

# Candidate Guide

## All Levels and Domains

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

Document Reminders	
<b>Purpose and Scope</b>	<p>The purpose of this document is to support the certification systems IPMA-Australia CB offer in accordance with the IPMA 4-L-C system.</p> <p>The primary purpose of the application and self-assessment sheet is to assess applicant suitability and to encourage applicants to become familiar with the requirements of the competence framework, certification level and domain being sought.</p> <p>The primary purpose of the curriculum vitae and reference sheet is to allow applicants to demonstrate suitability for assessment based on the criteria for the level and domain applied for.</p>

General	
Information	
<b>Questions</b>	Any questions about the use or content of this document should be addressed to IPMA-Australia at: <a href="mailto:enquiries@IPMA-Australia.com">enquiries@IPMA-Australia.com</a>
<b>IPMA-Australia and Academy4 International</b>	Academy4 International is the Certification Body of IPMA-Australia (MA). It trades as IPMA-Australia (CB) in all matters relating to IPMA Certification including the application, assessment, and award of certificates to candidates as well as maintenance of the IPMA 4 Level Certification System in country. It is regulated by IPMA's CVMB through IPMA validation in accordance with the IPMA ICR.
<b>Downloads</b>	All of the referenced files can be downloaded here: <a href="#">IPMA-Australia CB</a>
<b>Policy Review</b>	<p>This policy and the arrangements for its implementation will be reviewed by the Head of CB and/or Operations Manager in conjunction with staff on an annual basis.</p> <p>IPMA-Australia CB will carry out Interim reviews will take place if any adverse effects, issue or change control actions are identified as part of ongoing quality assurance and monitoring. For further information please see IPMA-Australia-CB-Change-Control-Policy.</p>
<b>Language of Assessment</b>	To ensure consistency IPMA-Australia CB shall ensure its internal and published documentation is available in English to assess a candidate.
<b>Acknowledgment of Country</b>	<p>In our continuing commitment to Reconciliation, we recognise &amp; acknowledge Aboriginal and Torres Strait Islander people's spiritual and cultural connection to Country.</p> <p>We also would like to acknowledge the First Peoples and Traditional Owners and custodians of the Country throughout the lands &amp; waterways across the Australian continent.</p> <p>We pay our respects to their Elders, past, present, and emerging.</p>

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## Abbreviations

For the purposes of the IPMA ICR4, the following abbreviations are used:

Abbreviation	Full Term
4-L-C	Four-Level-Certification
CB	Certification Body
CoD	Council of Delegates
CE	Competence Element
CPD	Continuing Professional Development
CV	Curriculum Vitae
CVMB	IPMA's Certification Validation Management Board
CSP	Certification System Panel
ExBo	Executive Board
GC	Global Customer (formerly called Global Organisation (GO))
ICA	International Certification Advisor working with a new CB (or otherwise as directed by CVMB)
ICB	Individual Competence Baseline
ICR	International Certification Regulations
ID	Identification
IPMA	International Project Management Association
KAM	Key Account Manager
KAMM	Key Account Manager for an MA (an individual designated by ExBo)
KCI	Key Competence Indicator
MA	Member Association
NCA	National Co-Assessor
NFA	National First Assessor
NLA	National Lead Assessor
NPA	National Probationary Assessor
QM	Quality Manual
RFC	Request for Clarification
RPL&A	Recognition of Prior Learning & Achievement
VWBC	Video and Web Based Conferencing

## Eligibility

### Criteria for Certification

IPMA Level A		
<i>All experience for Level A must have been obtained with the last 12 years</i>		
Domain	Role Description	Eligibility
Project Management	<b>Certified Project Director</b> <ul style="list-style-type: none"> <li>Acting on a strategic level within a very complex project environment.</li> <li>Responsible for a very complex project which has a strategic impact on the organisation.</li> </ul>	A minimum of 5 years' experience as a project manager / Agile Leader in a responsible leadership function in very complex projects of which at least 3 years were at a strategic level.
Programme Management	<b>Certified Programme Director</b> <ul style="list-style-type: none"> <li>Acting on a strategic level within a very complex programme environment.</li> <li>Responsible for a very complex programme which has a strategic impact on the organisation.</li> </ul>	A minimum of 5 years' experience as a programme manager in a responsible leadership function in very complex programmes at a strategic level. OR (A minimum of 4 years' experience as a programme manager in a responsible leadership function in very complex programmes. AND A minimum of 3 years' experience as a project manager in a responsible leadership function managing very complex projects at a strategic level.)
Portfolio Management	<b>Certified Portfolio Director</b> <ul style="list-style-type: none"> <li>Acting on a strategic level within a very complex portfolio environment.</li> <li>Responsible for a very complex portfolio which has a strategic impact on the organisation.</li> </ul>	A minimum of 5 years' experience as a portfolio manager in a responsible leadership function in very complex portfolios at a strategic level. OR (A minimum of 4 years' experience as a portfolio manager in a responsible leadership function in very complex portfolios. AND A minimum of 3 years' experience as a project or programme manager in a responsible leadership function managing very complex projects or programmes at a strategic level.)

<b>IPMA Level B</b>		
<i>All experience for Level B must have been obtained within the last 8 years. The evidence timescale can be extended by 4 years with justification</i>		
<b>Domain</b>	<b>Role Description</b>	<b>Eligibility</b>
Project Management	<b>Certified Senior Project Manager</b> <ul style="list-style-type: none"> <li>Acting in a complex project environment.</li> <li>Responsible for a complex</li> </ul>	A minimum of 5 years' experience as a project manager / Agile Leader of which at least 3 years were in a responsible leadership function managing complex projects
Programme Management	<b>Certified Senior Programme Manager</b> <ul style="list-style-type: none"> <li>Acting in a complex programme environment.</li> <li>Responsible for a complex programme within an organisation.</li> </ul>	A minimum of 5 years' experience as a programme manager of which at least 3 years were in a responsible leadership function managing complex programmes.
Portfolio Management	<b>Certified Senior Portfolio Manager</b> <ul style="list-style-type: none"> <li>Acting in a complex portfolio environment.</li> <li>Responsible for a complex portfolio within an organisation.</li> </ul>	A minimum of 5 years' experience as a portfolio manager of which at least 3 years were in a responsible leadership function managing complex portfolios.
<b>IPMA Level C</b>		
<i>All experience for Level C must have been obtained within the last 6 years. The evidence timescale can be extended by 4 years with justification.</i>		
<b>Domain</b>	<b>Role Description</b>	<b>Eligibility</b>
Project Management	<b>Certified Project Manager</b> <ul style="list-style-type: none"> <li>Acting in a moderate complex environment.</li> <li>Responsible in a project management role with moderate complexity within an organisation.</li> </ul>	Minimum of 3 years' experience as a project manager / Agile Leader within projects of moderate complexity. OR Minimum of 3 years' experience in a responsible project management / Agile Leadership role assisting the project manager/ Agile Leader in complex projects.
<b>IPMA Level D</b>		
<b>Domain</b>	<b>Role Description</b>	<b>Eligibility</b>
Project Management	<b>Certified Project Management Associate</b> <ul style="list-style-type: none"> <li>Knowledge in competence elements related to project management.</li> <li>Has broad project management knowledge and may work in a project team.</li> </ul>	No experience required.

