



# Project Management

Competency Framework



# The Project Management Competency Framework

This framework has been developed with organisations across the system to identify skills and attributes required to be a **successful Project Manager** within Our Dorset.

The framework consists of **12 competencies** based around outcomes that project professionals within 'Our Dorset' should strive to achieve.

Each competence includes a description of **behaviours, skills and knowledge** expected at different levels of project management within Our Dorset.

Leadership and Team Management

Resources Management

Professionalism

Project Delivery

Communication Management

Conflict Management

Planning for success

Scope Management

Risk and Issue Management

Project Finances

Project Structure and Governance

Quality Management and Assurance

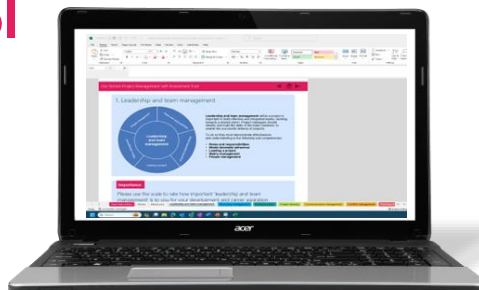
## Why use the competency framework?

**Useful tool for individuals, teams and managers when faced with questions such as:**

- What skills should I be able to demonstrate within current/desired role?
- How can I further my career within project management and get to the next stage?
- What are my learning and development opportunities?

## Use in combination with the Self-Assessment Tool

The self-assessment tool is designed to enable you to assess your level of competence against the framework and to enable you to identify your strengths and development opportunities.



## Leadership and Team Management



**Leadership and Team Management** within a project is important to build effective and integrated teams, working towards a shared vision. Project managers should identify and build the skills of the team members, to enable the successful delivery of projects.

To do so they must demonstrate effectiveness and understanding in the following sub-competencies:

- **Roles and Responsibilities**
- **Model Desirable Behaviour**
- **Leading a Project**
- **Matrix Management**
- **People Management**

### Level 1

- Has knowledge of the leadership structure within a project
- Can define roles and responsibilities within the project
- Takes responsibility for own work and understands the responsibilities of the other project team members
- Provides constructive peer feedback when required
- Demonstrates basic understanding of what matrix working is and how its applied in projects
- Maintains effective professional relationships and demonstrates respect towards all colleagues, organisations and the wider public
- Acts as a champion of the project, sharing the vision as part of the project team

### Level 2

- Assesses an individual's skills and prior experiences/authority when assigning roles and responsibilities to project team members
- Sets and monitors SMART team objectives
- Plays an active role in team building and establishing a common team language
- Understands and implements matrix management structure
- Acts as a lead within the project, allocating work and coaching others, empowering them within their roles
- Consistently models desirable behaviours in order to encourage similar behaviour from others
- Consistently adheres to code of conduct and to organisational mission, vision and values
- Provides regular feedback to the project team and acknowledges contributions made by individual team members
- Effectively manages relationships and communication to all stakeholders including suppliers, senior users and board members

### Level 3

- Tailors the defined roles and responsibilities of a project to meet specific project requirements
- Assumes ultimate responsibility for bringing together and leading a project team as a new organisation
- Establishes and maintains the matrix management approach within a project
- Actively develops team through coaching, mentoring and objective setting
- Influences decision making through recommendations at board level
- Consistently utilises a range of tools and techniques to assess an individual's skills and competence to identify their development needs
- Is responsible for performance management of members of the project team, having challenging conversations where necessary to ensure successful project delivery
- Builds high performing teams and is accountable for overall team performance

# Resources Management



**Resources Management** within a project focuses on the procurement and deployment of internal and external resources that are needed to deliver the project. Project managers should be able to effectively plan and prioritise project resource to enable successful project delivery.

