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Project Management System

Competency Framework

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Introduction

The Project Management Competency Framework document is focused on specific Project Management competencies.

The Competency Framework is meant to be used as a baseline for each role as outlined in the MoW Project Management Career Path document. Each of the nine areas of PM knowledge has competencies with descriptions and definitions for clarity. Not all roles will be required to have each competency.

While this Competency Framework specifically focuses on the Project Management competencies as outlined by the Project Management Institute (PMI), depending on the project, there may be specific organizational or technical competencies not covered in this document that will need to be considered. These include general management competencies related to communication and problem-solving, for example. Competencies related to the specific business environment need to be considered as well such as corporate procedures, tools and institutional culture. An example of these competencies has been included in Appendix A.

The Project Management Competency Framework is not a defining document on its own and may be used to guide the development of job descriptions, the process of aligning individuals with roles, and the development of appropriate training and learning activities. With this Competency Framework, the organization now has a structured approach for building, confirming and maintaining the project management professional competencies.

The remainder of this document is arranged in three sections. Section 1 explains the structure of the Competency Framework. Section 2 presents the competencies, while Section 3 maps the roles outlined in the Project Management Career Path document, to the specific competencies.

1.0 Section 1
Structure of the
Project Management
Competency Framework

1.1.   Structure of the Project Management Competency Framework

The Project Management Competency Framework is divided into the nine Project Management knowledge areas, as defined by the PMI's Project Management Body of Knowledge (PMBOK). These areas are: Time, Cost, Human Resources, Risk, Communications, Quality, Integration, Scope, and Procurement.

In each knowledge area, specific competencies are outlined called elements. There is a total of 60 elements in this framework.

Each element has associated performance criteria.

Each element is broken down into four levels of competency as outlined below:

Competency Level 1 – Knowledge - The individual has knowledge of the components involved in the specific competency.

At this level of competency development, the individual is focused on acquiring the specific body of knowledge and related career skills the support the development of their core competencies. These formative characteristics may be acquired through a combination of structured study in key knowledge areas and ongoing career experience at a variety of levels.

Competency Level 2 – Basic Proficiency - The individual has an ability to contribute to the process involved in the competency.

Individuals at this level of competency development are progressing towards and demonstrating a basic level of proficiency in all core competency areas. In addition, individuals deliberately undertake to progress in their careers in order to demonstrate the effective application of core competencies in the business context. Necessary competencies may be developed through a structured program of competency-based training. Typically, individuals continue to expand upon their core competencies at this level in preparation for advancement to the next competency level.

Competency Level 3- Advanced Proficiency – The individual is able to complete the process outlined in the competency, but requires support from a more experienced individual.

Individuals, at this level, are deepening their proficiency in core competencies and expanding their range of competencies possibly through a structured program of self-directed continuing professional learning and development. Competency development also may occur through ongoing career experience as demonstrated by progressive expansion of organizational accountabilities and scope of authority.

Competency Level 4 – Mastery – The individual is able to lead the process outlined in the competency.

At this level, individuals deepen their core competencies to the mastery level and acquire various degrees of proficiency in a range of complementary, career-specific competencies. These actions are supported by a structured program of continuing professional learning and development that may include guiding the development of individuals at earlier levels of proficiency, participating in structured mentoring or by serving as a strategic advisor.

1.2. Performance Criteria

Included in each element are performance criteria. The performance criteria for each competency include the knowledge and behaviors for that specific competency. Performance criteria are dependent on role, project and business context. Depending which level an individual is at, will determine how they use the performance criteria. An individual at Level 1 may simply require knowledge of the components involved in the performance criteria. While an individual at level 4 should be able to complete and lead all the performance criteria, if appropriate for his/her role.

2.0 Section 2
Project Management Competencies

2.1. Project Scope Management

Project Scope Management

Project Charter

The project charter is the formal document that links the project to the ongoing work of the organization.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element: 1. Prepare Project Charter	Is able to describe the components of project charter	Contribute to development of project charter	Able to complete project charter with support	Lead the development, design and all input to make project charter

Examples of performance criteria:

- Identify how project budget concerns and resource availability affect the project

- Define project phases of the project life cycle

- Develop primary components of the project charter

- Identify project stakeholders

- Establish project purpose, description, assumptions and constraints

- Define project business benefits and measurements

- Define critical success factors

- Define the relevance of the project/imitative to the strategic objective

- Identify the associated risks/opportunities

Project Scope Management

Scope Planning

Scope planning is the process of creating a scope management plan.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 2. Conduct Scope Planning	Is able to describe the components of scope planning	Contribute to development of scope management plan	Able to complete scope management plan with support	Lead the development of scope statement and scope management plan

Examples of performance criteria:

- Determine the appropriate project or subproject level in which scope statement is needed

- Utilize a scope statement as the basis for future project decisions and for evaluating project trade offs.

- Develop a scope management plan

- Identify and evaluate the components of a scope management plan

- Identify and evaluate inputs to the scope management plan

- Identify and evaluate criteria fro classifying and integrating project scope changes

- Understand the difference between a scope management plan and a project scope statement

- Ability to breakdown the scope to activities, and establish the logical dependencies.

- Ability to Identify, qualify, quantify, and plan responses to risks and opportunities

- Ability to Identify the required performance measures

- Ability to utilize and report quality techniques/tools

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Project Scope Management

Scope Definition

The process of developing a detailed project scope statement as the basis for future project decisions.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element: 3. Conduct Scope Definition	Is able to describe the components a detailed project scope statement	Contribute to development of the detailed project scope statement	Able to complete scope definition process with support	Lead the development, design and all input to the scope definition process

Examples of performance criteria:

- Determine the appropriate level of decomposition detail for various WBS or parts of the WBS

- Develop a WBS, including the proper use of decomposition techniques

- Communicate the differences between a WBS and other types of breakdown structures

- Determine the inputs of the project scope definition process

- Identify specific scope inclusions and exclusions

Project Scope Management

Scope Execution

Scope execution involves using the WBS to manage project deliverables.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 4. Execute Scope	Is able to describe the components of scope execution	Contribute to development of a review/approval process for project deliverables	Able to execute scope with support	Lead scope execution including managing project deliverables, development of formal review, approval process and acceptance documentation.

Examples of performance criteria:

- Utilize the WBS to manage project deliverables

- Conduct work scope in accordance to plans

- Establish review/approval process for project deliverables

- Develop formal acceptance documentation

- Ability to conduct quality assurance techniques.