Criteria for Re-Certification				
	Level A	Level B	Level C	Level D
Level and Domain based on evidence required by applicant	Minimum evidence of 30 months of practical experience over a 5-year period at level of appropriate Role Description in Eligibility section of this document.			Not applicable
	Complexity			Not applicable
	Leadership of others		Management of others	Not applicable
	Minimum of 35 hours' evidence of CPD per annum (175 hours total) since the last (re-)certification			

Principles of Certification
<p>IPMA-Australia CB principles of certification are that assessments shall be:</p> <ul style="list-style-type: none"> <li>• fair, using a standard process and treating all candidates equally;</li> <li>• valid, asking only for evidence which is appropriate for the competences(s) being assessed;</li> <li>• reliable and consistent, such that each candidate would receive the same assessment outcome if assessed by different assessors, and that each assessor applies the same principles to each candidate they assess;</li> <li>• based on current and recent evidence at the level being assessed;</li> <li>• based on sufficient evidence for a robust judgement to be made by an assessor;</li> <li>• based on authentic evidence, which can be verified as the candidate's;</li> <li>• accurate, using different assessment methods throughout the process; and</li> <li>• transparent, so that the candidate is aware of all of: the process of assessment; associated costs and; the basis on which assessors' judgements will be made.</li> </ul>



<b>Certification</b>
<b>Application</b>
<p>All applicants must complete all required fields required for the corresponding Level (A,B,C and D) and Domain (Project, Programme, and Portfolio) applied for.</p> <p>Application &amp; Self-Assessment TAB: Applicant details (incl assurances and signature) and Self-Assessment - ALL LEVELS</p> <p>Executive Summary &amp; Complexity TAB: Executive Summary Report incl Complexity ratings - LEVELS A, B and C ONLY</p> <p>*The Executive Summary Report TAB needs to be duplicated for each Project/Programme/Portfolio if multiple pieces of evidence are needed to cover all CEs and KCIs.</p>
<b>Level and Domain</b>
<p>All applicants must:</p> <ul style="list-style-type: none"> <li>refer to the minimum experience eligibility information found on the IPMA-Australia CB website: <a href="https://www.ipma-australia.com/">https://www.ipma-australia.com/</a></li> <li>consider their level and abilities to the levels A, B, C and D and decide on a level they wish to be certified for</li> <li>the candidate will do this by marking an 'x' in the relevant section</li> </ul>
<b>Personal Information</b>
<p>The applicant must:</p> <ul style="list-style-type: none"> <li>enter their name as they would like it to appear on their certificate if successful, using initial caps and;</li> <li>include country codes with their telephone numbers</li> </ul> <p>NOTE: All <b>*starred fields are required.</b></p>
<b>Release and Assurances</b>
<p>The relevant documents are available to download from the IPMA-Australia CB website: <a href="https://www.ipma-australia.com/">https://www.ipma-australia.com/</a></p>

Self-Assessment	
<p>NOTE: All applicants should consider the Key Competence Indicators (KCI) from the ICB for each CE when completing their self-assessment.</p> <p>In order to assess the suitability of the application and pass the assessment, candidates will need to demonstrate:</p>	
For Levels A, B and C	A minimum 80% (23 elements) of applied Knowledge/Skills (defined as abilities) at the Competence Element (CE) level which is assessed at the KCIs level.
For Level D	A minimum of 80% (23 elements) Knowledge assessed at the Competence Element (CE) level only.
Payment and Signature	
<p><b>Payments must be made upfront</b>, either by bank transfer or a payment link attached to the invoice sent separately via Xero. Please use full name and level as reference for payment.</p> <p>If applicants wish to take advantage of IPMA-Australia CB member rates, the applicant must join before submitting their application.</p> <p><b>NOTE: Applicants are not required to become a member of the IPMA-Australia MA to apply or be certified by IPMA-Australia CB. The completion of any training shall not be a pre-requisite for an applicant or candidate wishing to undertake certification. IPMA Australia CB will, under no circumstance, offer or recommend coaching or training to its applicants or candidates.</b></p>	
Payment	
<p>Fee schedules are available on the IPMA-Australia CB website: <a href="https://www.ipma-australia.com/">https://www.ipma-australia.com/</a></p> <p>The appropriate amount must be paid before processing an application can begin.</p> <p>Where there is a corporate/group coordinator, payment instructions will be provided separately by the coordinator.</p>	
Completion Check and Signature	
<p>Applicants are required to check that all documents have been uploaded and submitted using the correct formats.</p> <p>A signature is required as a declaration that the information given is correct and the applicant's own work.</p> <p>By typing your name this represents an electronic signature.</p>	
Application Submission	
<p>Submit the document package by e-mail to: <a href="mailto:enquiries@ipma-australia.com">enquiries@ipma-australia.com</a></p> <p>The applicant will be contacted about the next steps within ten (10) business days.</p>	

## Curriculum Vitae and Reference

### Curriculum Vitae (CV) (Level A, B and C)

All applicants need to provide a summary of relevant projects, programmes or portfolios in their CV that they have managed or been involved in to meet the certification requirements. Sufficient details need to be provided by the applicant to enable assessment of applicant's suitability for the Level applied for.

CVs need to include:

- name and contact details
- a career history including relevant project, programme and portfolio roles and positions held: This must include:
  - key deliverables, duration, budget and complexity of the projects, programmes or portfolios; and
  - role, responsibility and extent of engagement of the Applicant in each of the projects, programmes or portfolios.
- education summary including:
  - degrees and coursework from accredited institutions of higher learning (optional)
  - professional certifications and qualifications (optional)
  - project, programme and portfolio management training (optional)
  - professional memberships (optional)
  - any other professional development including awards, achievements or related publications (optional).

