



Certification of Project Managers: Approaches and Instruments

Ihor Vershynin
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Agenda

- Professional Project Management
- Competence Model and Certification Goals
- Competence Model Components
- Project Manager Levels
- Competence Model Approaches

Professional Project Management

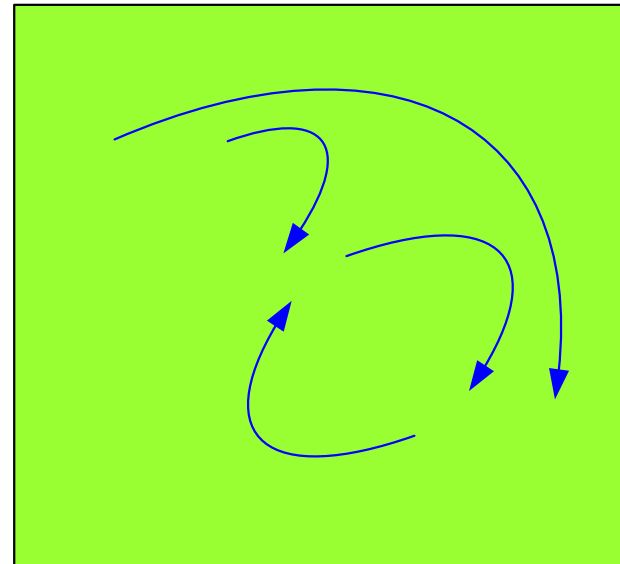
- Applying the principles and practices of professional project management ensures:
 - Consistent project results meeting requirements
 - Timely project delivery within budget
 - Flexible scope adjustment according to business needs
 - Predictable and controlled quality baselines
 - Project team members performance and satisfaction
 - Customer satisfaction leading to increased business

Competence Model and Certification Goals

- Business perspective:
 - Reliable and predictable projects execution meeting requirements, time and budget objectives
 - Competent Project Managers with proven ability to perform in a long-term perspective
 - Increased Customer satisfaction and business growth
- Human Resources perspective:
 - Transparent and clear performance expectation for key employees
 - Enhanced and improving ability to perform
 - Opportunities for skills development
 - Basis for compensation and promotion decisions

Competence Model Components

- Capability – Personal ability to perform project management duties and responsibilities
- Knowledge – Awareness in standard project management processes and techniques
- Experience – Application of capability and knowledge to real projects



Project Managers Levels

- **Project Coordinator**
 - **Project Type:** Small project; Sub-project of a large program; Separate direction of a large project
 - **Team Size:** <=15 people
 - **Competence:** Mandatory supervision by PM L1+
- **Project Manager Level 1**
 - **Project Type:** Medium project; Small for end-client (under supervision)
 - **Team Size:** <=25 people
 - **Competence:** Subset of standard or client-driven practices
- **Project Manager Level 2**
 - **Project Type:** Large independent project; Medium for End-client
 - **Team Size:** <=50 people
 - **Competence:** Full set of standard practices
- **Project Manager Level 3**
 - **Project Type:** Large for End-client; Strategic business direction
 - **Team Size:** >30 people
 - **Competence:** Variety of standards, consultant level expertise

Competence Model Approaches: Personality

- Multiple interview layers
 - Human Resources
 - Functional Managers
 - Production Managers
- Professional psychological assessment to evaluate capability potential
- One-time procedure regardless from target Project Manager Level

Competence Model Approaches: Knowledge

- Project Management Institute framework for entry-level evaluation
- Project Management Institute certification
 - Project Manager Level 1 – Certified Associate in Project Management
 - Project Manager Level 2 – Project Management Professional
 - Project Manager Level 3 – Program Management Professional

Competence Model Approaches: Experience

- Different Execution Levels
 - L0 – Non-systematic knowledge and experience in the competence area
 - L1 – Results are not always of expected quality and content and in the most cases require review
 - L2 – Necessary knowledge and experience to produce stable outcome
 - L3 – Deep expertise in the area
- Performance appraisal by all stakeholders
 - Account Managers
 - Production Managers
 - Project Teams
 - Functional Managers

Competence Model Approaches: Skills

- Interpersonal skills
 - Awareness in each competency
 - Adherence to company policies
 - Behavior according to company values and goals
- Professional skills
 - Awareness in the professional knowledge areas
 - Adherence to defined processes
 - Compliance with defined standards

Competence Model: Summary

Component	Method of evaluation	PC	PM L1	PM L2	PM L3
Capability	Interview/ Psychological Assessment	Match/Match with reservation	Match/Match with reservation	Match/Match with reservation	Match/Match with reservation
Knowledge	PMI PMBOK Framework	Interview/Test	CAPM	PMP	PgMP
Experience	Performance Appraisal	L1/L2	L2	L2/L3	L3

Contacts

Europe Headquarters

52 V. Velykoho Str.
Lviv 79053, Ukraine

Tel: +380-32-240-9090

Fax: +380-32-240-9080

E-mail: info@softservecom.com

US Headquarters

13350 Metro Parkway, Suite 302
Fort Myers, FL 33966, USA

Tel: 239-690-3111

Fax: 239-690-3116

E-mail: info@softservecom.com

www.softservecom.com

Thank You!