



# **Use PMCDF... Become a Better Project Manager**

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**Project Management Institute - Southern Ontario Chapter  
Greater Toronto Information Systems Local Interest Group**

# PMI Standards



## Projects

- A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Third Edition
- Construction Extension to the PMBOK® Guide - 2000 Edition
- Government Extension to the PMBOK® Guide Third Edition
- Practice Standard for Earned Value Management
- Practice Standard for Project Configuration Management
- Practice Standard for Work Breakdown Structures - Second Edition

## Programs

- The Standard for Program Management

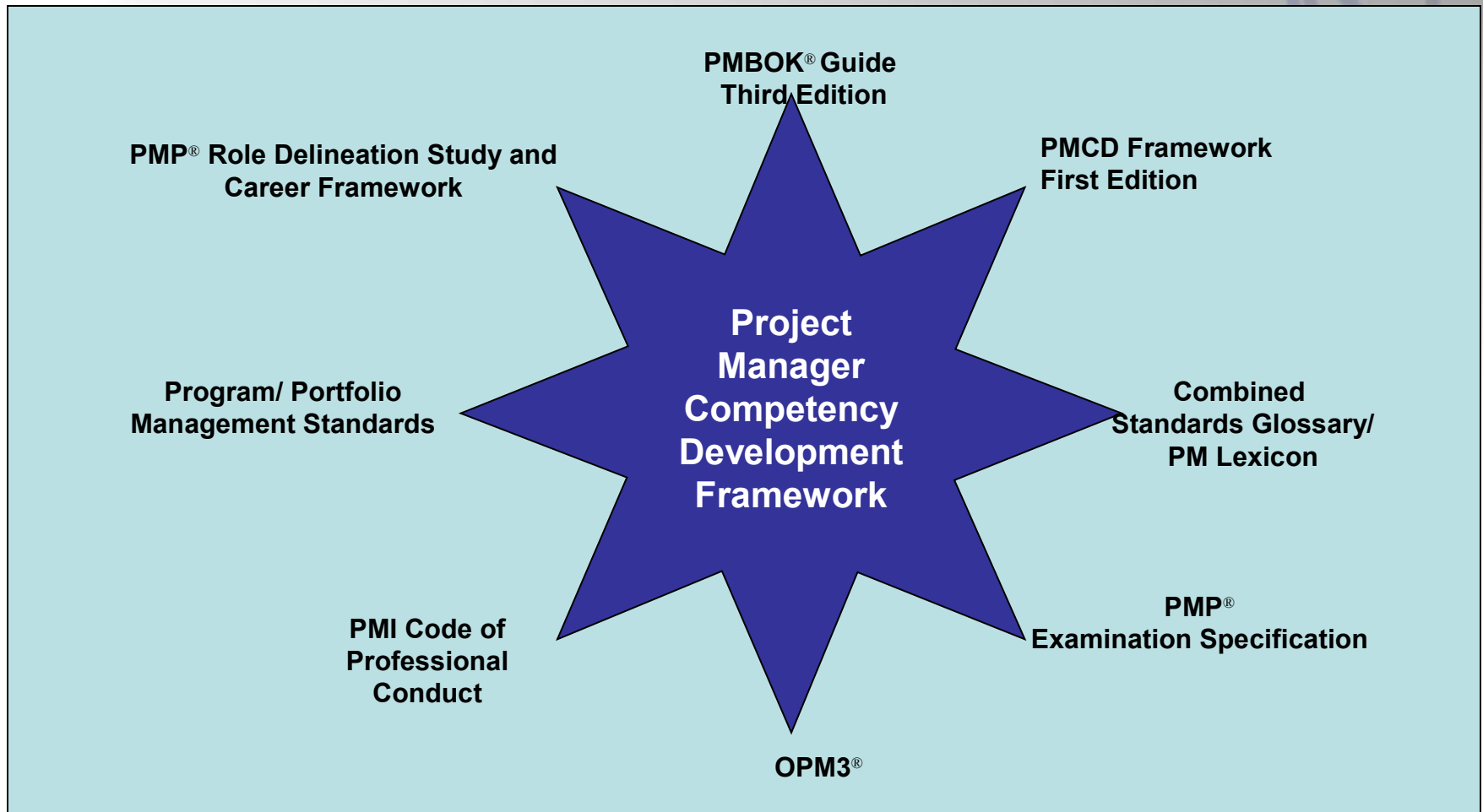
## People

- Project Manager Competency Development Framework (PMCDF) - Second Edition

## Organizations

- Organizational Project Management Maturity Model (OPM3®)
- The Standard for Portfolio Management