### References

Applicants must provide the names and contact details for two professional referees who are familiar with their work/experience so that they can (if required) confirm any declarations made by the applicant and confirm suitability for assessment.

NOTE: Additional referees may be sought if required.

<b>Executive Summary Report</b>	
<b>General Information</b>	
<p>All applicants should complete each field and consider the 'language' expected of the Level and Domain applied for.</p> <p>This tab, Executive Summary &amp; Complexity, can be duplicated as many times as required (where multiple projects, programmes or portfolios are used to evidence competence). These are not to exceed 15 pages in total. The executive summary report may be used by assessors to prepare for interviews and, for Levels A and B, must be used by the applicant in their main report in the next stage.</p> <p>Applicants can identify references to these project, programme or portfolio for use in the Report for Level A and B in next steps.</p> <p>Applicants may need to reference additional documentation, this should be included here and submitted as part of the application pack.</p>	
<b>Organisation in which the project/programme/portfolio took place</b>	
<p>Including:</p> <ul style="list-style-type: none"> <li>• company details</li> <li>• industry/sector and project/programme/portfolio type (e.g. infrastructure, health, organisational transformation, finance etc)</li> <li>• principal organisational and</li> <li>• business unit objectives.</li> </ul>	
<b>Applicant role in which the project/programme/portfolio took place</b>	
<p>Including:</p> <ul style="list-style-type: none"> <li>• an organisational description/chart of the applicants position within the organisation</li> <li>• area of responsibility</li> <li>• an overview of the project/programme/portfolio management procedures used and</li> <li>• relationships with internal and external stakeholders.</li> </ul>	
<b>Summary</b>	
<p>Including: for each of the project, programme or portfolio, related time schedules and phases and resources available.</p>	
<b>Management Approach</b>	
For Level C:	Describe (in summary) how this project was managed.
For Level A and B:	Describe (in summary) how this project was led, programme or portfolio. Further details will be required in the next phase - Report.

<b>Complexity Rating</b>	
<b>Complexity Information and Matrix</b>	
Each project, programme or portfolio needs to meet the minimum complexity requirements as follows:	
For Level C	<p><b>moderate complexity</b></p> <p>sufficient evidence to obtain a minimum score of 16 for their project in their Executive Summary Report.</p>
For Level B	<p><b>complex</b></p> <p>sufficient evidence to obtain a minimum score of 25 for each project, programme or portfolio.</p>
For Level A	<p><b>very complex</b></p> <p>sufficient evidence to obtain a minimum score of 32 for each project, programme or portfolio</p>
Complexity Sheets must be duplicated for each project, programme or portfolio where multiple projects, programmes or portfolios are used to evidence competence in executive summaries.	
For further support see Appendix A. Complexity Matrix	

<b>Report</b>	
<b>Evidence of Competence</b>	
Criteria	<p>You must submit a report covering the number of project(s), programme(s) or portfolio(s) required by IPMA-Australia CB. These shall be drawn from those described in the executive summary report provided in your application.</p> <p>Your report will provide the bulk of the evidence your assessors will use to evaluate your competence.</p> <p>Your assessors will be looking for <i>clear and convincing evidence</i> to enable them to evaluate your skills and abilities against the Competence Elements (CEs) and the Key Competence Indicators (KCI) in IPMA's Individual Competence Baseline (IPMA ICB) for the domain you are being assessed on.</p>
Clear and Convincing Evidence	<p>Clear and convincing evidence means that the assessors' conclusions are:</p> <ul style="list-style-type: none"> <li>• Substantially more likely to be true than not.</li> <li>• So clear as to leave no substantial doubt.</li> <li>• Sufficiently strong to command the belief of a reasonable mind.</li> </ul>

Basis of Assessment	<p>The <b>IPMA Individual Competence Baseline (IPMA ICB)</b> describes the competence elements that will be used to assess your competence. Even if you are already familiar with the ICB, you should review it prior to continuing with the application process.</p> <p>A hard copy of the ICB can be purchased through us or IPMA. A free e-book can be downloaded following the following link:</p> <p><a href="#">Product categories E-books : IPMA Shop</a></p> <p>All levels must demonstrate competence against 80% of the IPMA ICB CEs. Demonstrated competence requires evidence for at least 50% of the KCIs within that element.</p>
<b>Experience Requirements</b>	
Your Role	<p>You must have served as the Director or Manager of any project, program, or portfolio which provides evidence of your competence. You could have had a different title, but you must have had the responsibilities of a Project, Program, or Portfolio Director or Manager.</p>
Background	<p>You must be able to provide a detailed description of the project, programme or portfolio role in context, key stakeholders, scope and key objectives, project, programme or portfolio organisation and any associated resources for which you were responsible for. Maximum of 3 pages including graphics.</p>
Common Requirements	<p>The project, program, or portfolio mentioned in your report must:</p> <ul style="list-style-type: none"> <li>• have been included in the Executive Summary submitted with your initial application and be from the domain (project management, program management, or portfolio management) that you applied for.</li> <li>• meet the currency requirements for your level (All experience must have been obtained in within the last 12 years for Level A; within the last 8 years for Level B (though this can be extended by 4 years with justification)).</li> <li>• meet the minimum management complexity requirements for the level that you applied for (32 for Level A; 25 for Level B) as specified in the International Certification Regulations (ICR).</li> </ul>
<b>Technical Requirements</b>	
<p>We reserve the right to reject any report that doesn't comply with the requirements in this section.</p>	
Format	<p>Your report can be submitted in Microsoft Word or PDF format.</p>
Features	<p>Your report should contain all the standard features of a high-quality document, e.g.: page numbers, table of contents, easily readable fonts, and clearly visible headings and subheadings.</p> <p>The use of colour to support readability is encouraged, but not required.</p>
Design	<p>Text should be single spaced with a font size of 11 points.</p>
Length	<p>Your report should have a maximum of 25 pages and up to 15 pages of appendices (which are cross referenced to the main body of the report).</p>

