

Scoring table	PLAN Defining a sound approach	DO Applying an approach systematically	CHECK Monitoring and analyzing results of the chosen approach	ACT Improving and integrating the approach
up to 100				
up to 80				
up to 60				
up to 40				
up to 20				

A. People & purpose

A.1. Leadership & Values



- A.1a. Role models for excellence
- A.1b. Care for project stakeholders
- A.1c. Orientation towards project objectives and adaptability to change

A.2. Objectives & Strategy



- A.2a. Managing stakeholders' needs, expectations and requirements
- A.2b. Development and realisation of project objectives
- A.2c. Development and realisation of project strategy

A.3. Project Team, Partners & Suppliers



- A.3a. Identification and development of competences
- A.3b. Recognition of achievements and empowerment
- A.3c. Collaboration and communication

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up to 100				
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B. Processes & Resources

B.1. Project Management Processes & Resources



B.2. Management of Other Key Processes & Resources



C. Project Results

C.1. Customer Satisfaction



- C.1a. Customer perception
- C.1b. Indicators of customer satisfaction

C.2. Project Team Satisfaction



- C.2a. Perception of the project team
- C.2b. Indicators of project team satisfaction

C.3. Other Stakeholder Satisfaction



- C.3a. Perception of the other stakeholders
- C.3b. Indicators of other stakeholders' satisfaction

C.4. Project Results and Impact on the Environment



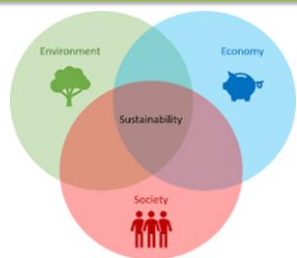
- C.4a. Realisation of results as defined in project objectives
- C.4b. Realisation of results beyond project objectives, including impact on environment



C.4c. Project performance

Scoring table	Perceived satisfaction level (C.1.a/C.2.a/C.3.a)	Expected satisfaction level according to indicators (C.1.b/C.2.b/C.3.b)	Link between the approach and satisfaction level (IPMA PEM areas A&B)	Comparison of the satisfaction level with the industry/sector benchmark
up to 100				
up to 80				
up to 60				
up to 40				
up to 20				

Scoring table	Realisation of project objectives	Link between the approach and objectives realization IPMA (PEM areas A&B)	Trends	Comparison of results with the industry/sector benchmark
up to 100				
up to 80				
up to 60				
up to 40				
up to 20				



SUSTAINABILITY



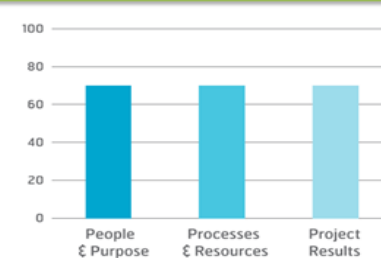
INTERACTION BETWEEN AREAS



CONTINUOUS IMPROVEMENT



ABOUT PROCESSES



BALANCED PROJECT

The topic of sustainability and impact on the environment is introduced as a relevant part of project excellence.

Seven main values can be secured by ensuring close interaction between the main areas of the model.

The PDCA approach leads to continuous improvement and enables the project team to achieve benefits and strive for excellence.

ISO 21500 defines three major types of project processes: Project management, Delivery (product) and Support processes.

Balanced projects combine great leadership and a strong sense of purpose with a strong process culture to achieve great results.

The IPMA PEM is a core element of the IPMA PEB and is designed to provide guidelines for assessing a project or program.