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# **Build Your P M Brand (Leverage Your PM Competency Framework)**



## Themes....

- **Why**
- **What**
- **Value proposition**
- **Competency Evolution**
- **Industry approach**
- **“How To” guide**
- **Q & A**



## For clarity...

- **Flawless Execution is an expectation !!!**
- **You are responsible for your career path**
- **Your employer is only an “enabler”**



## **Why....**

- **Project work in an operating company**
- **Project Success = Business Benefits Realized**
- **Cultural change re Project execution**
- **Formally Incorporate change management**
- **Corporate credibility**
- **HR recognition**
- **Career path**

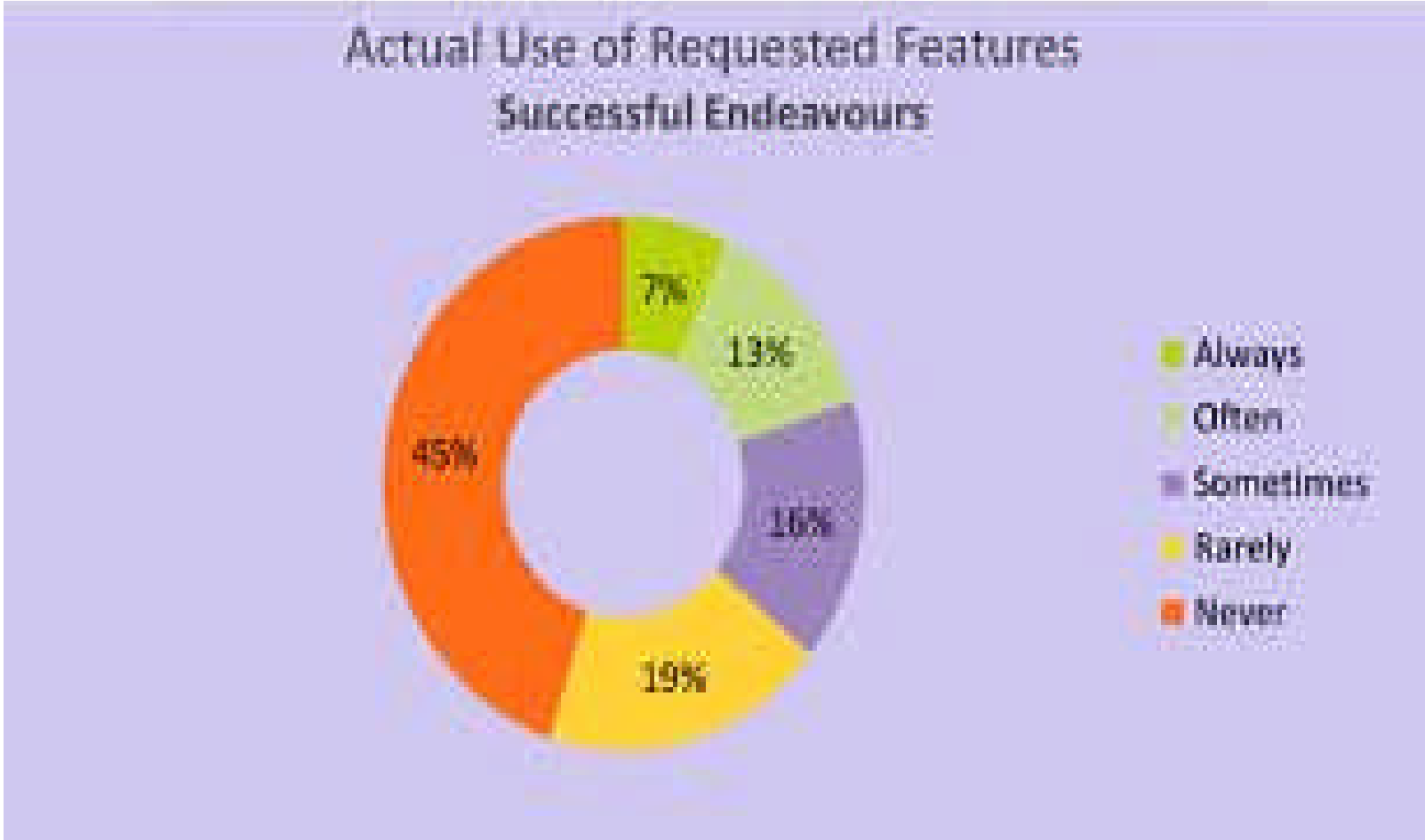


## What....

- **Competence – ability to do a job properly**
- **Competency – “set of defined behaviors that provide a structured guide enabling the identification, evaluation and development of the behaviours in individual employees”**
- **Competency model – “a comprehensive, behaviorally based job description that both potential and current employees and their managers can use to measure performance & establish development plans”**