Writing Style	<p>Avoid jargon. Your report should be aimed at managers who have limited knowledge of project, program, or portfolio management or who have experience in a different industry or domain.</p> <p>You should present this information from your point of view (i.e., using phrases such as “I experienced” or “I realised”). Use ‘I...’ not ‘we’, ‘us’ or ‘our’, etc. that detracts from YOUR evidence.</p> <p>Ensure you personalise the report with what YOU did and ensure you include application of YOUR leadership of others in applying the KCIs for the role and level applied for.</p>	
<b>Content Requirements</b>		
<b>General Requirements</b>		
<p>Your report should address your experience as follows:</p> <ul style="list-style-type: none"> <li>• your management and leadership challenges with respect to others;</li> <li>• how you acted upon these challenges and the results you achieved; and</li> <li>• your reflection on results and the lessons learnt.</li> </ul>		
<b>Specific Requirements</b>		
Cross-Reference	<p>Either the title page or the table of contents must contain a list of the projects, programs, or portfolios to be covered in the report. These will be the same as those in your initial application.</p>	
Closing Page	<p>The closing (last) page of your report must contain the following declaration:</p> <p>“I hereby confirm that the narrative content of this report is entirely my own work, and that I was not assisted by any other person.”</p> <p>followed by your signature and date to attest to the truthfulness of this statement.</p>	
<b>Structural Options</b>		
General	<p>You are free to select whichever structural option you believe will provide you with the best way to present your evidence. You will not be penalised or rewarded for your choice.</p> <p>Under all options, you should address KCIs as well as Competence Elements and clearly signpost these for the assessors. An appendix with a ‘map’ to each Competence Element/KCI is encouraged which identified where in the report each CE/KCI is to be found.</p>	
Options	Competence Element	<p>Use a separate sub-section for each Competence Element. The sequence within the report is optional, but the title of each sub-section must include the Competence Element number from the current ICB.</p>
	Competence Element Group	<p>Address each group (perspective, people, and practice) collectively rather than by individual element.</p>
	STAR approach	<p>Order the projects in your report using the star approach.</p> <ul style="list-style-type: none"> <li>• Situation</li> <li>• Task</li> <li>• Action</li> <li>• Result</li> </ul>

<b>Further Guidance</b>
<b>KCI and CE Matrix Guidance</b>
<p>IPMA-Australia provides a KCI matrix to indicate the KCIs and how they are assessed in conjunction with this report guidance.</p> <p>These can be found at <a href="http://www.ipma-australia.com">www.ipma-australia.com</a> or as part of your assessment pack, if this has not been issued to you please email <a href="mailto:enquiries@ipma-australia.com">enquiries@ipma-australia.com</a>.</p>
<b>Report Template</b>
<p>IPMA-Australia provides a template for any candidate to use for submission of the report assessment. It indicates the key evidence required for the level and domain applied for and gives guidance to enable the candidate to get the most marks out of the report submission.</p> <p>These can be found at <a href="http://www.ipma-australia.com">www.ipma-australia.com</a> or as part of your assessment pack, if this has not been issued to you please email <a href="mailto:enquiries@ipma-australia.com">enquiries@ipma-australia.com</a>.</p>

<b>Examination</b>
<b>Level D Exam</b>
<b>Exam Approach</b>
<p>The assessment of a Level D candidate shall be based on knowledge where candidates can demonstrate understanding of the relevant CE in a non-complex project environment.</p> <p>Format: The Level D exam shall be completed online.</p> <p>Types of questions: Each exam shall be a mix of multiple-choice and open answer questions.</p> <ul style="list-style-type: none"> <li>• multiple-choice questions shall have 4 options to select from with one right answer.</li> <li>• multiple-choice questions shall not exceed 50% of the CEs assessed in the examination.</li> </ul> <p>Length of exam: 3 hours</p>
<b>Exam Structure</b>
<p>Each exam paper will consist of 42 multiple choice questions and 14 short answer questions. Multiple choice questions shall have four options to select from. 14 CEs will have two multiple choice questions, and another 14 CEs will have 1 multiple choice question and 1 open answer question on each exam paper.</p>



<b>Grading</b>
<p>Candidates can achieve a 'pass' or a 'not yet competent' for the exam.</p> <p>A maximum of 2 points will be awarded for each CE assessed via multiple choice questions only, with candidates requiring a score of 1 to pass each CE. A maximum of 3 marks will be awarded for each CE assessed via a mix of multiple-choice questions and short answer questions, with candidates requiring a score of 2 to pass each CE. The marking weighting of the examination is 1 point for a multiple-choice question and 2 points for a short answer question.</p> <p>To achieve a Level D, candidates shall demonstrate knowledge of 80% of the domain CEs as defined in the IPMA ICB.</p> <p>Candidate scores shall be based on the number of correct answers, there will be no deductions for wrong answers, unanswered questions shall be marked as wrong answers.</p> <p>If the candidate fails to achieve the pass mark by a margin of 5% or less, the exam shall be re-marked independently by another assessor.</p>
<b>Level C Exam</b>
<b>Exam Approach</b>
<p>The assessment of a Level C candidate shall allow them to demonstrate application of knowledge in a moderately complex project environment.</p> <p>Format: The Level C exam shall be completed online.</p> <p>Types of questions: Open answer question only.</p> <p>Length of exam: 3 hours</p>
<b>Exam Structure</b>
<p>Each exam paper will consist of 35 open answer questions, with 105 total marks available, 3 marks are available per question.</p> <p>The pass mark is 69/105, 65%.</p>
<b>Grading</b>
<p>Candidates can achieve a 'pass' or a 'not yet competent' for the exam.</p> <p>A maximum of 3 points will be awarded for each question, with a possible total of 105 points available per exam.</p> <p>To achieve a pass in the Level C exam, candidates shall achieve a score of 69 points/65%.</p> <p>Candidate scores shall be based on the following:</p> <ul style="list-style-type: none"> <li>• Score 3 - answer is comprehensive and clear</li> <li>• Score 2 - answer lacks one piece of key information</li> <li>• Score 1 - answer is weak, however some relevant information is provided</li> <li>• Score 0 - no relevant information provided</li> </ul> <p>If the candidate fails to achieve the pass mark by a margin of 5% or less, the exam shall be re-marked independently by another assessor.</p>

## Level B Exam

### Exam Approach

The assessment of a Level B candidate shall allow them to demonstrate application of knowledge in a complex project environment.

Format: The Level B oral exam shall be completed online.

Types of questions: Oral open answer question only.

Length of exam: 1.5 Hours

### Exam Structure

Each exam paper will consist of 18 open answer questions, with 54 total marks available, 3 marks are available per question.

The pass mark is 36/54, 66%

### Grading

Candidates can achieve a 'pass' or a 'not yet competent' for the exam.

A maximum of 3 points will be awarded for each question, with a possible total of 54 points available per exam.

To achieve a pass in the Level B exam, candidates shall achieve a score of at least 36 points / 66%.

Candidate scores shall be based on the following:

- Score 3 - answer is comprehensive and clear
- Score 2 - answer lacks one piece of key information
- Score 1 - answer is weak, however some relevant information is provided
- Score 0 - no relevant information provided

If the candidate fails to achieve the pass mark by a margin of 5% or less, the exam shall be re-marked independently by another assessor.