Project Scope Management

Scope Verification

Scope verification is the process of formalizing acceptance of the completed project deliverables.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element: 5. Conduct Scope Verification	Is able to describe the components of scope verification	Contribute to the scope verification process	Able to conduct scope verification with support	Lead scope verification process

Examples of performance criteria:

- Participate in project inspections, reviews, audits and walkthroughs

- Determine that work product/results are completed correctly

- Document product acceptance by stakeholders

- Ability to analyze and report performance measures (cost variance, schedule variance)

- Ability to conduct quality control measures

Project Scope Management

Scope Control

Scope control is the process of controlling changes to the project scope.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
6. Element : **Conduct Scope Change Control**	Is able to describe the components of scope change control	Contribute to the scope change control process	Able to manage the scope change control process with support	Lead the scope change control process

Examples of performance criteria:

- Evaluate the degree to which changes would affect the project scope

- Implement a scope change control system

- Evaluate alternatives to scope modifications

- Implement approved changes, manage related work tasks, and integrate approved scope changes into other control processes

- Develop scope change requests, corrective actions, performance reports

Project Scope Management

Scope Closure

Scope closure is conducting project closure with regard to scope.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element: **7. Conduct Project Closure with regard to Scope.**	Is able to describe the components of project scope closure.	Contribute to the project scope closure process.	Able to conduct project scope closure with support	Lead the project scope closure process.

Examples of performance criteria:

- Identify causes of variance in project scope

- Identify the reasoning behind corrective actions chosen through scope change control

- Determine and document lessons learned with regard to scope

- Perform post-project review

2.2.   Project Time Management

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Project Time Management				
Preliminary Planning Activities				
The process of identifying customer expectations, schedule constraints and key project milestones.				
	Level 1: Knowledge	**Level 2: Basic proficiency**	**Level 3: Advanced proficiency**	**Level 4: Mastery**
Element : **1. Preliminary Planning Activities**	Is able to describe the components involved in preliminary activity planning	Contribute to the development of a project milestone plan	Able to complete project milestone plan with support	Lead the development of project milestone plan using inputs, tools and techniques of pre-planning activities

Examples of performance criteria:

- Identify customer expectations with regards to timing of delivery, major milestones, and any schedule and delivery constraints

- Identify internal and external schedule constraints and influences

- Identify key project milestones

- Demonstrate an ability to develop a Project Milestone Plan

- Demonstrate ability to form the network diagram based on dependencies

- Ability to identify the appropriate performance measures

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Project Time Management

Activity Definition

The process of identifying and defining those activities required to accomplish timely completion of the project.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 2. Conduct Activity Definition	Is able to describe the components involved in project activity definition	Contribute to identification of schedule activities required to produce project deliverables	Able to complete project activity definition with support	Lead the development of project activity definition process

Examples of performance criteria:

- Develop an activity list using the WBS

- Identify inputs to the project activity definition process

- Conduct validation of WBS by ensuring that activities identified will result in completion of all project deliverables

- Utilize activity lists to ensure and verify whether the all project activities are included in the project scope and to that WBS is correct

- Conduct verification process to determine correctness of WBS and ensure all project activities all included in project scope

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Project Time Management			
Activity Sequencing			
Activity Sequencing is the process of identifying and documenting dependencies among project activities.			
	Level 1: Knowledge	**Level 2: Basic proficiency**	**Level 3: Advanced proficiency**	**Level 4: Mastery**
Element: **3. Conduct Activity Sequencing**	Is able to describe the components of project activity sequencing	Contribute to identification and documentation of project dependencies.	Able to complete project activity sequencing with support	Lead the identification and documentation of the activity sequencing process.

Examples of performance criteria:

- Determine dependencies among project activities

- Determine categories types of interactivity dependencies within the project

- Develop project network diagram

- Identify appropriate diagramming techniques

- Develop inputs to the activity sequencing process

- Evaluate and update activity lists, WBS and supporting documentation

- Identify and define missing project activities

Project Time Management

Activity Duration Estimating

Activity duration estimating is the process of estimating the number of work periods that will be required to complete each activity in the project schedule.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 4. Conduct Activity Duration Estimating	Is able to describe the components of activity duration estimating	Contribute project activity duration estimating process	Able to complete project activity duration estimating with support	Lead the project activity duration estimating process

Examples of performance criteria:

- Utilize appropriate tools and simulations to develop activity duration estimates for project scheduling

- Develop estimates of number of work periods and work duration ranges for the project

- Evaluate and document the basis for activity duration estimates

Project Time Management

Schedule Development

Schedule development is the process of assessing activity sequences, durations and resource requirements and schedule constraints for the purpose of creating a project schedule.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 5. Conduct schedule development	Is able to describe the components of project schedule development	Contribute to the project schedule development process	Able to complete project schedule with support	Lead the project schedule development process

Examples of performance criteria:

- Develop project and resource calendars

- Determine activity leads, lags and constraints

- Identify relevant inputs to project schedule development process

- Select appropriate tools and techniques and conduct necessary mathematical analyses.

- Demonstrate knowledge of different project schedule formats and techniques

- Conduct verification of completeness for project schedule

- Develop schedule management plan

Project Time Management				
Project Schedule Execution				
Project schedule execution is process of implementing the project schedule over the life of the project.				
	Level 1: Knowledge	**Level 2: Basic proficiency**	**Level 3: Advanced proficiency**	**Level 4: Mastery**
Element : **6. Implement Project Schedule**	Is able to describe the components of project schedule execution	Contribute to implementation of project schedule	Able to complete project schedule execution activities with support	Lead the project schedule execution process

Examples of performance criteria:

- Identify and implement mechanisms to measure, record and report progress related to project schedule.

- Develop schedule progress reports

- Ongoing assessment of project variances and forecasting the impact of schedule changes

- Track progress through the PLC and implement agreed schedule changes and ensure consistency with project objectives and scope

- Develop and implement responses to actual or potential schedule changes to ensure that project objectives are achieved

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Project Time Management

Schedule Control

The process of controlling changes to the project schedule.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 7. Conduct Schedule Control	Is able to describe the components of schedule control	Contribute to the process of schedule control	Able to complete project schedule control activities with support	Lead the development and implementation of project schedule control process

Examples of performance criteria:

- Define and develop procedure by which project schedule may be changed, and the required level for authorizing the change.

