Applicant Self-assessment Form

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Please use this self-assessment form to indicate which of the Assessment Criteria you think you are competent against. Please write "Yes" or "No" in the right hand column as appropriate. For additional context, applicants should also refer to the IPMA Competence Baseline and consider the Competence Elements and Key Competence indicators when completing their self assessment.

If you indicate you are not competent against two or more of the Assessment Criteria per Learning Outcome it is suggested that you re-consider applying for this level at the current time. You can either apply for a lower level (as applicable) or wait until you are competent against more Assessment Criteria and apply then.

Unit 1 - The Impact of Organisations on Portfolio Management

Learning outcomes When awarded credit for this unit, a learner will have developed a capability to:	Assessment criteria Assessment of this learning outcome may require a learner to demonstrate that they can:	IPMA Competence Baseline reference	Self-assessment Please indicate which of the Assessment Criteria you think you are competent in? (Yes/No)
1. Align the portfolio to strategic objectives, corporate governance, structures and processes giving appropriate consideration to relevant compliance requirements, standards and regulations.	1.1 translate an organisation's mission, vision and strategy into appropriate management control measures (such as critical success factors, success criteria, key performance indicators)	6.3.1.1, 6.3.1.4	
	1.2 support an organisation's strategy through the implementation, monitoring and reporting of portfolio performance measures (such as key performance indicators)	6.3.1.2, 6.3.1.3, 6.3.1.5	
	1.3 manage complex portfolios through portfolio management principles considering the implementation, by others, of project and programme management principles	6.3.2.1, 6.3.2.2	
	1.4 manage compliant portfolios where relevant national and international standards and regulations are adhered to (such as the legal policies of the organisation, contract law, employment law, intellectual property, health and safety law, environmental law)	6.3.3.1, 6.3.3.2	
	1.5 ensure complex portfolios comply with relevant codes of conduct, professional regulation and sustainability principles	6.3.3.3, 6.3.3.4	
	1.6 combine performance benchmarks with professional development to implement a continuous improvement culture	6.3.3.5, 6.3.3.6	
	1.7 ensure the portfolio is aligned to human resource functions and processes, financial control functions and processes and its reporting and decision-making structures and quality management processes	6.3.2.3, 6.3.2.4, 6.3.2.5	

Unit 1 – continued

2. Deliver portfolio management strategies through others where individual as well as team power and influence are integrated into an organisation's culture.	2.1 consider the impact of individual personalities, working styles, ambitions and interests when establishing individual and team goals (such as Belbin, Margerison McGann, Myers Briggs)	6.3.4.1, 6.3.4.3	
	2.2 determine the impact of formal and informal relationships and influences on complex portfolios (such as French and Raven Bases of Power)	6.3.4.2	
	2.3 consider the impact of societal culture and the informal culture and values of an organisation when developing portfolio plans and performance measures	6.3.5.1, 6.3.5.3	
	2.4 align portfolio aims, objectives and plans with the organisation's formal culture and values	6.3.5.2	
3. Implement and maintain a governance framework in the context of a complex portfolio which facilitates an effective information exchange between all stakeholders and is responsive to change drivers.	3.1 establish a governance framework and structure where a portfolio's stakeholder requirements, component projects and programmes, environment and location influence organisational design	6.5.5.1, 6.5.5.2	
	3.2 provide processes, systems and structures where information management and security are key considerations in a complex portfolio	6.5.5.3	
	3.3 adjust a portfolio's organisation structure, including component projects and programmes, in response to change drivers to ensure continual alignment with portfolio and organisational strategies	6.5.5.4	
4. Set a strategy to assure a complex portfolio is adequately resourced where organisational strategies are effectively and efficiently delivered.	4.1 implement a strategic resource plan where the quality and quantity of resources for a complex portfolio and its component projects and programmes are clearly identified	6.5.8.1, 6.5.8.2	
	4.2 establish a financial performance and reporting system which enables a budget for the portfolio to be determined	6.5.7.1, 6.5.7.2	
	4.3 establish and maintain the technical skills required for a complex portfolio, including its component projects and programmes	6.5.8.3	

