



# Moving winners forward

IPMA International Project Excellence Awards  
Application Year 2017



Organisations all over the world are carrying out their work using projects and, sadly, according to reports many of these projects fail to meet expectations. How often do we hear from organisations that “We must learn from our experience”? It appears that this is easier said than done and this is why I am inviting you to enter the IPMA Project Excellence Awards.

The Awards are the ideal way to learn from other organisations, to have your work reviewed by independent international experts and to perform your own objective assessment. I’m sure that we are all familiar with the problems of trying to find our own mistakes, we need someone to look at it with different eyes.

The IPMA Project Excellence Awards use the Project Excellence Model as the baseline for the assessment and possibly achieve international recognition of your project management achievements. The Award Assessors are trained to use it and the model is available to you.

In order to maximise the benefit from the award process, you should be aware of the application stages. Firstly you submit your entry and decide which category you are entering. Then your entry is studied by a dedicated Assessor Team and after the Award Jury have considered its comments, the team will carry out a site visit to your project. The results are evaluated by the Jury at a second meeting before the prizes are awarded at an IPMA event. In addition to the gala presentation, there will be sessions for you to meet other applicants and assessors and learn more about the model. Participation in the whole process is important.

I look forward to hearing from you and hope that you will find applying for the IPMA PE Award a very beneficial experience.

Mary McKinlay  
IPMA Vice President



# IPMA Project Excellence Award

## Objectives

The IPMA annually presents project management awards to project management teams that display and can prove great achievements in project management. The IPMA International Project Excellence Award supports professional project management in achieving high performance in projects and identifies projects as examples of excellent project management.

By rewarding teams that prove their success in project management, IPMA recognizes and acknowledges excellent and innovative projects. The IPMA Project Excellence Award motivates project teams to identify and optimize the use of their strengths as well as identify areas for improvement. It provides Applicants with the opportunity to gain feedback on their project management performance to assist in the continuous development of their project management.

## Special Benefits for Finalists

- **Recognition:**

The IPMA Project Excellence Award offers international recognition with Award Finalists published by IPMA and use of the prestigious logo of the IPMA Project Excellence Award for company documents and publications. This enables the team to show that it is one of the most successful and internationally recognized project teams.

- **Exchange experience:**

Award Finalists pass on their experience of “Project Excellence” at an IPMA World Congress or regional Congress for Project Management. They are also invited to participate in special events for previous and current finalists. This is an outstanding opportunity for you to present your project management approach and to exchange experiences with other finalists.

- **IPMA World or Regional Congress:**

The name of your organisation will be published in IPMA World or Regional Congress documentation and marketing materials providing excellent opportunity for your organisation to present itself in the worldwide community of project management.

# General Benefits



## Recognition:

As part of the overall Project Excellence Award, the PE Award process allows Applicants to be assessed against global projects in three categories, representing outstanding projects of a similar budget, number of people involved and duration. See the award categorization section.

## Improvement areas:

Included in the assessment process and as a result of the documentation study and Site Visit by the assessment team, Applicants are presented with a Feedback Report consisting of an overview of project management areas that could potentially be improved as well as identified project strengths that were essential in realising the successful execution of the project. The Feedback Report is prepared by the assessment team and also contains the jury evaluation.

## Benchmarking:

Completion of the assessment allows for a unique form of benchmarking for project work (Project Benchmarking) with results tabulated from both the comparison of best practice performance and against actual witnessed project performance.



## Intense learning experience

“Applying to the Award has been an intense learning and benchmarking experience, which resulted in a significant recognition. If you are motivated in having the opportunity to influence more your organisation and growing in self awareness, then IPMA will give you a boost (key).”

Mr Riccardo Fabbri, Project Manager, GE Oil & Gas, Gold Winner 2014



## Reference for customers

“This recognition in the management field by a an international organisation is very important and contribute to our image towards our Customer. It confirms our company management capabilities in complex projects getting an additional reference for future bids.”

