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…”

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
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/perform in the project environment

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
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.
• **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 …”*


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• **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
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
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

PMI Personal Competencies
(Units and Elements)*

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

- **Technical Competencies**
  - (30 Elements)

- **Behavioral Competencies**
  - (9 Elements)

- **Contextual Competencies**
  - (8 Elements)

APM – Technical Competencies

- 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

- 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

*APM Competence Framework, APM, 2008*
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

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
USA-NBC Competency Framework

- Technical Competencies
  - (22 Elements)

- Behavioral Competencies
  - (15 Elements)

- Contextual (Industry and Organizational Environment)
  - (12 Elements)

USA-NBC – Technical Competencies

- 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
- Project Schedules
- Project Resources
- Project Cost
- Procurement and Contracts
- Configuration Management
- Project Control
- Documentation, Information and Reporting
- Communication
- Performance Measurement
- Project Startup
- Project Closeout

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

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
PMI Project Manager Competency Development Framework

Application of a Project Management Competency Framework

- Project Manager Competency Development Framework

• 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)
<table>
<thead>
<tr>
<th>Leadership and Personal Skills</th>
<th>Project Management and Process Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Develops People</td>
<td>• Pays attention to Details</td>
</tr>
<tr>
<td>• Focuses on Results</td>
<td>• Structures the Process</td>
</tr>
<tr>
<td>• Manages Complexity</td>
<td>• Adaptive Planning</td>
</tr>
<tr>
<td>• Makes Tough Decisions</td>
<td>• Monitoring and Control</td>
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<tr>
<td>• Builds Strategic Support</td>
<td>• Procurement</td>
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<tr>
<td>• Networking</td>
<td>• Tracking and Reporting</td>
</tr>
<tr>
<td>• Collaborative</td>
<td>• Effective Metrics</td>
</tr>
<tr>
<td>• Communication</td>
<td>• Issue Resolution</td>
</tr>
<tr>
<td>• Manage Stakeholder Expectations</td>
<td>• Meeting Management</td>
</tr>
<tr>
<td>• Resolves Conflict</td>
<td>• Performance Management</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Scientific Biopharma Relevant Technical Skills</th>
<th>Other Possible Competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Initiates Action</td>
<td>• Building Trust</td>
</tr>
<tr>
<td>• Thinks Critically</td>
<td>• Integrity</td>
</tr>
<tr>
<td>• Manages Risks</td>
<td>• Adaptive Planning</td>
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<tr>
<td>• Therapeutic Expertise</td>
<td>• Negotiation</td>
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<tr>
<td>• Financial Budgeting</td>
<td>• Adaptive Planning</td>
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<tr>
<td>• Manages Quality</td>
<td>• Benchmarking</td>
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<tr>
<td>• Evolving Regulator Standard</td>
<td>• Knowledge Management</td>
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<tr>
<td>• Managing Scientific Uncertainty</td>
<td>• etc.</td>
</tr>
</tbody>
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