# Project Outputs



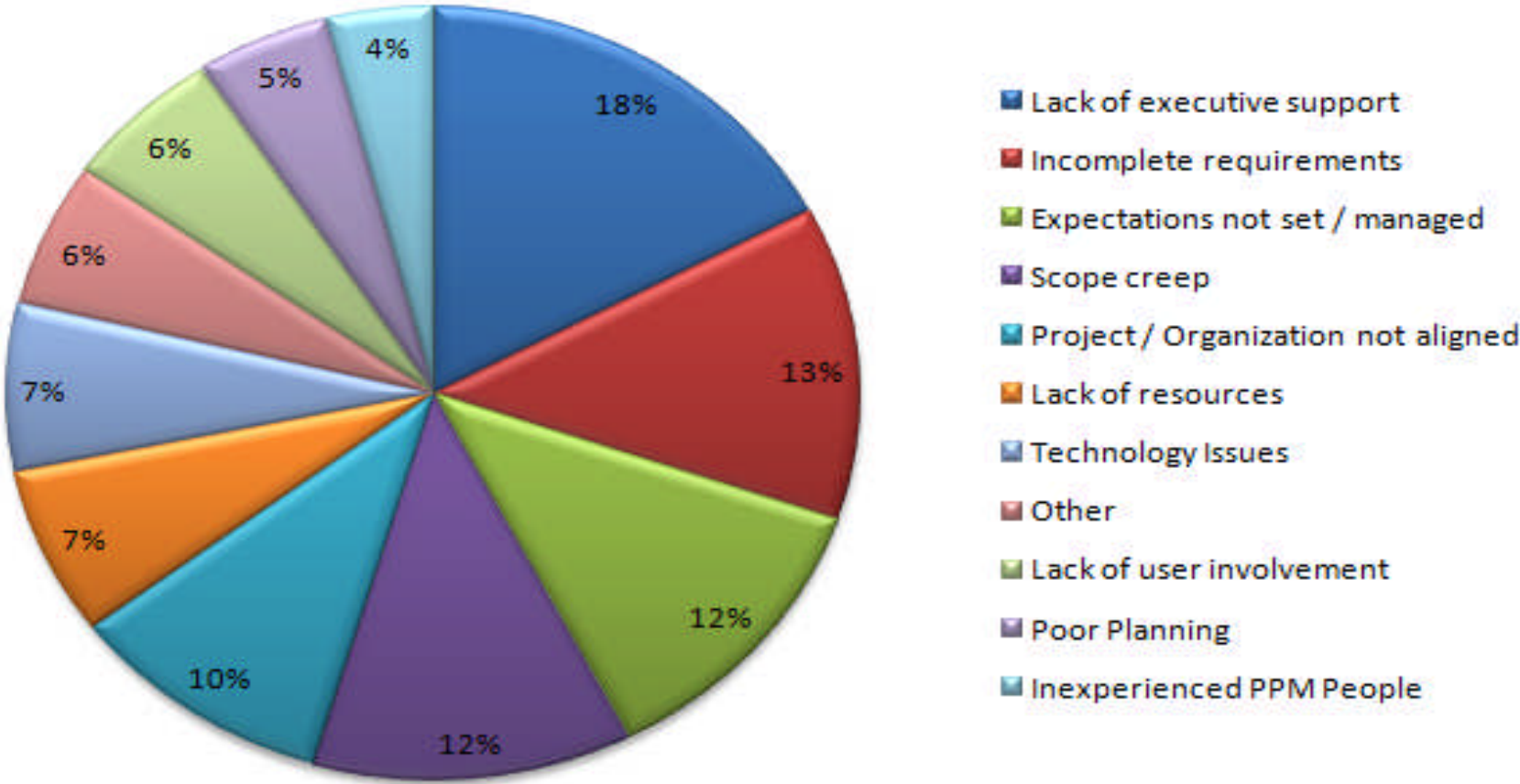
## **Value proposition... employers**

- **Aligns initiatives & competencies to business strategy and business results**
- **Competency model deliverables**
  - **Selection**
  - **Training & development**
  - **Performance management**
  - **Succession planning**
  - **Career path**





