CERTIFICATION REPORT
IPMA Level C

Candidate:_____

Bucharest, 2025

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The report shall be drafted using the Times New Roman font, at a maximum size of 11 pt, with single-line spacing, in A4 format. No more than 15-20 pages, eventually with another 10 pages as appendixes.

Introduction

It is recommended to include the following elements:

- *A brief description of the company, with positioning candidate and project in the permanent organization.*
- *A brief description of the project/projects that will be referred to in the certification report.*

1. Project context and objectives

In this chapter, evaluators expect to find the description of the following aspects:

- *the way in which the candidate managed the relationships and the alignment of project with the permanent organization, with the organization's strategy and culture and with the corresponding standards.*
- *the way in which the candidate defined project objectives, the critical success factors and the key performance indicators.*
- *the way in which the candidate defined/selected the project management methodology to be applied in the project according to the project complexity.*

Recommendations for writing this chapter:

- *Strategy, Benefit realization, Key Performance Indicators (KPIs)*
- *Critical Success Factors (CSFs), Mission and vision, Governance, Structures and processes, Support functions, Portfolio Management*
- *Compliance, Standards and Regulations, Legislation, Contracts and Agreements, Professional Standards*
- *HSSE Standards*
- *Project Design, Lessons Learnt*
- *Management Approach, Project Execution Architecture*

The competence elements to be addressed in this chapter are the following: 4.3.1, 4.3.2, 4.3.3 and 4.5.1.

2. Project organization

In this chapter, evaluators are expected to find elements that make it possible to assess responsibility scope of the project manager. For this reason, a project organization chart can be included, and the following will be specified:

- *whether the team is dedicated or made up of members of a multi-project team.*
- *articulation with business lines or cross-projects.*
- *whether or not the team has external partners*

It will also present "who does what", as well as the main decision-making processes, delegations made by the project manager, and the organization of information flows.

Recommendations for writing this chapter:

- *Governance, structures and processes*
- *Support functions, Portfolio management, KPIs, CSFs*
- *Organization and information, Information needs, Structure, roles and responsibilities, Information flows*
- *Information security*

The competence elements to be addressed in this chapter are the following: 4.3.2, 4.5.5.

3. Stakeholders

In this chapter, evaluators expect to find the description of the following aspects:

- *How the candidate analyzed stakeholders, how they considered stakeholders' interests, expectations, personalities and values to achieve the project objectives.*
- *How the candidate analyzed stakeholder requirements, how they were collected, prioritized and communicated.*
- *The resulting actions, especially in terms of communication and leadership.*

Recommendations for writing this chapter:

- *Power and interest, Personal and group interests, Formal and informal influence, Decision making*
- *Personality (psychology), Culture and values, Multiculturalism, Organizational and project culture, Ethics, Sustainability, Personal communication, Information and message, Communication styles and channels, Virtual teams, Humor, Leadership, Leader, Commitment, Team motivation, Power and influence, Requirements and objectives*
- *Hierarchy of objectives, Stakeholder needs, Acceptance criteria,*
- *Project sponsor, Procurement, Contracts and contract management, Supplier selection*
- *Contract negotiation, Legislation and regulations, Stakeholders, Interests and influence, Stakeholder communication, Networks and alliances*
- *Change management*

The competence elements to be addressed in this chapter are the following: 4.3.4, 4.3.5, 4.4.3, 4.4.5, 4.5.2, 4.5.9, 4.5.12.

4. Leading the project team

In this chapter, evaluators expect to find the description of actions that candidate has taken in order to:

- *train, motivate, bond and develop his team.*
- *act as a leader and coach for team members.*
- *delegate responsibilities, solve internal crises and team resistance issues.*

In this chapter, evaluators expect also to find described how the candidate demonstrated emotional intelligence, respect for others and learning from mistakes.

Recommendations for writing this chapter:

- *Relatii si implicare, Competente sociale (empatie, incredere, respect)*
- *Motivare, Retele sociale, Relatii personale si profesionale, Leadership*
- *Lider, Angajament, Motivarea echipei*
- *Putere si influenta, Munca in echipa*
- *Formarea echipei, Colaborarea in echipa, Dezvoltarea membrilor echipei, Delegarea sarcinilor si responsabilitatilor, Conflicte si crize, Identificarea potentialelor conflice/ crize, Escaladare/ de-escaladare, Mediere, Negociere si compromis*

The competence elements to be addressed in this chapter are the following: 4.4.4, 4.4.5, 4.4.6, 4.4.7.