To do so they must demonstrate effectiveness and understanding in the following sub-competencies:

- **Resource Planning Techniques**
- **Supplier Management**
- **Procurement Process**
- **Resource Identification**

## Level 1

- Understands the different types of resources which are required within a project
- Understands the methods which can be used to plan resources effectively with contingency in place
- Aware of the need for estimation and has basic knowledge of techniques
- Maintains a resource plan
- Understands the requirement for supplier contracts to be established and approved during project initiation
- Demonstrates an awareness of the Commissioning cycle
- Manages communication with resources including suppliers
- Understands relationship between resources and cost management

## Level 2

- Can describe the type, quality and quantity of resources required for a project and use accurate and up to date information when planning resources required
- Utilises the lessons learnt from previous projects when planning resource
- Has knowledge of a range of estimation techniques and utilises these when planning resource
- Understands the processes for acquiring both internal and external resources
- Ensures that the requirements for the method and frequency of communication between supplier and the project team are defined before the commencement of the supplier contract
- Is responsible for performance management of members of the project team and suppliers, holding to account and having challenging conversations where necessary
- Able to prepare bids that are fit for purpose and meet the needs and preferences of the planned audience
- Converts the resource plan into cost plan

## Level 3

- Negotiates with the supplier when defining the supplier contract
- Understands how to negotiate and secure internal resources and demonstrates awareness of the difficulties which may be encountered when drawing upon internal resources
- Considers the current and future risks of the project and puts the mitigating actions in place when defining the supplier contract
- Reallocates resources in response to conflicting priorities

# Professionalism

**Professionalism** is the application of expert and specialised knowledge, acceptance of standards relating to project management and demonstration of professional behaviour. A project manager should take responsibility for their own continued professional development and be active in sharing best practice and experience.

To do so they must demonstrate effectiveness and understanding in the following sub-competencies:

- **Personal and professional development**
- **Culture**
- **Conflicts of interest**
- **Ethics and compliance**
- **Community of practice**



## Level 1

- Understands the benefit of sharing best practice and is an active member of Dorset's Integrated Care Systems' 'Project Management Good Community of Practice'
- Takes responsibility for own learning and actively seeks opportunities for development
- Recognises any potential conflicts of interest and declares these as appropriate
- Utilises self-reflection as a tool for personal development and sets SMART goals
- Appreciates and actively promotes diversity in both the public and colleagues, considering their specific needs and preferences
- Models a zero tolerance to bias and discrimination within the organisation
- Displays integrity and follow through of actions, complying with requirements for confidentiality

## Level 2

- Encourages a culture of openness and honesty within a project team
- Has knowledge of the practices, processes and procedures (including legal and regulatory requirements and the risks of non-compliance) relevant to project as well as broader commercial awareness
- Pursues continual professional development and shares opportunities for development with others

## Level 3

- Encourages project team to regularly review any potential conflicts of interest, documenting any changes as appropriate
- Employs a radical candor approach when managing culture differences between organisations
- Professionally challenges unprofessional attitudes and behaviours in individuals and organisations
- Actively promotes best practice and contributes to the improvement of project management best practice across the ICS

## Project Delivery



**Project Delivery** relates to the successful delivery of the planned delivery phase of the project and transition to business as usual. A project manager should ensure project performance and quality of deliverables are monitored to maximise project success and achieve benefits realisation.

To do so they must demonstrate effectiveness and understanding in the following sub-competencies:

- **Change Management**
- **Handover to BAU**
- **Quality Improvement Process**
- **Benefits Management**
- **Lessons learned**

### Level 1

- Supports the production of deliverables
- Monitors and reports on the progress of deliverable completion
- Puts people at the centre of projects and understands of the importance of change management
- Understands that each change is different, and different approaches suit particular situations
- Awareness of the importance of Culture in projects
- completes impact assessments on the projects
- Understands that in order for project to deliver successfully and the benefits of the project to be realised; it is usually required that there is a change in the way that people behave, and this is often accompanied by some form of resistance
- Facilitate the administration of co-design activity across the ICS
- maintain the change management plan (understand link between project plan and comms plan)
- Updates the lesson log throughout the duration of the project
- Identifies the benefits of the project
- Contributes to the end of project report

### Level 2

- Manages others to ensure the completion of deliverables to time, cost and quality, according to the project plan
- Develops a change management plan to help achieve the project's objectives
- Completes change readiness assessments and tailors plan based on the readiness and culture of the project's stakeholders
- Competent facilitation skills and Influencing project stakeholders
- Collates and identifies lessons learned throughout the project duration and ensures the lesson log is shared to the appropriate audience following project closure
- produces the benefits framework for the project and actively tracks and monitors progress of benefits delivery
- Defines who is accountable for benefits management
- Oversees the production of the closure report
- is accountable for the handover of project's deliverables and benefits framework to business as usual
- Disbands the project team at the end of the project

### Level 3

- Uses experience and judgement to overcome resistance to change
- Develops a change management approach which considers the resilience of those who will be impacted by the change, their levels of resistance and what changes are needed in the wider organisation and system
- Influences at a senior level
- Coaches and mentors others in the principles of change management
- Ensures culture of benefits management is embedded in the project
- Considers the sustainability of the project throughout the project duration

## Communication Management



**Communication management** involves the planning, implementing, monitoring and revision of communication and engagement both within the project team and to external stakeholders. Project managers should be able to identify and assess stakeholder's needs in order to facilitate effective communication and project delivery.

