



Milkish Oaks Inc.

Portfolio, Program and Project Governance

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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”**



What....

- **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

Actual Use of Requested Features
Successful Endeavours

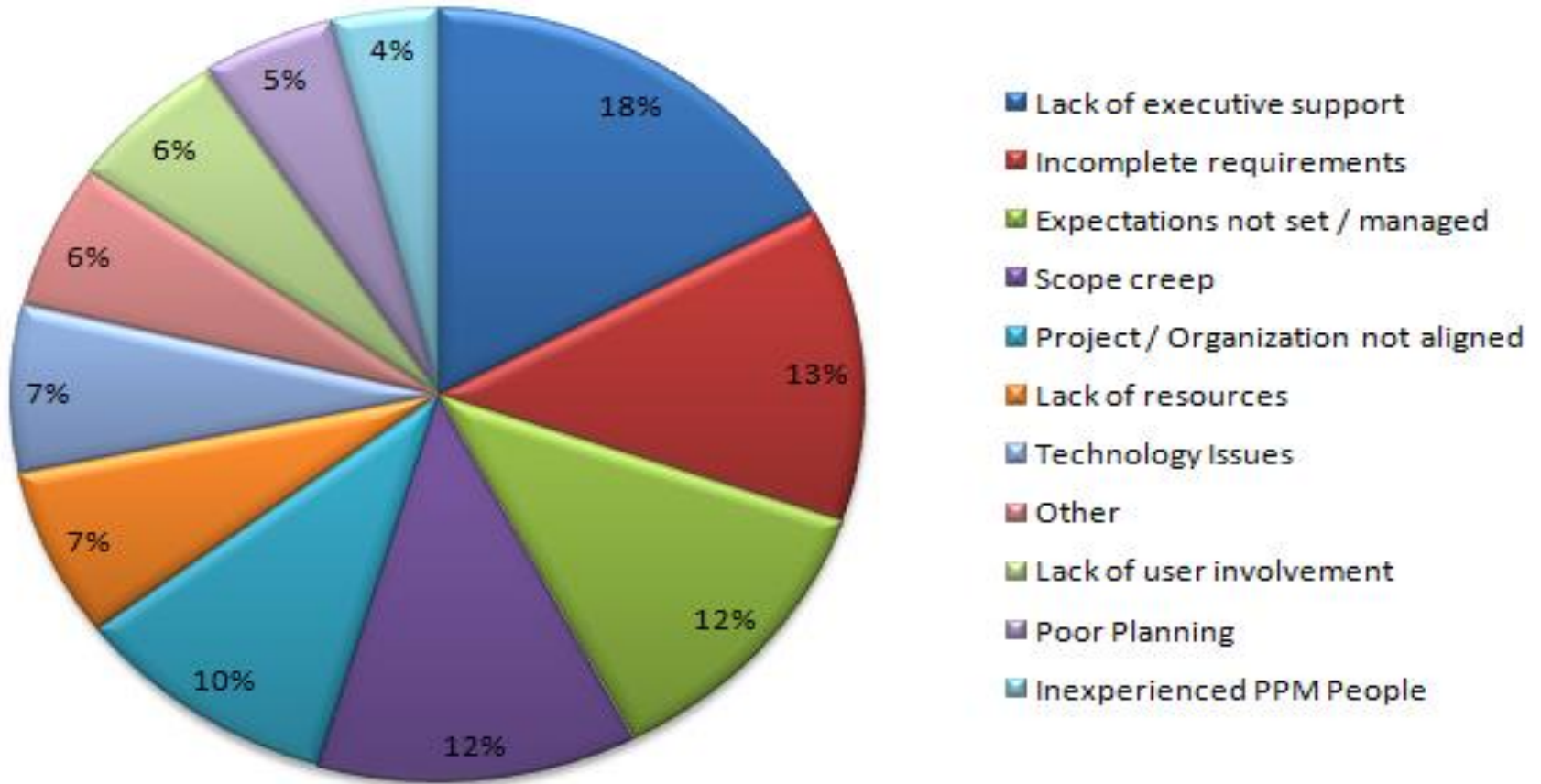


Value proposition... employers

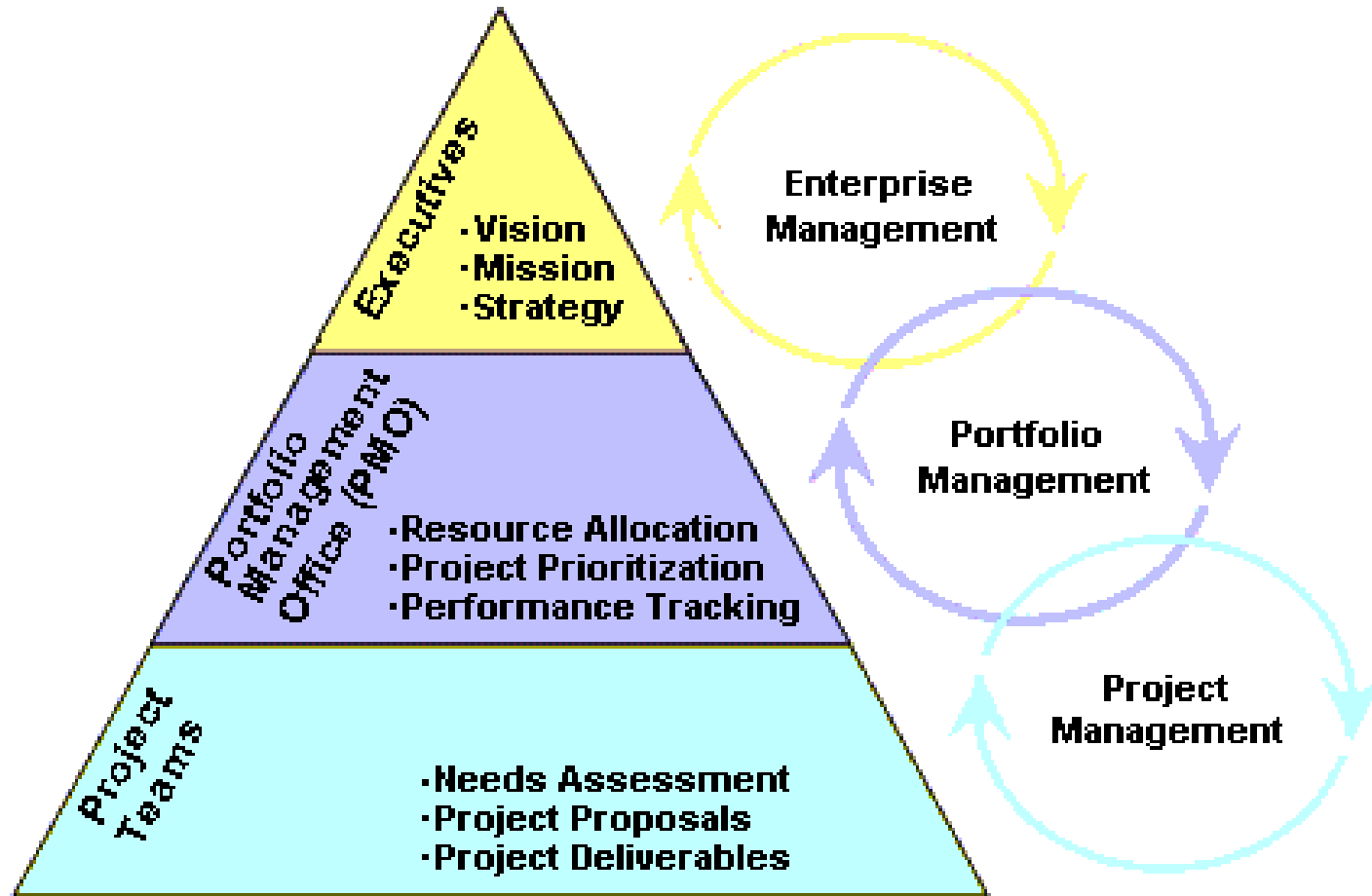
- **Aligns initiatives & competencies to business strategy and business results**
- **Competency model deliverables**
 - **Selection**
 - **Training & development**
 - **Performance management**
 - **Succession planning**
 - **Career path**



Why Projects Fail



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**
 - **1st Edition published 2002**



Phase 3

- **PMCD Framework, 2nd Edition:**
 - **Project team established mid-2004**
 - **380 volunteers**
 - **1st Draft released late 2005**
 - **Decision to focus solely on PM competency 2006**
 - **2nd 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 – Access Performance

Step 2 – Plan PM Competency Development plan

Step 3 - Implement PM CD 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, 2nd Edition

Wikipedia, the free encyclopedia

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Thank You

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