### Exam Regulations

IPMA-Australia CB shall:

- not allow an exam to begin if a candidate fails to provide photo evidence of their identity.
- not allow an exam to begin if a candidate fails to provide a suitable 360-degree check of the remote exam environment during an online exam.
- void an exam if a candidate fails to comply with instructions before, during and after the exam, either from the invigilator or onscreen instructions.
- void an exam if a candidate is in possession of any printed material, mobile phones, tablets, smart watches, headphones, earphones, laptops, other computer equipment other than those specified in advance by IPMA-Australia CB or required to complete the exam.
- not permit background music during the test.
- not permit contacting, communicating or talking to any other person during the test.
- not permit behaviour that is considered inappropriate or abusive to the Invigilator or to other candidates during the exam and will result in the exam being voided.
- not permit late entries, candidates should arrive to the examination at least 15 minutes before the exam start time. Candidates who fail to arrive before the exam start time will result in the exam being voided.

## Exam Environment

IPMA-Australia CB shall ensure that each exam is completed in a controlled environment that is appropriately supervised with documented procedures that ensure the exam, its papers, questions and any exam-related materials are securely controlled.

An invigilator shall be used to supervise the full duration of an exam event from candidate registration through departure of the last candidate.

The exam environment shall be controlled using an IPMA-Australia CB created checklist and the checklist shall be signed by the invigilator.

The invigilator shall verify the identity of each candidate via a government or company issued photo ID.

IPMA-Australia CB will prevent candidate access to any unauthorised aids.

IPMA-Australia CB shall accommodate reasonable adjustments where they have been previously approved and document any reasonable adjustments made.

## Examination Process

### Online

The online exam can be accessed via the following website:

<http://www.academy4info.com/login>

1. the candidate will be sent their username and password to enter the website, one week before the booked exam date: it is recommended that a candidate attempts to log in to at this stage to ensure the system is compatible with the security settings of their equipment.
2. each exam has a unique password to allow access, this will be provided by the invigilator, on the day of the exam.
3. IPMA-Australia-CB will automatically record all online exams. By attending and completing the exam the candidate is agreeing to the recording. Please refer to IPMA-Australia-CB-Data-Management-Policy for further information.
4. the candidate will be asked to perform a security check by the invigilator prior to the test starting, including
  - confirmation of the candidate's identity and
  - a 360-degree check of the examination environment.
5. the candidate will be requested to confirm their details and exam title; following this the candidate will be prompted to enter their unique password.
6. the examination duration includes reading time.
7. the exam questions may be attempted in any order using the 'next' and 'previous' navigation buttons or by highlighting a specific question number located on the right-hand side of the webpage.
8. candidates will be able to flag a question and are able to return to it at any point.
9. on completion of the exam the candidate will be shown an overview, highlighting all questions that have been attempted. Within the time limit the candidate will have the option to return to any question and revisit or confirm completion.

Please also refer to IPMA-Australia-CB-Online-Exam-Guide for further information.

## Interview

### Level C Interview Approach

The Level C assessment shall be based on evidence where candidates can demonstrate understanding and use of the relevant CEs in a moderately complex project environment.

Format: the interview shall be completed online.

Length of exam: up to 1.5 Hours

### Level B Interview Approach

The Level B assessment shall be based on evidence where candidates can demonstrate understanding and use of the relevant CEs in a complex project environment.

Format: the interview shall be completed online.

Length of exam: up to 2 Hours

### Level A Interview Approach

The Level A assessment shall be based on evidence where candidates can demonstrate understanding and use of the relevant CEs in a very complex project environment.

Format: the interview shall be completed online.

Length of exam: up to 2 Hours

### Interview Environment

IPMA-Australia CB shall ensure that each interview is completed in a controlled environment that is appropriately supervised with documented procedures that ensure the interview, its papers, questions and any interview-related materials are securely controlled.

Two assessors shall be actively involved for the full duration of the interview from candidate registration through departure of the last candidate.

The interview environment shall be controlled using an IPMA-Australia CB created checklist and the checklist shall be signed by the assessors.

The assessors shall verify the identity of each candidate via a government or company issued photo ID.

IPMA-Australia CB will allow candidates to have copies of their report available for reference only.

IPMA-Australia CB will accommodate reasonable adjustments where they have been previously approved and document any reasonable adjustments made.

## Interview Process

### Online

The online interview can be accessed via Teams.

A Teams link shall be sent to the candidate via email 5 days prior to the interview booking.

IPMA-Australia-CB will automatically record all online interviews; by attending and completing the interview the candidate is agreeing to the recording. See IPMA-Australia-CB-Data-Management-Policy for more details.

The candidate shall be asked to perform a security check by the assessors prior to the test starting, including:

- confirmation of the candidate's identity and
- a 360-degree check of the examination environment.

The assessors shall identify which specific CEs and KCIs shall be assessed for each candidate and shall ask questions they have previously prepared related to the materials provided with appropriate follow up questions as necessary.

The assessors shall seek evidence from the candidate up to the duration set. The assessors may conclude the interview early if the evidence sought has been achieved.

## Interview Regulations

IPMA-Australia CB shall:

- not allow an interview to begin if a candidate fails to provide photo evidence of their identity.
- not allow an interview to begin if a candidate fails to provide a suitable 360-degree check of the remote exam environment during an online exam.
- void an interview if a candidate fails to comply with instructions before, during and after the exam, either from the invigilator or onscreen instructions.
- void interview if a candidate is in possession of any material, mobile phones, tablets, smart watches, headphones, earphones, laptops, other computer equipment other than those specified in advance by IPMA-Australia CB or required to complete the interview.
- not permit background music during the interview.
- not permit contacting, communicating or talking to any other person during the interview.
- not permit behaviour that is considered inappropriate or abusive to the assessors during the interview and will result in the interview being voided.
- not permit late entries, candidates should arrive to the examination at least 15 minutes before the interview start time. Candidates who fail to arrive before the interview start time will result in the interview being voided.

