

Reference:	PMO-WI-019
Rev:	1
Date of Impl:	18-Oct-10



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# **Project Management System**

## **PM Career Path**

**REFERENCE: PMO-WI-019**  
**REVISION: 1**

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**DOCUMENT CONTROL**

**Revision History**

DATE	REV#	SECTION	CHANGE BY	DESCRIPTION OF CHANGE
15-Dec-09	0		Georges B. Abrial (PMO)	Initial release
18-Mar-10	1		Saliha Ismail (PMO)	Ammended Roles and Responsibilities of Project Administrator

Reviewed by	Role	Date
Terry Gostling, Hammad Khaliq Abdul Khaliq, Ahmad Yasni Yahya	PMO	April, 2010

Approved by	Date	Signature
PMO Board	September, 2010	

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# Project Manager Career Path

## 1 OVERVIEW

The PM Career Path document is a generalized path outlining steps for an individual's progressive development throughout the project roles described herein: Project Administrator, Project Manager Level 1, Project Manager Level 2, Project Manager Level 3 and Program Manager. The PM Career Path does not take into account the roles and responsibilities necessary to be a Project Sponsor, a member of the Project Team or the Project Steering Committee. These are governance roles and are distinct from career development. This document should be used in conjunction with the MoW PMS Policy document which outlines roles, responsibilities and basic attributes, as well as the PM Competency Framework document, and the PM Training Curriculum document.

The Project Management Career path was created to show the capability levels required of individuals involved in project management as they progress from novice to advanced skills. At each level, the path identifies responsibilities, which are commonly undertaken and result from the training and experience listed in the path. The PM Career Path also notes the activities that need to be undertaken to prepare for readiness for the next level. The PM Career Path document is useful in assessing individual development needs (e.g., mapping gaps against requirements), creating training strategies to address the gaps, and setting forth a vision of PM development for planning. While this document does address the necessary PM development, it does not dictate specific subject matter expertise related to project type. As such, this document is to be used as a guideline and tool for general PM development.

## 2 PROJECT ROLE DEFINITIONS

The roles, as identified in the MoW PMS Roles and Responsibilities document that are applicable to PM career development are:

- i. **Project Administrator** - The Project Administrator supports the PM in assigned aspects of Project Administration and/or special functions, such as scheduling, budgeting and/or performance reporting. The PA works closely with the Project Manager to assure the quality, integrity and completeness of all project documentation. Although the Project Manager is the decision-making authority with respect to project issues and conflicts, the Project Control Officer must be able to identify areas of concern based on status accumulated over the life of the project.
- ii. **Project Manager (PM)** - The person with authority to manage the project. The PM is the person responsible for leading, organizing and managing the day-to-day aspects of the project and for delivering the defined project output according to Project Charter and Scope. The PM is totally accountable for project deliverables and is responsible for providing directions to the team. The PM is contracted by the Sponsor upon recommendation from the Project Steering Committee. The PM oversees

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the work of consultants/contractors, allocates and utilizes resources to ensure the project is delivered as per the scope/quality agreed, on schedule and within budget.