- Implement a schedule change control system

- Determine overall plan adjustments resulting from schedule updates

- Identify and determine need for schedule fast tracking or crashing

- Initiate corrective actions to ensure that additional schedule changes are minimized

- Integrate approved schedule changes with other project control processes

Project Time Management

Schedule Closure

The process of implementing activities required to close the project with respect to project time.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 8. Conduct Project Closure with regard to time	Is able to describe the components of project closure with regard to time	Contribute to the project closure process related to time	Able to complete project schedule closure activities with support	Lead the development and implementation of project closure process with regard to time

Examples of performance criteria:

- Develop project closure checklist

- Identify tools, techniques and processes for project closure

- Identify, document and communicate project lessons learned with regard to activities that impacted the schedule

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Project Communications Management

Preliminary Communications Planning

The process of determining the supporting detail for communications planning.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 1. Preliminary Communications Planning	Is able to describe the components of preliminary communications planning	Able to source the inputs into preliminary communications planning	Able to analyze the impact of project/organizational communications policies on the communications plan with support	Able to analyze the impact of project/organizational communications policies on the communications plan

Examples of performance criteria:

- Identify the project/organizational communications policies

- Demonstrate a knowledge of inputs, outputs, tools and techniques for communications planning

Project Communications Management

Communications Planning

The process of determining the information and communications needs of the project stakeholders: who they are, what is their level of interest and influence on the project, who needs what information, when will they need it, and how it will be given to them.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 2. Conduct Communications Planning	Is able to describe the components of communications planning	Contribute to the development of communications planning process	Able to conduct communications planning with support	Lead the communications planning process

Examples of performance criteria:

- Determine the detailed information requirements of the project stakeholders and the project/organization

- Establish project information storage system

- Document stakeholder logistic issues

- Identify external information needs

- Determine format of the information needs

- Develop feedback routines to ensure two-way communication

- Determine the technologies or methods used to transmit information

- Identify the methods needed to transmit non-routine communications

- Develop a communications management plan

- Establish project status reporting process and cycle

- Determine the requirements for project time reporting

- Select a suitable time-reporting mechanism

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Project Communications Management

Information Distribution

The process of making needed information available to project stakeholders in a timely manner.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 3. Conduct Information Distribution	Is able to describe the components of project information distribution	Contribute to project information distribution process	Able to complete the project information distribution process with support	Lead the processes of project information distribution

Examples of performance criteria:

- Implement a project information distribution system

- Implement a project information retrieval system

- Respond to expected and unexpected information requests

- Maintain project records

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Project Communications Management

Project Time Reporting

The process of reporting project time to project stakeholders.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : **4. Implement Project Time Reporting**	Is able to describe the components involved in project time reporting	Contribute to project time reporting	Able to implement project time reporting process with support	Lead the process project time reporting

Examples of performance criteria:

- Execute requirements and processes for time reporting to all project stakeholders

- Include time-reporting data in regular progress reports

- Demonstrate an ability to develop an analysis of planned versus actual hours

- Develop project progress reports

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Project Communications Management

Performance Reporting

The process of collecting and distributing performance information. This includes status reporting, progress measurement, and forecasting.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 5. Conduct Project Performance Reporting	Is able to describe the components of project performance reporting	Contribute to project performance reporting process	Able to complete project performance reporting and change requests with support	Lead project performance reporting and change request process

Examples of performance criteria:

- Implement project performance reviews

- Generate and disseminate status, progress, and forecast reports to appropriate stakeholders, e.g., variance, trend, earned value, etc.

- Create change requests based on performance reports

- Monitor compliance to ensure that timely and accurate data are available

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Project Communications Management

Administrative Closeout

The process performed to formally terminate all activities with regard to project communications

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : **6. Conduct Administrative Closeout**	Is able to describe the components of administrative closeout	Contribute to the process of administrative closeout	Able to complete administrative closeout with support	Lead the process of administrative closeout with regard to communications

Examples of performance criteria:

- Define and implement closure at the end phase of the project by collecting all project records, documenting the degree to which each project phase was properly closed after its completion, and verifying all project results in preparation for formal acceptance

- Document performance measures resulting from performance reviews, as well as variance, trend, and earned value analyses.

- Review final specifications, and analyze project success and effectiveness

- Document the final project scope

- Document lessons learned

- Formalize the acceptance/sign-off of the product by the sponsor, client, or customer

- Perform final appraisal reviews of team members

- Archive relevant documentation

2.4. Project Human Resources Management

Project Human Resources Management

Organizational Definition

The process of determining the HR and organizational requirements that impact the project.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 1. Conduct Organizational Definition	Is able to describe the components of organizational definition	Contribute to the process of organizational definition	Able to complete organizational definition process with support	Lead the organizational definition process

Examples of performance criteria:

- Complete stakeholder needs analysis as a guide to the project planning process

- Identify the organizational structure (e.g. strong matrix and weak matrix) in order to determine project efforts

- Identify specific organizational role/responsibility assignment processes

- Ability to identify the Responsibility Assignment Matrix.

- Demonstrate an ability to develop an Organizational Breakdown Structure

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Project Human Resources Management

Human Resource Planning

The process of identifying and documenting project roles, responsibilities and reporting relationships, as well as creating the staffing management plan.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 2. Conduct Organizational Planning	Is able to describe the components of organizational planning	Contribute to the organizational planning process	Able to complete organizational planning processes with support	Lead the organizational planning process

Examples of performance criteria:

- Complete overall organizational planning processes

- Develop an organizational chart for project work

- Describe project effects of organizational units, technical interfaces, and the presence of different technical disciplines

- Utilize an OBS to evaluate unit responsibilities for specific work items on the project

- Develop a staffing management plan

- Develop project team policies and procedures

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Project Human Resources Management

Staff Acquisition

The process of acquiring and allocating staff to project work.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 3. Conduct Staff Acquisition	Is able to describe the components involved in staff acquisition	Contribute to the staff acquisition process	Able to complete staff acquisition process with support	Lead the staff acquisition process

Examples of performance criteria:

- Determine human resource requirements for individual tasks with input from stakeholders and guidance from higher project authorities, to provide a basis for determining project staffing levels and competencies

- Establish project organization, structure, and directory to align individual and group competencies with project tasks

- Allocate project staff to and within the project or within the organization as directed by a higher project authority, to meet competency requirements throughout the project life cycle

- Communicate designated staff responsibilities, authority, and personal performance measurement criteria, to ensure clarity of understanding of the work and to provide a basis for ongoing assessment

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Project Human Resources Management

Team Development

The process of ensuring the team performs effectively throughout the duration of the project.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 4. Conduct Team Development	Is able to describe the components involved in team development	Contribute to team development process	Able to lead team development process with support	Lead the team development process

Examples of performance criteria:

- Utilize project team policies and procedures

- Perform team-building activities

- Establish a collocated team (if possible)

- Implement programs that enhance project performance, including use of conflict/stress reduction techniques

- Develop rewards and recognition plan

- Implement rewards/recognitions according to plan

- Provide inputs into performance appraisals

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Project Human Resources Management

Manage Human Resources

The process of managing the human resources in the project.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 5. Manage Human Resources	Is able to describe the components involved in human resources management	Contribute to the human resources management processes	Able to manage human resources processes with support	Lead the management of human resources processes

Examples of performance criteria:

- Manage changes in organizational plans

- Monitor results of team-building activities

- Monitor effectiveness of programs for enhancing project team performance

- Monitor rewards and recognition plan

- Ability to conduct staff leveling when required,

- Demonstrate an ability to update the staffing management plan, organizational chart and the project directory

Project Human Resources Management

Project Closure with Regard to HR Management

Those processes performed to formally terminate all activities of a project or phase in reference to HR Management.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : **6. Conduct Project Closure with Regard to HR Management**	Is able to describe the components involved in project closure with regard to HR management	Contribute closing the project with regard to HR management	Able to conduct project closure with regard to HR management with support	Lead the project closure process with regard to HR management

Examples of performance criteria:

- Implement transition activities to return resources to parent organization

- Document lessons learned, including causes of activities leading to changes, types of changes, reasons for selecting specific corrective actions, and classification of change causes for further analysis

- Demonstrate an ability to develop transition plans

- Demonstrate a knowledge and understanding of inputs, outputs, tools and techniques for project closure

- Ability to demonstrate the team release process and document it.