# Alignment with PMI Standards

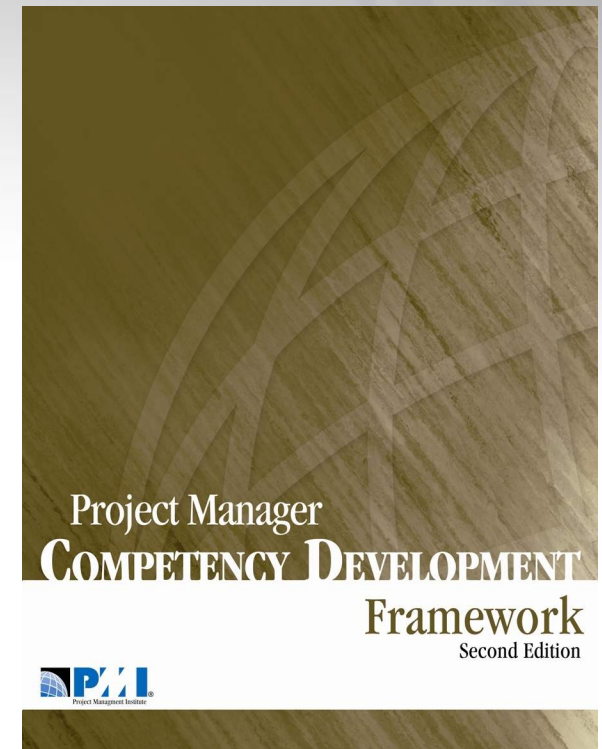


# PMCDF - Second Edition



## Vision:

*We provide the basis for individuals and organizations to raise their competence in Project Management and raise the level of professionalism within PMI*



# Target Audience



- Project Managers
- Managers of project managers
- Members of a Project Management Office
- Managers responsible for establishing and developing Project Manager competence
- Educators teaching project management and other related subjects
- Trainers developing project management educational programs
- Consultants in project/program management
- Human Resource teams
- Senior Management

# PMCDF Overview



- Provide support to individuals and organizations
- Provide guidance for the assessment of Project Managers who:
  - Demonstrated necessary project management knowledge by passing a suitable exam (e.g. PMP)
  - Are able to provide evidence of performance and personal competence
  - Have 3-4 years of project management experience
- Based on a generic project manager (industry agnostic)
- Supported by data from PMP Examination Specification



# Project Management Competence

# What is “Competence”?



- The quality or state of [...] having requisite or adequate ability or qualities. (Merriam-Webster)
- Having the skills or knowledge to do something well enough to meet a basic standard (Cambridge)
- The quality or extent of [...] having the necessary skill or knowledge to do something successfully. (Oxford)
- Competence is a standardized requirement for an individual to properly perform a specific job. It encompasses **a combination of knowledge, skills and behaviour** utilised to improve performance. More generally, competence is the state or quality of being adequately or well qualified, having the ability to perform a specific role. (wikipedia)

# Project Management Competence

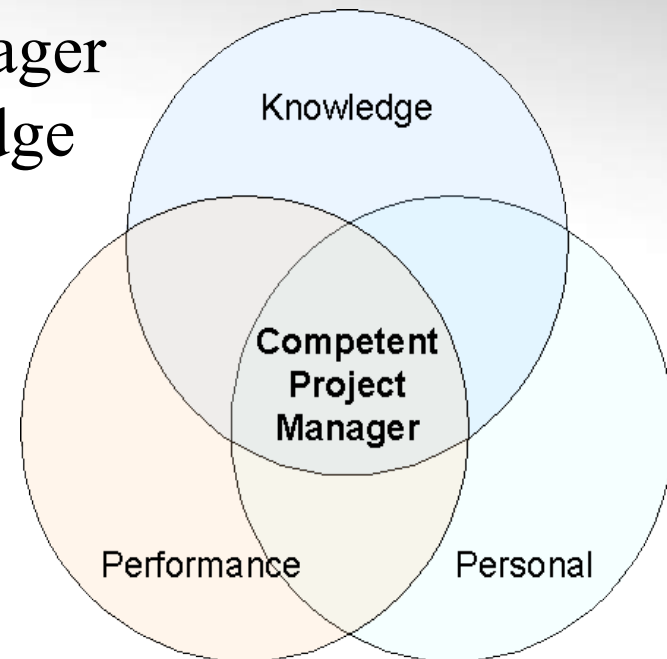


Project management **competence** is the demonstrated ability to perform activities within a project environment that leads to expected outcomes based on defined and accepted standards.

A **competent project manager** consistently applies his/her knowledge, skills and personal characteristics to deliver projects that meet stakeholders' requirements.

# Dimensions of PM Competence

- **Knowledge** - what the project manager knows about the application of processes, tools and techniques to project activities.
- **Performance** - how the project manager applies project management knowledge to meet the project requirements.
- **Personal** - how the project manager behaves when performing activities within the project environment; their attitudes and core personality characteristics.



# Knowledge Competence



- What a person knows about project management discipline and how projects should be planned, executed and controlled
- Required knowledge is defined by the PMP® Examination Specification
- A project manager demonstrates knowledge by passing an appropriately credentialed assessment (e.g. PMP®)