<b>Re-certification</b>	
<p>It is the responsibility of the certificate holder to initiate, through application, the re-certification process up to a maximum of 6 months from their certificate expiry date. An extension may be provided by IPMA-Australia CB up to 12 months from the certificate expiry date with justification.</p> <p>If the certificate holder fails to re-apply within the time period, a new application shall need to be undertaken under the initial certification process.</p>	
<b>Application</b>	
<p>All applicants must:</p> <ul style="list-style-type: none"> <li>refer to the minimum experience eligibility information found in chapter Eligibility, in this document, and on the IPMA-Australia CB website: <a href="https://www.ipma-australia.com/">https://www.ipma-australia.com/</a></li> <li>confirm the expiry date of current certification</li> <li>level and domain re-certification applied for</li> </ul>	
<b>Personal Information</b>	
<p>The applicant must:</p> <ul style="list-style-type: none"> <li>enter their name as they would like it to appear on their certificate if successful, using initial caps and;</li> <li>include country codes with their telephone numbers</li> </ul> <p>NOTE: All *starred fields are required.</p>	
<b>Release and Assurances</b>	
<p>The relevant documents are available to download from the IPMA-Australia CB website: <a href="https://www.ipma-australia.com/">https://www.ipma-australia.com/</a></p>	
<b>Self-Assessment</b>	
<b>General Information</b>	
<p>NOTE: All applicants should consider the Key Competence Indicators (KCI) from the ICB for each CE when completing their self-assessment.</p> <p>In order to assess the suitability of the application and pass the assessment, candidates will need to demonstrate:</p>	
For Levels A, B and C	A minimum 80% (23 elements) of applied Knowledge/Skills (defined as abilities) at the Competence Element (CE) level which is assessed at the KCIs level.
For Level D	A minimum of 80% (23 elements) Knowledge assessed at the Competence Element (CE) level only.

## Payment and Signature

**Payments must be made upfront**, either by bank transfer or a payment link attached to the invoice sent separately via Xero. Please use full name and level as reference for payment.

If applicants wish to take advantage of IPMA-Australia CB member rates, the applicant must join before submitting their application.

**NOTE: Applicants are not required to become member of the IPMA-Australia MA to apply or be certified by IPMA-Australia CB. The completion of any training shall not be a pre-requisite for an applicant or candidate wishing to undertake certification. IPMA Australia CB will, under no circumstance, offer or recommend coaching or training to its applicant's or candidates.**

## Payment

Fee schedules are available on the IPMA-Australia CB website: <https://www.ipma-australia.com/>

The appropriate amount must be paid before processing an application can begin.

Where there is a corporate/group coordinator, payment instructions will be provided separately by the coordinator.

## Completion Check and Signature

Applicants are required to check that all documents have been uploaded and submitted using the correct formats.

A signature is required as a declaration that the information given is correct and the applicant's own work.

By typing name this represents an electronic signature.

## Application Submission

Submit the document package by e-mail to: [enquiries@ipma-australia.com](mailto:enquiries@ipma-australia.com)

The applicant will be contacted about the next steps within ten (10) business days.

## Curriculum Vitae and References

### Curriculum Vitae (CV)

All applicants need to provide a summary of relevant projects, programmes or portfolios in their CV that they have managed or been involved in to meet the certification requirements. Sufficient details need to be provided by the applicant to enable assessment of applicant's suitability for the Level applied for.

CVs need to include:

- name and contact details
- a career history including relevant project, programme and portfolio roles and positions held: This must include:
  - key deliverables, duration, budget and complexity of the projects, programmes or portfolios; and
  - role, responsibility and extent of engagement of the Applicant in each of the projects, programmes or portfolios.
- education summary including:
  - degrees and coursework from accredited institutions of higher learning (optional)
  - professional certifications and qualifications (optional)
  - project, programme and portfolio management training (optional)
  - professional memberships (optional)
  - any other professional development including awards, achievements or related publications (optional).

For level C the CV must show a minimum of 30 months practical experience over a 5-year period of the management of others.

For level A and B the CV must show a minimum of 30 months practical experience over a 5-year period of the leadership of others.

### References

Applicants must provide the names and contact details for two professional referees who are familiar with their work/experience so that they can (if required) confirm any declarations made by the applicant and confirm suitability for assessment.

NOTE: Additional referees may be sought if required.

## Practical Experience

### General Information

Experience & Complexity Sheet can be duplicated as many times to meet the 30 months of practical experience for the level applied.

The contents of this form and supplementary documents submitted for this re-certification may be used by an assessor to prepare for an interview (if in case of doubt).

### Experience Summary

Including:

- Organisation/PPP name:
- Experience from: (DD/MM/YYYY):
- Experience to (DD/MM/YYYY):



### Summary of the role and how it meets the requirements for the level

For Level A: Acting on a strategic level\* within a very complex project, programme or portfolio environment and responsible for very complex projects which have a strategic impact on the organisation.

For Level B: Acting in a complex project, programme or portfolio environment and responsible for complex projects within the organisation.

For Level C: Acting in a moderate complex project, programme or portfolio environment and responsible in a project management role with moderate complexity within the organisation.

\* Strategic level terminology may vary from organisation to organisation based on size, scope, technology, market driver etc, this will be assessed on a case-by-case basis.

Complexity Rating	
Complexity Information and Matrix	
Each project, programme or portfolio needs to meet the minimum complexity requirements as follows:	
For Level C	<p><b>moderate complexity</b></p> <p>sufficient evidence to obtain a minimum score of 16 for their project in their Executive Summary Report.</p>
For Level B	<p><b>complex</b></p> <p>sufficient evidence to obtain a minimum score of 25 for each project, programme or portfolio.</p>
For Level A	<p><b>very complex</b></p> <p>sufficient evidence to obtain a minimum score of 32 for each project, programme or portfolio</p>
<p>Complexity Sheets must be duplicated for each project, programme or portfolio where multiple projects, programmes or portfolios are used to evidence competence in executive summaries.</p> <p>For further support see Appendix A. Complexity Matrix</p>	
Continuing Professional Development (CPD)	
CPD requirements	
<p>Applicants for re-certification must evidence 35 hours per annum since the last certification, totalling 175 hours. Applicants must note that this is 35 hours per year not just 175 hours over 5 years.</p> <p>Each CPD record must contain the following information as a minimum:</p> <ul style="list-style-type: none"> <li>• Name of development activity</li> <li>• Description of the activity</li> <li>• Dates undertaken</li> <li>• Hours claimed</li> <li>• Competence Elements (CEs) from IPMA ICB covered by the activity</li> <li>• A summary statement reflecting your learning from the CPD gained over the period and how you benefitted from it.</li> </ul> <p>Applicants can utilise their own CPD Record or use the template provided.</p>	

## Final Decision

IPMA-Australia CB shall make the decision as to whether a candidate has passed or not yet competent based upon the recommendation of the assessors. This shall be made by the Head of CB or their representative delegated to do so in writing.

