

Table of Contents

Foreword	5
Executive summary	7
Table of Contents	11
List of figures	14
List of tables	15
Abbreviations and acronyms	16
Terms and definitions	17
1. Introduction	21
1.1. IPMA PEB links to IPMA OCB and IPMA ICB	24
2. Purposes and intended users	27
2.1. Purpose of the IPMA Project Excellence Baseline	27
2.2. Typical user groups of the IPMA PEB	28
3. The project in its context	33
3.1. What is a project?	33
3.1.1. The project in an organisation	33
3.1.2. The project as a temporary organisation	34
3.1.3. Processes in a project	35
3.2. A project in its external context	36
3.3. A project in its organisational context	38
3.3.1. Organisational context	38
3.3.2. Project governance	38
3.3.3. The project in the context of a programme and portfolio	39

Table of Contents

4. Introducing project excellence	43
4.1. The concept of excellence	43
4.2. The concept of project excellence	44
4.3. Continuous improvement as a foundation for excellence	45
4.4. The role of sustainability	47
4.5. The role of leadership	50
4.6. The link between competence and excellence	51
5. Introduction to the Project Excellence Model	55
5.1. Principles behind the model design	55
5.2. Structure of the model	56
5.3. Areas of the model and interpretation of the overall results	57
5.4. Interactions between the areas of the model	60
5.5. Business value delivery using IPMA PEM	61
5.6. The model criteria	62
6. Assessment of project excellence	71
6.1. Purposes and approaches to the project excellence assessment	71
6.2. Assessment of project excellence in a project lifecycle	75
6.3. Scope of the assessment in projects, programmes and portfolios	77
6.4. The role and competences of project excellence assessors	82
6.5. The assessment process	84
6.6. Scoring approach	86

Table of Contents

Annex A: Description of the Project Excellence Model	91
A. People & Purpose	92
B. Processes & Resources	102
C. Project Results	107
Annex B: Scoring tables for the IPMA Project Excellence Model	117
Scoring table for People & Purpose and Processes & Resources areas	118
Scoring table for Customer, Project Team and Other Stakeholder Satisfaction criteria	119
Scoring table for Project Results criteria	120
Annex C: The IPMA Global Project Excellence Award assessment and its benefits	121
The IPMA Global Project Excellence Award assessment	122
The IPMA Global Project Excellence Award benefits	125
References	127