First and last name Target Level Zeging Wu Level D Level D Level D condidates fill only the knowledge column Give clear and convincing evidence of your competence level Image: Competence of your competence level Total People 3.6 0 0% Total People 3.6 0 0% Competence and the second of the second	PMA ernational oject inagement sociation			Self Assessment Certification level A, B, C & D	PMAC-AC
Give clear and convincing evidence of your competence level Total Perspective 3 0 Total Practice 3.66 0 3.67 0 0% Competence elements use of the project o		e			
Total Propile Total Practice 3.6.6 3.06.7 0 0% Competence elements 90 92 92 92 92 92 92 92 92 92 92 92 92 92				-	
1. Perspective competences 1.1 Strategy 1. Align with organisation mission and vision 2. Identify and exploit opportunities to influence organisation strategy 3. Develop and ensure the ongoing validity of the business / organisational justification 4. Determine, assess and review ricital success factors 5. Determine, assess and review key performance indicators 4 1.2 Governance, 5. Know and apply the principles of programme management and the way they are implemented 7. Align the project with supporting functions 5. Align the project with burganisations' decision-making and reporting structures and qua 6. Align the project with finance and control processes and functions 7. Align the project with finance and control processes and functions 7. Align the project with finance and control processes and functions 7. Align the sure that the project complies with all relevant legislation 1.3 Compliance, 1.1 Identify and ensure that the project complies with all relevant legislation 3. Identify and ensure that the project complies with all relevant legislation 4. Identify and ensure that the project complies with all relevant legislation 5. Assess, benchmark and improve the organisational project management competence 6. Assess, benchmark and improve the organisational project management competence	Total People	3.6	0	0%	
1.1 Strategy 1. Align with organisation mission and vision 2. Identify and exploit opportunities to influence organisation strategy 3. Develop and ensure the ongoing validity of the businese's / organisational justification 4. Determine, assess and review ritical success factors 5. Determine, assess and review key performance indicators 4. 2. Know the principles of project management and the way they are implemented 3. Know and apply the principles of programme management and the way they are implemented 4. Align the project with supporting functions 5. Align the project with the organisations' decision-making and reporting structures and qua 6. Align the project with the organisations' decision-making and reporting structures and qua 7. Align the project with human resource processes and functions 7. Align the project with finance and control processes and functions 7. Align the project with finance and control processes and functions 7. Align the structure that the project complies with all relevant legislation 3. Jeetify and ensure that the project complies with all relevant legislation 6. Assess, benchmark and improve the organisational project management competence 9. Assess the personal ambitions and interests of others and the project of individuals and groups and its potential impact of these on 1.4 Power and 1. Assess the personal ambitions a		Knowledge	Skills and abilities	Indicators	2
2. Identify and exploit opportunities to influence organisation strategy 3. Develop and ensure the ongoing validity of the business / organisational justification 4. Determine, assess and review critical success factors 5. Determine, assess and review key performance indicators 4 1.2 Governance, structures and processes 6 7 8 9 </td <td>1. Perspectiv</td> <td>e con</td> <td>npete</td> <td>ences</td> <td></td>	1. Perspectiv	e con	npete	ences	
3. Develop and ensure the ongoing validity of the business / organisational justification 4. Determine, assess and review critical success factors 5. Determine, assess and review key performance indicators 4 1.2 Governance, structures and processes 1. Know the principles of project management and the way they are implemented 3. Know and apply the principles of porgramme management and the way they are implemente 4. Align the project with supporting functions 5. Align the project with the organisations' decision-making and reporting structures and qua 6. Align the project with human resource processes and functions 7. Align the project with finance and control processes and functions 7. Align the project with the project complies with all relevant hegislation 7. Align the project with the project complies with all relevant hegislation 7. Align the project with the project complies with all relevant codes of conduct and profes 4. Identify and ensure that the project complies with all relevant codes of conduct and profes 4. Identify and ensure that the project complies with all relevant codes of conduct and profes 4. Identify and ensure that the project complies with all relevant sustainability principles and 5. Assess, benchmark and improve the organisational project management competence 3	1.1 Strategy			1. Align with organisation mission and vision	
4. Determine, assess and review critical success factors 5. Determine, assess and review key performance indicators 4 1.2 Governance, structures and processes 1. Know the principles of project management and the way they are implemented 3. Know and apply the principles of portfolio management and the way they are implemented 4. Align the project with supporting functions 5. Align the project with human resource processes and functions 7. Align the project with finance and control processes and functions 7. Align the project with finance and control processes and functions 8. I. Identify and ensure that the project complies with all relevant legislation 3. Identify and ensure that the project complies with all relevant legislation 3. Identify and ensure that the project complies with all relevant codes of conduct and profes 4. Identify and ensure that the project complies with all relevant codes of conduct and profes 4. Identify and ensure that the project complies with all relevant codes of conduct and profes 4. Identify and ensure that the project complies with all relevant to code of conduct and profes 4. Identify and ensure that the project and and and roles and tools for the project 6. Assess, benchmark and improve the organisational project management competence 3 1. Assess the personal ambitions and interests of others and employ them to the benefit of the project with the forma				2. Identify and exploit opportunities to influence organisation stra	ategy
3. Determine, assess and review key performance indicators 4 1.2 Governance, structures and processes 4 2. Know and apply the principles of programme management and the way they are implemented 3. Know and apply the principles of porgramme management and the way they are implemented 4. Align the project with supporting functions 5. Align the project with supporting functions 5. Align the project with human resource processes and functions 7. Align the project with finance and control processes and functions 7. Align the project with finance and control processes and functions 7. Align the project with finance and control processes and functions 7. Align the project with finance and control processes and functions 7. Align the project complies with all relevant legislation 3. Identify and ensure that the project complies with all relevant codes of conduct and profest 4. Identify and ensure that the project complies with all relevant codes of conduct and profest 6. Assess, benchmark and improve the organisational project management competence 3 1.4 Power and 1. Assess the personal influence of individuals and groups and its potential impact of these on 1. Assess the prosonal influence of individuals and groups and its potential impact on the project 3. Assess the project with the fo				3. Develop and ensure the ongoing validity of the business / orga	nisational justification
4 1.2 Governance, structures and 1. Know the principles of project management and the way they are implemented 9. Know and apply the principles of portfolio management and the way they are implemente 4. Align the project with supporting functions 5. Align the project with human resource processes and functions 7. Align the project with human resource processes and functions 7. Align the project with finance and control processes and functions 7. Align the project with the organisations' decision-making and reporting structures and qua 6. Align the project with finance and control processes and functions 7. Align the project with the project complies with all relevant legislation 1.3 Compliance, standards and regulation 3 1. Identify and ensure that the project complies with all relevant legislation 5. Assess, use and develop professional standards and tools for the project 6. Assess, use and develop professional standards and tools for the project 7. Assess the personal ambitions and interests of others and the potential impact of these on 1.4 Power and 1. Assess the personal influence of individuals and groups and its potential impact of these on 2 1. Assess the culture and values of the society and their implications for the project 2. Align the project				4. Determine, assess and review critical success factors	
1.2 Governance, 1. Know the principles of project management and the way they are implemented structures and 2. Know and apply the principles of programme management and the way they are implemented 3. Know and apply the principles of portfolio management and the way they are implemented 4. Align the project with supporting functions 5. Align the project with the organisations' decision-making and reporting structures and qua 6. Align the project with human resource processes and functions 7. Align the project with the organisations' decision-making and reporting structures and qua 6. Align the project with the organisations' decision-making and reporting structures and qua 6. Align the project with human resource processes and functions 7. Align the project with the organisations' decision-making and reporting structures and qua 6. Align the project with human resource processes and functions 7. Align the project with the organisations' decision-making and reporting structures and qua 6. Align the project with the project complies with all relevant legislation 1.1 dentify and ensure that the project complies with all relevant legislation 8. Identify and ensure that the project complies with relevant sustainability principles and 9. Assess, use and develop professional standards and tools for the project 6. Assess, benchmark and improve the organisational project management competence <td< td=""><td></td><td></td><td></td><td>5. Determine, assess and review key performance indicators</td><td></td></td<>				5. Determine, assess and review key performance indicators	
structures and 2. Know and apply the principles of programme management and the way they are implemente 3. Know and apply the principles of portfolio management and the way they are implemente 3. Know and apply the principles of portfolio management and the way they are implemente 4. Align the project with supporting functions 5. Align the project with the organisations' decision-making and reporting structures and qua 6. Align the project with finance and control processes and functions 7. Align the project with finance and control processes and functions 1.3 Compliance, 1. Identify and ensure that the project complies with all relevant legislation 3. Identify and ensure that the project complies with all relevant health, safety, security and 5. Assess, use and develop professional standards and tools for the project 6. Assess, benchmark and improve the organisational project management competence 3 1. Assess the personal ambitions and interests of others and the potential impact on the project 3. Assess the culture and values of the society and their implications for the project 2. Align the project with the formal culture and values of the organisation and their implications for the project 2. Align the project with the formal culture and values of the organisation and their implications for the project 3. Assess the informal culture and values of the organisation and their implications for the project 3. Assess the culture and values of the society and th		4			
processes 3. Know and apply the principles of portfolio management and the way they are implemented 4. Align the project with supporting functions 5. Align the project with the organisations' decision-making and reporting structures and quaterial for the project with the organisations' decision-making and reporting structures and quaterial for the project with finance and control processes and functions 7. Align the project with finance and control processes and functions 7. Align the project with finance and control processes and functions 1.3 Compliance, standards and regulation 1. Identify and ensure that the project complies with all relevant legislation 2. Identify and ensure that the project complies with all relevant codes of conduct and profest 4. Identify and ensure that the project complies with all relevant sustainability principles and 8. Assess, use and develop professional standards and tools for the project 6. Assess, benchmark and improve the organisational project management competence 3. 1. Assess the personal ambitions and interests of others and the potential impact on the project 3. Assess the personal ambitions and working styles of others and employ them to the benefit of the project 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal influence of individuals and groups and its potential impact on the project 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and valu	1.2 Governance,			1. Know the principles of project management and the way they	are implemented
4. Align the project with supporting functions 5. Align the project with the organisations' decision-making and reporting structures and qua 6. Align the project with human resource processes and functions 7. Align the project with finance and control processes and functions 1.3 Compliance, standards and regulation 2. Identify and ensure that the project complies with all relevant legislation 3. Identify and ensure that the project complies with all relevant sustainability principles and 5. Assess, use and develop professional standards and tools for the project 6. Assess, benchmark and improve the organisational project management competence 3 1.4 Power and interest 2 3. Assess the personal ambitions and interests of others and the potential impact of these on 2. Assess the personal ambitions and working styles of others and employ them to the benefit of the 2 3. Assess the personal ities and working styles of the organisation 3. Assess the informal culture and values of the society and their implications for the project 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project 2. Align the project with the formal cultu	structures and			2. Know and apply the principles of programme management and	d the way they are implemented
 5. Align the project with the organisations' decision-making and reporting structures and qua 6. Align the project with human resource processes and functions 7. Align the project with finance and control processes and functions 4 1.3 Compliance, standards and 2. Identify and ensure that the project complies with all relevant legislation 3. Identify and ensure that the project complies with all relevant sustainability principles and 3. Identify and ensure that the project complies with relevant sustainability principles and 5. Assess, use and develop professional standards and tools for the project 6. Assess, benchmark and improve the organisational project management competence 3 1.4 Power and 1. Assess the personal ambitions and interests of others and the potential impact of these on 2. Assess the informal influence of individuals and groups and its potential impact on the proj 3. Assess the personalities and working styles of others and employ them to the benefit of the 2 2 	processes			3. Know and apply the principles of portfolio management and th	e way they are implemented
6. Align the project with human resource processes and functions 7. Align the project with finance and control processes and functions 4 1.3 Compliance, standards and regulation 2. Identify and ensure that the project complies with all relevant health, safety, security and ensure that the project complies with all relevant codes of conduct and profess 4. Identify and ensure that the project complies with relevant sustainability principles and 5. Assess, use and develop professional standards and tools for the project 6. Assess, benchmark and improve the organisational project management competence 3 1.4 Power and interest 2 1.5 Culture and values 2 4. Assess the culture and values of the society and their implications for the project 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project 2. Align the project with the				4. Align the project with supporting functions	
7. Align the project with finance and control processes and functions 4 1.1 Identify and ensure that the project complies with all relevant legislation 1.3 Compliance, standards and regulation 1. Identify and ensure that the project complies with all relevant health, safety, security and 3. Identify and ensure that the project complies with all relevant codes of conduct and profes 4. Identify and ensure that the project complies with all relevant sustainability principles and 5. Assess, use and develop professional standards and tools for the project 3 4 1.4 Power and interest 1. Assess the personal ambitions and interests of others and the potential impact of these on 2. Assess the informal influence of individuals and groups and its potential impact on the project 3 1. Assess the culture and values of the society and their implications for the project 2 1. Assess the informal culture and values of the organisation and their implications for the project 2 1. Assess the informal culture and values of the organisation and their implications for the project 3 3. Assess the informal culture and values of the organisation and their implications for the project 2 1. Assess the informal culture and values of the organisation and their implications for the project 2 2 3. Assess the informal culture and values of the organisation and their implications for the project 3. Assess the informal culture and values of the organisation and their im				5. Align the project with the organisations' decision-making and r	eporting structures and quality
4 1. Identify and ensure that the project complies with all relevant legislation 1.3 Compliance, standards and regulation 2. Identify and ensure that the project complies with all relevant health, safety, security and 3. Identify and ensure that the project complies with all relevant codes of conduct and profes 4. Identify and ensure that the project complies with relevant sustainability principles and 5. Assess, use and develop professional standards and tools for the project 6. Assess, benchmark and improve the organisational project management competence 3 1. A Power and 1. Assess the personal ambitions and interests of others and the potential impact of these on 2. Assess the informal influence of individuals and groups and its potential impact on the project 3. Assess the personalities and working styles of others and the project 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project 2 2 2 2 3. Assess the informal culture and values of the organisation and their implications for the project 3. Assess the informal culture and values of the organisation and their implications for the project 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project		Γ		6. Align the project with human resource processes and functions	S
1.3 Compliance, standards and regulation 1. Identify and ensure that the project complies with all relevant legislation 2. Identify and ensure that the project complies with all relevant health, safety, security and 3. Identify and ensure that the project complies with all relevant codes of conduct and profest 4. Identify and ensure that the project complies with relevant sustainability principles and 5. Assess, use and develop professional standards and tools for the project 3 4. Identify and ensure that the project complies with relevant sustainability principles and 5. Assess, use and develop professional standards and tools for the project 3 4. Identify and ensure that the project complies with relevant sustainability principles and 5. Assess, benchmark and improve the organisational project management competence 3 4. Identify and ensure that the project complies with relevant sustainability principles and 5. Assess, benchmark and improve the organisational project management competence 3 4. Identify and ensure that the project complies with relevant sustainability principles and 5. Assess, benchmark and improve the organisational project management competence 3 4. Identify and reflect on the ways in which own values and the potential impact of the set on 2. Assess the personal influence of individuals and groups and its potential impact on the project 3. Assess the personalities and working styles of others and employ them to the benefit of the 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project 2. Align the project with the formal culture and values of t				7. Align the project with finance and control processes and functi	ons
standards and 2. Identify and ensure that the project complies with all relevant health, safety, security and regulation 3. Identify and ensure that the project complies with all relevant codes of conduct and profes 4. Identify and ensure that the project complies with relevant sustainability principles and 5. Assess, use and develop professional standards and tools for the project 6. Assess, benchmark and improve the organisational project management competence 3 1. Assess the personal ambitions and interests of others and the potential impact of these on 1.4 Power and 1. Assess the personal ambitions and interests of others and the potential impact on the proj 3. Assess the personalities and working styles of others and employ them to the benefit of the 2 1. Assess the culture and values of the society and their implications for the project 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project 2. Align the p		4			
regulation 3. Identify and ensure that the project complies with all relevant codes of conduct and profes 4. Identify and ensure that the project complies with relevant sustainability principles and 5. Assess, use and develop professional standards and tools for the project 6. Assess, benchmark and improve the organisational project management competence 3 1.4 Power and 1.4 Seess the personal ambitions and interests of others and the potential impact of these on 2. Assess the personal ambitions and interests of others and the potential impact on the proj 3. Assess the personalities and working styles of others and employ them to the benefit of the 2 1.5 Culture and 2 3. Assess the informal culture and values of the society and their implications for the project 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project 2	1.3 Compliance,			1. Identify and ensure that the project complies with all relevant	legislation
4. Identify and ensure that the project complies with relevant sustainability principles and 5. Assess, use and develop professional standards and tools for the project 6. Assess, benchmark and improve the organisational project management competence 3 1.4 Power and 1. Assess the personal ambitions and interests of others and the potential impact of these on 2. Assess the informal influence of individuals and groups and its potential impact on the proj 3. Assess the personalities and working styles of others and employ them to the benefit of the 2 1.5 Culture and 2 3. Assess the culture and values of the society and their implications for the project 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project 2 2 2 3. Assess the informal culture and values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project 2 2 2 3. Assess the informal culture and values of the organisation and their implications for the project 3. Assess the informal culture and values and experiences affect the work	standards and			2. Identify and ensure that the project complies with all relevant	health, safety, security and
5. Assess, use and develop professional standards and tools for the project 6. Assess, benchmark and improve the organisational project management competence 3 1.4 Power and interest 2. Assess the personal ambitions and interests of others and the potential impact of these on 2. Assess the personal influence of individuals and groups and its potential impact on the proj 3. Assess the personalities and working styles of others and employ them to the benefit of the 2 1.5 Culture and 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project 2. Align the project with the formal culture and values of the organisation and their implications for the project 2 2 2 2 3. Assess the informal culture and values of the organisation and their implications for the project 2. Align the project with the formal culture and values of the organisation and their implications for the project 2 2 2 2 3. Assess the informal culture and values of the organisation and their implications for the project 2 2 2 2	regulation			3. Identify and ensure that the project complies with all relevant	codes of conduct and profession
6. Assess, benchmark and improve the organisational project management competence 3 1. Assess the personal ambitions and interests of others and the potential impact of these on 1.4 Power and interest 1. Assess the personal ambitions and interests of others and the potential impact on the proj 3. Assess the personalities and working styles of others and employ them to the benefit of the 2 1. Assess the culture and values of the society and their implications for the project 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project 2 2 2 3. Assess the informal culture and values of the organisation and their implications for the project 3. Assess the informal culture and values of the organisation and their implications for the project 2 3. Assess the informal culture and values of the organisation and their implications for the project 2 3. Assess the informal culture and values of the organisation and their implications for the project 2 4. Align the project with the formal culture and values of the organisation and their implications for the project 2 3. Assess the informal culture and values of the organisation and their implications for the project		[4. Identify and ensure that the project complies with relevant sus	tainability principles and
3 1.4 Power and interest 1. Assess the personal ambitions and interests of others and the potential impact of these on 2. Assess the informal influence of individuals and groups and its potential impact on the proj 3. Assess the personalities and working styles of others and employ them to the benefit of the 2 1.5 Culture and values 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project 2. Align the project with the formal culture and values of the organisation and their implications for the project 2 2 2 3. Assess the informal culture and values of the organisation and their implications for the project 3. Assess the informal culture and values of the organisation and their implications for the project 2 2 2 2 2 3. Assess the informal culture and values of the organisation and their implications for the project 3. Assess the informal culture and values of the organisation and their implications for the project 2 1. Identify and reflect on the ways in which own values and experiences affect the work					
1.4 Power and interest 1. Assess the personal ambitions and interests of others and the potential impact of these on 2. Assess the informal influence of individuals and groups and its potential impact on the proj 3. Assess the personalities and working styles of others and employ them to the benefit of the 2 1.5 Culture and values 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project 2 2 2 2 2 3. Assess the informal culture and values of the organisation in 3. Assess the informal culture and values of the organisation and their implications for the project values of the organisation and their implications for the project values of the organisation and their implications for the project values of the organisation and their implications for the project values of the organisation and their implications for the project values of the organisation and their implications for the project values of the organisation and their implications for the project values of the organisation and their implications for the project values of the organisation and their implications for the project values of the organisation and their implications for the project values of the organisation and their implications for the project values of the organisation and their implications for the project values of the organisation and their implications for the project values of the organisation and their implications for the project values of the organisation and their implications for the project values of the organisation and their imp				6. Assess, benchmark and improve the organisational project mar	nagement competence
interest 2. Assess the informal influence of individuals and groups and its potential impact on the proj 3. Assess the personalities and working styles of others and employ them to the benefit of the 2 1. Assess the culture and values of the society and their implications for the project 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project 2 2 2 2 2 3. Assess the informal culture and values of the organisation and their implications for the project 2 3. Assess the informal culture and values of the organisation and their implications for the project 2 2 3. Assess the informal culture and values of the organisation and their implications for the project 2 3. Assess the informal culture and values of the organisation and their implications for the project 2 3. People competences 2.1- Self- 1. Identify and reflect on the ways in which own values and experiences affect the work		3			
3. Assess the personalities and working styles of others and employ them to the benefit of the 2 1.5 Culture and 1.5 Culture and 1. Asses the culture and values of the society and their implications for the project 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project 2 2 2 2 2 2 3. Assess the informal culture and values of the organisation and their implications for the project 2 2 2 3. Assess the informal culture and values of the organisation and their implications for the project 2 3. Assess the informal culture and values of the organisation and their implications for the project 2 3. Assess the informal culture and values of the organisation and their implications for the project 2 3. Assess the informal culture and values of the organisation and their implications for the project 2 2 3. Assess the informal culture and values and experiences affect the work	1.4 Power and	L			
2 1. Assess the culture and values of the society and their implications for the project 1.5 Culture and values 1. Assess the culture and values of the society and their implications for the project 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project 2 2 2 - People competences 2.1- Self- 1. Identify and reflect on the ways in which own values and experiences affect the work	interest	L			
1.5 Culture and values 1. Assess the culture and values of the society and their implications for the project 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project 2 2 - People competences 2.1- Self- 1. Identify and reflect on the ways in which own values and experiences affect the work				3. Assess the personalities and working styles of others and emplo	oy them to the benefit of the
values 2. Align the project with the formal culture and corporate values of the organisation 3. Assess the informal culture and values of the organisation and their implications for the project 2 3. Assess the informal culture and values of the organisation and their implications for the project with the formal culture and values of the organisation and their implications for the project with the formal culture and values of the organisation and their implications for the project with the formal culture and values of the organisation and their implications for the project with the formal culture and values of the organisation and their implications for the project with the formal culture and values and experimences affect the work with the formal culture and values and experimences affect the work with the formal culture and values and experimences affect the work with the formal culture and values and experimences affect the work withe formal cult		2			
3. Assess the informal culture and values of the organisation and their implications for the pro 2 2 - People competences 2.1-Self- 1. Identify and reflect on the ways in which own values and experiences affect the work	1.5 Culture and			1. Asses the culture and values of the society and their implication	ns for the project
2 - People competences 2.1-Self- 1. Identify and reflect on the ways in which own values and experiences affect the work	values			2. Align the project with the formal culture and corporate values	of the organisation
2 - People competences 2.1 - Self- 1. Identify and reflect on the ways in which own values and experiences affect the work				3. Assess the informal culture and values of the organisation and	their implications for the projec
2.1 - Self- 1. Identify and reflect on the ways in which own values and experiences affect the work		2			
2.1 - Self- 1. Identify and reflect on the ways in which own values and experiences affect the work					
2.1 - Self- 1. Identify and reflect on the ways in which own values and experiences affect the work			_		
	2 - People cor	npete	ences		
reflection and self- 2. Build self-confidence on the basis of personal strengths and weaknesses		npete			iences affect the work

		4. Organise personal work depending on the situation and own resources
		5. Take responsibility for personal learning and development
	4	
2.2 - Personal		1. Acknowledge and apply ethical values to all decisions and actions
integrity and		2. Promote the sustainability of outputs and outcomes
reliability		3. Take responsibility for own decisions and actions
		4. Act, take decisions and communicate in a consistent way
		5. Complete tasks thoroughly in order to build confidence with others
	4	
2.3 Personal		1. Provide clear and structured information to others and verify their understanding
communication	-	2. Facilitate and promote open communication
		3. Choose communication styles and channels to meet the needs of the audience, situation and
		4. Communicate effectively with virtual teams
		5. Employ humour and sense of perspective when appropriate
	4	
2.4 -		1. Initiate and develop personal and professional relationships
Relationships and	-	2. Build, facilitate and contribute to social networks
engagement		3. Demonstrate empathy through listening, understanding and support
engogement	-	 Show confidence and respect by encouraging others to share their opinions or concerns
	-	 Share own vision and goals in order to gain the engagement and commitment of others
	4	or order own vision and goals in order to gain the engagement and commitment of others
2.5 - Leadership	4	1 Intérieur anti-mar and ann athrete affecte i de dat
2.5 - Leadership	-	1. Initiate actions and proactively offer help and advice
	-	2. Take ownership and show commitment
	-	3. Provide direction, coaching and mentoring to guide and improve the work of individuals and
	-	4. Exert appropriate power and influence over others to achieve the goals
	1	5. Make, enforce and review decisions
	2	
2.6 - Teamwork	-	1. Select and build the team
	-	2. Promote cooperation and networking between team members
		3. Support, facilitate and review the development of the team and its members
	-	4. Empower teams by delegating tasks and responsibilities
,		5. Recognise errors to facilitate learning from mistakes
	4	
2.7 - Conflicts and		1. Anticipate and possibly prevent conflicts and crises
crises		2. Analyse the causes and consequences of conflicts and crises and select appropriate responses
		3. Mediate and resolve conflicts and crises and / or their impact
		4. Identify and share learning from conflicts and crises in order to improve future practice
	4	
2.8 -		1. Stimulate and support an open and creative environment
Resourcefulness		2. Apply conceptual thinking to define situations and strategies
		3. Apply analytic techniques to analyse situations, financial and organisational data and trends
		4. Promote and apply creative techniques to find alternatives and solutions
		5. Promote a holistic view of the project and its context to improve decision-making
[3	
2.9 - Negotiation		1. Identify and analyse the interests of all parties involved in the negotiation
in the Borrowin		2. Develop and evaluate options and alternatives with the potential to meet the needs of all
		3. Define a negotiation strategy in line with own objectives that is acceptable to all parties involve
		 Beach negotiated agreements with other parties that are in line with own objectives
		5. Detect and exploit additional selling and acquisition possibilities
Г	3	or occess and exprort additional sening and acquisition possibilities
2.10 - Results		1 Evaluate all decisions and actions are installed in the state of the
