

Project Management Competencies

Level 1

Initiate, scope, and plan project

- Identify stakeholders, their objectives and gain their approval for the scope of work
- Write a high level scope of work including justification, product description, major deliverables, success criteria, high-level time and cost estimates, assumptions, and constraints
- Refine business, functional and technical requirements with project stakeholders
- Create work breakdown structure (WBS) for the approved scope of work
- Identify the legal and contractual constraints on the scope of work
- Determine measures to track project progress and quality of work
- Develop method and procedures to handle changes to the scope of work

Develop project schedule

- Break down the tasks in the WBS into task elements in order to estimate time and cost requirements
- Sequence task elements and identify dependencies, milestones and critical path
- Estimate the duration and effort for each task element and create a task calendar
- Using WBS, task elements and calendar, estimate resource requirements including people, equipment, facilities, raw materials, and information
- Adjust task calendar based upon team member and stakeholder input and approval
- Create charts, diagrams, and documentation that includes quality criteria for each stage gate to communicate and manage the project

Determine Project Cost

- Using the estimated resource requirements and task calendar, estimate person hours and the cost for each element of the WBS
- Identify skill requirements, sources (internal and external), and evaluate availability of personnel for each WBS

Acquire Resources

- Create organizational chart, list roles, responsibilities and reporting relationships and share with project team members and stakeholders

Control Project Changes

- Monitor and evaluate the project's progress with respect to milestones, budgets and timelines
- Conduct informal reviews of team performance
- Examine, measure or test work products and results against pre-determined quality benchmarks and quality methodology endorsed by organization, including user acceptance testing

- Implement processes for identifying, detecting, documenting, approving and managing changes to project scope, schedule, and cost, including changes to resources, requirements, and configuration
- Determine need for and enact preventative and corrective action to mitigate impact of changes to project scope, schedule and cost

Manage Project Risk

- Implement contingency plans for each risk
- Monitor risks that could adversely affect project's progress and quality of work products
- Select, gain support from team members and stakeholders, and implement strategies to manage risk

Execute and Close Project

- Manage the relationship with the client and stakeholders
- Administer vendor, consultant, and outsourcing service contracts and oversee their performance
- Provide feedback to team members and stakeholders about progress and performance
- Manage issues (e.g., use of issue log) and take corrective action when team members fail to meet deadlines, remain within budget, or perform at the required standard
- Distribute project performance reports and information to stakeholders, customers, and team members in a timely manner
- Review and approve attainment of project milestones

Level 2

Initiate, scope, and plan project

- Identify stakeholders, their objectives and gain their approval for the scope of work
- Write a high level scope of work including justification, product description, major deliverables, success criteria, high-level time and cost estimates, assumptions, and constraints
- Refine business, functional and technical requirements with project stakeholders
- Create work breakdown structure (WBS) for the approved scope of work
- Identify the legal and contractual constraints on the scope of work
- Determine measures to track project progress and quality of work
- Develop method and procedures to handle changes to the scope of work

Develop project schedule

- Break down the tasks in the WBS into task elements in order to estimate time and cost requirements

- Sequence task elements and identify dependencies, milestones and critical path
- Estimate the duration and effort for each task element and create a task calendar
- Gain support from team members and stakeholders for the task elements and calendar
- Using WBS, task elements and calendar, estimate resource requirements including people, equipment, facilities, raw materials, and information
- Adjust task calendar based upon team member and stakeholder input and approval
- Create charts, diagrams, and documentation that includes quality criteria for each stage gate to communicate and manage the project

Determine Project Cost

- Using the estimated resource requirements and task calendar, estimate person hours and the cost for each element of the WBS
- Identify skill requirements, sources (internal and external), and evaluate availability of personnel for each WBS
- Identify positions and write/approve descriptions of duties and responsibilities for all WBS activities
- Identify costs for equipment, facilities, raw materials, and information for the resources included in the task calendar
- Create, review, and approve budget for each project phase, including alternate views, that is required to fund all resources identified in the task calendar
- Review budget with team members and stakeholders and obtain approval

Acquire Resources

- Review and reach "make or buy decisions" with team members and stakeholders
- Define, review, and approve "buy" requirements and vendor selection criteria
- Recruit (internal and external) personnel for position descriptions
- Solicit and select resources such as vendors, consultants, contractors and outsourcing services
- Interview, negotiate availability, train, and select personnel for position descriptions
- Create organizational chart, list roles, responsibilities and reporting relationships and share with project team members and stakeholders

Control Project Changes

- Monitor and evaluate the project's progress with respect to milestones, budgets and timelines
- Conduct formal project staff reviews to ensure that individuals and teams perform maximally
- Conduct informal reviews of team performance

