Candidate Report for   **Joe Smith**

Competence	Description	Rating	Strengths	Areas for development
TC02 Project success and benefits management	Project success is the satisfaction of stakeholder needs and is measured by the success criteria as identified and agreed at the start of the project. Benefits management is the identification of the benefits at an organisational level and the monitoring and realisation of those benefits.	4	Presents client focused objectives and appreciation of the project contexts. Identifies two key business benefits and a range of mostly generic success criteria.	One or two other business benefits were available. More specific success criteria could be helpful.
TC03 Stakeholder Management	Stakeholder management is the systematic identification, analysis and planning of actions to communicate with, negotiate with and influence stakeholders. Stakeholders are all those who have an interest or role in the project or are impacted by the project.	3	Lists important stakeholders including those not explicitly mentioned.	Identify a broader range of risks, applying more clarity in defining them.
TC05 Project risk management	Project risk management is a structured process that allows individual risk events and overall project risk to be understood and managed proactively, optimising project success by minimizing threats and maximising opportunities.	3	Identifies a broad range of relevant risks of many different types, appreciating the difference between risks and issues.	Undertake a more structured analysis of the risks. Ensure the time, cost and quality objectives are kept in mind throughout the project.
TC23 Budgeting and cost management	Budgeting and cost management is the estimating of costs and the setting of an agreed budget, and the management of actual and forecast costs against that budget.	2	Identifies one of the key commercial considerations and a couple of others.	Unfortunately, seemed to have run out of time as there were many other financial and commercial points available within the project scenario.
TC11 & TC15 Scope Management & scheduling	Scope management is the process by which the deliverables and work to produce them are identified and defined. Scheduling is the process used to determine the overall project duration and when activities and events are planned to happen.	3	Effectively uses a breakdown structure to define and sequence timeline. Considers work that can be paralleled and not just sequenced to achieve required client timescales.	Overlay the management phases, milestones and review points on the plans.

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Competence	Description	Rating	Strengths	Areas for development
TC20 & TC25 Change control & issue management	Change control is the process that ensures that all changes made to a project's baseline scope, time, cost and quality objectives or agreed benefits are identified, evaluated, approved, rejected or deferred. Issue management is the process by which concerns that threaten the project objectives and cannot be resolved by the project manager are identified and addressed to remove the threats	3	Adopts some structure to the analysis of options. Identifies options in response to change. Analyses thoroughly the impact of options with particular focus of the effects on time, cost and risk.	Be more aware of the issues and their impacts on the project. Give a more thorough review of corrective actions required to address the issues.
BC01 Communication	Communication is the giving, receiving, processing and interpretation of information. Information can be conveyed verbally, non-verbally, actively, passively, formally, informally, consciously or unconsciously.	3	Listens well to others and is able to express views clearly in the group.	Seek feedback on communication and amend as necessary to ensure communication is more effective.
BC02 Teamwork	Teamwork is the process whereby people work collaboratively towards a common goal, as distinct from other ways that individuals can work within a group.	3	Maintains positive involvement in the group work making pertinent, specific and relevant contributions to the task. Worked hard to focus team on structuring their approach and their objectives.	Add more frequent contributions to shape the direction of the team.
BC03 Leadership	Leadership is the ability to establish vision and direction, to influence and align others towards a common purpose, and to empower and inspire people to achieve project success. It enables the project to proceed in an environment of change and uncertainty.	2	Agrees objectives for the team and regularly reviews progress identifying and addressing the needs of the team.	Look to shape the leadership of the team and be more prepared to step forward to take the lead.

Average rating

2.9

Rating	Explanation
1	Little or No Evidence Provided
2	Partial Evidence Provided
3	Good Evidence Provided
4	Extensive Evidence Provided