# PMCDF Competencies



## Performance Competencies Chapter 2

Initiating

Planning

Executing

Monitoring & Controlling

Closing

## Personal Competencies Chapter 3

Communicating

Leading

Managing

Cognitive Ability

Effectiveness

Professionalism

**Knowledge Competence**

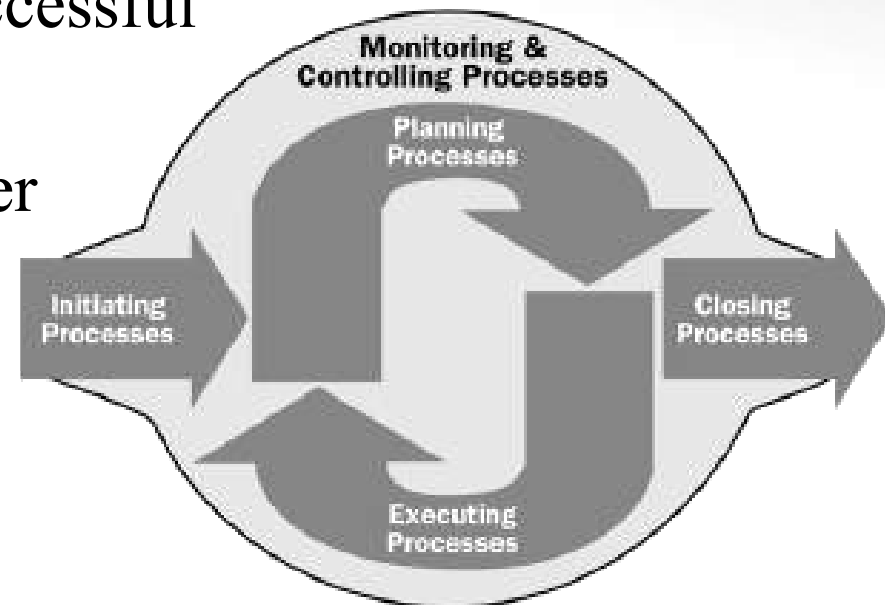


# Performance Competence

# Performance Competence



- What is the person able to do by applying their project management knowledge
- Project manager's performance can be demonstrated by assessing project related outcomes
- The ultimate evidence is successful delivery of projects
- A competent project manager can provide evidence of compliance with defined performance criteria



# Structure



**5 Units**

**34 Elements**

**131 Competence Criteria**

One to one mapping between Competence Criteria and Evidences

# Alignment



**Units:** Defined by PMP Examination Specification (Performance Domains)

**Elements:** Aligned with the PMP Examination Specification (outcomes the PM should deliver)

**Criteria:** Defined by the PMCDF update team using the 2003 document and the PMP Exam Spec (specific actions to achieve desired outcomes)

**Evidences:** Defined by the PMCDF update team (material results of PM actions)

# Units of Performance Competence



- **Initiating:** authorize and define the scope of a new project.
- **Planning:** define and mature the project scope, develop the project management plan, and identify and schedule the project activities.
- **Executing:** performing the work defined in the project management plan to accomplish the project objectives under the project scope statement.
- **Monitoring and Controlling:** compare actual performance with planned performance, analyze variances, assess trends to effect process improvements, evaluate possible alternatives and implement appropriate corrective action as needed.
- **Closing:** formally terminate a project and transfer the completed product to operations or to close a cancelled project.

# Performance Competence Elements



## Initiating a Project

Project aligned with organization objectives and customer needs

Scope statement reflects organization and customer needs and expectations

High level risks/assumptions/constraints are understood

Key stakeholders needs are understood

Draft project charter available

Project charter approved

## Planning a Project

Project scope agreed to address project deliverables

Project schedule developed

Cost management plan developed

Project Team identified with agreed roles and responsibilities

Communication activities approved

Quality planned

Risk plan approved

Change management processes established

Materials procured

Approved project plan

## Executing a Project

Project goals achieved through effective project plan execution

Project stakeholders' expectations managed successfully

Human resources available when required

Tasks successfully completed as planned

Quality managed

Material resources available as required

## Monitoring & Controlling a Project

Project tracked and status communicated to relevant stakeholders

Change is managed

Quality controlled

Risks managed to ensure minimized impact on project outcomes

Project team managed

Sellers managed

## Closing a Project

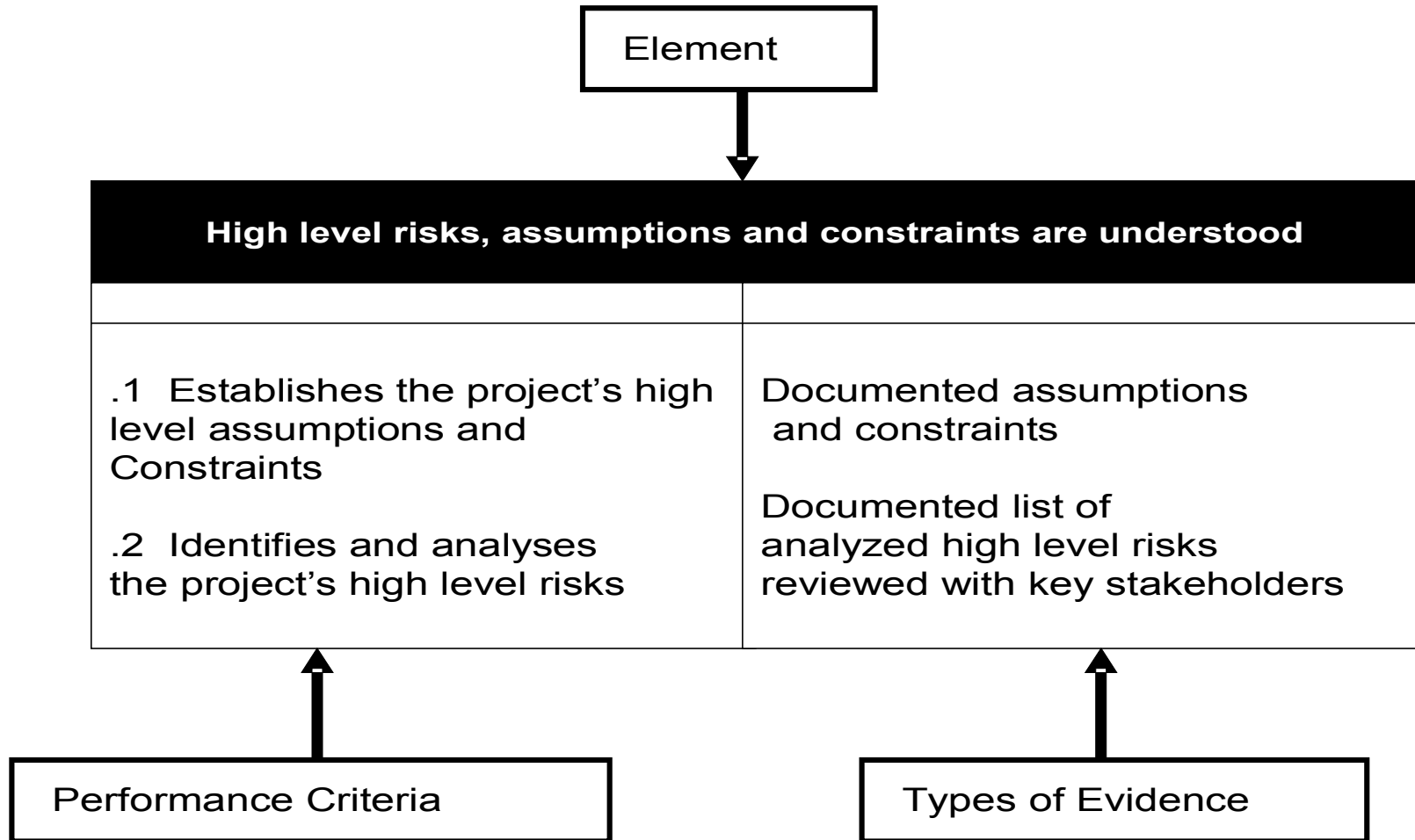
Project outcomes accepted by all stakeholders