Unit 2 - Delivering Sustainable Change through Effective Portfolio Leadership and Management

Learning outcomes When awarded credit for this unit, a learner will have developed a capability to:	Assessment Criteria Assessment of this learning outcome may require a learner to demonstrate that they can:	IPMA Competence Baseline reference	Self-assessment Please indicate which of the Assessment Criteria you think you are competent in? (Yes/No)
1. Reflect on own actions, values and emotions to develop behaviours which are informed by integrity and the requirement to be an effective portfolio manager.	1.1 use individual experiences and self-awareness to inform future performance, recognise areas for improvement and build on existing strengths	6.4.1.1, 6.4.1.2	
	1.2 support appropriate workplace behaviours through effective self-direction, goal setting, time management and organisational skills based on a continual desire to learn and develop within the context of a complex portfolio	6.4.1.3, 6.4.1.4, 6.4.1.5	
	1.3 act ethically towards, and with responsibility for, own actions and decision making	6.4.2.1, 6.4.2.3	
	1.4 deliver sustainable, complete and accurate outcomes through a consistent approach to decision making based on the context of a complex portfolio	6.4.2.2, 6.4.2.4, 6.4.2.5	
2. Inspire others through meaningful and engaging relationships, employing open and inclusive communication.	2.1 apply appropriate techniques which support and facilitate a structured and open approach to inclusive communication within a complex portfolio	6.4.3.1, 6.4.3.2, 6.4.3.5	
	2.2 determine appropriate communication methods considering the situation and audience, including virtual teams (such as language, channel, content, time zones)	6.4.3.3, 6.4.3.4	
	2.3 develop a network of internal and external contacts to establish relationships which will support the achievement of a complex portfolio's vision and goals	6.4.4.1, 6.4.4.2, 6.4.4.5	
	2.4 use appropriate techniques to understand the concerns of others thereby developing respectful and meaningful professional relationships	6.4.4.3, 6.4.4.4	

3. Demonstrate inspirational leadership where the behaviour of individuals and teams are challenged and where empowerment is an explicit characteristic within a complex portfolio.	3.1 apply appropriate power and leadership styles alongside coaching and mentoring techniques to influence the behaviour of others to achieve established and evolving goals (such as Blake and Mouton, Hersey Blanchard)	6.4.5.3, 6.4.5.4	
	3.2 positively inform the behaviours and actions of others through a proactive approach to supporting individuals and teams and through taking ownership of a complex portfolio's objectives	6.4.5.1, 6.4.5.2	
	3.3 communicate a course of action based on informed decisions in situations where uncertainty influences actions	6.4.5.5	
	3.4 establish an effective and efficient team where co-operation, internal networking and shared objectives lead to better performance based on a culture of empowerment within a complex portfolio (models such as Belbin, Margerison-McCann, Myers Briggs, Tuckman)	6.4.6.1, 6.4.6.2, 6.4.6.4	
	3.5 reflect on areas for improvement in performance to promote a culture of continuous improvement in individuals and teams	6.4.6.3, 6.4.6.5	
	3.6 inform the strategies of a complex portfolio through an open working relationship between and within teams where information sharing is used to promote conceptual thinking and a holistic view of the portfolio	6.4.8.1, 6.4.8.2, 6.4.8.5	
	3.7 apply appropriate analytical techniques to different, but complex, situations which require creative and alternative solutions	6.4.8.3, 6.4.8.4	
	3.8 anticipate individual and team needs to support effective operations in a healthy, safe and productive, but complex, working environment	6.4.10.2, 6.4.10.3	

