

# **Guideline for Project Reports**

**IPMA LEVEL A – Certified Project Director**

**IPMA LEVEL B – Certified Senior Project Manager**

**IPMA LEVEL C – Certified Project Manager**

## Guideline for Project Reports

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# Guideline for Project Reports

## 1. General Information

### 1.1 Overview

The project report is a primary component of the IPMA Certification process. The report enables the candidate to demonstrate to the IPMA Assessors that they have sufficient experience, competence and knowledge against the IPMA 4-L-C criteria for the Certification Level applied.

At stage 3 of the certification process, once approved for Level A, Level B or Level C certification, the candidate is required to submit a report describing the application of project management competence in a real project, programme or portfolio:

**Level A:** for a complex portfolio or programme.

**Level B:** for a complex project.

**Level C:** for a project with limited complexity.

This guide has been developed to enable the candidate to structure the report to include appropriate information regarding the project, and to demonstrate to the IPMA Assessors that they are able to manage a project to the IPMA level applied for.

### 1.2 Confidentiality

The project report documents submitted by the candidate will be treated with adherence to strict conditions of confidentiality and the Code of Ethics and Professional Conduct. The documents will be submitted by the candidate via Dropbox and will be accessible to AICB administrative staff and the assigned assessors.

### 1.3 Submitting the Report to AICB

The project report must be submitted to AICB via designated Dropbox by the deadline stated. The late submission of the project report or the submission of incorrect documentation (not signed, incomplete or not formatted, etc.) may result in refusal or delayed interview as described in Candidate Guide to IPMA Certifications.

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### 2. Contents of a project report

#### 2.1 Choice of Project

In the choice of the project, the candidates should consider the following:

- The report must be produced without outside help and has not been submitted elsewhere for competence certification or published in this form.
- The selected project, programme or portfolio must be a real case on which the candidate worked as a project manager or senior project manager, etc.
- In the report typical project management situations, tasks, actions and results, the roles of the candidate and other involved parties, the methods and tools applied and the experience and conclusions gained, are described for a large number of competence elements of the ICB Version 3.
- The project described in the report must have a level of complexity, which is required at the level of certification selected by the candidate (see section 1.1). The characteristics of a project complexity are described in Table 1.

Table 1. Complexity of a project (Source: *ICRG Version 3.10*).

PM Complexity Criteria	Description of Criteria
1. Objectives, Assessment of Results	Uncertain, mandate and objective Conflicting objectives Hidden transparency of mandate and objectives Very independent objectives Large number and assessment of results
2. Interested Parties, Integration	Numerous interested parties, lobbies Many different categories of stakeholders Unknown stakeholder interrelations Divergent interests of involved parties
3. Cultural and social context	Diverse of context Cultural variety Distributed geographic locations Large social span
4. Degree of innovation, general conditions	Unknown technological degree of innovation Innovative approach Large scope for development Large public interest
5. Project structure, demand for coordination	Numerous structures to be coordinated Elaborate coordination Overlapping phases Multidimensional demand for reporting
6. Project organisation	Large number of interfaces Elaborate communication Multidimensional hierarchical structure Intensive mutual relations with permanent organisations
7. Leadership, teamwork, decisions	Large number of sub-ordinates Dynamic team structure Adaptive and variable leadership style Complex decision-making processes

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8. Resources incl. finance	Changing availability of people, material, etc. Multiple financial resources Large capital investment High quantity and diversity of staff
9. Risk and opportunities	Low predictability of risks and opportunities High risk probability, significant impacts Large potential of opportunities Limited options for action to minimise risks
10. PM methods, tools and techniques	Large variety of methods and tools applied Limited options for application of standards Very limited availability of support High proportion of PM to total project work

### 2.2 Contents and Structure

As a minimum, reports should reflect the following:

- Background (type, scope, customer, other important interested parties, resources, complexity, etc.) - Include peer relationships with customer and interested parties
- Project objectives - Include relationship to organisational strategic objectives
- Project organisation - Show how project and candidate fit into organisational structure
- Roles and responsibilities of the candidate - Describe relationships with project resources
- Distinctive elements of the project - Include sub projects and candidate's financial delegation
- Results of the project or phases - Outline project contribution to and impact on the organisation annual financial position and 5 year strategic plan

Candidates should then list each of the competencies (that they wish to be assessed against) and address the following in some detail against each competency:

- A description of how and when they applied the specific competency in relation to the project
- Situation and challenges;
- Approach to the challenge, and
- reflections / results.
- Provide specific examples

A suggested structure for the project report is provided in Appendix 2

### 2.3 Competence elements to be addressed

The project report should address the competence elements of the ICB. The minimum number of competence elements of the ICB to be addressed for each level is described in Table 2.

Table 2: Minimum Number of competence elements addresses at IPMA Levels A, B and C. (Source: ICRG Version 3.10)

	Level A	Level B	Level C
Technical	14	14	12
Behavioural	11	8	5
Contextual	8	6	4

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### 2.4 Format

The cover page and last page of the project report must in the same format as shown in Appendix 1.

The cover page must be followed by a table of contents outlining the structure of the project report, with a suggested outline provided in Appendix 2.

The scope of the report should be as indicated in Table 3.

Table 3. Scope of report at IPMA Level A, B, and C.

	Level A	Level B	Level C
<b>Body, pages</b>	15 to 30	10 to 25	5 to 15
<b>Appendices, maximum pages</b>	20	15	10

## **Guideline for Project Reports**

### **Appendix 1. Cover page for the project report.**

**FIRST NAME LAST NAME**

**IPMA level applied for: \_\_\_\_**

**Project Report**

**Date: \_\_\_\_\_**

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## Appendix 2. Suggested outline for development of a project report.

### 1. Company overview

- 1.1. Organisation
- 1.2. Candidates role in the company
- 1.3. Relevance of the project work
- 1.4. Project types and number of projects
- 1.5. Organisational PM competence
- 1.6. Customer description, etc.)

### 2. Project description

- 2.1. Project objectives
- 2.2. Project content
- 2.3. Project size and complexity

### 3. Project handbook / documentation

- 3.1. Project assignment
- 3.2. Project environment analysis
- 3.3. Project organisation chart
- 3.4. Work breakthrough structure
- 3.5. Project bar (gannt) chart
- 3.6. Project responsibilities
- 3.7. Project personnel plan
- 3.8. Project cost plan
- 3.9. Progress report

### 4. Competencies

Against each of the nominated competencies identify:

- Situation and challenges
- Approach to the challenge
- Reflections/results