**Report - Programme Management IPMA Level A and B**

IPMA Level A

IPMA Level B

|  |  |
| --- | --- |
| Programme | [title of the reference programme] |

|  |  |
| --- | --- |
| First name, last name |  |
| Employer |  |
| e-mail |  |
| Telephone | [Provide number for follow-up enquiries] |

|  |  |
| --- | --- |
| Version | [Version number of the report] |
| Date |  |

Formal criteria

|  |  |
| --- | --- |
| Submission | After receiving the task 'Upload report' as a single PDF file including attachments |
| File name | Last name\_first name\_PB\_Vn (n = version number of the version you submit) |
| Number of pages | Maximum 25 pages, excluding title page and indices, plus a maximum of 15 pages of enclosures |
| Font | Please use Verdana 10 only, do not change the font or size of the text |
| Tables | Smaller text sizes are permitted, at least 8 Pt. |
| Headings | Use formats from the format templates |
| Reference text | Remove grey reference text after completing the document |

##### Contents

[1. Background information about the programme 4](#_Toc536374500)

[1.1. Programme scope and most important goals 4](#_Toc536374501)

[1.2. Key stakeholders 4](#_Toc536374502)

[1.3. Programme organisation and role in the programme 4](#_Toc536374503)

[1.4. Resources 4](#_Toc536374504)

[2. Programme challenges 5](#_Toc536374505)

[2.1. Competence area perspective 5](#_Toc536374506)

[2.1.1. Strategy *(Chapter 5.3.1 in ICB4)* 5](#_Toc536374507)

[2.1.2. Governance, structures and processes *(Chapter 5.3.2 in ICB4)* 5](#_Toc536374508)

[2.1.3. Compliance, standards and regulations *(Chapter 5.3.3 in ICB4)* 5](#_Toc536374509)

[2.1.4. Power and interest *(Chapter 5.3.4 in ICB4)* 6](#_Toc536374510)

[2.1.5. Culture and values *(Chapter 5.3.5 in ICB4)* 6](#_Toc536374511)

[2.2. Competence area people 6](#_Toc536374512)

[2.2.1. Self-reflection and self-management *(Chapter 5.4.1 in ICB4)* 6](#_Toc536374513)

[2.2.2. Personal integrity and reliability *(Chapter 5.4.2 in ICB4)* 6](#_Toc536374514)

[2.2.3. Personal communication *(Chapter 5.4.3 in ICB4)* 6](#_Toc536374515)

[2.2.4. Relationships and engagement *(Chapter 5.4.4 in ICB4)* 7](#_Toc536374516)

[2.2.5. Leadership *(Chapter 5.4.5 in ICB4)* 7](#_Toc536374517)

[2.2.6. Teamwork *(Chapter 5.4.6 in ICB4)* 7](#_Toc536374518)

[2.2.7. Conflict and crises *(Chapter 5.4.7 in ICB4)* 7](#_Toc536374519)

[2.2.8. Resourcefulness *(Chapter 5.4.8 in ICB4)* 8](#_Toc536374520)

[2.2.9. Negotiation *(Chapter 5.4.9 in ICB4)* 8](#_Toc536374521)

[2.2.10. Results orientation *(Chapter 5.4.10 in ICB4)* 8](#_Toc536374522)

[2.3. Competence area practice 8](#_Toc536374523)

[2.3.1. Programme design *(Chapter 5.5.1 in ICB4)* 8](#_Toc536374524)

[2.3.2. Benefits and objectives *(Chapter 5.5.2 in ICB4)* 8](#_Toc536374525)

[2.3.3. Scope *(Chapter 5.5.3 in ICB4)* 9](#_Toc536374526)

[2.3.4. Time *(Chapter 5.5.4 in ICB4)* 9](#_Toc536374527)

[2.3.5. Organisation and information *(Chapter 5.5.5 in ICB4)* 9](#_Toc536374528)

[2.3.6. Quality *(Chapter 5.5.6 in ICB4)* 9](#_Toc536374529)

[2.3.7. Finance *(Chapter 5.5.7 in ICB4)* 10](#_Toc536374530)

[2.3.8. Resources *(Chapter 5.5.8 in ICB4)* 10](#_Toc536374531)

[2.3.9. Procurement and partnership *(Chapter 5.5.9 in ICB4)* 10](#_Toc536374532)

[2.3.10. Plan and control *(Chapter 5.5.10 in ICB4)* 10](#_Toc536374533)

[2.3.11. Risk and opportunity *(Chapter 5.5.11 in ICB4)* 10](#_Toc536374534)

[2.3.12. Stakeholders *(Chapter 5.5.12 in ICB4)* 11](#_Toc536374535)

[2.3.13. Change and transformation *(Chapter 5.5.13 in ICB4)* 11](#_Toc536374536)

[2.3.14. Select and balance *(Chapter 5.5.14 in ICB4)* 11](#_Toc536374537)

[3. Appendix 12](#_Toc536374538)

##### Abbreviations used

Please list all abbreviations used in this document in alphabetic order.

|  |  |
| --- | --- |
|  |  |

# Background information about the programme

This chapter should be a maximum of 3 pages long (including charts), and should provide the assessors with background information about your programme. You may copy and paste information from the executive summary report. In particular, you should document changes here that have been made since the executive summary report was submitted.