Project formally closed

Project resources released

Stakeholder perceptions measured and analyzed

# Criteria and Evidences



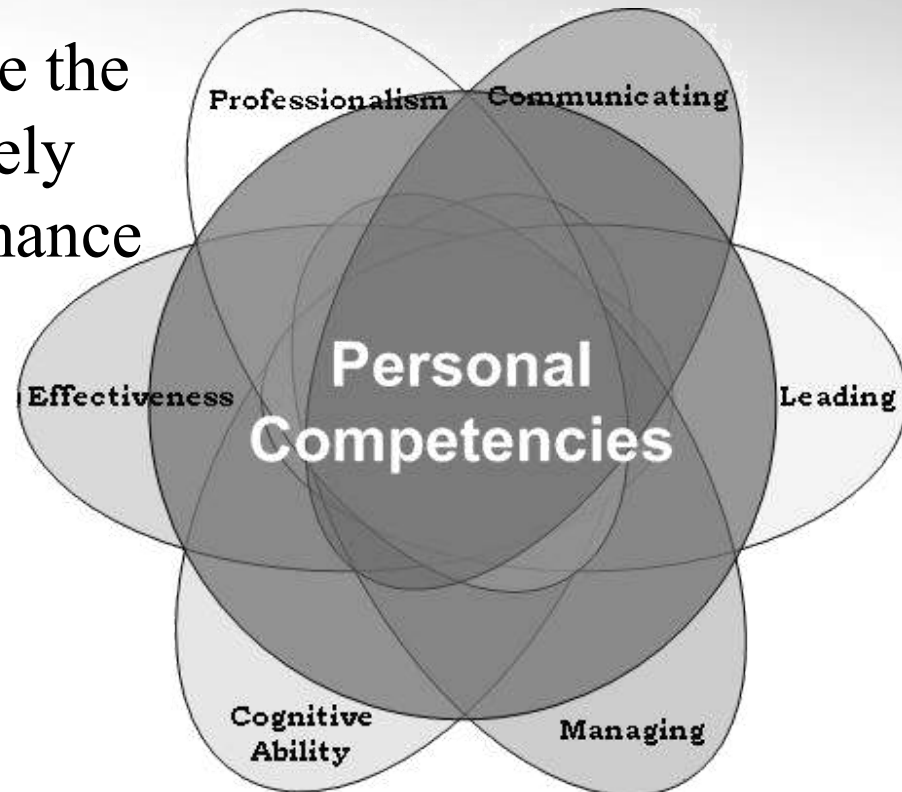


# Personal Competence

# Personal Competence



- Personal Competencies are those behaviors, attitudes and core personality characteristics that contribute to a person's ability to manage projects.
- Personal competence enable the project manager to effectively use knowledge and performance competencies
- Demonstrated by how the person behaves while delivering the project



# Structure



**6 Units**

**30 Elements**

**134 Competence Criteria**

One to many mapping between Competence Criteria and Evidences

# Alignment



**Units:** Derived from 2003 document, Code of Ethics and Professional Conduct and PMP Examination Specification

**Elements:** Derived from 2003 document, PMBOK, PMP Exam Specification, Code of Ethics and Professional Conduct

**Criteria:** Defined by the PMCDF update team using the 2003 document, PMBOK, PMP Exam Spec and Code of Ethics and Professional Conduct

