identifying features for the development of the project management competence

1	Despite a project management guideline in the Cantonal-Office that summarise the valid, higher-level organisational rules for project execution, teams may apply existing working practices and working instruments in a critical and experimental manner.
2	The processes and methods as well as the working and behaviour patterns in the projects of the Cantonal-Office are further developed, if necessary.
3	Persons working on new projects can make their experience from earlier projects available, and can take them into account (lessons learned).
4	Individual experience of the Cantonal-Office staff in general and from the projects in particular are available.
5	In addition to the operative project goals, 'official' attention is also paid to the performance of the PM tools and PM teamwork in the Cantonal-Office.

For each correct and fully-described criterion, 1 point. Maximum 3 points.