Mr Jean-Michel Reix, Thales Alenia Space, Gold Winner 2014



## Starting point of our continuous improvement process

“It is just a good start for the GXPC 10MMTA Refinery project to be a Gold Winner. According to the requirement of IPMA Project Excellence model, we have a long way to go to work harder to achieve perfect Project Excellence (PE) and there is unlimited improving room. We will make great efforts to improve our project management continuously.”

Mrs. Zhang Yong'e, PetroChina Guangxi Petrochemical Company, Gold Winner 2013



## Huge opportunities for reflective learning and collegiate sharing of experiences

“Apart from identifying our strengths, the Award assessment process was most worthwhile as it provided huge opportunities for reflective learning, insights and knowledge from experienced assessors as well as a collegiate sharing of experiences from other Finalists – many of whom also openly shared their own project experiences and excellence attributes.”

Mr. Millind Kumar, South Australian Water Corporation Ltd, Gold Winner 2013

# Demonstrating project excellence

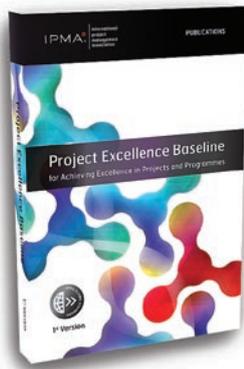
Excellent projects must demonstrate excellent performance in all project management aspects, including the management of people, purpose, processes, resources and results. Results are only credited insofar as they are a consequence of leadership and management processes.

Excellent projects are usually the result of the successful implementation of project management approaches and methods, which includes the implementation of innovation, continuous learning and taking improvement actions when necessary.

The concept of project excellence promotes the use of research, experiments and other means in order to bring innovation in the way a project is managed. However, the main focus is on the successful management of the actual project and the results thereof.

## The IPMA Project Excellence Model

All projects participating in the IPMA Project Excellence Award are assessed for their excellence using the standardized approach based on the IPMA Project Excellence Model (IPMA PEM), an integral part of the IPMA Project Excellence Baseline® (IPMA PEB) global standard.



Available for download at <http://products.ipma.world/ipma-product/peb/>

The main purpose of the IPMA PEM is to provide guidance on assessing excellent project and programme management. As the model is based on TQM and related models (e.g. EFQM), organisations that have already dealt with these concepts can easily apply and use the IPMA PEM.

The PEM can be used regardless of the project management approach applied for the project. The main reason for this is that the PEM does not enforce any particular approach to project decomposition, organisation or planning. It also does not suggest any particular project management tools or techniques. The main focus is on the conscious use of the most effective management approaches and methods that lead to (more than) expected results and enable continuous improvement. It is designed to drive continuous improvement efforts regardless of the starting conditions of the project and the outcomes achieved.

The model is divided into the following three areas:

- **People & Purpose** – This area is considered to be the foundation for project excellence. The right people, led and supported by excellent leaders, all sharing a common vision for success, are crucial to drive project improvements and help the project to go beyond the established standards.
- **Processes & Resources** – This area represents practices necessary to reinforce excellence through sound processes and adequate resources used in an efficient and sustainable way. It also serves as a basis for securing the outcome of innovation, turning it into a solid starting point for another wave of improvements.
- **Project Results** – The project management approach can only be excellent if it leads to outstanding, sustainable results for all key stakeholders. This area complements the first two by providing the necessary proof of excellent results as defined by the project stakeholders.



# Award Categorisation

Projects from different industries and with a certain amount of effort in time and cost can apply for the IPMA Project Excellence Awards. Applicants for the IPMA Project Excellence Award have the possibility to apply in three Award categories: Project Excellence in Medium-, Big- and Mega-Sized Project. (See the table below.)