Prior to making the decision, IPMA-Australia CB shall consider if all procedures have been followed and if the documentation from the certification process and assessors is complete and ready for archiving.

During the final evaluation, the assessors shall determine if the candidate has satisfactorily met all required criteria for the IPMA Level applied for. IPMA-Australia CB shall make the decision as to whether the candidate has passed or is not yet competent based upon the recommendation of the assessor.

IPMA -Australia CB shall not award a lower-level certificate if the candidate fails at the level they originally applied for.

IPMA-Australia CB shall ensure that all the persons certified are provided with certificates in the English language within 20 working days.

The date of issue on the certificate shall be the date when IPMA-Australia CB is able to inform the candidate of results, note this will be the date we contact the candidate via email and not always 'actual' contact in person or via the telephone. The date of expiration on the certificate shall be 5 years later less one day from the date of issue.

IPMA-Australia CB shall make the certificate holder aware that the information will be published on the IPMA website as public information, unless the candidate objects indicated on the IPMA-Australia-Certification-Application form.

If the candidate is deemed not yet competent following the exam, Assessor shall prepare feedback, IPMA-Australia CB shall check its suitability prior to sending it to the candidate.

## Information for Candidates

### Reasonable Adjustments

Examples may include:

- a long-term physical impairment or medical condition
- behavioural, emotional or social needs
- a sensory impairment
- specific cognitive difficulties

Applications for reasonable adjustments will be considered on an individual basis and decisions may vary according to the exact nature of the candidate needs and additional support required.

An adjustment will not be considered reasonable if it involves a risk to maintaining the reliability or validity of the assessment, or if it is deemed to give the candidate an advantage over other candidates undertaking the same assessment.

### Applying for Reasonable Adjustment

For a reasonable adjustment please complete the IPMA-Australia-Reasonable-Adjustment-Request-Form which is on request from the IPMA-Australia CB administration team. Supporting documentary evidence, that is required, will also need to be included in the application.

Please refer to IPMA-Australia-CB-Reasonable-Adjustment-Policy for further information.

## Cancellations and Re-scheduling

Certification payment is paid to IPMA-Australia at application stage.

Candidates who cancel the exam up to more than five (5) working days before the agreed exam will be subject to a re-scheduling fee.

Candidate who re-schedule within 5 working days will be subject to IPMA-Australia CB re-sit fees

Candidates who are unable to attend the examination without re-scheduling is defined as a cancellation and will be subject to fees as detailed in the IPMA-Australia-CB-Fees-Policy.

Please refer to IPMA-Australia-CB-Fees-Policy for further information.

## Notification of Results

During the final evaluation, the assessors shall determine if the candidate has satisfactorily met all required criteria for the IPMA Level D. IPMA-Australia CB shall make the decision as to whether the candidate has passed or is not yet competent based upon the recommendation of the assessor.

IPMA-Australia CB shall ensure that all the persons certified are provided with certificates in the English Language.

The date of issue on the certificate shall be the date when IPMA-Australia CB is able to inform the candidate of results. The date of expiration on the certificate shall be 5 years later less one day from the date of issue.

IPMA-Australia CB shall make the certificate holder aware that the information will be published on the IPMA website as public information, unless the candidate objects indicated on the IPMA-Australia-Certification-Application form.

If a candidate is unsuccessful at exam, report, interview or overall final decision the candidate can resit once more. Feedback will be given to explain why the candidate was unsuccessful.

Resits of any step will be subject to resit fees as detailed in the IPMA-Australia-CB-Fees-Policy.

## Complaints and Appeals

By sitting the examination, candidates are confirming that they are fit to do so: no appeals will be heard concerning a candidate's wellbeing during the examination.

Complaints can be made regarding dis-satisfaction with the standard of service from IPMA-Australia CB. Please refer to IPMA-Australia-CB-Complaints-and -Appeals-Policy for further information.

Appeals will only be heard on the grounds that procedures and processes have not been applied consistently or fairly. There is a charge for all appeals which is refunded if the appeal is upheld. No appeal can be heard on the grounds of technical judgement. Please refer to IPMA-Australia-CB-Complaints-and -Appeals-Policy for further information.

IPMA-Australia CB shall ensure that all complaints and appeals are handled and processed within a 3-month period from the date of receipt of a written complaint or appeal.

Appeals shall come from certification candidates (appellant) only. Complaints may come from any source (complainant).

Applicant and candidates may file an appeal, but only against the process, in writing with IPMA-Australia CB within 30 days from their certification decision.

IPMA-Australia CB shall first try to resolve the complaint or appeal within its own operational management. If it fails to resolve the complaint or appeal, it will be escalated to the Complaints and Appeals Committee for review and decision.



## Appendix

### Appendix A. Complexity Matrix

Complexity Dimension	Complexity 1	Complexity 2	High Complexity 3	Complexity 4
<p><b><u>1 - Output-related complexity</u></b></p> <p>Complexity arises from: vague, demanding and/or conflicting goals, benefits, requirements and/or expectations.</p>	<p>There are hardly any vague, conflicting and/or changing goals, benefits and/or requirements within the PPP initiative.</p>	<p>The PPP initiative suffers from vague, conflicting and/or changing goals, benefits and/or requirements at departmental or divisional level within its own organisation.</p>	<p>The PPP initiative is seriously affected by vague, conflicting and/or changing goals, benefits and/or requirements. These also come from the highest levels within its own organisation.</p>	<p>The PPP initiative is seriously affected by vague, conflicting and/or changing goals, benefits and/or requirements. These also come from the highest levels of multiple organisations, which have an interest or influence on the initiative.</p>
<p><b><u>2 - Process-related complexity</u></b></p> <p>Complexity arises from: the number of tasks, assumptions and constraints and their interdependencies; the processes with the relevant quality requirements; the teams and the communication structure;</p>	<p>The number of knowledge-intensive working hours is several hundred. The organisation's offered techniques and quality systems are adequate for the PPP initiative.</p>	<p>The number of tasks / work packages runs into tens, knowledge-intensive work hours &gt; 1,000, there are multiple sub-processes</p>	<p>The number of tasks / work packages runs into the hundreds, 'blue collar' working hours &gt; 30,000 and/or knowledge-intensive working hours &gt; 6,000, multiple locations / sites with different quality requirements.</p>	<p>The number of tasks / work packages runs into the thousands, 'blue collar' working hours &gt; 100,000 and/or knowledge-intensive working hours &gt; 30,000, multiple locations / sites with different quality requirements.</p>