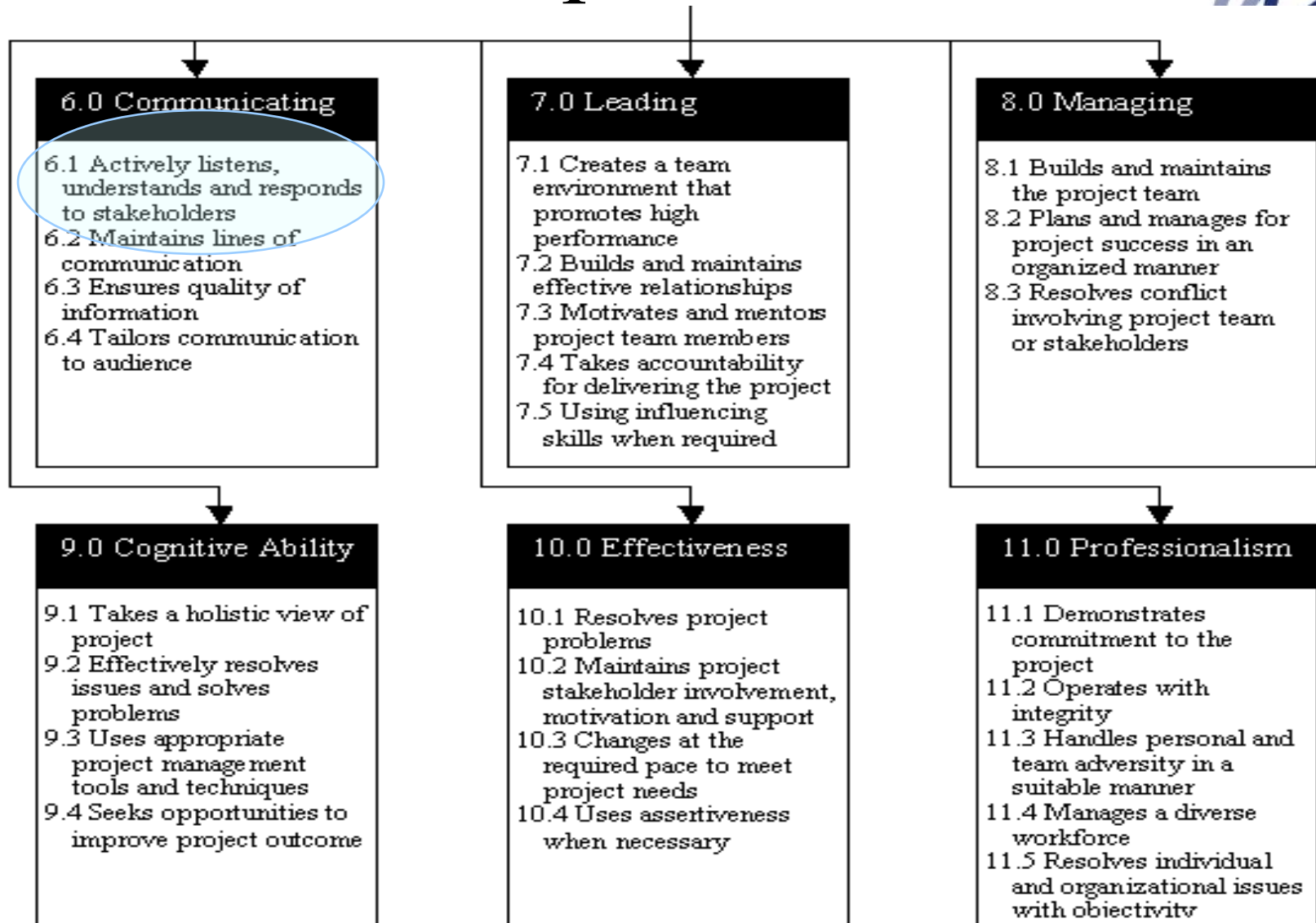
**Evidences:** Defined by the PMCDF update team (material results that demonstrate, alone or in conjunction with other evidences, the presence of the desired behavior)

# Units of Personal Competence



- **Communicating:** Effectively exchanges accurate, appropriate and relevant information with stakeholders using suitable methods.
- **Leading:** Guides, inspires and motivates team members and other project stakeholders to manage and overcome issues to effectively achieve project objectives.
- **Managing:** Effectively administers the project through deployment and use of human, financial, material, intellectual and intangible resources.
- **Cognitive Ability:** Applies an appropriate depth of perception, discernment and judgment to effectively direct a project in a changing and evolving environment
- **Effectiveness:** Produces desired results by using appropriate resources, tools and techniques in all project management activities.
- **Professionalism:** Conforms to an ethical behavior governed by responsibility, respect, fairness and honesty in the practice of project management

# Personal Competence Elements



# Criteria and Evidences



Element



**Actively listens, understands and responds to stakeholders**

1 Actively listens	Survey results from stakeholders Documented observations from communication Documented feedback on empathy and understanding towards others point of view
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Performance Criteria

