|  |  |
| --- | --- |
| Assessment Interview Guidance | Y:\chinwimgbere On My Mac\DATA\2_PMAN_OBSC\1_brochurecontents\pmdanSiteLogos\logo.jpg |

***Please support our commitment to sustainability and do not print   
this document unless it is absolutely necessary to do so.***

|  |  |
| --- | --- |
| 1. General Information | |
| Purpose | The purpose of this document is to help certification candidates prepare for their Assessment Interviews. |
|  | This document was designed by PMDAN (IPMA-NG) for use in its certification program. The design of this document is licensed to others under the Creative Commons Attribution 4.0 International License. For a copy of this license, visit: <http://creativecommons.org/licenses/by/4.0/> |

|  |  |
| --- | --- |
| 2. Video Assessments | |
| General | This information in this section is for certification candidates whose Assessment Interview will be conducted via video. |
| 2.1 Requirements | |
| Candidates are ***required*** to comply with each of the following. | |
| Interruptions | Interview will be conducted in a space that meet the IPMA Certification requirements.  During the interview, close any programs (e.g., email, browsers) that might interrupt the interview.  *Multiple interruptions could cause your assessors to terminate the interview. An interview terminated for other than technical reasons will not be rescheduled and will result in a determination of* ***“unable to provide adequate evidence of competence****.”* |
| Privacy | There should be no one but you and officers of the PMDAN Certification Body in the interview room. |
| Equipment | Use a computer and a headset. **Do not use a tablet or phone.**  The PMDAN Certification Body will make sure there is a reliable internet connection with enough bandwidth to support video.  Plug your computer into a power source: don’t try to run off battery power.  Quit any applications that might reduce your processing power. |
| Preparation | Have a copy of your complete Assessment Application package available in case your assessors have any questions about your documents. |
| Lighting | Make your face easy to see (i.e., don’t sit in front of a window or other strong light source). |
| 2.2 Additional Suggestions | |
| Following these suggestions will increase the probability of a successful interview. | |
| Location | A room with limited wall décor, neutral coloring, and good lighting is best. |
| Camera Position | The camera angle should be straight-on such that you appear to be sitting directly across from the Assessors. The view should include your head, shoulders, and some of your torso. |
| Attire | Avoid plaids, stripes, and busy patterns. |
| Voice | Use your natural speaking voice. There is no need to shout. |
| Timing | Be prepared for a slight delay in receiving both audio and video. |

|  |
| --- |
| 3. Sample Assessment Interview Questions |
| Assessors choose questions that will best help elicit evidence about those competence elements where they need additional evidence. Assessors are not limited to the questions below. |

| 3.1 Perspective Competence Elements | |
| --- | --- |
| Competence Element | Sample Interview Questions |
| Strategy | * How was your project/ program/ portfolio linked to organizational strategy? |
| Governance, structures and processes | * Describe how governance is established for project/ program/ portfolio management. * Identify the elements of a *business case.* * Describe the relationship between the *product life cycle* and the *project life cycle.* |
| Compliance, standards and regulations | * Did you use your standard organizational procedures? Why or why not? * How did you manage the impact of any legal or regulatory requirements? e.g., overtime restrictions, anti-discrimination laws, sexual harassment laws, etc. * How were the legal and regulatory requirements identified and communicated to the stakeholders? |
| Power and interest | * How did your efforts affect other projects/ programs/ portfolios in your organization? * How did you deal with challenges to your authority or your decisions? |
| Culture and values | * How did you identify and define values for your team? * Identify and describe the impact of cultural differences on your project/ program/ portfolio. |