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2.5.   Project Integration Management

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Project Integration Management

Product/Services Identification

The process of determining project-related product/service characteristics.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 1. Project-related product/service identification	Is able to describe the components of product/service identification	Contribute to identifying and documenting product/service characteristics	Able to complete product/service identification process with support	Lead the identification and documentation process of product/service characteristics

Examples of performance criteria:

- Determine product/service characteristics using expert judgment as needed

- Identify/document constraints and assumptions

- Develop a needs requirement document

- Demonstrate an understanding of the inputs, outputs, tools and techniques of project initiation

- Ability to relate the project to the relative corporate strategic objective

- Familiarity with the organizational processes, procedures, policies and their effects on the project

Project Integration Management

Initial Project Feasibility Study and Analysis

The process of determining high-level project feasibility study or statement.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 2. Perform an initial project feasibility study and analysis	Is able to describe the components of an initial project feasibility study/statement	Contribute to development of initial project feasibility study/statement	Able to complete initial project feasibility study/statement with support	Lead the development of initial project feasibility study/statement

Examples of performance criteria:

- Utilize project selection methods/decision models, including benefit measurement methods and constrained optimization methods

- Evaluate historical information for projects involving similar products and services

- Perform high-level assessment of the organizational, technical and non-technical resources for the project

- Demonstrate an ability to develop a project feasibility study/statement

- Ability to utilize the Lessons Learned from similar projects.

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Project Integration Management				
Project Plan Development				
The process of developing an overall project plan.				
	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 3. Conduct project plan development	Is able to describe the components project plan development	Contribute to development of project plan	Able to complete project plan with support	Lead the development of the project plan

Examples of performance criteria:

- Determine the project plan development methodology

- Identify the project stakeholders and project/organization responsibility relationships

- Identify the interface points with other projects within the organization

- Develop a stakeholder management plan

- Define and utilize a Project Management Information System to assist in the gathering, integration, interpretation, and dissemination of the inputs and outputs of all project processes

- Identify and develop an integrated project plan including the project charter, scope statement, the work breakdowns structure, responsibility assignments, schedules, milestones, key staffing requirements, budgets, performance measurement baselines, key risks, risk response plans, management review plans outlining the project management approach, the project execution plan, and other subsidiary management plans

- Determine the overall project management plan for use in managing and controlling project execution

- Describe the difference between updating the project plan and preserving the project performance measurement baseline

- Demonstrate knowledge and understanding of inputs, outputs, tools and techniques of project plan development

- Ability to coordinate activities among projects, and coordinate efforts of different entities or the success of the project and the organization

Project Integration Management				
Project Plan Execution				
The process of executing the project plan.				
	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 4. Conduct project plan execution	Is able to describe the components project plan execution	Contribute to executing the project plan	Able to execute project plan with support	Lead the execution of the project plan

Examples of performance criteria:

- Identify and execute preventive actions or modification to the project plan using a structured approach

- Utilize structured communications methods, regularly scheduled project status reviews, and project information systems.

- Utilize negotiating strategies

- Apply problem-solving techniques in managing the project

- Manage various project-related technical and/or organizational interfaces

- Utilize work authorization systems and procedures for approving project work to ensure proper work sequencing

- Know products/services and have ability to monitor/react to project changes initiated by the sponsor, customer, and stakeholder

- Ability to channel in changes through the change control process

- Document work results and quality outcomes, including completion of project deliverables

- Identify change requests during work processes, and determine potential project scope changes

- Demonstrate knowledge and understanding of inputs, outputs, tools and techniques of project execution

Project Integration Management

Integrated Change Control

The process of reviewing all change requests, approving changes and controlling changes to deliverables and organizational process assets

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 5. Conduct Integrated Change Control	Is able to describe the components of integrated change control	Contribute change control process	Able to execute integrated change control process with support	Lead the integrated change control process

Examples of performance criteria:

- Determine that a change has occurred, is needed, and that a change request has been properly completed

- Determine whether variances from the plan require corrective action, need new or revised cost estimates, should result in a modification of activity sequences or require the development of risk response alternatives

- Employ proactive, structured change management procedures for all project stakeholders

- Complete project plan modifications including integration with various project baselines

- Develop and use procedures to integrate change across all areas of the project

- Demonstrate a knowledge and understanding of inputs, outputs, tools and techniques for conducting integrated change control

Project Integration Management

Project Integration Closure

The process of closing the project with regards to project integration

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 6. Conduct project closure with regard to integration	Is able to describe the components project integration closure	Contribute to project integration closure	Able to conduct project closure with regard to integration with support	Lead project closure with regard to integration

Examples of performance criteria:

- Document lessons learned from project integration, including causes of activities requiring corrective action, types of activities requiring corrective action, reasons for selecting certain corrective actions, and classification of changes for subsequent analysis

- Demonstrate knowledge and understanding of inputs, outputs, tools and techniques of project closure with regards to integration

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2.6. Project Procurement Management

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Project Procurement Management

Preliminary Procurement Planning

The process of determining the organizations policies and procedures for procurement planning.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 1. Preliminary procurement planning	Is able to describe the components involved in preliminary procurement planning	Able to contribute to the preliminary procurement planning process	Able to conduct preliminary procurement planning with support	Lead preliminary procurement planning process

Examples of performance criteria:

- Identify and review organization's procurement policies and procedures

- Demonstrate knowledge and understanding of inputs, outputs, tools and techniques for preliminary procurement planning

- Develop a preliminary procurement plan

Project Procurement Management

Procurement Planning

The process of developing a procurement management plan.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 2. Conduct procurement planning	Is able to describe the components involved in procurement planning	Able to contribute to the procurement planning process	Able to conduct procurement planning with support	Lead procurement planning process

Examples of performance criteria:

- Utilize make or buy analysis to identify which project needs are best met by procuring products and/or services

- Determine the contract types available for project procurement planning processes