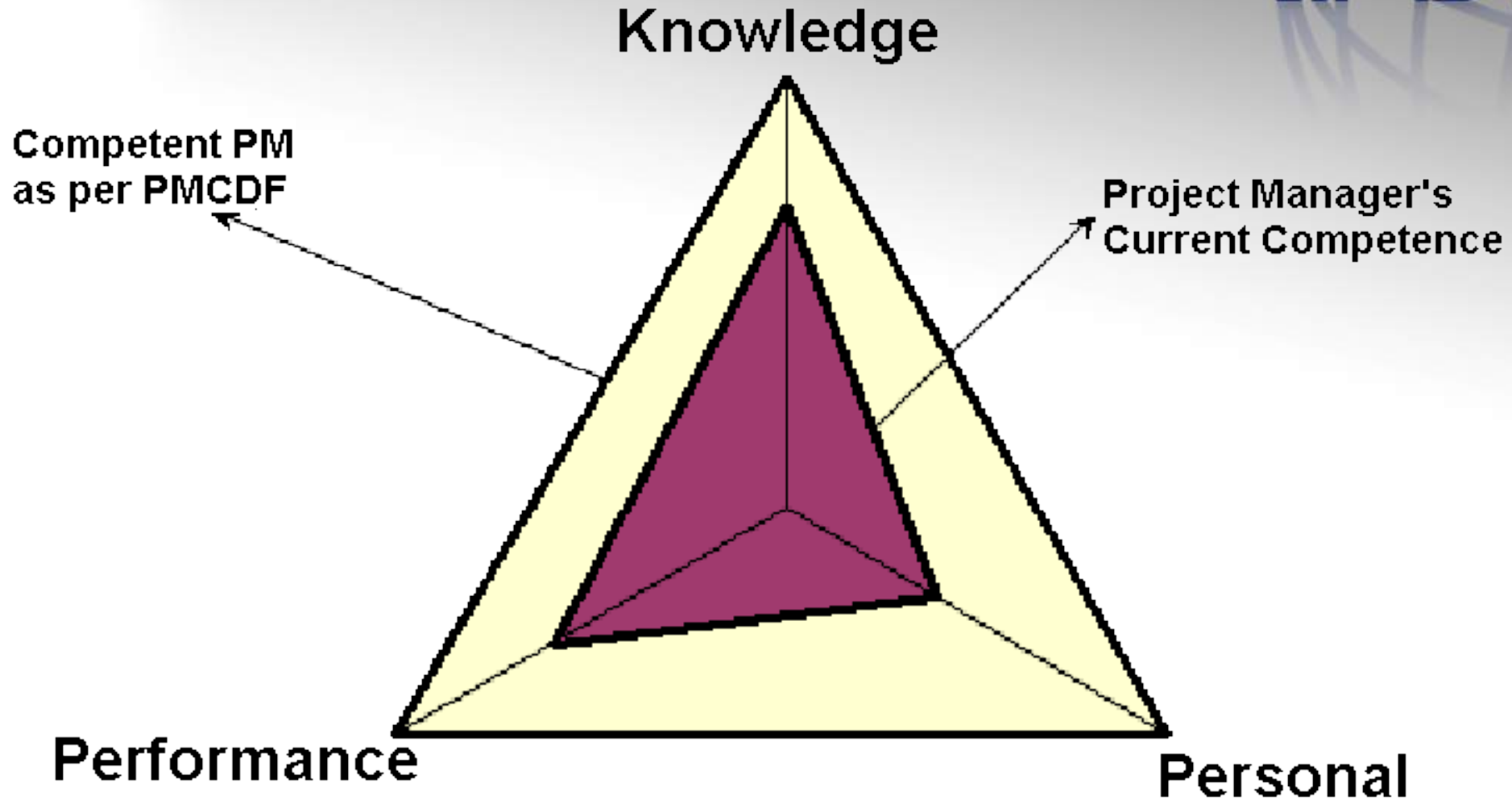


Types of Evidence



# Developing Competence As A Project Manager

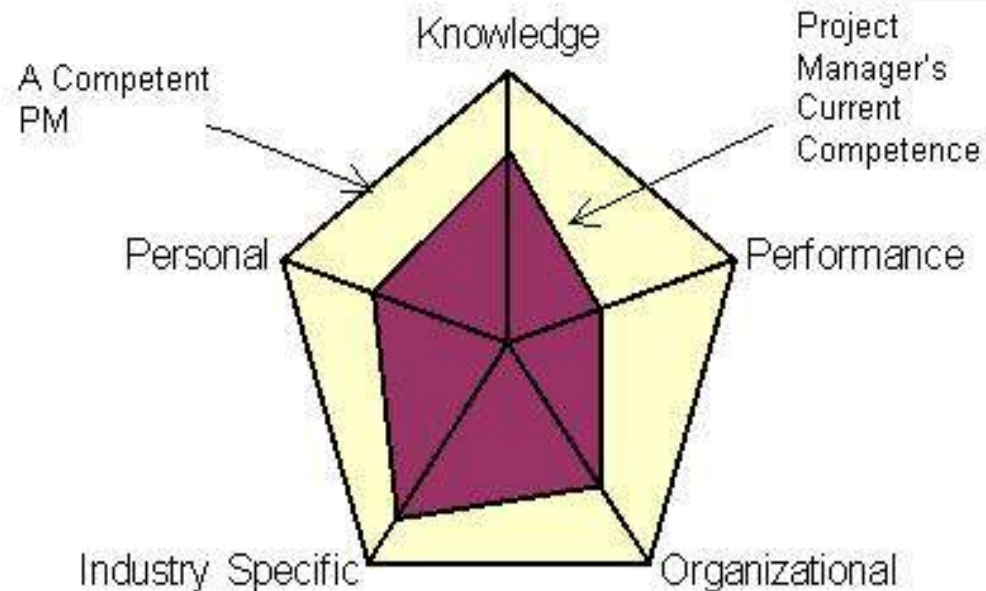
# PMCDF Competencies



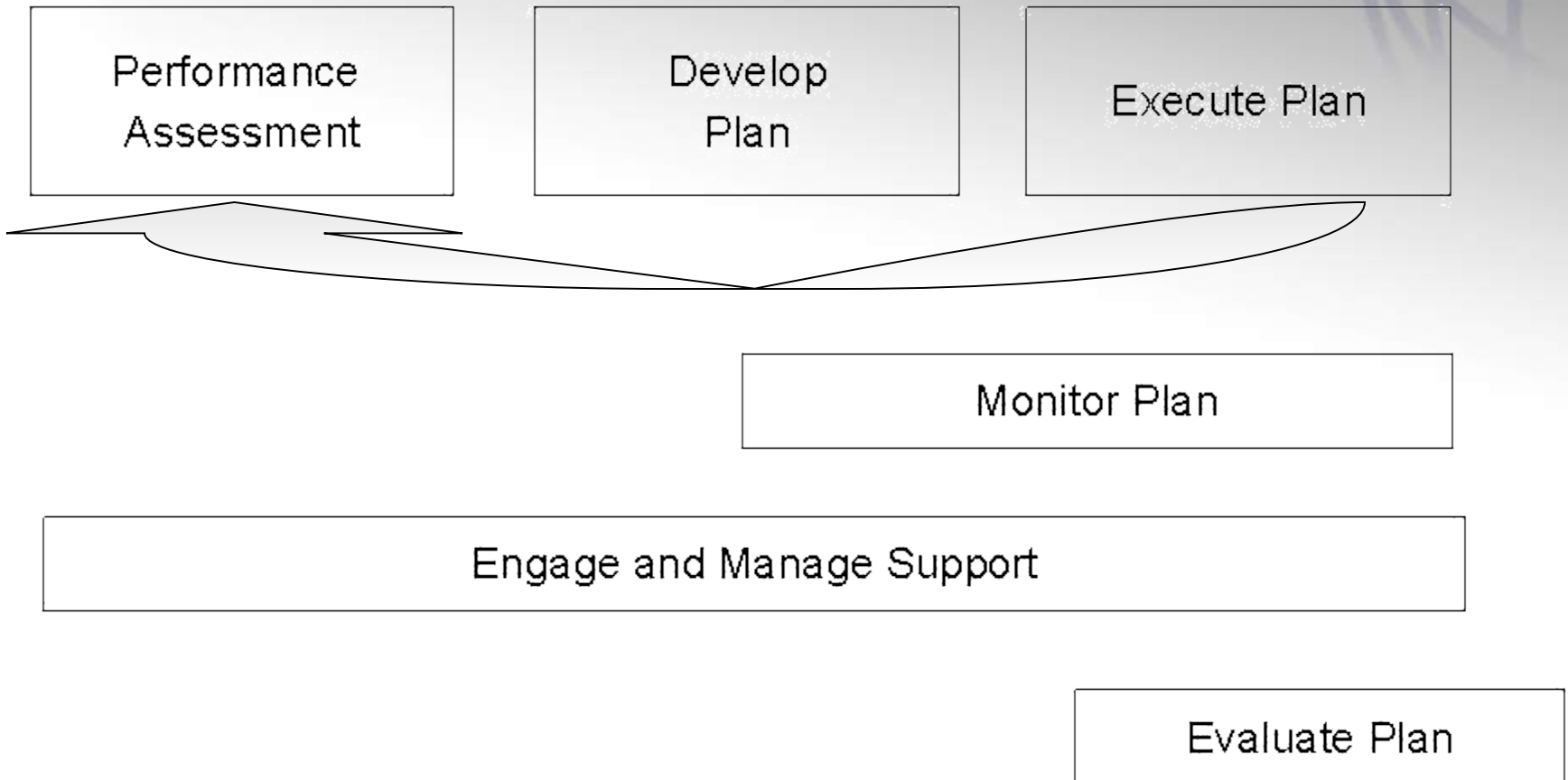
# Supporting Competencies



- PMI Standards are “applicable to most projects most of the time”, so they must be generic
- PM also needs technical skills that are particularly relevant to that industry or covered by specific domain, regulatory or legal requirements
- To be successful in an organizational context the PM also needs to understand the corporate culture, environment, politics etc.



# Competence Development Process



# Competence Assessment



- Performed by the individual or by the organization (e.g. by PMO)
- Based on evidences against the PMCD Framework performance criteria
- Could use different levels of detail for each competence area (unit, element or criteria)
- The organization may prescribe qualitative, quantitative and interpretative methods to be used
- When using a holistic approach, strength in one area could obscure one or more gaps in other areas

# Assessment Rigor



- **Low Rigor** – typically involves casual self-assessment, or informal assessment against the competence criteria.
- **Medium Rigor** – more detailed, usually done by a manager or peer, adding external feedback to individual's perspective to create a 360° view.
- **High Rigor** – in-depth assessment, usually performed by qualified independent assessors, involving analysis of several recent projects to gather relevant evidence.