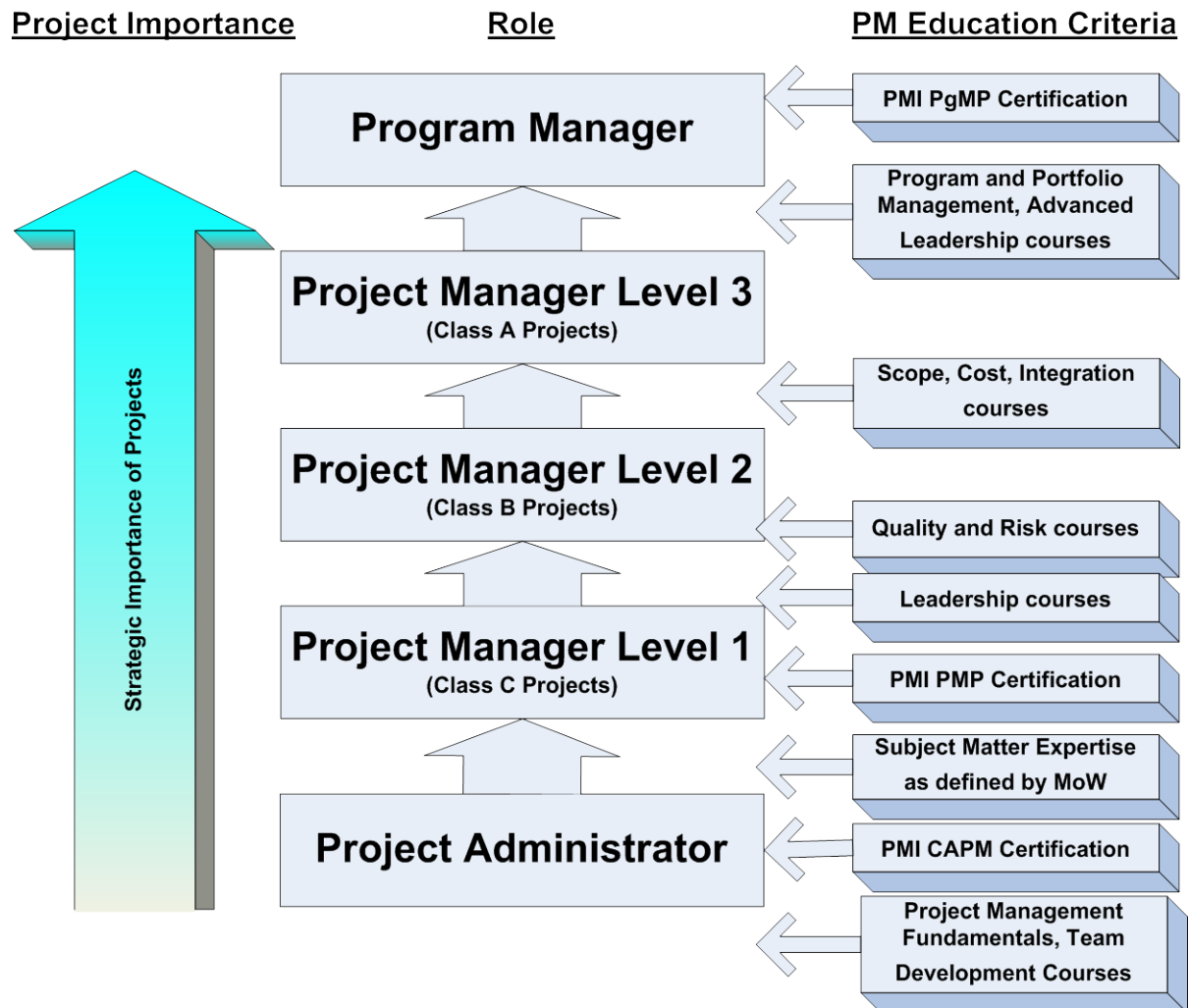
Three levels of project management are presented to address varying complexity and size of projects which are addressed by project class. MoW Projects are classified as: A, B, and C. As such, the Project Manager will require additional skills and experience to manage progressively larger and more complex projects. Each level will be addressed in this Career Path. The Level 3 Project Manager will have the skills, knowledge and experience to manage Class A projects, the larger and more complex projects, or to manage a program including Class B and/or Class C projects. The Level 2 Project Manager will generally manage class B projects which will have a moderate degree of complexity, or will be a sub-project leader for class A projects, while the Level 1 Project Manager will manage the Class C projects, the smaller, less complex projects, or will be a sub-project leader for class B projects.

Please refer to the MoW Project Classification Process document for specific information on the various classes of projects.

- iii. **Program Manager** - The person responsible for managing a group of related projects. Provides leadership to project teams and ensures effective management of project mix to meet organizational goals and objectives.

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## Role Comparison Table

	PCO	PM1	PM2	PM3	PgM
CAPM Certification	X				
PMP Certification		X	X	X	X
Program Manager Certification					X
Project Management Fundamentals course	X	X	X	X	X
MS Project course	X	X	X	X	X
PMS course	X	X	X	X	X
Planning/Communications course	X	X	X	X	X
Team Development course	X	X	X	X	X
Leadership Development courses		X	X	X	X
Quality/Risk courses			X	X	X
Scope/Cost/Integration courses				X	X
Program and Portfolio Management courses					X
Advanced Leadership courses					X
1-3 years as a PCO		X			
Subject Matter Expertise		X			
3-6 years as a PM			X		
6-10 years as a PM				X	
10+ years as a PM					X

### Legend:

PA - Project Administrator  
 PM1 - Project Manager Level 1  
 PM2 - Project Manager Level 2  
 PM3 - Project Manager Level 3  
 PgM - Program Manager

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### 3 PROJECT ADMINISTRATOR

#### 3.1 *Key Responsibilities*

- Maintains the project schedule.
- Tracks project accomplishments and results against documented estimates and plans.
- Updates the project budget and cost control documents. Identifies related discrepancies, issues and trends.
- Coordinates and schedules team meetings and other project communications. Takes meeting minutes and maintains action logs.
- Maintains issues and change logs.
- Maintains risk identification and mitigation documentation.
- Highlights deliverables nearing delivery date (weekly), as well as deliverables for which the delivery date has expired and no new date has been issued.
- Reports issues and triggers to the Project Manager for escalation.
- Ensures approval signatures are obtained for project process documents in due time.
- Obtains required information from the time-keeping system for reporting purposes.
- Helps in the preparation of project status reports.
- Performs other related assignments as required by the Project Manager.

#### 3.2 *Required Training / Experience*

- PMI Certified Associate Project Management (CAPM)
- Microsoft Project Fundamentals
- MoW PMS Project Management course
- Fundamentals of Project Management course
- Project planning, communication and decision-making courses
- Team development course

#### 3.3 *Readiness for Next Level*

- PMI Certified Project Management Professional (PMP)
- Minimum of three years of Project Administrator experience
- Appropriate subject matter expertise as defined by MoW
- Demonstrates full competency in the role
- Has prepared for the next level by taking on increasing responsibility on projects
- Has completed Leadership, Team Development, Change Management, Problem Solving, Decision Making and Communication courses



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## 4 PROJECT MANAGER

### 4.1 Overall Responsibilities

The responsibilities below are applicable to all Project Managers whether they are managing Class A, B or C projects. Below the general responsibilities, additional responsibilities for each PM level are documented.