- Develop rating and scoring evaluation criteria for project procurement planning purposes

- Develop the procurement management plan

- Develop a procurement statement of work

- Demonstrate knowledge and understanding of inputs, outputs, tools and techniques to procurement planning

- Ability to understand and use the conditions of contract, the Request for Proposals, Request for Tender, and any other procurement requirement

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Project Procurement Management

Solicitation Planning

The process of determining the selection criteria and selection process.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 3. Conduct solicitation planning	Is able to describe the components involved in solicitation planning	Able to contribute to the solicitation planning process	Able to conduct solicitation planning with support	Lead solicitation planning process

Examples of performance criteria:

- Obtain information from established sources capable of fulfilling procurement requirements to determine the extent to which project objectives can be met

- Implement and communicate established selection processes and selection criteria to stakeholders and prospective contractors to ensure fair competition

- Obtain approvals from higher project authority to enable formal discussions to be conducted

- Ability to understand and use the various evaluation techniques

- Demonstrate knowledge and understanding of inputs, outputs, tools and techniques of solicitation planning

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Project Procurement Management				
Solicitation				
The process of conducting solicitation activities.				
	Level 1: Knowledge	**Level 2: Basic proficiency**	**Level 3: Advanced proficiency**	**Level 4: Mastery**
Element : **4. Conduct solicitation**	Is able to describe the components involved to conduct solicitation activities	Able to contribute to the process of conducting solicitation activities	Able to conduct solicitation activities with support	Lead the solicitation process
Examples of performance criteria:				

- Conduct solicitation activities to obtain bids/proposals from prospective sellers

- Conduct bidder/contractor conferences

- Develop advertising to support solicitation

- Collect proposals for evaluation

- Demonstrate an ability to develop procurement documentation

- Demonstrate knowledge and understanding of inputs, outputs, tools and techniques to source selection

Project Procurement Management

Source Selection/Contract Development

The process of selecting vendors and developing contracts.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 5. Conduct source selection/contract development	Is able to describe the components involved in source selection/contract development	Able to contribute to the source selection/contract development process	Able to conduct source selection/contract development with support	Lead source selection/contract development process

Examples of performance criteria:

- Define and utilize project payment/invoicing terms

- Determine project changes, delays, and implementation of termination clauses when appropriate

- Rely upon methods to identify project warranties, liabilities, indemnity and insurance clause-related activities

- Conduct contract negotiations

- Familiarity with conditions of contract and their occurrence

- Ability to conduct bidders conference

- Quantify qualitative data as an aid in source selection

- Evaluate and select source of procured resources, and award contract

- Demonstrate knowledge and understanding of inputs, outputs, tools and techniques to source selection and contract development

- Demonstrate an ability to develop evaluation criteria and contracts

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Project Procurement Management

Contract Administration

The process of managing the contract and the relationship between the buyer and seller, reviewing and documenting how a seller is performing and managing contract related changes.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 6. Conduct contract administration	Is able to describe the components involved in contract administration	Able to contribute to the contract administration process	Able to conduct contract administration with support	Lead contract administration process

Examples of performance criteria:

- Complete payment reviews and approvals

- Review contractors' change status reports and dissemination of contractual changes to appropriate parties

- Integrate contract administration with the broader context of the project plan, quality control processes, and the overall project performance reporting systems

- Familiarity with the liabilities of the contract officer

- Develop appropriate contract administration correspondence

Project Procurement Management

Contract Performance

The process of controlling contract performance.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 7. Manage and review contract performance	Is able to describe the components involved managing contract performance	Able to contribute to the managing contract performance process	Able to manage contract performance with support	Lead the management and review of contract performance process

Examples of performance criteria:

- Review contractor costs, schedules, and technical performance levels

- Implement a contract change control system

- Demonstrate an ability to manage changes to contracts in coordination with the contract office

- Demonstrate a knowledge and understanding of inputs, outputs, tools and techniques of controlling contracts and procurement controls

Project Procurement Management

Contract Closeout

The process of closing out all contracts as part of project closure.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element : 8. Conduct contract closeout	Is able to describe the components involved contract closeout	Able to contribute to the contract closeout process	Able to conduct contract closeout with support	Lead the contract closeout process

Examples of performance criteria:

- Determine the quality and completeness of the contract file

- Incorporate administrative closeout into contract closeout process, including updating of records based upon final contract results, archiving contract information, identifying special case closeouts such as terminations

- Verify contract documentation outlining the completion and quality of work results

- Obtain formal acceptance from customer regarding contract completion

- Demonstrate an ability to develop formal acceptance and closure documentation and lessons learned

- Demonstrate a knowledge and understanding of inputs, outputs, tools and techniques related to project closure with regards to procurement

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2.7. Project Cost Management

Project Cost Management

Resource Planning

The process of determining and quantifying resources needs for the project so that the project can be completed within scope, schedule and budget.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element: 1. Conduct Resource Planning	Is able to describe the components of resource management planning process	Contribute to development of resource management plan	Able to complete resource management plan and supporting activities with support	Lead the development, design and all inputs into resource management process

Examples of performance criteria:

- Identify physical resources required for the project, included external/contracted resources

- Undertake resource selection and utilization and ensure compliance with MoW policies

- Determine and quantify the resource needs for the project and ensure alignment with key project elements and organizational policies, such as WBS and Scope

- Determine staff and requirements and assignments including identify skill requirements, job descriptions, training requirements

- Develop relevant planning tools and techniques resource planning e.g. Resource histograms and Responsibility Assignment Matrices

- Develop resource management plan

- Define project business benefits and measurements

- Define critical success factors

- Familiarity with Earned Value analysis

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Project Cost Management Cost Estimating				
The process of developing an approximation of resources costs required to complete project activities.				
	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element: 2. Conduct Cost Estimating	Is able to describe the components of project cost estimating	Contribute to development of project cost estimates	Able to complete project cost estimates with support	Lead the development of cost estimating process
Examples of performance criteria: • Develop project cost estimates at an appropriate level of detail • Identify and assess inputs to project cost estimating process • Possess appropriate knowledge of cost estimating methodology • Utilize cost baseline to assess different aspects of project cost performance over time • Verify alignment between cost estimates and specific project resource requirements. • Develop cost management plan • Develop cost change control plan • Define performance measurement techniques				

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Project Cost Management

Cost Budgeting

The process of aggregating the estimated costs of specific work packages or project activities to develop a cost baseline.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element: 4. Conduct Cost Budgeting	Is able to describe the components of project cost budgeting	Contribute to development of project budget	Able to complete project cost budgeting with support	Lead the development of project cost budgeting process and required outputs

Examples of performance criteria:

- Allocate overall costs to individual project activities

- Utilize appropriate cost budgeting tools including chart of accounts to associate quantitative cost assessments with related resource requirements

- Develop cost baseline to determine cost performance

- Familiarity with financial procedures

Project Cost Management

Cost Baseline Execution

The process of implementing the approved time phased plan (cost baseline) for a project, WBS component, work package or activity.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element: 4. Execute Cost Baseline	Is able to describe the components of cost baseline execution process	Contribute to development and monitoring of cost baseline execution process	Able to complete project cost baseline execution with support.	Lead the development, design and all inputs to the cost baseline execution process.

