

Project Report Guidelines

Certified Senior Project Manager (IPMA Level B)

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1. General provisions

1.1. Object

The project report is an opportunity for candidates to show that they have sufficient competence to manage a complex project and are able to adopt the correct technical and methodological approach to such a project.

1.2. Basis

The project report is based on the project description submitted along with the self-assessment form and evaluated by the assessors.

1.3. Confidentiality

All information and documents submitted by candidates are treated in strict confidence by the certification body. The documents are accessible only to authorized individuals at the certification office, the assigned assessors (and the appeals committee, in the event of an appeal), but not to the candidate.

1.4. Rights

The candidate authorizes the certification office and assessors to obtain supplementary information on statements from the references listed (employer, client, project staff etc); The candidate is responsible for all copyright and similar issues relating to the project and documents used.

1.5. Signature

The candidate confirms by signing that all details provided are accurate and that he or she accepts the general provisions.

1.6. Administrative provisions

The project description and the project report must be submitted to the PMAC-AMPC CB office in duplicate by the date stated. Any delay in submitting the documents is subject to the provisions of section 5.3 of the Guidelines (Delays and extensions).

2. Project description

2.1. Introduction

The project description helps assessors decide if

- the project the candidate intends to use in the project report is sufficiently complex and recent
- the candidate worked on this project as senior project manager or key PM consultant.

2.2. Choice of project

In choosing the project the following points must be considered:

- the project may not have been used for competence certification elsewhere or already have been published in this form.
- it must be a real project on which the candidate worked as senior project manager or key PM consultant
- the project must be recent, i.e. have been completed not more than four years ago, as a rule
- a current or completed project must have completed at least three project phases which should be of a minimum duration
- the project must have a high degree of project management complexity which is defined by an number of indicators (as shown in the table) collectively assessed

PM complexity indicators	characteristics of a complex project
Objectives, Assessments of results	uncertain mandate/objects, conflicting and interdependent objectives, hidden mandate, multidimensional assessment of results
Interested parties, integration	numerous interested parties, many involved organisations and disciplines, unknown stakeholder interrelations, divergent interests of stakeholders
Cultural and social context	Multicultural environment, variable context, large geographical distances, demanding social span
Degree of innovation, general conditions	high degree of innovation, unknown technology, Large scope of development with many degrees of freedom, large public interest
Project structure, demand for coordination	numerous structures to coordinate, demanding coordination, many overlapping and simultaneous phases, multidimensional and comprehensive reporting
Project organisation	many interfaces, demanding communication, multidimensional hierarchical structure, intensive mutual relations with permanent organisation
Leadership, Teamwork, Decisions	large number of sub-ordinates, dynamic team structure, demanding leadership style, many important decision making processes
Resources and finance	uncertain availability of resources, many investors and kinds of resources, large capital investment (in controlling), high quantity and diversity of staff
Risk and opportunities	Unpredictable risks and opportunities, High risk probability, high significance of impact, low potential for risk management, large potential of opportunities
Project management methods and techniques	Manifold and variable use of methods and techniques, few common standards applicable, low availability of support, high proportion of project management work

2.3. Content of the project description

The project description must clearly show that the project report will be able to demonstrate the application of a large number of project management experience and knowledge elements from various sections of the ICB.

The project description should include the following information:

- industry and kind of project
- client, contact
- project content and scope, project context
- project objectives and phases
- management of deliverables, deadlines and costs
- project organization
- relationship with permanent organizations
- candidate's position and work in the project
- complexity of the project
- application of general areas of management.

The project content should merely be outlined in brief. The project description should be 4- (max.) 5 Letter format pages long.

2.4. References

Give at least two people as references, providing the following information:

- Last name
- First name
- Company
- Current telephone number
- Position/role of the reference person in this project.

3. Project report

3.1. Contents

The project report shows the application of project management competences comprising a large number of experience and knowledge elements from various sections of the ICB. The following minimum figures are intended as a guideline:

Area	Application of PM in	Interview coverage
Technical	Minimum of 14 elements	Minimum of 6 elements
Behavioural	Minimum of 8 elements	Minimum of 3 elements
Contextual	Minimum of 6 elements	Minimum of 3 elements
TOTAL	Minimum of 28 elements	Minimum of 12 elements

The report must be organised so that the application of project management competences is clearly evident in terms of the different elements of the evaluation structure (referenced in the project report). The candidate is encouraged to demonstrate competence in as many elements as possible.

The following should also be clearly shown:

- the circumstances leading to the project
- the applicant's personal role in the project, responsibilities and experience
- the project management team and management responsibility
- the ability to ask the right questions and get answers.

The major part of the report shall cover the

- management challenges, how these were handled and reflections upon the results
- project analysis and lessons learned.

If some competence elements were not relevant in the reported project, the candidate can be asked in the interview why this was the case and how the candidate would have dealt with them in another project.

3.2. Report structure

The following is an example of how to structure a project report, with particular reference to the candidate's contribution to project management:

1. Introduction or summary
2. Background, use of project management
3. Client, customer
4. Project objectives, project context, system management
5. Project organization, roles, responsibilities, contracts
6. Management, decision making, negotiation, teamwork, conflicts
7. Project structures (content, phases etc)
8. Project planning and control (deliverables, deadlines, costs etc)
9. Relationship to parent organizations and their management
10. Quality management, marketing, accounting
11. IT, safety, security, law, management of the change
12. Project information and documentation
13. Special features of the project
14. Project results and results of each phase of the project
15. Project management analysis
16. Conclusions

3.3. Format

The cover and last page of the project report must be in the same format as the enclosed samples (annexes 1 & 2).

The cover page must be followed by a table of contents indicating the structure of the document.

The body of report should be approximately 15–25 (max.) Letter format pages long with 10-15 pages of appendices. The number of pages relates to a report produced with a font size of 11 pts.

At the end of the report there must be a list of references showing the technical literature used including internal manuals, directives or guidelines, whether these are cited in the report or not. The number of reference works listed is not relevant for the evaluation of the report.

In the case of published documents, a citation and/or inclusion in the list of references is sufficient. Internal company documents used in producing the project report should under certain circumstances be brought to the interview.

3.4. Use

Both copies are distributed to the assessors. They are subsequently filed at the PMAC-AMPC CB office, along with the candidate's records. The office may only make use of the content or make further copies with the candidate's consent. In the event of an appeal, the appeals committee will refer to the candidate's file for its deliberations.

4. Annexes

4.1. Annex 1: Cover page for the project report

Last name, first name:

Project report

For certification as Certified Senior Project Manager (IPMA Level B)

City, date:

4.2. Annex 2: Last page of the project report

I declare that I have produced the present document without outside help, identified the literature used, and that the project it describes has not been submitted elsewhere for competence certification or published in this form.

Date

Signature: