

First and last name
Target Level

Level D candidates fill only the knowledge column
Give clear and convincing evidence of your competence level

Total Perspective	3	0
Total People	3.6	0
Total Practice	3.067	0

0%

Competence elements	Knowledge	Skills and abilities	Indicators
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 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
			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 quality
			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			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 professional
			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			1. Assess the personal ambitions and interests of others and the potential impact of these on the
			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 employ them to the benefit of the
	2		
1.5 Culture and values			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 - People competences			
2.1 - Self-reflection and self-management			1. Identify and reflect on the ways in which own values and experiences affect the work
			2. Build self-confidence on the basis of personal strengths and weaknesses
			3. Identify and reflect on personal motivations to set personal goals and keep focus

		4. Organise personal work depending on the situation and own resources
		5. Take responsibility for personal learning and development
	4	
2.2 - Personal integrity and reliability		1. Acknowledge and apply ethical values to all decisions and actions
		2. Promote the sustainability of outputs and outcomes
		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 communication		1. Provide clear and structured information to others and verify their understanding
		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 - Relationships and engagement		1. Initiate and develop personal and professional relationships
		2. Build, facilitate and contribute to social networks
		3. Demonstrate empathy through listening, understanding and support
		4. Show confidence and respect by encouraging others to share their opinions or concerns
		5. Share own vision and goals in order to gain the engagement and commitment of others
	4	
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
		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 crises		1. Anticipate and possibly prevent conflicts and 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 - Resourcefulness		1. Stimulate and support an open and creative environment
		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
		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 involved
		4. Reach negotiated agreements with other parties that are in line with own objectives
		5. Detect and exploit additional selling and acquisition possibilities
	3	
2.10 - Results orientation		1. Evaluate all decisions and actions against their impact on project success and the objectives of
		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
		5. Deliver results and get acceptance
	4	

3 - Practice competences

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 - Requirements and objectives		1. Define and develop the project goal hierarchy
		2. Identify and analyse the project stakeholder needs and requirements
		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
	4	
3.5 - Organisation and information		1. Assess and determine the needs of stakeholders relating to information and documentation
		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
		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 control		1. Start the project and develop and get agreement on the project management plan
		2. Initiate and manage the transition to a new project phase
		3. 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
		6. Close and evaluate a phase or the project
	3	
3.11 - Risk and opportunity		1. Develop and implement a risk management framework
		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	
3.12 - Stakeholders		1. Identify stakeholders and analyse their interest and influence
		2. Develop and maintain a stakeholder strategy and communication plan
		3. Engage with the executive, sponsors and higher management to gain commitment and to

		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 transformation		1. Assess the adaptability to change of the organisations
		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 Balance (Programme Management)		1. Analyse the characteristics of components
		2. Prioritise components based on the programme's priorities
		3. Analyse and predict the future performance of the programme
		4. Prepare and facilitate programme decisions
	2	
3.14 - Select and Balance (Portfolio Management)		1. Identify programmes or projects or ideas that could be included in the portfolio
		2. Analyse the characteristics of programmes and projects
		3. Prioritise programmes and projects based on the organisation's priorities
		4. Programme and project delivery oversight
		5. Analyse and predict the future performance of portfolio
		6. Prepare and facilitate portfolio decisions
	2	