# Why Projects Fail



## **Value Proposition... PM's**

- **Aligns initiatives to business strategy**
- **Aligns competencies to business strategy**
- **Competency model deliverables**
  - **performance management**
  - **succession planning**
  - **Career development**
- **Roadmap to success**



## **Evolution of Competencies & Competency models**

- **1959 R. W. White – “..competence - a concept in performance motivation..”**
- **1970 Craig C. Lundberg – “Planning the Executive Development Programs”**
- **1973 David McClelland – “Testing for Competence Rather Than For Intelligence”**
- **1978 T.F. Gilbert – Human Competence, Engineering Worthy Performance**



## Evolution...

- **1980 Dreyfus & Dreyfus – “A Five-Stage Model of the Mental Activities Involved in Direct Skill Acquisition.”**
- **1989 Audrey Collin – “Managers’ Competence: Rhetoric, Reality and Research”**
- **1994 M. Eraut – “Developing Professional Knowledge and Competence”**
- **2001 M. Mulder – “Competence Development – Some Background Thoughts”**



## **PMI approach to PM Competency development**

**“...to provide both individuals and organizations with guidance on how to access, plan, and manage the professional development of a project manager...” - 1998**



## **Phase 1**

- **Project Management Competency (PMC)  
project team:**
  - **Established 1998**
  - **Project Management Professional (PMP)  
Role Delineation Study – Fall, 2000**
  - **Project Management Experience and  
Knowledge Self-Assessment Manual – Fall,  
2000**



## **Phase 2**

- **PMCD Framework Review:**
  - **Project team established 2000**
  - **PMCD Exposure draft circulated / reviewed  
March – Dec. 2001**
  - **1<sup>st</sup> Edition published 2002**



## **Phase 3**

- **PMCD Framework, 2<sup>nd</sup> Edition:**
  - **Project team established mid-2004**
  - **380 volunteers**
  - **1<sup>st</sup> Draft released late 2005**
  - **Decision to focus solely on PM competency 2006**
  - **2<sup>nd</sup> Edition published 2007**





## **PMDC Framework:**

**Performance Competence - what the project manager is able to do or accomplish by applying their project management knowledge (and skills).**

**Personal Competencies - those behaviors, attitudes, and core personality characteristics that contribute to a person's ability to manage projects.**



## **Performance Competencies:**

- **1.0 Initiating a project**
- **2.0 Planning a project**
- **3.0 Executing a project**
- **4.0 Monitoring & controlling a project**
- **5.0 Closing a projects from stakeholders**

**Note: Process Group / Knowledge Area mapping**



## **Performance Competencies:**

- **1.0 Unit of Competence : Initiating a Project**
  - **Element 1.1 Project aligned with organizational objectives and customer needs**
    - **Performance criteria**
      - **Understands the project alignment**
      - **Achieves agreement on project alignment with project sponsor**
    - **Element Types of evidence**
      - **Description of the project alignment**
      - **Documented sponsor agreement**



## **Personal Competencies:**

- **6.0 Communicating**
- **7.0 Leading**
- **8.0 Managing**
- **9.0 Cognitive ability**
- **10.0 Effectiveness**
- **11.0 professionalism**

**Note: Process group / knowledge area type mapping**



## **Personal Competencies:**

- **6.0 Unit of Competence: Communicating**
  - **Element 6.1 Actively listens, understands, and responds to stakeholders**
    - **Performance criteria**
      - **Actively listens**
      - **Identifies explicit...content**
    - **Element Types of evidence**
      - **Survey results from stakeholders**
      - **Documented observations from communications**



