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this document unless it is absolutely necessary to do so.***

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| 1. General Information |
| Purpose | The purpose of this document is to help certification candidates prepare for their Assessment Interviews. |
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| 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. |

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| 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 |
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| Competence Element | Sample Interview Questions |
| Strategy | * How was your project/ program/ portfolio linked to organizational strategy?
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| 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.*
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| 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?
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| 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.
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| 3.2 Personal Competence Elements |
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| 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?
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| 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?
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| 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?
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| Results orientation | * Did you spread your lessons learned beyond your team? How?
* How did you capture lessons learned (positive or negative) on your projects?
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| 3.3 Practice Competence Elements |
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| 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?
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| 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?
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| 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?
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