		1. Evaluate all decisions and actions against their impact on project success and the objectives of
prientation		2. Balance needs and means to optimise outcomes and success
		3. Create and maintain a healthy, safe and productive working environment
	-	4. Promote and sell the project, its processes and outcomes
Ē		5. Deliver results and get acceptance
	4	

3 - Practice com	petences
3.1 - Project design	1. Acknowledge, prioritise and review success criteria
	2. Review, apply and exchange lessons learned from and with other projects
	3. Determine complexity and its consequences for the approach

		4. Select and review the overall project management approach
		5. Design the project execution architecture
	3	
3.2 -		1. Define and develop the project goal hierarchy
Requirements		2. Identify and analyse the project stakeholder needs and requirements
and objectives		3. Prioritise and decide on requirements and acceptance criteria
	3	
3.3 - Scope		1. Define the project deliverables
		2. Structure the project scope
		3. Define the work packages of the project
		4. Establish and maintain scope configuration
	4	
3.4 - Time		1. Define / establish the activities required to deliver the project
		2. Determine the work effort and duration of activities
	-	3. Decide on schedule and stage approach
		4. Sequence project activities and create a schedule
		5. Monitor progress against the schedule and make any necessary adjustments
1	4	5. Monitor progress against the schedule and make any necessary adjustments
2.5. Organization	4	1 Accord and determine the needs of state building states to the states of the
3.5 - Organisation	-	1. Assess and determine the needs of stakeholders relating to information and documentation
and information	-	2. Define the structure, roles and responsibilities within the project
	-	3. Establish infrastructure, processes and systems for information flow
		4. Implement, monitor and maintain the organisation of the project
	3	
3.6 - Quality		1. Develop, monitor the implementation of and revise a quality management plan for the project
		2. Review the project and its deliverables to ensure that they continue to meet the requirements
		3. Verify the achievement of project quality objectives and recommend any necessary corrective
		4. Plan an organise the validation of project outcomes
		5. Ensure quality throughout the project
	3	
3.7 - Finance		1. Estimate project costs
		2. Establish the project budget
		3. Secure project funding
		4. Develop, establish and maintain a financial management and reporting system for the project
ſ	3	5. Monitor project financials in order to identify and correct deviations from the project plan
	3	
3.8 - Resources	-	1. Develop strategic resource plan to deliver the project
	-	2. Define the quality and quantity of resources required
		3. Identify the potential sources of resources and negotiate their acquisition
		4. Allocate and distribute resources according to defined need
		5. Evaluate resource usage and take any necessary corrective actions
	3	
3.9 - Procurement		1. Agree on procurement needs, options and processes
		2. Contribute to the evaluation and selection of suppliers and partners
		3. Contribute to the negotiation and agreement of contractual terms and conditions that meet
		4. Supervise the execution of contracts, address issues and seek redress where necessary
[4	
3.10 - Plan and		1. Start the project and develop and get agreement on the project management plan
ontrol		2. Initiate and manage the transition to a new project phase
	-	 Control project performance against the project plan and take any necessary remedial actions
	-	
	-	4. Report on project progress
	-	5. Assess, get agreement on and implement project changes
	2	6. Close and evaluate a phase or the project
	3	
1.11 - Risk and		1. Develop and implement a risk management framework
opportunity		2. Identify risks and opportunities
		3. Assess the probability and impact of risks and opportunities
		4. Select strategies and implement response plan to address risks and opportunities
	_	5. Evaluate and monitor risks, opportunities and implemented responses
	3	
1.12 -		1. Identify stakeholders and analyse their interest and influence
takeholders	_	2. Develop and maintain a stakeholder strategy and communication plan
stakenolders		

	-	4. Engage with users, partners, suppliers and other stakeholders to gain their cooperation and
		5. Organise and maintain networks and alliances
	3	
3.13 - Change and		1. Assess the adaptability to change of the organisations
transformation		2. Identify change requirements and transformation opportunities
		3. Develop change or transformation strategy
		4. Implement change or transformation management strategy
	3	
3.14 - Select and		1. Analyse the characteristics of components
Balance		2. Prioritise components based on the programme's priorities
(Programme		Analyse and predict the future performance of the programme
Management)		4. Prepare and facilitate programme decisions
	2	
3.14 - Select and	-	 Identify programmes or projects or ideas that could be included in the portfolio
Balance		2. Analyse the characteristics of programmes and projects
(Portfolio		3. Prioritise programmes and projects based on the organisation's priorities
Management)		4. Programme and project delivery oversight
		5. Analyse and predict the future performance of portfolio
		6. Prepare and facilitate portfolio decisions
	2	