


Comparison of the Various Project Management Competency Models


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Goals for Presentation



- Present practical/operational definitions for “Project Manager Competencies” and their use/value to a PM and his/her organization
- Compare “Project Manager Competency Frameworks” developed by three project management professional organizations
- Provide background information to help focus the Group’s group discussions during the interactive sessions on “Evolving Competencies...”

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What Are Competencies?



- **Competencies** - Behaviors that individuals demonstrate when undertaking job-relevant tasks effectively within a given organizational context
- Competencies imply capabilities
- Competency behaviors plus knowledge and skills lead to successful performance

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Project Manager Competency Project Management Institute (PMI)



- **Competence** – “Demonstrated ability to perform activities within a project environment that leads to expected outcomes based on defined and accepted standards”.*
- **Project Manager Competencies**
 - PM Knowledge (Process) Competencies –What the PM knows about applying project management techniques to project activities
 - PM Performance (Technical/Scientific) Competencies - How the PM applies knowledge to meet project requirements
 - PM Personal (Leadership) Competencies – How a PM behaves/performs in the project environment

*PMI – “Project Management Competency Framework”, 2nd Ed. 2007
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Competency Frameworks



- **Competency Framework** - A listing /classification of competencies common to a specific job
- **Project Manager Competency Framework** - A listing/classification of competencies specific to successfully managing projects

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Professional Organizations With Published PM Competency Frameworks



PMI - Project Management Institute

www.pmi.org

APM - Association of Project Management

www.apm.org.uk

- ASPM - American Society for Advancement of Project Management (USA Member Association of the International Project Management Association) .

www.aspm.org

Project Manager Competency Frameworks



- **Project Management Institute (PMI)** –
“...defines the key dimensions of competence and identifies those competencies that are most likely to impact project manager performance...”*

**Project Manager Competency Development Framework”, 2nd Ed. 2007, PMI, Newtown Square, PA, USA.*

Project Manager Competency Frameworks



- **Association of Project Management (APM)** – “...Competency framework designed to support the project management community by defining the competence elements needed for effective project management across three domains – Technical, Behavioural and Contextual ...”*

“The APM Competence Framework”, 2008, APM, High Wycombe, Buckinghamshire, UK, 2008.

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Project Manager Competency Frameworks



- **American Society for Advancement of Project Management (ASPM) – (USA Member Association of the International Project Management Association)** – “...A taxonomy /classification structure of key project management and related elements. As a competence baseline, this document is the framework for assessment of the results that a project manager has produced ...”*

“The USA National Competence Baseline for Program and Project Managers”, V. 2.0, 2008, ASAPM, Colorado, Co, USA

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Project Manager Competency Frameworks - Applications




- Recruiting and selecting new PMs
- Setting targets for PM professional development
- Employing fair and effective performance assessment and rewards
- Providing advisors to organizations a tool to analyze existing actions/outcomes to help identify gaps that may need to be addressed
- Serving as career guides to personnel considering moving into project management

PMI Competency Framework



- **Performance Competencies**
 - (5 Elements)
- **Personal Competencies**
 - (6 Elements)
- **Contextual (Industry and Organizational) Competencies**
 - (Undefined)

PMI Performance Competencies (Units and Elements)*




- **Initiating a Project** *(Unit)*
 - Project aligned with organizational objectives and customer needs *(Element)*
 - etc.
- **Planning a Project**
- **Executing a Project**
- **Monitoring and Controlling a Project**
- **Closing a Project**

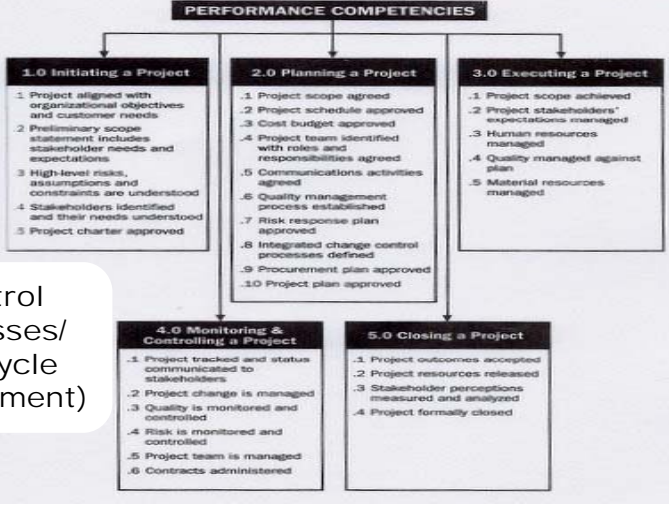
*Project Manager Competency Development Framework, 2nd Ed., 2007, PMI

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PMI Performance Competencies (Units and Elements)*



