


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

## 1. General Information

<b>Purpose</b>	The purpose of this document is to help certification candidates prepare for their Assessment Interviews.
	This document was designed by IPMA-USA for use in its certification program. The design of this document is licensed to IPMA-MY under the Creative Commons Attribution 4.0 International License. For a copy of this license, visit: <a href="http://creativecommons.org/licenses/by/4.0/">http://creativecommons.org/licenses/by/4.0/</a>

## 2. 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.

### 2.1 Perspective Competence Elements

Competence Element	Sample Interview Questions
<b>Strategy</b>	<ul style="list-style-type: none"> <li>How was your project/ program/ portfolio linked to organizational strategy?</li> </ul>
<b>Governance, structures and processes</b>	<ul style="list-style-type: none"> <li>Describe how governance is established for project/ program/ portfolio management.</li> <li>Identify the elements of a <i>business case</i>.</li> <li>Describe the relationship between the <i>product life cycle</i> and the <i>project life cycle</i>.</li> </ul>
<b>Compliance, standards and regulations</b>	<ul style="list-style-type: none"> <li>Did you use your standard organizational procedures? Why or why not?</li> <li>How did you manage the impact of any legal or regulatory requirements? e.g., EEO, overtime restrictions, anti-discrimination laws, sexual harassment laws, etc.</li> <li>How were the legal and regulatory requirements identified and communicated to the stakeholders?</li> </ul>
<b>Power and interest</b>	<ul style="list-style-type: none"> <li>How did your efforts affect other projects/ programs/ portfolios in your organization?</li> <li>How did you deal with challenges to your authority or your decisions?</li> </ul>
<b>Culture and values</b>	<ul style="list-style-type: none"> <li>How did you identify and define values for your team?</li> <li>Identify and describe the impact of cultural differences on your project/ program/ portfolio.</li> </ul>

### 2.2 Personal Competence Elements

Competence Element	Sample Interview Questions
<b>Self-reflection and self-management</b>	<ul style="list-style-type: none"> <li>Describe an instance where someone involved with your project/ program/ portfolio gave positive feedback to you. Negative feedback?</li> <li>How do you deal with stress?</li> <li>What have you done to improve your own project/ program/ portfolio management skills and abilities in the last 12 months?</li> </ul>

2.2 Personal Competence Elements	
Competence Element	Sample Interview Questions
Personal integrity and reliability	<ul style="list-style-type: none"> <li>Describe how you implemented socially responsible practices.</li> <li>Describe how you encouraged team members to report ethical issues.</li> <li>How could you tell that your stakeholders were not afraid of retaliation if they did report an incident?</li> </ul>
Personal communication	<ul style="list-style-type: none"> <li>What did you do to encourage commitment and support from your stakeholders?</li> <li>What did you do to facilitate better communication and understanding?</li> </ul>
Relations and engagement	<ul style="list-style-type: none"> <li>Describe what you did to encourage desirable individual behaviors.</li> <li>Describe what you did to deal with undesirable behavior.</li> <li>What did you do to build trust within the project?</li> </ul>
Leadership	<ul style="list-style-type: none"> <li>Describe two situations where you used different leadership styles to deal with stakeholders.</li> <li>What did you do to motivate your team members?</li> <li>What tasks did you delegate? How did you manage the delegation process?</li> </ul>
Teamwork	<ul style="list-style-type: none"> <li>What did you do to ensure that team members received the training that they needed?</li> <li>What were your team norms? How were they established?</li> <li>What did you do to integrate new team members with the existing team?</li> </ul>
Conflict and crisis	<ul style="list-style-type: none"> <li>Describe how you handled an inter-personal conflict on this project.</li> <li>Did any crises arise during your project? If so, how did you react?</li> </ul>
Resourcefulness	<ul style="list-style-type: none"> <li>Did any unexpected problems arise during the course of your project? If so, how did you respond to them?</li> <li>What was the biggest problem you had on your project/ program/ portfolio? How did you handle it?</li> </ul>
Negotiation	<ul style="list-style-type: none"> <li>Were there any differing interests or expectations? How did you handle them?</li> <li>What was your most important negotiation? How did you prepare for it?</li> </ul>
Results orientation	<ul style="list-style-type: none"> <li>Did you spread your lessons learned beyond your team? How?</li> <li>How did you capture lessons learned (positive or negative) on your projects?</li> </ul>