Criteria	Project Excellence in Medium-Sized Projects	Project Excellence in Big-Sized Projects	Project Excellence in Mega-Sized Projects
Project duration	–	at least 1 year	at least 2 years
Phases completed	all finished	all finished	all finished
Project deployment (in months after project completion)	at least 3 months	at least 3 months	at least 6 months
Budget	–	at least 5.000.000 Euro	more than 100.000.000 Euro
Number of people involved in the project	–	at least 50	over 100
External sub-contractors and independent organisations involved	at least 1	at least 1	at least 3
Multicultural characteristics	is an advantage	is an advantage	is an advantage

## Award Process

Every application report that is submitted is assessed by a team of four assessors (Medium Projects) and five assessors (Big and Mega Projects). Based on the application report the assessors carry out the first assessment and prepare for the next assessment step.

All applicants will be visited for two or three days by an assessment teams. The objective of the Site Visit is to gather additional information via interviews with important stakeholders and document study and to answer any additional questions the assessors may have.

An international jury consisting of experienced project managers from the private and public sector is responsible for analysing the assessment team intermediate and final results. The jury decides which project teams are good enough to be named Finalist. The jury then decides which Finalists are Bronze, Silver and Gold Winner(s) per award category.

All projects entering the IPMA Project Excellence Awards scheme receive a feedback report from the assessment team containing the strengths and areas of improvement for the project team.

## Application Entry Fee

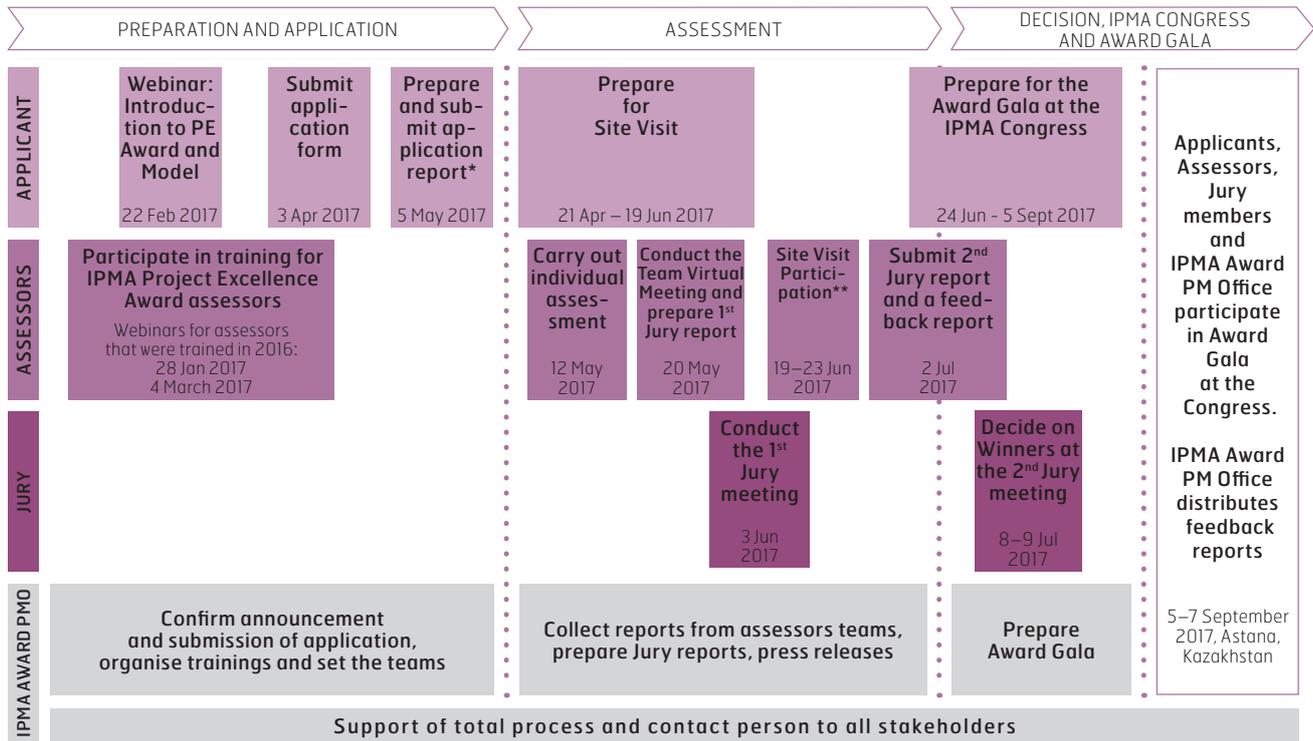
The Applicant is required to cover all travel and subsistence costs of the IPMA assessment team conducting in the project Site Visit (flight tickets, hotel, subsistence and visa costs). **In case the application is withdrawn, the applicant is required to cover:**