PERFORMANCE COMPETENCIES




(Control Processes/
Life Cycle Management)

From - Project Manager Competency Development Framework*, 2nd Ed. 2007
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PMI Personal Competencies (Units and Elements)*




- Communicating (*Unit*)
 - Actively listens, understands and responds to stakeholders (*Element*)
 - *etc.*
- Leading
- Managing
- Cognitive Ability
- Effectiveness
- Professionalism

*Project Manager Competency Development Framework, 2nd Ed., 2007

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PMI Personal Competencies (Units and Elements)*




(People) PERSONAL COMPETENCIES

<div style="background-color: #333; color: white; padding: 2px; text-align: center; font-weight: bold;">6.0 Communicating</div> <p style="font-size: x-small; margin: 2px;">6.1 Actively listens, understands and responds to stakeholders</p> <p style="font-size: x-small; margin: 2px;">6.2 Maintains lines of communication</p> <p style="font-size: x-small; margin: 2px;">6.3 Ensures quality of information</p> <p style="font-size: x-small; margin: 2px;">6.4 Tailors communication to audience</p>	<div style="background-color: #333; color: white; padding: 2px; text-align: center; font-weight: bold;">7.0 Leading</div> <p style="font-size: x-small; margin: 2px;">7.1 Creates a team environment that promotes high performance</p> <p style="font-size: x-small; margin: 2px;">7.2 Builds and maintains effective relationships</p> <p style="font-size: x-small; margin: 2px;">7.3 Motivates and mentors project team members</p> <p style="font-size: x-small; margin: 2px;">7.4 Takes accountability for delivering the project</p> <p style="font-size: x-small; margin: 2px;">7.5 Uses influencing skills when required</p>	<div style="background-color: #333; color: white; padding: 2px; text-align: center; font-weight: bold;">8.0 Managing</div> <p style="font-size: x-small; margin: 2px;">8.1 Builds and maintains the project team</p> <p style="font-size: x-small; margin: 2px;">8.2 Plans and manages for project success in organized manner</p> <p style="font-size: x-small; margin: 2px;">8.3 Resolves conflict involving project team or stakeholders</p>
<div style="background-color: #333; color: white; padding: 2px; text-align: center; font-weight: bold;">9.0 Cognitive Ability</div> <p style="font-size: x-small; margin: 2px;">9.1 Takes a holistic view of project</p> <p style="font-size: x-small; margin: 2px;">9.2 Effectively resolves issues and solves problems</p> <p style="font-size: x-small; margin: 2px;">9.3 Uses appropriate project management tools and techniques</p> <p style="font-size: x-small; margin: 2px;">9.4 Seeks opportunities to improve project outcome</p>	<div style="background-color: #333; color: white; padding: 2px; text-align: center; font-weight: bold;">10.0 Effectiveness</div> <p style="font-size: x-small; margin: 2px;">10.1 Resolves project problems</p> <p style="font-size: x-small; margin: 2px;">10.2 Maintains project stakeholder involvement, motivation and support</p> <p style="font-size: x-small; margin: 2px;">10.3 Changes at the required pace to meet project needs</p> <p style="font-size: x-small; margin: 2px;">10.4 Uses assertiveness when necessary</p>	<div style="background-color: #333; color: white; padding: 2px; text-align: center; font-weight: bold;">11.0 Professionalism</div> <p style="font-size: x-small; margin: 2px;">11.1 Demonstrates commitment to the project</p> <p style="font-size: x-small; margin: 2px;">11.2 Operates with integrity</p> <p style="font-size: x-small; margin: 2px;">11.3 Handles personal and team adversity in a suitable manner</p> <p style="font-size: x-small; margin: 2px;">11.4 Manages a diverse workforce</p> <p style="font-size: x-small; margin: 2px;">11.5 Resolves individual and organizational issues with objectivity</p>


*Project Manager Competency Development Framework, 2nd Ed., 2007

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APM Competency Framework


- **Technical Competencies**
 - (30 Elements)
- **Behavioral Competencies**
 - (9 Elements)
- **Contextual Competencies**
 - (8 Elements)

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APM – Technical Competencies


<ul style="list-style-type: none"> • Concept • Project Success and Benefits Management • Stakeholder Management • Requirements Management • Estimating • Business Case • Marketing and Sales • Project Reviews • Definition • Scope Management • Modeling and Testing • Methods and Procedures • Project Quality Management • Scheduling 	<ul style="list-style-type: none"> • Information Management and Reporting • Project Management Plan • Configuration Management • Change Control • Implementation • Technology Management • Issue Management • Resource Management • Risk and Quality Management • Procurement • Cost Management • Development • Earned Value Management • Value Engineering • Handover and Closeout
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*APM Competence Framework, APM, 2008
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APM – Behavioral Competencies*