5. Project scope, deliverables, scheduling, resources and costs

In this chapter, evaluators expect to find a description of the candidate's actions regarding:

- *defining project scope, deliverables and WBS, with related changes*
- *defining strategies for using planning methods and their integration, defining project scheduling and monitoring the project progress*
- *estimating the required resources and allocation, including the competence level of human resources*
- *defining requirements regarding public procurement, contributing to negotiations and managing contracts and receivables*
- *defining the cost structure and the financial structure (revenues, cash-flow and reserves), developing the budget and monitoring progress*
- *resolving financing issues, exchange rates and international agreements*

Recommendations for writing this chapter:

- *Project Scope, Configuration Management, Constraints, Deliverables*
- *WBS and Work Packages*
- *Time, Activity Duration Estimation, Activity Network, Critical Path, Resource Allocation, Financing, Project Costs, Financial Reporting and Performance, Financing Sources, Cash Flow, Resources, Resource Allocation, Qualitative and Quantitative Assessment, Resource Availability and Acquisition, Competency Development*
- *Procurement, Contracts and Contract Management, Supplier Selection, Contract Negotiation*
- *Legislation and Regulations*

The competence elements to be addressed in this chapter are the following: 4.5.3, 4.5.4, 4.5.7, 4.5.8, 4.5.9

6. Project risks and opportunities

In this chapter, evaluators expect to find the description of:

- *how the candidate carries out the preliminary risk analysis, risk reporting methods, monitoring and action methods*
- *a critical reflection on the effectiveness of the action plans. For the highest risks, it is recommended to present warning signals.*
- *Preliminary analysis of opportunities, with the possibilities of use/capitalization.*
- *How the candidate identified risks and problems and how he implemented them to bring solutions, both within the project team and through relations with stakeholders.*

Recommendations for writing this chapter:

- *Stakeholder Interests*
- *Negotiation Strategy, Agreements*
- *Legislation and Regulations, Risks and Opportunities, Contingency Reserves*
- *Qualitative and Quantitative Risk Assessment, Response/Capitalization Strategy, Risk Management Action Plan*

The competence elements to be addressed in this chapter are the following: 4.4.9, 4.5.11.

7. Project quality

In this chapter, evaluators expect to find the description of:

- *how the quality was implemented and adapted to the project*
- *methods for dealing with non-conformities encountered and changes requested*
- *preparation of audits, recommendations and their follow-up*
- *planning and monitoring the validation of project results*
- *the link between quality, efficiency, reliability and organization*
- *trade-offs between quality and cost / time or even ethical issues that may be associated with it*

Recommendations for writing this chapter:

- *Personal integrity and trust*
- *Morality and ethics, Predictable behavior, Sustainability, Responsibility, Quality*
- *Process and product quality*
- *Quality objectives, Preventive and corrective actions, Audit*

The competence elements to be addressed in this chapter are the following: 4.4.2, 4.5.6

8. Project control and coordination

In this chapter, evaluators expect to find the description of:

- *how to initiate the project and how to develop the management plan*
- *how to finalize the project and feedback*
- *dashboards, especially those of the candidate, as a project manager*
- *structured meetings: project analyses, steering committees*
- *how to implement change management*

Recommendations for writing this chapter:

- *Compliance, standards and regulations, Legislation*
- *Contracts and agreements, Professional standards, HSSE, Personal integrity and trust, Morality and ethics*
- *Predictable behavior, Sustainability, Responsibility,*
- *Results orientation, Efficiency and productivity, Project success*
- *Project promotion, Results delivery,*
- *Planning and control, Demming cycle (PDCA), Project management plan, Progress reporting*
- *Change, Change and transformation*
- *Change requirements, Change management, Change adaptability, Change management strategy*

The competence elements to be addressed in this chapter are the following: 4.3.3, 4.4.2, 4.4.10, 4.5.10, 4.5.13**.**

9. Main challenges in implementing the project

This chapter will include a description of at least 3 or 4 specific challenges. The chapter will be 3-4 pages long at least. It will describe situations in which the candidate directly and operationally intervened. For each challenge, the following elements will be described:

- *positioning of the challenge in the progress of the project and its impact on progress*
- *actions taken to respond to this challenge by highlighting the behavioral skills used*
- *results obtained as a result of the actions taken*
- *Lessons learned (conclusions reached).*

Recommendations for writing this chapter:

- *Conflicts and crises, Identifying potential conflicts/crisis,*
- *Escalation/de-escalation*
- *Mediation, Negotiation and compromise*
- *Inventiveness, Creativity, Conceptual thinking, Analytical techniques, Decision alternatives, Negotiation*
- *Stakeholder interests, Negotiation strategy, Agreements, Legislation and regulations*

The competence elements to be addressed in this chapter are the following: 4.4.7, 4.4.8, 4.4.9.

10. Most relevant lessons learnt

In this chapter, evaluators expect to find the candidate's reflections on the following elements:

- *Assumption and application of project management methods*
- *Identification of factors that influenced team behavior*
- *Future intentions regarding methods to be applied in the future*

Recommendations for writing this chapter:

- *Compliance, standards and regulations, Legislation, Contracts and agreements, Professional standards*
- *HSSE, Introspection and personal management, Personal objectives, values and motivations, Stress management*
- *Reflection, Learning (lessons learned)*

The competence elements to be addressed in this chapter are the following: 4.3.3, 4.4.1.