- 20% of the fee – if the application report has not yet been submitted;
- total fee – if the application report has been submitted.

Project Types	Early bird registration until 20 January 2017	Non-IPMA Corporate Member applicant	IPMA Corporate Member applicant	National Project Excellence Award Winner
Project Excellence in Medium-Sized Projects	15% discount	5'000 Euro	4.500 Euro	10% discount
Project Excellence in Big-Sized Projects	15% discount	7'000 Euro	6.500 Euro	10% discount
Project Excellence in Mega-Sized Projects	15% discount	9'000 Euro	8.500 Euro	10% discount

If an organisation submits two applications in one year a 10% discount of the entry fee will be in place. No more than two applications from one organisation per year. For more than one application coming from the same university, non-governmental organisation the following discounts apply: 2nd application – 10%; 3rd application – 15%; 4th application – 20%.

# Overall Process



\* For Medium-Sized Projects – 15 pages required; for Big- & Mega-Sized Projects – 35 pages required.

\*\* For Medium-Sized Projects – max 3 days (including 1 day of internal assessor work and max 2 days Site Visit); for Big- & Mega-Sized Projects – max 4 days (including 1 day of internal assessor work and max 3 days Site Visit).

## Finalists in Mega-Sized Projects Category 2016



**Medupi (South Africa)** by GE Steam Power Systems, South Africa



**Sir Seewoosagur Ramgoolam International Airport Expansion Project, Mauritius (Mauritius)** by China State Construction Engineering Corporation Ltd, China.



**Vindhyachal Super Thermal Power Station, Stage-V (India)** by NTPC Ltd, India.

## Committed to Excellence 2016



**Curtis Island Bechtel's LNG projects (QCLNG/GLNG/APLNG) (Australia)** by GE Oil & Gas, Italy



**Marvdasht Urea & Ammonia (Iran)** by Petrochemical Industries Development Management Company (PIDMCo.), Iran

## Join the Winners Club!

- 2015**
  - Incheon Bridge Company, South Korea
  - Sberbank of Russia, Russia
  - Nanjing Urban Construction Project Management & Development Co.Ltd, China
- 2014**
  - Tecnimont Spa (Maire Tecnimont Group), Italy
  - Thales Alenia Space France \_ Cannes (DOOS), France
  - General Electric - Oil & Gas, Italy
- 2013**
  - South Australian Water Corporation, Australia
  - PetroChina Guangxi Petrochemical Company, China
  - Thales Optronique S.A.S, France
  - Partnership of Management Unit for Projects with External Funding of the Ministry of Education in Romania, SIVECO Romania SA, The National Defense University "Carol I", Romania
- 2012**
  - SBERBANK of Russia, Russia
- 2011**
  - GE Oil & Gas - Contractual Services, Italy

Information about all Award Winners:  
[www.ipma.world/awards](http://www.ipma.world/awards)

Become part of the international project excellence community.

Contact [award@ipma.world](mailto:award@ipma.world) and

# Apply in 2017!

Contact:  
IPMA Award PMO Director  
e-mail: [award@ipma.world](mailto:award@ipma.world)  
[www.ipma.world](http://www.ipma.world)

IPMA organizes the **IPMA Project Excellence Award** as well as the **IPMA Research Award** and the **IPMA Achievement Awards**.  
Further information: [www.ipma.world](http://www.ipma.world)

**IPMA**  
international  
project  
management  
association