## **Competency Development Process**

**Step 1 – Assess Performance**

**Step 2 – Plan competency development plan**

**Step 3 - Implement PM development plan**

**Step 4 – Continuous assessment / improvement  
loop**



## **Industry Approach**

**Step 1 – assess corporate maturity for PM model**

**Step 2 – assess corporate Change management capacity**

**Step 3 - institute appropriate PM model , infrastructure and processes**



## **Industry Approach**

### **Step 4 – align PM model with H/r and performance management model**

- **Job descriptions**
- **Pay bands**
- **Pm performance management system**

### **Step 5 – design & implement stakeholder feedback & continuous improvement process**





## **Industry Approach to PM Competency**

### **Step 4 – Corporate Job description & Pay Band matrix**

- **General profile**
- **Accountability**
- **Decision making**
- **Complexity /problem solving**
- **Supervision required / exercised**
- **Communications /HR**
- **Education / Qualifications**



## **Industry Approach to PM Competency**

### **Step 4 – PM Competency Management**

- **Direct reports**
- **General scope**
- **Responsibilities**
  - **PMO standards**
  - **Project performance mgmt.**
  - **Project tracking**
  - **Issue mgmt.**
  - **Project risk**
  - **Financial mgmt.**



## **Industry Approach to PM Competency**

### **Step 4 – PM Competency Management (cont.)**

- **Benefits mgmt.**
- **Quality mgmt.**
- **Scope & change control**
- **Document mgmt.**
- **Safety**
- **Partnership mgmt.**
- **Change mgmt.**
- **Contracts mgmt.**
- **Transition mgmt.**



## **Industry Approach to PM Competency**

### **Step 4 – PM Competency Management (cont.)**

- **Project Management Structure**
- **Role in RASCI**
  - **Responsible**
  - **Approve**
  - **Support**
  - **Consult**
  - **inform**
- **Work environment**
- **qualifications**



## **Let's build a PM competency model:**

- **Methodology**
- **PMI approach**
- **Industry approach**



## **PM competency model - Methodology**

- **Corporate culture**
- **Performance management**
- **HR processes**



## Corporate Culture – what’s important

Core competencies	Behavioral competencies	Management competencies	Initiative & creativity
Judgement	Cooperation & teamwork	Quality & quantity of work	Reliability
Commitment to safety	Support of diversity	Job knowledge / technical knowledge	Communication & customer service
Problem solving	Flexibility	Innovation	Organizational skills
QA / QC skills	Staff development	Responsiveness	Career growth / continuing education

## **Performance Management - processes**

- **Selection**
  - **Job requirements**
  - **Behavioral & skills interviewing**
  - **Systematic interview / selection**
- **Training & development**
  - **Individual & group learning plans**
  - **Gap analysis**
  - **Development & remedial feedback / coaching**





## **Performance Management - processes**

- **Succession planning**
  - **Method at access candidate readiness**
  - **Focuses training & development plans**
  - **Critical knowledge, skills and experience transfer**



## HR processes

- **PM job descriptions**
  - **Novice – rule based behaviour, strongly limited and inflexible**
  - **Experience beginner – incorporates aspects of the situation**
  - **Practitioner – acting consciously from long-term goals and plans**



## **HR processes**

- **PM job descriptions**
  - **Knowledgeable practitioner – sees the situation as a whole and acts from personal conviction**
  - **Expert – has an intuitive understanding of the situation and zooms in on the central aspects**



## HR processes

- **PM compensation pay bands**
  - **Professional – Project Management 1,2,3, etc.**
  - **Bands cross business lines**
  - **Professional accreditation built into model**



## **Performance Management - processes**

- **Performance metrics**
  - **What's monitored, measured and rewarded**
  - **On job behavior feedback**
  - **Development goal setting**
  
- **Career paths**
  - **Clarity skills / experiences follow on jobs**
  - **Benchmarks to progress upward**
  - **Clarity on career progression**



## **Reference Credits:**

Google Images

IOL - Competency Model

IOL - IDEA Process

PMI - PMBOK

PMI - Project Manager Competency  
Development Framework, 2<sup>nd</sup> Edition

Wikipedia, the free encyclopedia

# Build Your PM Brand

(Leverage Your PM Competency framework)





**Thank You**  
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