## Programme scope and most important goals

Describe the programme scope, the most important goals as well as the originally intended programme results. Identify any possible amendments, or state if it did not prove possible to achieve the intended results.

## Key stakeholders

List the most important stakeholders together with their influence or their significance for the programme - as well as its success.

## Programme organisation and role in the programme

Describe your role in the programme citing your tasks, powers and responsibilities. Insert the programme organisation chart. Describe the context of the programme, in particular in respect of: dependencies from/to other projects and programmes as well as the deployment of persons with a consultancy function.

## Resources

Describe the resources (*Definition see ICB4, Chapter 5.5.8*) that were available to you in the programme.

# Programme challenges

In this chapter, describe the programme management challenges that you were obliged to overcome in your programme, how you managed the programme and how you mastered the challenges. Please endeavour to describe your competencies as comprehensively as possible, citing specific situations. Describe your actions in the selected situations, and reflect upon the outcome. This structure is based on the STAR methodology that is described in the *Certification guidelines* in the chapter *'Interview'*. We recommend that you use the available space for the description as follows: 20% for the situation description, 60% for the description of your actions and 20% for the outcome reflection. Corroborate your statements with examples from your programme documentation. Write in the first person. The assessors must be able to identify which performances you rendered in person.

You must describe your competencies on the basis of the reference programme that you cited in the executive summary report. All *ICB4* competencies are listed in the present report in the form of headings. You must describe at least 23 of these in your report. It is up to you to choose which to describe. At the end, delete the headings of the competencies that were not required, and update the table of contents.

Describe as many competence indicators as you need to be able to prove the corresponding competence, namely at least 50%. The concrete number is given in the respective chapter. Reference the competence indicators of *ICB4* in the description of your actions. To do this, enter the relevant chapter number of *ICB4* in brackets at the appropriate text passage. You will also find this in the 'SAPgM' spreadsheet of the certification application. Referencing is mandatory.

If you do not find a situation in your reference programme that is sufficiently complex, you can use one from another programme or project described in your executive summary report. Please indicate from which programme or project the described situation originates. For the situations from the reference programme, you do not need to enter this information.

## Competence area perspective

### Strategy *(Chapter 5.3.1 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Governance, structures and processes *(Chapter 5.3.2 in ICB4)*

##### Situation (refer to at least 4 competence indicators)

##### Action(s)

##### Outcome reflection

### Compliance, standards and regulations *(Chapter 5.3.3 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Power and interest *(Chapter 5.3.4 in ICB4)*

##### Situation (refer to at least 2 competence indicators)

##### Action(s)

##### Outcome reflection

### Culture and values *(Chapter 5.3.5 in ICB4)*

##### Situation (refer to at least 2 competence indicators)

##### Action(s)

##### Outcome reflection

## Competence area people

### Self-reflection and self-management *(Chapter 5.4.1 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Personal integrity and reliability *(Chapter 5.4.2 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Personal communication *(Chapter 5.4.3 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Relationships and engagement *(Chapter 5.4.4 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Leadership *(Chapter 5.4.5 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Teamwork *(Chapter 5.4.6 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Conflict and crises *(Chapter 5.4.7 in ICB4)*

##### Situation (refer to at least 2 competence indicators)

##### Action(s)

##### Outcome reflection

### Resourcefulness *(Chapter 5.4.8 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Negotiation *(Chapter 5.4.9 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Results orientation *(Chapter 5.4.10 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

## Competence area practice

### Programme design *(Chapter 5.5.1 in ICB4)*

##### Situation (refer to at least 4 competence indicators)

##### Action(s)

##### Outcome reflection

### Benefits and objectives *(Chapter 5.5.2 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Scope *(Chapter 5.5.3 in ICB4)*

##### Situation (refer to at least 2 competence indicators)

##### Action(s)

##### Outcome reflection

### Time *(Chapter 5.5.4 in ICB4)*

##### Situation (refer to at least 2 competence indicators)

##### Action(s)

##### Outcome reflection

### Organisation and information *(Chapter 5.5.5 in ICB4)*

##### Situation (refer to at least 2 competence indicators)

##### Action(s)

##### Outcome reflection

### Quality *(Chapter 5.5.6 in ICB4)*

##### Situation (refer to at least 1 competence indicator)

##### Action(s)

##### Outcome reflection

### Finance *(Chapter 5.5.7 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Resources *(Chapter 5.5.8 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Procurement and partnership *(Chapter 5.5.9 in ICB4)*

##### Situation (refer to at least 2 competence indicators)

##### Action(s)

##### Outcome reflection

### Plan and control *(Chapter 5.5.10 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Risk and opportunity *(Chapter 5.5.11 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Stakeholders *(Chapter 5.5.12 in ICB4)*

##### Situation (refer to at least 3 competence indicators)

##### Action(s)

##### Outcome reflection

### Change and transformation *(Chapter 5.5.13 in ICB4)*

##### Situation (refer to at least 2 competence indicators)

##### Action(s)

##### Outcome reflection

### Select and balance *(Chapter 5.5.14 in ICB4)*

##### Situation (refer to at least 2 competence indicators)

##### Action(s)

##### Outcome reflection

# Appendix

##### Enclosures

|  |  |
| --- | --- |
| No. | Designation |
|  |  |

##### Declaration

I hereby declare that I wrote the present document without outside assistance.

|  |  |
| --- | --- |
| Place |  |
| Date |  |
| Signature |  |