| 3.2 Personal Competence Elements | |
| --- | --- |
| Competence Element | Sample Interview Questions |
| Self-reflection and self-management | * Describe an instance where someone involved with your project/ program/ portfolio gave positive feedback to you. Negative feedback? * How do you deal with stress? * What have you done to improve your own project/ program/ portfolio management skills and abilities in the last 12 months? |
| Personal integrity and reliability | * Describe how you implemented socially responsible practices. * Describe how you encouraged team members to report ethical issues. * How could you tell that your stakeholders were not afraid of retaliation if they did report an incident? |
| Personal communication | * What did you do to encourage commitment and support from your stakeholders? * What did you do to facilitate better communication and understanding? |
| Relations and engagement | * Describe what you did to encourage desirable individual behaviors. * Describe what you did to deal with undesirable behavior. * What did you do to build trust within the project? |
| Leadership | * Describe two situations where you used different leadership styles to deal with stakeholders. * What did you do to motivate your team members? * What tasks did you delegate? How did you manage the delegation process? |
| Teamwork | * What did you do to ensure that team members received the training that they needed? * What were your team norms? How were they established? * What did you do to integrate new team members with the existing team? |
| Conflict and crisis | * Describe how you handled an inter-personal conflict on this project. * Did any crises arise during your project? If so, how did you react? |
| Resourcefulness | * Did any unexpected problems arise during the course of your project? If so, how did you respond to them? * What was the biggest problem you had on your project/ program/ portfolio? How did you handle it? |
| Negotiation | * Were there any differing interests or expectations? How did you handle them? * What was your most important negotiation? How did you prepare for it? |
| Results orientation | * Did you spread your lessons learned beyond your team? How? * How did you capture lessons learned (positive or negative) on your projects? |

| 3.3 Practice Competence Elements | |
| --- | --- |
| Competence Element | Sample Interview Questions |
| Project, program, or portfolio design | * At what level of detail did you plan your work items? Why? * What methods did you use for your project/ program/ portfolio design? |
| Requirements, objectives, and benefits | * How were your success criteria developed? Can you provide some examples? * How was the business case developed? * How did you get and sustain stakeholder agreement regarding the business case? |
| Scope | * Describe some of the unique challenges of defining scope in your industry and domain. * Who was involved in defining the scope of your project/ program/ portfolio? How were these individuals identified or selected? |
| Time | * How did you develop your schedule? * Were there any differences between the required time for your project/ program/ portfolio and the approved schedule? If so, how did you manage this? |
| Organization and information | * Why was your project/ program/ portfolio organized the way it was? * Does the organization chart reflect the real relationships? If not, why not? * How did you secure agreement regarding your communication plans? |
| Quality | * What did you do to ensure that the results of your efforts met the acceptance criteria? * Did the relevant stakeholder(s) sign off on the results as meeting all the acceptance criteria? If not, why not? |
| Finance | * How were funding requirements developed? * How did you estimate costs? * How did you develop your budget? |
| Resources | * How did you determine the types and number of people and other resources you needed? * Were there any differences between the required resources and the resources assigned? If so, how did you manage this? |
| Procurement | * How did you develop your contract management approach? * What types of contracts were used? Why was each type chosen? * How did you know if your contractors were performing up to expectations? |
| Plan and control | * What did you do to get your project/ program/ portfolio started? * How were updates to your project/ program/ portfolio plan handled? * Did you obtain formal sign-off on closure? |
| Risk and opportunity | * What steps did you take to ensure that your list of risks and opportunities was complete? * How did you develop responses to your risks and opportunities? * What did you do to ensure that any new risks or opportunities would be identified and responded to? |
| Stakeholders | * How did you determine who the key stakeholders were? * Did you encounter any problems addressing stakeholder interests and expectations? If so, what were they, how did they arise, and what did you do to manage them? * Were your stakeholders satisfied with how you managed communications on this project? Why or why not? |
| Change and transformation | * How did you determine which stakeholders would be affected by changes? * How did you deal with resistance to change? * What did you do to evaluate the effectiveness of the organizational change? |
| Select and balance | * How did you identify component projects for your program/ portfolio? * How did you prioritize component projects for your program/ portfolio? |