Examples of performance criteria:

- Demonstrate knowledge of the inputs to cost execution and tools and techniques used for baseline execution

- Develop agreed financial management procedures to monitor actual project expenditure and control costs

- Identify and use cost analysis methods and tools to identity cost variations, assess options and recommend appropriate courses of action

- Implement and monitor agreed actions to ensure that financial objectives are achieved over the life of the project

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Project Cost Management

Cost Control

The process of influencing those factions that create variances, and controlling changes to the project budget.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element: 5. Conduct Cost Control	Is able to describe the components of project cost control process	Contribute to project cost control process	Able to complete project cost control with support.	Lead the cost control process.

Examples of performance criteria:

- Demonstrate knowledge of inputs and outputs of cost control and the tools and techniques required for controlling changes to the cost baseline

- Implement a cost change control system

- Implement cost controls

- Identify and assess variables that may result in cost changes

- Develop revised cost estimates

- Apply cost performance techniques such as Earned Value Analysis

- Develop budget updates

- Develop estimates at completion

- Integrate cost changes other project control process and overall project change control system

Project Cost Management

Closing

The process of finalizing all cost related activities for the project.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element: 6. Conduct project closure with regard to cost	Is able to describe the components of project cost closure	Contribute to development and project cost closure process	Able to complete project cost closure with support.	Lead the development and implementation of the project cost closure process.

Examples of performance criteria:

- Demonstrate knowledge of the inputs and outputs for project closure with regard to cost and related tools and techniques.

- Document and communicate lessons learnt such as reasons for cost changes, categories of cost changes and the reason for selecting correction actions

2.8.   Project Quality Management

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MoW Project Management System

Project Quality Management

Quality Requirements

The process of identifying quality requirements for the project.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element: 1. Determine Quality Requirements	Is able to describe the components of project quality management	Contribute to development of project quality requirements	Able to complete project quality requirements with support.	Lead the project quality requirements process

Examples of performance criteria:

- Demonstrate knowledge of the inputs for developing quality requirements

- Understand the organization's quality policies

- Demonstrate knowledge of the output of quality policies

- Develop quality objectives, standards and levels with key project stakeholders

- Establish project quality policies

- Develop quality requirements documentation

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Project Quality Management

Quality Planning

The process of identifying appropriate quality standards for the project and determining how to achieve them.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element: 2. Conduct Quality Planning	Is able to describe the components of project quality planning	Contribute to development project quality management plan	Able to complete project quality management plan support	Lead the development, design and all inputs to the project quality management plan

Examples of performance criteria:

- Demonstrate knowledge of inputs and outputs to quality planning

- Understand and utilize appropriate quality planning tools & techniques

- Establish project quality policies and ensure alignment with organization quality policy

- Establish quality metrics and quality performance checklists

- Develop quality management plan

- Communicate the impact of quality related issues of the project and the project's product on other project planning process, to key project stakeholders

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Project Quality Management

Quality Assurance

The process of applying planned, systematic quality activities to ensure that project meets quality requirements.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element: 3. Conduct Quality Assurance	Is able to describe the components of project quality assurance	Contribute to project quality assurance process	Able to complete project quality assurance requirements with support.	Lead the development, design and inputs to the project quality assurance process

Examples of performance criteria:

- Demonstrate knowledge of the inputs and outputs to quality assurance

- Understand and utilize appropriate quality assurance tools and techniques

- Conduct project quality control testing developing quality requirements

- Assess the benefits/costs of project quality activities

- Develop mechanism for quality improvement

- Implement actions required to improve project performance

- Document lessons learnt regarding improved performance

- Implement project quality control, assurance and improvement processes

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Project Quality Management

Quality Control

The process of monitoring specific project results to establish which they meet relevant quality standards and identifying ways to eliminate factors that result in unsatisfactory performance.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element: 4. Conduct Quality Control	Is able to describe the components of project quality control	Contribute to project quality control process	Able to complete project quality control with support.	Lead the development and implementation of the project quality control process

Examples of performance criteria:

- Demonstrate knowledge of the inputs and outputs for quality control

- Understand and utilize appropriate quality control tools and techniques

- Monitor specific project results to ensure they comply with quality requirements/standards

- Conduct quality inspections, reviews and walkthroughs do ensure that items are properly classified as accepted, rejected or rework

- Implement process adjustments to support quality improvement process

- Complete all quality related documentation

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Project Quality Management				
Closure				
The process of conducting project closure with regards to quality.				
	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element: 5. Conduct Project Closure with Regard to Quality	Is able to describe the components of project closure related to quality	Contribute to project quality closing process	Able to complete project quality closure with support	Lead the project quality closing process
Examples of performance criteria:				

Examples of performance criteria:

- Demonstrate knowledge of the inputs and outputs for project closure with regard to quality

- Understand project closure tools and techniques

- Identify and document lessons learnt including activities causes quality changes, categories of change and reasons for applying specific correction actions

- Develop quality metrics summary report

2.9.   Project Risk Management

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Project Risk Management				
Risk Management Plan				
The process of determining the approach, planning and execution of risk management activities for a project.				
	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element: 1. Develop Risk Management Plan	Is able to describe the components of project risk management plan	Contribute to development project risk management plan	Able to complete risk management plan with support	Lead the development, design and all inputs to the risk management plan

Examples of performance criteria:

- Demonstrate knowledge of the inputs and outputs related to risk planning

- Determine roles, responsibilities and authority levels for risk management decision-making

- Develop, review and update preliminary risk assessment matrix

- Develop risk management plan

- Establish the process for maintaining risk identification and quantification

Project Risk Management

Risk Identification

The process of determining which risks may impact the project and documenting the characteristics of each.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element: 2. Conduct Risk Identification	Is able to describe the components of project risk identification process	Contribute to development project risk identification process	Able to complete project risk identification process with support	Lead the development, design and all inputs to the risk identification process

Examples of performance criteria:

- Identify potential risk events that could impact the project

- Identify sources of potential internal/external risk events

- Develop flowcharts to establish risk cause and effect

- Conduct classification of risk events, likely outcomes and risk interactions anticipated during each phase of the project

- Identify risk triggers (symptoms)