- Defines the goals, scope and requirements of the project.
- Defines and executes project control activities.
- Develops and gains approval of the project plan.
- Defines, acquires and coordinates internal and external resources sufficient to accomplish committed project deliverables.
- Ensures acceptance of deliverables.
- Conducts project status meetings, prepares and delivers status reports.
- Recruits and organizes the team for planning and executing the project.
- Ensures that deliverables meet specifications within an acceptable variance range of their objectives.
- Organizes and implements Team operating agreements and project management guidelines and standards for the project, including tracking procedures, status reporting, change control, issue management, Quality management and Risk management.
- Oversees the activities of work package leaders.
- Leads, motivates, inspires, and rewards the Team.
- Provides feedback to Team members and their managers regarding performance.
- Serves as a communication hub with all stakeholders for status reports.
- Involves Functional Manager in reviews and key decisions.
- Leads the post-project evaluation.
- Participates in Team member's periodic performance appraisals.
- Serves as the "public relations" director for the project and the Team.
- Accountable to Project Sponsor.

### 4.2 PROJECT MANAGER - LEVEL 1

#### 4.2.1 Responsibilities

- In addition to the above responsibilities, manages smaller, less complex, Class C Projects, or be a sub-project leader for Class B Projects.

#### 4.2.2 Required Training / Experience

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- PMI Certified Project Management Professional (PMP)
- 1-3 years of experience as a successful Project Administrator
- Appropriate subject matter expertise as determined by MoW
- Courses taken in: Leadership, Team Development, Change Management, Problem Solving, Decision Making, Communication, Conflict management

#### ***4.2.3 Readiness for Next Level***

- Minimum of three years of Project Manager Level 1 successful experience
- Demonstrates full competency in the role
- Completed required training courses for PM Level 1
- Has prepared for Level 2 by expanding upon the core competencies required and taking on increasing responsibilities and greater complexity of projects
- Advanced courses taken in Quality, Risk

### **4.3 PROJECT MANAGER - LEVEL 2**

#### ***4.3.1 Responsibilities***

- In addition to the above responsibilities, manages Class B projects, or a sub-project leader for Class A projects.

#### ***4.3.2 Required Training / Experience***

- PMI Certified Project Management Professional (PMP)
- Demonstrated level 1 competency
- Minimum of 3 years of Project Manager Level 1 successful experience
- Advanced course taken in: Quality and Risk Management

#### ***4.3.3 Readiness for Next Level***

- Minimum of 3 years of Project Manager Level 2 successful experience
- Demonstrates full competency in the role
- Has prepared for the next level by advancing beyond required knowledge and taking on increasing responsibilities and greater complexity of projects
- Has brought some contribution to continuous improvement of MoW PMS
- Completion of required training courses
- Advanced courses taken in Scope, Cost and Integration

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#### **4.4 PROJECT MANAGER - LEVEL 3**

##### **4.4.1 Responsibilities**

- In addition to the above responsibilities, manages large, complex Class A projects.

##### **4.4.2 Required Training / Experience**

- PMI Certified Project Management Professional (PMP)
- Demonstrated Level 2 competency
- Minimum 6-10 years experience as a Project Manager
- Advanced courses taken in Scope, Cost and Integration

##### **4.4.3 Readiness for Next Level**

- Demonstrates full competency in the role
- Minimum of 10 years demonstrated successful experience as Project Manager in varied MoW projects, of which at least 3 must be of Level 3 experience
- Has prepared for next level by deepening competencies and proficiency and managing well increasing responsibilities and greater complexity of projects
- Has contributed significantly to continuous improvement of the MoW PMS
- Courses taken in Portfolio and Program Management, Advanced Leadership

### **5 PROGRAM MANAGER**

#### **5.1 Responsibilities**

- Runs the Program Management Office and is accountable for overall management and coordination of a program of projects, from initiation to close-out.
- Contributes to organizational strategy and policy.
- Ensures that program resource needs are met.
- Establishes project requirements and performance metrics.
- Balance program requirements and resources.
- Ensures project organization, project schedules, budget are developed and maintained.
- Responsible for budgetary control of projects within the program.
- Responsible for project oversight.
- Monitors performance at the program level, against plans for schedules, resources and risks. Analyzes and reports on variances and takes corrective action.
- Ensures change control processes are developed and utilized

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- Ensures escalation and resolution of issues.
- Ensures status is reported by project teams, consolidated and published as required.
- Resolves inter-project dependencies.
- Conducts comparative analysis of projects within the program based on organization's project execution capacity.
- Can audit a project (on request)

## 5.2 *Required Training / Experience*

- PMI Certified Project Management Professional (PMP)
- Within two years begin certification for PMI Certified Program Manager Professional (PgMP)
- Demonstrated Project Manager Level 3 competency
- More than 10 years successfully managing progressively large and complex projects
- Portfolio and Program Management Courses
- Advanced Leadership Courses