# Development Plan



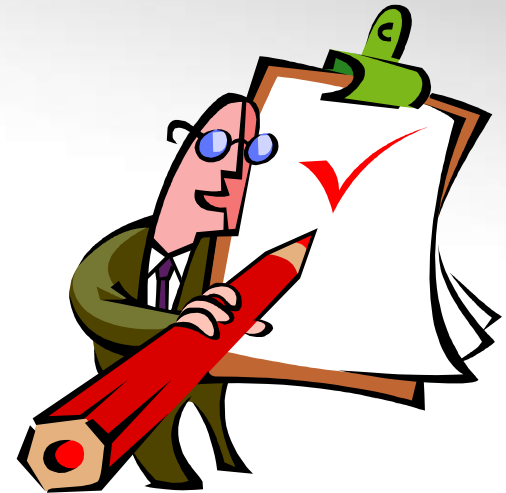
- Individual strengths and areas to be addressed
- Prioritized development areas
- Using different methods
  - Mentoring
  - Coaching
  - Peer to peer
  - Role playing
  - On the job training
  - Training – group, in-house, CBT, individual
  - PMI Education programs



# Execute Plan

*The project manager needs to execute this plan just as a project manager would execute a project plan.*

- Plan owned by the PM
- Medium and long term goals
- In parallel with project work
- Engage support from others
- Monitor progress and take corrective actions



# Evaluate Plan

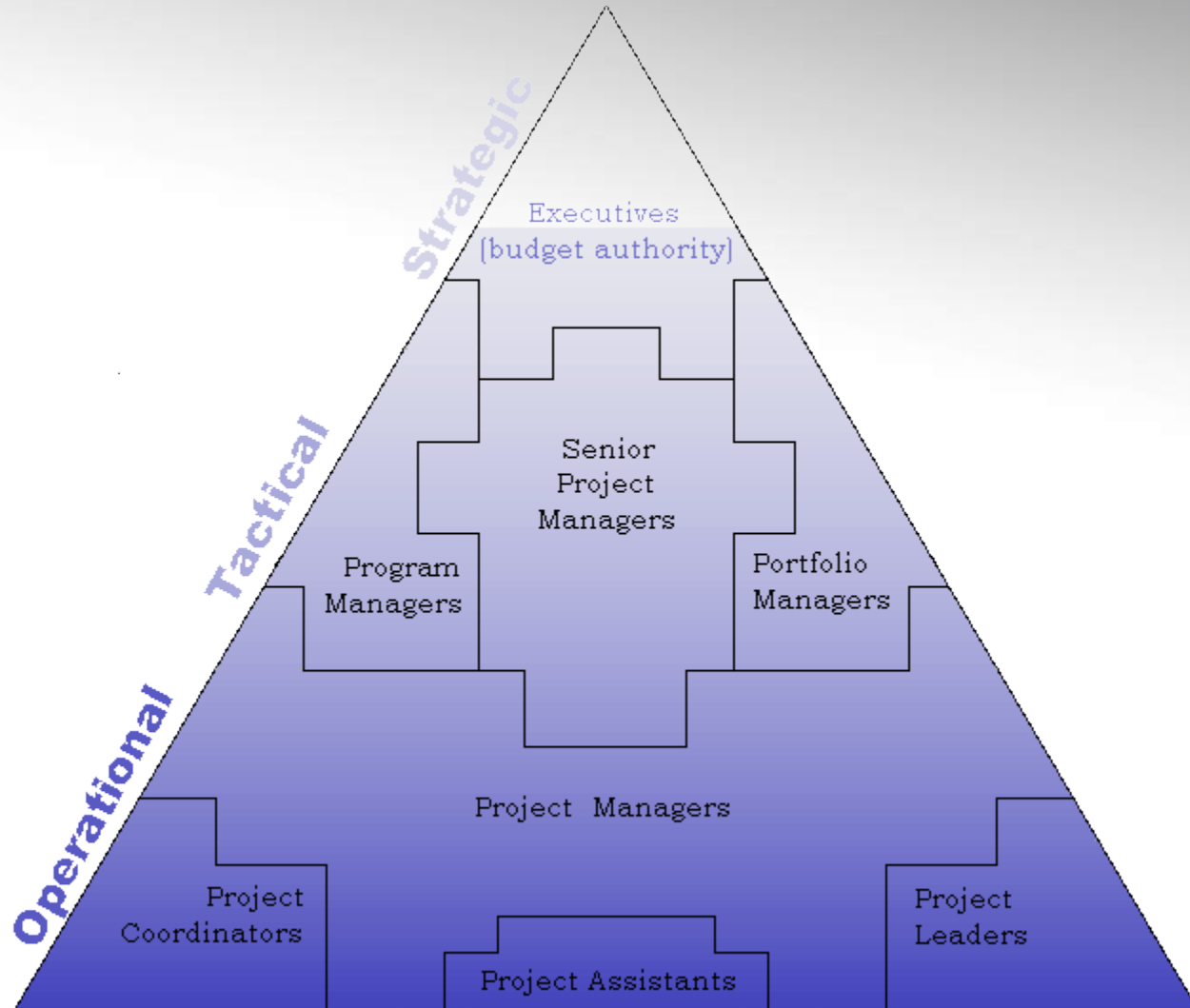


- Iterative process to develop competence as a project manager
- Each iteration of the Competence Development Plan should be treated as a project in itself.
- As with any project there needs to be a formal review of plan's success
- Questions that need to be asked include:
  - Was the plan suitable?
  - Did the plan deliver the outcomes needed?
  - Was there sufficient support for the development plan?
  - Were there activities that should have provided better outcomes?
  - Can others now use the same plan?



**What's in it for me?**

# Career Puzzle







# Summary

# Summary



- The PMCD Framework defines the Performance and Personal Competencies required for a competent project manager.
- The PMCDF-Second Edition was developed to provide both individuals and organizations with guidance on how to assess, plan and manage the professional development of a Project Manager
- Each organization might customize the framework to its own needs.

# Summary



- Recommends an iterative process to develop competence as a project manager, where we assess the competence, plan development, execute the competence development plan and then repeat the process.
- Use of the framework will provide a structured approach to the continuing journey of competence development for individuals as well as organizations.

# Questions?



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