2.3 Practice Competence Elements	
Competence Element	Sample Interview Questions
Project, program, or portfolio design	<ul style="list-style-type: none"> <li>At what level of detail did you plan your work items? Why?</li> <li>What methods did you use for your project/ program/ portfolio design?</li> </ul>
Requirements, objectives, and benefits	<ul style="list-style-type: none"> <li>How were your success criteria developed? Can you provide some examples?</li> <li>How was the business case developed?</li> <li>How did you get and sustain stakeholder agreement regarding the business case?</li> </ul>
Scope	<ul style="list-style-type: none"> <li>Describe some of the unique challenges of defining scope in your industry and domain.</li> <li>Who was involved in defining the scope of your project/ program/ portfolio? How were these individuals identified or selected?</li> </ul>
Time	<ul style="list-style-type: none"> <li>How did you develop your schedule?</li> <li>Were there any differences between the required time for your project/ program/ portfolio and the approved schedule? If so, how did you manage this?</li> </ul>
Organization and information	<ul style="list-style-type: none"> <li>Why was your project/ program/ portfolio organized the way it was?</li> <li>Does the organization chart reflect the real relationships? If not, why not?</li> <li>How did you secure agreement regarding your communication plans?</li> </ul>

2.3 Practice Competence Elements	
Competence Element	Sample Interview Questions
Quality	<ul style="list-style-type: none"> <li>• What did you do to ensure that the results of your efforts met the acceptance criteria?</li> <li>• Did the relevant stakeholder(s) sign off on the results as meeting all the acceptance criteria? If not, why not?</li> </ul>
Finance	<ul style="list-style-type: none"> <li>• How were funding requirements developed?</li> <li>• How did you estimate costs?</li> <li>• How did you develop your budget?</li> </ul>
Resources	<ul style="list-style-type: none"> <li>• How did you determine the types and number of people and other resources you needed?</li> <li>• Were there any differences between the required resources and the resources assigned? If so, how did you manage this?</li> </ul>
Procurement	<ul style="list-style-type: none"> <li>• How did you develop your contract management approach?</li> <li>• What types of contracts were used? Why was each type chosen?</li> <li>• How did you know if your contractors were performing up to expectations?</li> </ul>
Plan and control	<ul style="list-style-type: none"> <li>• What did you do to get your project/ program/ portfolio started?</li> <li>• How were updates to your project/ program/ portfolio plan handled?</li> <li>• Did you obtain formal sign-off on closure?</li> </ul>
Risk and opportunity	<ul style="list-style-type: none"> <li>• What steps did you take to ensure that your list of risks and opportunities was complete?</li> <li>• How did you develop responses to your risks and opportunities?</li> <li>• What did you do to ensure that any new risks or opportunities would be identified and responded to?</li> </ul>
Stakeholders	<ul style="list-style-type: none"> <li>• How did you determine who the key stakeholders were?</li> <li>• 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?</li> <li>• Were your stakeholders satisfied with how you managed communications on this project? Why or why not?</li> </ul>
Change and transformation	<ul style="list-style-type: none"> <li>• How did you determine which stakeholders would be affected by changes?</li> <li>• How did you deal with resistance to change?</li> <li>• What did you do to evaluate the effectiveness of the organizational change?</li> </ul>
Select and balance	<ul style="list-style-type: none"> <li>• How did you identify component projects for your program/ portfolio?</li> <li>• How did you prioritize component projects for your program/ portfolio?</li> </ul>