<p><b><u>3 - Input-related complexity</u></b></p> <p>Complexities arise from: acquiring and funding the necessary budgets (possibly from multiple sources); the diversity of or lack of resources (both human and other); and the processes and activities required to manage the financial and resource aspects, including procurement.</p>	<p>Funding, procurement and purchasing are handled by the standing organisation. Availability of suitable team staff is not a major problem.</p>	<p>Funding is not a concern for the PPP initiative. Existing acquisition and procurement strategies can be routinely applied. Availability of suitable staff poses a challenge.</p>	<p>Funding is not clear initially and/or needs to be partially secured during the PPP initiative. Existing acquisition and procurement strategies are applicable. Availability of suitable staff often poses a challenge.</p>	<p>Funding is not clear initially and needs to be secured during and through the PPP initiative. External funding is used (at least partially). Acquisition and procurement strategies are challenging and innovative.</p>
<p><b><u>4 - Risk-related complexity</u></b></p> <p>Complexity arises from: the risk profile and uncertainty levels of the PPP initiative and its dependent initiatives.</p>	<p>The risk profile (including HSSE aspects) is actively managed within the PPP initiative. The main risks are known at the start of the PPP initiative.</p>	<p>The risk profile (including HSSE aspects) is actively managed within the PPP initiative and has attention at departmental or divisional level within the organisation. Key risks are not all known at the start of the PPP initiative.</p>	<p>The risk profile (including HSSE aspects) is actively managed within the PPP initiative and has attention at the highest level of the organisation and/or is the subject of politics and/or media at local level. The main risks are not all known at the start of the PPP initiative.</p>	<p>The risk profile (including HSSE aspects) is actively managed within the PPP initiative and has a direct impact on the organisation's strategy and/or is the subject of politics and/or media at (inter)national level. The main risks are not well known at the start of the PPP initiative.</p>

<p><b><u>5 - Strategy-related complexity</u></b></p> <p>Complexity created by:</p> <ul style="list-style-type: none"> <li>- The influence of the formal strategy of the sponsoring organisation(s), norms, regulations, informal strategies and policies that may affect the PPP initiative</li> <li>- The importance of the end result to the organisation, the level of agreement among stakeholders; the informal influence, interests and resistance around the project and</li> <li>- any requirements of a legal or regulatory nature.</li> </ul>	<p>The PPP initiative is realised within an existing strategy, where there was no or limited political, informal influence and resistance.</p>	<p>The PPP initiative is realised within an existing strategy, where the PPP initiative suffered from politics, informal influence and resistance.</p>	<p>The PPP initiative concerns the implementation of new strategy, involving a lot of politics, informal influence and resistance within the organisation.</p>	<p>The PPP initiative concerns the implementation of new strategy, involving a lot of politics, informal influence and resistance within the organisation.</p>
<p><b><u>6 - Organisational complexity</u></b></p> <p>Complexity arises from: the number and entanglement of interfaces between the PPP initiative with the systems, structures and reporting and decision-making processes of the organisation(s).</p>	<p>The PPP initiative is marginally affected by systems, structures and/or reporting and decision-making processes within the organisation.</p>	<p>The PPP initiative is intensively affected by systems, structures and/or reporting and decision-making processes within the organisation.</p>	<p>The PPP initiative introduces new systems, structure sand/or reporting and decision-making processes within the organisation.</p>	<p>The PPP initiative introduces new systems, structures and/or reporting and decision-making processes within multiple organisations, with interfaces between them</p>



<p><b><u>7 - Socio-cultural complexity</u></b></p> <p>Complexities arise from: socio-cultural dynamics. These may include interfaces with participants, stakeholders or organisations from different socio-cultural backgrounds, or having to deal with dispersed teams.</p>	<p>All participants in the PPP initiative have the same socio-cultural background and/or there is a single location.</p>	<p>There are some participants from different socio-cultural backgrounds and/or multiple locations.</p>	<p>There are multiple participants from very different sociocultural backgrounds and/or multiple locations in multiple countries or time zones.</p>	<p>There are many participants from very different socio-cultural backgrounds and/or multiple locations in multiple countries and diverse time zones.</p>
<p><b><u>8 - Team-related complexity</u></b></p> <p>Complexity created by: the management and leadership requirements within the PPP initiative. This is the complexity created by the interaction of the team(s) and their maturity and the related level of vision, guidance and support from you as PMO that the team(s) need to deliver</p>	<p>Within the PPP initiative, there is one team or there are some teams that have to work together. The teams are calculated for their task.</p>	<p>There are several teams within the PPP initiative that do not always work together internally and among themselves in an equally task-full manner.</p>	<p>Within the PPP initiative are multiple distributed teams that differ in task maturity and need to work together.</p>	<p>Within the PPP initiative, there are many distributed and in task maturity different teams within multiple organisations that need to work together.</p>
<p><b><u>9 - System-related complexity</u></b></p> <p>Complexity arises from: the amount of information that needs to be processed, the accessibility to the systems in which this information is fixed and the extent to which these systems are linked, and the availability of supporting methods, tools and techniques.</p>	<p>All information comes from 1 integrated information system. The information needs are unambiguous</p>	<p>The information comes from some linked information systems. The information needs are unambiguous. Multiple methods, tools and techniques are used.</p>	<p>The information comes from some unconnected information systems. Information needs are complex, Multiple methods, tools and techniques are used.</p>	<p>All information comes from various, unconnected information systems. Information needs are complex and vary by target group. Many methods, tools and techniques are used.</p>

<p><b><u>10 - Autonomy-related complexity</u></b></p> <p>Complexity arises from: the degree of autonomy and responsibility given to or taken or shown by the manager of the PPP initiative. This manifests itself in the hierarchical layers to which the PMO reports and the manner in which reporting takes place.</p>	<p>The PMO officer reports to a client / steering committee. There is limited participation in decision-making and the need to defend the initiative's interests elsewhere.</p>	<p>The PMO officer reports to a client / steering committee and regularly prepares decision-making. The PMO defends the initiative's interests within the organisation.</p>	<p>The PMO officer reports to a steering level high up in the organisation where his influence is reflected in decision-making. The PMO defends the interests of the initiative within the organisation(s) concerned.</p>	<p>The PMO officer reports directly to the highest level, where there is clearly mutual influence. The PMO defends the interests of the initiative at the highest level within the organisation(s) concerned.</p>
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<b>Version Control</b>			
<b>Version</b>	<b>Date Approved</b>	<b>Approved by</b>	<b>Summary of changes</b>
1.0	19 <sup>th</sup> September	E.Wilson	IPMA-Australia Baseline document created and approved