To do so they must demonstrate effectiveness and understanding in the following sub-competencies:

- **Creating the comms and engagement plan**
- **Effective 2-way conversation**
- **Presentation skills and facilitation**
- **Stakeholder identification and mapping**

### Level 1

- Understands the difference between communication and engagement
- Understands and complies with the communication management process
- Understands how to identify stakeholders and analyse their different interests, requirements and levels of influence
- Maps stakeholders according to their level of influence and interest
- Understands how to gather information from stakeholders and capture their needs and preferences
- Understands the different methods of communication and communication platforms and considers the benefits and limitations of each when developing the communications plan
- Coordinates and administers communication and engagement activity in accordance with the project's communication plan
- Maintains and updates the communication and engagement plan
- Understands when to engage organisational corporate comms teams to deliver public engagement
- Is proactive with project communication and effectively manages project correspondence
- Demonstrates effective 2-way communication and presentation skills
- Has an awareness of brand identity and understands why brand identity is important to the project/organisation

### Level 2

- Develops a communication and engagement management plan to meet the needs of the project
- Tailors communication and engagement style to meet different stakeholder needs
- Understands the methods which can be used to reduce the risk of stakeholder conflict and resistance
- Facilitates engagement with stakeholders at multiple levels
- Actively champions communication and engagement throughout the lifecycle of the project

### Level 3

- Resolves or manages stakeholder conflict at a senior level
- Breaks down barriers between senior stakeholder groups and facilitates discussions between them
- Effectively manages senior stakeholders and presents to an executive level
- Accountable for successful communication and engagement of the project
- Demonstrates role model behaviour of communication across the ICS

## Conflict Management



**Conflict management** in a project environment is important to maintain a productive project team and effective relationships with project stakeholders. Project managers should be able to anticipate, manage and resolve negative conflict situations and demonstrate self-awareness of own capabilities.

To do so they must demonstrate effectiveness and understanding in the following sub-competencies:

- **Courageous conversation**
- **Negotiation skills**
- **Resolution techniques**
- **Mental resilience and tenacity**

### Level 1

- Is open to and utilises constructive criticism for self-development
- Is aware of the importance of own well-being and puts actions in place to mitigate this being comprised within role
- Understands the importance of accessing support and escalating concerns
- Demonstrates self-awareness of own capabilities and capacity for work
- Shares open and honest feedback in a constructive manner
- Is aware of the different conflict management techniques
- Demonstrates the awareness of different personality types and the methods to effectively communicate between them
- Understands and identifies the different sources of possible conflict
- Seeks help from colleagues when conflict cannot be resolved or additional expertise is required
- Positively encourages and listens to new ideas

### Level 2

- Effectively chairs and facilitates meetings and arrives at a solution which is agreeable to multiple parties
- Applies conflict management techniques to resolve conflict
- Investigates impartially when mediating between conflicting stakeholders
- Anticipates and takes pre-emptive actions to address any potential conflict situations
- Manages conflict with internal and external suppliers
- Considers possible conflict situations when assessing risks of the project

### Level 3

- Seeks to resolve any barriers of collaborating with others by communicating openly and challenging unhelpful behaviour
- Use effective interpersonal skills to develop solutions to complex or contentious problems where there are a range of options and the information is unclear or conflicting
- Manages conflict at an executive level and authorises change to the project based upon outcome of conflict resolution

# Planning for Success



**Planning for success** is a crucial for the successful initiation and delivery of a project. A project manager should be able to consider dependencies and utilise different planning based tools and methodologies to develop and maintain project plans to the appropriate level of detail.