Project Risk Management

Qualitative Risk Analysis

The process of prioritizing risks for further analysis or action by determining their impact and probability of occurrence.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element: 3. Conduct Qualitative Risk Analysis	Is able to describe the components of qualitative risk analysis process	Contribute to development qualitative risk analysis process	Able to complete qualitative risk analysis with support	Lead the qualitative risk analysis process

Examples of performance criteria:

- Document the manifestations of risk events

- Establish stakeholder risk tolerances

- Estimate probability, consequence and frequency of risk events

- Determine value and possible range of costs associated with risk event

- Develop probability/impact risk rating matrix

- Develop list of prioritized risks

- Establish overall risk ranking for the project

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Project Risk Management

Quantitative Risk Analysis

The process of numerically analyzing the impact of identified risks on overall project objectives.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element: 4. Conduct Quantitative Risk Analysis	Is able to describe the components of quantitative risk analysis	Contribute to development quantitative risk analysis process	Able to complete quantitative risk analysis with support	Lead the quantitative risk analysis process

Examples of performance criteria:

- Performs interview with key stakeholders to support quantitative risk analysis

- Perform sensitivity risk analysis on potential risk events

- Apply simulation techniques to risk analysis process

- Utilize decision tree analysis to show key interactions

- Develop a probabilistic risk analysis for the project

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Project Risk Management

Response Planning

The process of identifying alternatives and actions to reduce the threat of risks to project objectives.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element: **5. Conduct Risk Response Planning**	Is able to describe the components of project risk response planning process	Contribute to development risk response plan	Able to complete risk response plan with support	Lead the development, design and all inputs to the risk response plan

Examples of performance criteria:

- Demonstrate knowledge of all inputs and outputs related to risk response planning

- Understand and utilize the tools and techniques for development of risk responses

- Develop risk response strategies in collaboration with stakeholders

- Develop contingency plans, criteria for implementation and alternative strategies

- Identify risk events that require responses and assign owners

- Estimate possible price of non-conformance to identified risks

- Develop risk response plan

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Project Risk Management

Response Execution

The process of implementing the risk response plan.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element: 6. Execute Risk Response Plan	Is able to describe the components involved in executing a risk response plan	Contribute to the execution of the risk response plan	Able to execute risk response plan with support	Lead the execution of the risk response plan

Examples of performance criteria:

- Demonstrate knowledge of all inputs and outputs related to risk response execution

- Understand and utilize the tools and techniques for execution of risk responses

- Implement risk response plan including preventive actions as necessary

- Initiate and manage change requests as a response to risk events

- Manage change to risk response plan as a result of evolving circumstances

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Project Risk Management

Risk Monitoring and Control

The process of tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk response plan throughout the project life cycle.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element: 7. Conduct Risk Monitoring and Control	Is able to describe the components of risk monitoring and control	Contribute to conducting risk monitoring and control	Able to conduct risk monitoring and control with support	Lead the risk monitoring and control process

Examples of performance criteria:

- Demonstrate knowledge of all inputs and outputs related to risk response control

- Understand and utilize the tools and techniques for conducting risk response control

- Create and implement workarounds for unplanned risk events

- Quantify actual risk events (for comparison and evaluation with the risk plan)

- Complete risk event updates as part of the project control process

- Complete risk response plan updates, including adjustments to risk probabilities and risk values

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Project Risk Management

Project Closure related to Risk Management

The process performed to formally terminate all activities with regard to project risk management.

	Level 1: Knowledge	Level 2: Basic proficiency	Level 3: Advanced proficiency	Level 4: Mastery
Element: **8. Conduct project closure with regard to risk management**	Is able to describe the components of project closure with regard to risk	Contribute to the process of project closure with regard to risk	Able to conduct project closure with regard to risk with support	Lead the process of conducting project closure with regard to risk

Examples of performance criteria:

- Review project outcomes to determine effectiveness of risk management procedures and processes

- Identify, document and report risk issues to recommend improvements to a higher project authority for application in future projects

- Demonstrate a knowledge and understanding of the inputs, outputs, tools and techniques of project closure with regard to risk

- Demonstrate an ability to develop lessons learned

3.0 Section 3
Competency Map by Role

3.1. Competency Level by Role – Project Scope Management

	PA	PM1	PM2	PM3	PgM
1.Prepare Project Charter	L1	L2	L3	L4	L4
2. Conduct Scope Planning	L1	L3	L3	L4	L4
3. Conduct Scope Definition	L1	L2	L3	L4	L4
4. Execute Scope	L2	L3	L3	L4	L4
5. Conduct Scope Verification	L1	L3	L3	L4	L4
6. Conduct Scope Change Control	L1	L2	L3	L4	L4
7. Conduct Project Closure with regard to Scope	L2	L3	L3	L4	L4

Legend:

PCO – Project Administrator PM1 – Project Manager Level 1 PM2 – Project Manager Level 2 PM3 - Project Manager Level 3 PgM – Program Manager	L1: Competency Level 1 – Knowledge L2: Competency Level 2 – Basic Proficiency L3: Competency Level 3 – Advanced Proficiency L4: Competency Level 4 - Mastery

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3.2.   Competency Level by Role – Project Time Management

	PA	PM1	PM2	PM3	PgM
1.Preliminary Planning Activities	L1	L3	L3	L4	L4
2. Conduct Activity Definition	L1	L3	L3	L4	L4
3. Conduct Activity Sequencing	L1	L3	L3	L4	L4
4. Conduct Activity Duration Estimating	L1	L3	L3	L4	L4
5. Conduct Schedule Development	L2	L3	L3	L4	L4
6. Implement Project Schedule	L2	L3	L3	L4	L4
7. Conduct Schedule Control	L1	L3	L3	L4	L4
8. Conduct Project Closure with regard to Time	L2	L3	L3	L4	L4

Legend:

PCO – Project Administrator PM1 – Project Manager Level 1 PM2 – Project Manager Level 2 PM3 - Project Manager Level 3 PgM – Program Manager	L1: Competency Level 1 – Knowledge L2: Competency Level 2 – Basic Proficiency L3: Competency Level 3 – Advanced Proficiency L4: Competency Level 4 - Mastery

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3.3. Competency Level by Role – Project Communications Management

	PA	PM1	PM2	PM3	PgM
1.Preliminary Communications Planning	L2	L3	L3	L4	L4
2. Conduct Communications Planning	L2	L3	L3	L4	L4
3. Conduct Information Distribution	L3	L3	L3	L4	L4
4. Implement Project Time Reporting	L2	L3	L3	L4	L4
5. Conduct Project Performance Reporting	L3	L3	L3	L4	L4
6. Conduct Administrative Closeout	L2	L3	L3	L4	L4

Legend:

