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| Assessment Interview Guidance |  |

***Please support our commitment to sustainability and do not print   
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 is for candidates whose Assessment Interview will be conducted via video. |
| 2.1 Requirements | |
| Interruptions | If you will be interviewed at your place of work, make arrangements to prevent interruptions from co-workers or passers-by. If you will be interviewed at home, make the same arrangements, especially with regard to pets, children, doorbells, and phones.  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 in the interview room. |
| Recording | Candidates are ***not*** permitted to record their interview.  If IPMA-USA wants to record your interview, you will be asked to sign a permission form. You may decline to be recorded, and that choice will not influence the assessment decision. |
| Equipment | Use a computer and a headset. Do not use a tablet or phone.  Make sure you have 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 Suggestions | |
| 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 | Pastel shades work well as do bright blues, pinks, fuchsia, and most greens. Avoid large areas of red, bright whites, black, and navy. 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 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? |
| 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., EEO, 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 | |
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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? |
| 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 | |
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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? |
| 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? |