- Examine, measure or test work products and results against pre-determined quality benchmarks and quality methodology endorsed by organization, including user acceptance testing
- Implement processes for identifying, detecting, documenting, approving and managing changes to project scope, schedule, and cost, including changes to resources, requirements, and configuration
- Determine need for and enact preventative and corrective action to mitigate impact of changes to project scope, schedule and cost

Manage Project Risk

- Identify risk factors (external threats and internal vulnerabilities), their probability of occurrence, and analyze their impact
- Implement contingency plans for each risk
- Monitor risks that could adversely affect project's progress and quality of work products
- Determine a method to track each risk and update changes in the character or probability of the risks
- Select, gain support from team members and stakeholders, and implement strategies to manage risk

Execute and Close Project

- Manage the relationship with the client and stakeholders
- Provide feedback to team members and stakeholders about progress and performance
- Manage issues (e.g., use of issue log) and take corrective action when team members fail to meet deadlines, remain within budget, or perform at the required standard
- Perform administrative closure activities, including project documentation, write methods and procedures manuals, formal sign-off, turning over project to operations and maintenance, make team members available to other projects, and project close-out
- Distribute project performance reports and information to stakeholders, customers, and team members in a timely manner
- Review and approve attainment of project milestones

Level 3

Initiate, scope, and plan project

- Identify stakeholders, their objectives and gain their approval for the scope of work
- Write a high level scope of work including justification, product description, major deliverables, success criteria, high-level time and cost estimates, assumptions, and constraints
- Refine business, functional and technical requirements with project stakeholders
- Create work breakdown structure (WBS) for the approved scope of work

- Identify the legal and contractual constraints on the scope of work
- Determine measures to track project progress and quality of work
- Develop method and procedures to handle changes to the scope of work

Develop project schedule

- Break down the tasks in the WBS into task elements in order to estimate time and cost requirements
- Sequence task elements and identify dependencies, milestones and critical path
- Estimate the duration and effort for each task element and create a task calendar
- Gain support from team members and stakeholders for the task elements and calendar
- Using WBS, task elements and calendar, estimate resource requirements including people, equipment, facilities, raw materials, and information
- Adjust task calendar based upon team member and stakeholder input and approval
- Create charts, diagrams, and documentation that includes quality criteria for each stage gate to communicate and manage the project

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- Identify costs for equipment, facilities, raw materials, and information for the resources included in the task calendar
- Create, review, and approve budget for each project phase, including alternate views, that is required to fund all resources identified in the task calendar
- Review budget with team members and stakeholders and obtain approval

Acquire Resources

- Review and reach "make or buy decisions" with team members and stakeholders
- Define, review, and approve "buy" requirements and vendor selection criteria
- Recruit (internal and external) personnel for position descriptions
- Solicit and select resources such as vendors, consultants, contractors and outsourcing services
- Interview, negotiate availability, train, and select personnel for position descriptions

- Negotiate and finalize contracts with vendors, consultants, contractors, and outsourcing services and obtain legal review as necessary
- Create organizational chart, list roles, responsibilities and reporting relationships and share with project team members and stakeholders

Control Project Changes

- Monitor and evaluate the project's progress with respect to milestones, budgets and timelines
- Conduct formal project staff reviews to ensure that individuals and teams perform maximally
- Conduct informal reviews of team performance
- Examine, measure or test work products and results against pre-determined quality benchmarks and quality methodology endorsed by organization, including user acceptance testing
- Develop processes for identifying, detecting, documenting, approving and managing changes to project scope, schedule, and cost, including changes to resources, requirements, and configuration
- Implement processes for identifying, detecting, documenting, approving and managing changes to project scope, schedule, and cost, including changes to resources, requirements, and configuration
- Determine need for and enact preventative and corrective action to mitigate impact of changes to project scope, schedule and cost

Manage Project Risk

- Identify risk factors (external threats and internal vulnerabilities), their probability of occurrence, and analyze their impact
- Develop contingency plans for each risk including alternative actions and time and cost impact
- Implement contingency plans for each risk
- Monitor risks that could adversely affect project's progress and quality of work products
- Determine a method to track each risk and update changes in the character or probability of the risks
- Select, gain support from team members and stakeholders, and implement strategies to manage risk

Execute and Close Project

- Manage the relationship with the client and stakeholders
- Administer vendor, consultant, and outsourcing service contracts and oversee their performance
- Provide feedback to team members and stakeholders about progress and performance

- Manage issues (e.g., use of issue log) and take corrective action when team members fail to meet deadlines, remain within budget, or perform at the required standard
- Perform administrative closure activities, including project documentation, write methods and procedures manuals, formal sign-off, turning over project to operations and maintenance, make team members available to other projects, and project close-out
- Distribute project performance reports and information to stakeholders, customers, and team members in a timely manner
- Review and approve attainment of project milestones