PCO – Project Administrator PM1 – Project Manager Level 1 PM2 – Project Manager Level 2 PM3 - Project Manager Level 3 PgM – Program Manager	L1: Competency Level 1 – Knowledge L2: Competency Level 2 – Basic Proficiency L3: Competency Level 3 – Advanced Proficiency L4: Competency Level 4 - Mastery

3.4. Competency Level by Role – Project Human Resources Management

	PA	PM1	PM2	PM3	PgM
1.Conduct Organizational Definition	N/A	L3	L3	L4	L4
2. Conduct Organizational Planning	N/A	L3	L3	L4	L4
3. Conduct Staff Acquisition	N/A	L2	L3	L4	L4
4. Conduct Team Development	N/A	L3	L3	L4	L4
5. Manage Human Resources	L2	L3	L3	L4	L4
6. Conduct Project Closure with regard to HR Management	L2	L3	L3	L4	L4

Legend:

PCO – Project Administrator PM1 – Project Manager Level 1 PM2 – Project Manager Level 2 PM3 - Project Manager Level 3 PgM – Program Manager	L1: Competency Level 1 – Knowledge L2: Competency Level 2 – Basic Proficiency L3: Competency Level 3 – Advanced Proficiency L4: Competency Level 4 - Mastery

3.5. Competency Level by Role – Project Integration Management

	PA	PM1	PM2	PM3	PgM
1.Project-related Product/Service Identification	N/A	L3	L3	L4	L4
2. Perform Initial Project Feasibility Study	N/A	L3	L3	L4	L4
3. Conduct Project Plan Development	L2	L3	L3	L4	L4
4. Conduct Project Plan Execution	L2	L3	L3	L4	L4
5. Conduct Integrated Change Control	L2	L3	L3	L4	L4
6. Conduct Project Closure with regard to Integration	L1	L3	L3	L4	L4

Legend:

PCO – Project Administrator PM1 – Project Manager Level 1 PM2 – Project Manager Level 2 PM3 - Project Manager Level 3 PgM – Program Manager	L1: Competency Level 1 - Knowledge L2: Competency Level 2 – Basic Proficiency L3: Competency Level 3 – Advanced Proficiency L4: Competency Level 4 - Mastery

3.6.   Competency Level by Role – Project Procurement Management

	PA	PM1	PM2	PM3	PgM
1.Preliminary Procurement Planning	L1	L2	L3	L4	L4
2. Conduct Procurement Planning	N/A	L2	L3	L4	L4
3. Conduct Solicitation Planning	N/A	L3	L3	L4	L4
4. Conduct Solicitation	L2	L3	L3	L4	L4
5. Conduct Source Selection/Contract Development	L2	L3	L3	L4	L4
6. Conduct Contract Administration	L2	L3	L3	L4	L4
7. Manage and Review Contract Performance	L1	L2	L3	L4	L4
8. Conduct Contract Closeout	L2	L3	L3	L4	L4

Legend:

PCO – Project Administrator PM1 – Project Manager Level 1 PM2 – Project Manager Level 2 PM3 - Project Manager Level 3 PgM – Program Manager	L1: Competency Level 1 – Knowledge L2: Competency Level 2 – Basic Proficiency L3: Competency Level 3 – Advanced Proficiency L4: Competency Level 4 - Mastery

3.7.   Competency Level by Role – Project Cost Management

	PA	PM1	PM2	PM3	PgM
1.Conduct Resource Planning	N/A	L2	L3	L4	L4
2. Conduct Cost Estimating	N/A	L2	L3	L4	L4
3. Conduct Cost Budgeting	N/A	L2	L3	L4	L4
4. Execute Cost Baseline	L2	L3	L3	L4	L4
5. Conduct Cost Control	L2	L3	L3	L4	L4
6. Conduct Project Closure with regard to Cost	L2	L3	L3	L4	L4

Legend:

PCO – Project Administrator PM1 – Project Manager Level 1 PM2 – Project Manager Level 2 PM3 - Project Manager Level 3 PgM – Program Manager	L1: Competency Level 1 – Knowledge L2: Competency Level 2 – Basic Proficiency L3: Competency Level 3 – Advanced Proficiency L4: Competency Level 4 - Mastery

Reference:	PMO-WI-017
Rev:	0
Date of Impl:	15-Dec-09

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3.8. Competency Level by Role – Project Quality Management

	PA	PM1	PM2	PM3	PgM
1.Determine Quality Requirement	N/A	L2	L3	L4	L4
2. Conduct Quality Planning	L1	L2	L3	L4	L4
3. Conduct Quality Assurance	L1	L3	L3	L4	L4
4. Conduct Quality Control	L2	L3	L3	L4	L4
5. Conduct Project Closure with regard to Quality	L2	L3	L3	L4	L4

Legend:

PCO – Project Administrator PM1 – Project Manager Level 1 PM2 – Project Manager Level 2 PM3 - Project Manager Level 3 PgM – Program Manager	L1: Competency Level 1 – Knowledge L2: Competency Level 2 – Basic Proficiency L3: Competency Level 3 – Advanced Proficiency L4: Competency Level 4 - Mastery

Reference:	PMO-WI-017
Rev:	0
Date of Impl:	15-Dec-09

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3.9. Competency Level by Role – Project Risk Management

	PA	PM1	PM2	PM3	PgM
1.Develop Risk Management Plan	N/A	L3	L3	L4	L4
2. Conduct Risk Identification	N/A	L3	L3	L4	L4
3. Conduct Qualitative Risk Analysis	N/A	L2	L3	L4	L4
4. Conduct Quantitative Risk Analysis	N/A	L2	L3	L4	L4
5. Conduct Risk Response Planning	N/A	L3	L3	L4	L4
6. Execute Risk Response Plan	L2	L3	L3	L4	L4
7. Conduct Risk Monitoring and Control	L1	L3	L3	L4	L4
8. Conduct Project Closure with regard to Risk	L1	L3	L3	L4	L4

Legend:

PCO – Project Administrator PM1 – Project Manager Level 1 PM2 – Project Manager Level 2 PM3 - Project Manager Level 3 PgM – Program Manager	L1: Competency Level 1 – Knowledge L2: Competency Level 2 – Basic Proficiency L3: Competency Level 3 – Advanced Proficiency L4: Competency Level 4 - Mastery

Reference:	PMO-WI-017
Rev:	0
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Appendix A - General Management Competencies

These competencies are general management and business competencies that will vary depending on the individual role, scope of project, and sector of the project.

General Management

- Communications
- Learning and Knowledge Mgmt
- Negotiation
- Planning, Prioritizing, Goal Setting
- Problem Solving and Decision Making
- Relationship Management
- Strategic Thinking
- Team Building
- Time Management
- Financial Acumen

Specific Business Environment

- Business Literacy
- Corporate Procedures & Tools
- Institutional or Corporate Culture
- Organizational Structure
- Customer Relationship