Unit 2 – continued

4. Support portfolio success through effective negotiation and conflict resolution.	4.1 recognise and interpret existing and potential areas of conflict, being mindful of the possible impact on people, to inform appropriate responses and resolutions (models such as Thomas/Kilmann, Blake and Mouton)	6.4.7.1, 6.4.7.2, 6.4.7.3	
	4.2 reflect on the impact, potential or real, of conflicts and crises to stimulate learning and strengthen team cohesion	6.4.7.4	
	4.3 apply appropriate negotiation techniques to establish interests, needs and constraints which support the creation of a negotiation strategy to achieve objectives	6.4.9.1, 6.4.9.2, 6.4.9.3	
	4.4 achieve satisfactory agreements with others where exploiting new opportunities is a key negotiating factor	6.4.9.4, 6.4.9.5	
	4.5 manage a complex portfolio effectively and efficiently, engaging with stakeholders to gain acceptance of portfolio goals, processes and outcomes	6.4.10.4, 6.4.10.5	
	4.6 measure the impact of decisions and actions on the success of a complex portfolio and the achievement of organisational objectives	6.4.10.1	
5. Support organisational change and transformation.	5.1 consider an organisation's capacity to change when establishing change requirements and transformation opportunities	6.5.13.1, 6.5.13.2	
	5.2 develop, implement and adapt a change or transformation strategy within the context of a complex portfolio	6.5.1.5, 6.5.13.3	

Unit 3 - Implementing Effective Portfolio Management in Stable and Uncertain Environments

Learning outcomes When awarded credit for this unit, a learner will have developed a capability to:	Assessment Criteria Assessment of this learning outcome may require a learner to demonstrate that they can:	IPMA Competence Baseline reference	Self-assessment Please indicate which of the Assessment Criteria you think you are competent in? (Yes/No)
1. Deliver a vision and strategy for a complex portfolio where the approach employs networks, alliances and partnerships to build important stakeholder relationships and where lessons learned are key informants of future approaches.	1.1 establish the organisational goals hierarchy where stakeholder influence is a key consideration	6.5.2.1, 6.5.12.1	
	1.2 maintain networks, alliances or partnerships with primary stakeholders where they act as ambassadors or champions for a complex portfolio	6.5.12.2, 6.5.12.5	
	1.3 develop networks, alliances or partnerships with potential collaborators through the implementation of a stakeholder strategy and communication plan	6.5.12.3, 6.5.12.4	
	1.4 establish success criteria for a complex portfolio which considers component projects and programmes within a design which has the flexibility to respond to changing priorities	6.5.1.1	
	1.5 adopt a 'lessons learned' approach to inform future portfolio design	6.5.1.2	
2. Manage and oversee the scope of a complex portfolio considering the selection, configuration and sequencing of component projects and programmes.	2.1 based on potential or enacted portfolio components, structure the scope of a complex portfolio such that the scope of component projects and programmes are controlled	6.5.3.1, 6.5.3.2, 6.5.14.1	
	2.2 conduct programme and project oversight having prioritised programmes and projects which has been informed by organisational priorities and based on the characteristics of projects and programmes	6.5.14.2, 6.5.14.3, 6.5.14.4	
	2.3 establish the decision-making cycle for a complex portfolio	6.5.4.1	
	2.4 predict the future performance of a portfolio and recommend a future component mix for executive approval/rejection	6.5.14.5, 6.5.14.6	

Unit 3 – continued

3. Make appropriate and timely recommendations through regularly reporting on the status of a complex portfolio.	3.1 manage and govern a procurement system	6.5.9.1
	3.2 implement a quality approach for a complex portfolio and its component projects and programmes	6.5.6.1
	3.3 establish a portfolio system	6.5.10.1
	3.4 establish and maintain the portfolio cycle	6.5.10.2
	3.5 regularly report on the status of the portfolio	6.5.10.3
4. Effectively manage risk and opportunity within a complex portfolio.	4.1 identify risks and opportunities within a risk management framework	6.5.11.1, 6.5.11.2
	4.2 determine the impact of risks and opportunities through qualitative and quantitative assessments	6.5.11.3
	4.3 determine, monitor and evaluate appropriate strategies and response plans to address risks and opportunities for a complex portfolio	6.5.11.4, 6.5.11.5

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