- Communication
- Teamwork
- Leadership
- Conflict Management
- Negotiation
- Human Resource Management
- Behavioral Characteristics
- Learning and Development
- Professionalism and Ethics

*APM Competence Framework, APM, 2008

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APM – Contextual Competencies*




- Project Sponsorship
- Health, Safety and Environmental Management
- Project Life Cycles
- Project Finance and Funding
- Legal Awareness
- Organizational Structure
- Governance of Project Management

*APM Competence Framework, APM, 2008

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USA-NCB Competency Framework


- **Technical Competencies**
 - (22 Elements)
- **Behavioral Competencies**
 - (15 Elements)
- **Contextual (Industry and Organizational Environment)**
 - (12 Elements)

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USA-NCB – Technical Competencies


<ul style="list-style-type: none"> • Project Success Criteria • Stakeholder and Interested Parties • Objectives and Strategies • Risks: Threats and Strategies • Project Quality • Project Organization • Teamwork • Problem Solving • Project Scope • Project Life Cycle and Phases 	<ul style="list-style-type: none"> • Project Schedules • Project Resources • Project Cost • Procurement and Contracts • Configuration Management • Project Control • Documentation, Information and Reporting • Communication • Performance Measurement • Project Startup • Project Closeout
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**The USA National Competence Baseline for Program and Project Managers*, 2008, ASAPM*

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USA NCB – Behavioral Competencies*



- Leadership
- Engagement and Motivation
- Self-Control
- Assertiveness
- Relaxation
- Openness
- Creativity
- Results Orientation
- Efficiency
- Consultation
- Negotiation
- Conflict and Crisis
- Reliability
- Values Appreciation
- Ethics

* The USA National Competence Baseline for Program and Project Managers*, 2008, ASAPM

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USA-NCB - Contextual Competencies*



- Projects and Project Management
- Programs and Program Management
- Portfolio Management
- Project, Program and Portfolio Orientation
- Permanent Organization
- Business Processes
- Systems Approach and Integration
- Human Resource Development
- Safety, Security, Health and Environment
- Legal Aspects
- Finance and Accounting
- Management of Change

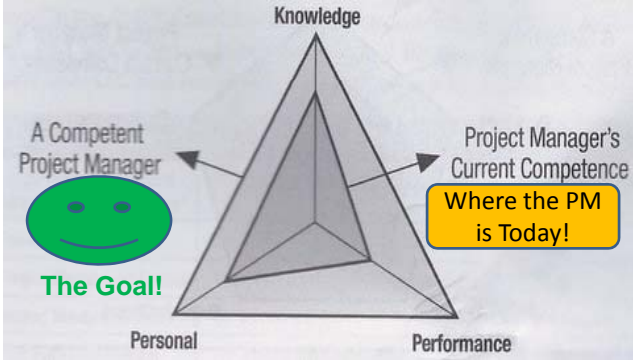
* The USA National Competence Baseline for Program and Project Managers", 2008

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PMI Project Manager Competency Development Framework



Application of a Project Management Competency Framework

*Project Manager Competency Development Framework
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Applying PM Competency Frameworks to Goals of this DIA Meeting

- **PM Personal/Behavioral Competencies**
“Interactive Session on Leadership and Personal Skills” (Session 3)
- **PM Technical Competencies**
“Developing the Competent Project Management Process Skills for Tomorrow’s Biopharmaceutical Organizations” (Session 4)
“The Relative Importance of Scientific and Technical Skills to the Biopharmaceutical Project Management Professional of the Future (Session 5)

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“Thought Starters” for Interactive Sessions”

<p>Leadership and Personal Skills</p> <ul style="list-style-type: none"> • Develops People • Focuses on Results • Manages Complexity • Makes Tough Decisions • Builds Strategic Support • Networking • Collaborative • Communication • Manage Stakeholder Expectations • Resolves Conflict 	<p>Project Management and Process Skills</p> <ul style="list-style-type: none"> • Pays attention to Details • Structures the Process • Adaptive Planning • Monitoring and Control • Procurement • Tracking and Reporting • Effective Metrics • Issue Resolution • Meeting Management • Performance Management
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“Thought Starters” for Interactive Sessions”
(Cont)

<p>Scientific Biopharma Relevant Technical Skills</p> <ul style="list-style-type: none"> • Initiates Action • Thinks Critically • Manages Risks • Therapeutic Expertise • Financial Budgeting • Manages Quality • Evolving Regulator Standard • Managing Scientific Uncertainty 	<p>Other Possible Competencies</p> <ul style="list-style-type: none"> • Building Trust • Integrity • Adaptive Planning • Negotiation • Adaptive Planning • Benchmarking • Knowledge Management • etc.
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QUESTIONS? COMMENTS?



THANK YOU

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