To do so they must demonstrate effectiveness and understanding in the following sub-competencies:

- **Developing the business case** (*problem definition, solutions development, options appraisal*)
- **Detailed implementation planning and scheduling**
- **Identifying and managing dependencies**
- **Best possible value**

## Level 1

- Understands the purpose of a business case and the method of preparing, gaining approval of, refining and updating business cases which justify projects in terms of benefits, costs and risks
- Has knowledge of the key components of a business case and is aware of the external factors which may affect them
- Understands the different types of plan which may be required during the project lifecycle
- Plans and organises own workload in an environment of regularly changing demands and challenging deadlines
- Has knowledge of roles and responsibilities within the project
- Understands that Best Possible Value is an evaluation framework and approach to making value-based decisions
- Conducts research and data analysis for problem definition to develop an evidence-based case for change
- Understands different scheduling techniques used to develop and maintain a project plan
- Identifies and describes the deliverables for a project which are produced in order to enable achievement of objectives
- Maintains a dependencies log for the project
- Identifies key project milestones and communicates these with the project team
- Understands the difference between internal and external project dependencies

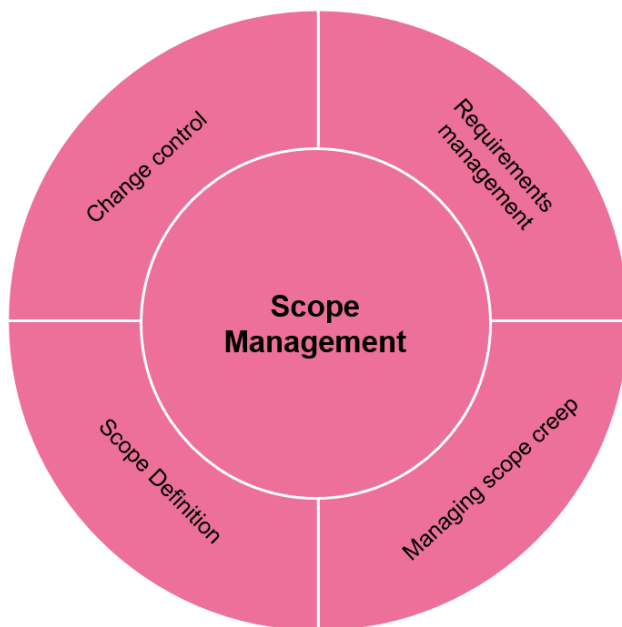
## Level 2

- Documents plans to the appropriate level of detail for different stages of the project
- Has knowledge of the different methods of presenting project schedules and considers the project team and supplier requirements when choosing the method of schedule presentation
- Performs critical path analysis on project plans and prioritises resource allocation to the tasks within the critical path
- Has knowledge of the value equation within the 'Best Possible Value' framework and the metrics which provide a 'common currency' for decision making
- Identifies and manages the interdependencies within a project
- Uses appropriate tools to conduct solutions development
- Leads on the development of a project plan and adjusts plan depending on availability of resources
- Applies and selects the most appropriate planning methodology when producing a project plan

## Level 3

- Assumes overall accountability for the production and delivery of the project plan
- Demonstrates advanced planning techniques
- Undertakes complex planning across multiple projects (*including high risk and capital projects*)

# Scope Management



**Scope management** within in a project refers to the set of processes which ensure that a project's purpose and need is accurately defined, mapped and monitored. Project managers should ensure that project scope is aligned with stakeholder requirements and appropriate change control procedures are established and utilised throughout the project.

To do so they must demonstrate effectiveness and understanding in the following sub-competencies:

- **Change control**
- **Scope Definition**
- **Requirements management**
- **Managing scope creep**

## Level 1

- Understands the definition of scope
- Defines scope within a project (including what is in/out of scope, assumptions, constraints and dependencies)
- Performs regular checks to identify when a project is showing signs of scope creep
- Captures requirements of a project using appropriate techniques
- Understands the importance of establishing baselines, which can be used as a reference during the change control procedure
- Follows the change control process defined within the project

## Level 2

- Understands the importance of defining the project scope during project initiation and challenges this when it is not clear
- Can research, assess and prioritise stakeholders' requirements and manage their expectations
- Develops the change control approach and define tolerances, documenting this clearly and communicating with the project team
- Recognises and communicates early warning signs of scope creep
- Reports and escalates any changes to the project
- Ensures the change control process is followed
- Assesses the impact of the change to the project plan and objectives of the project

## Level 3

- Monitors progress and refines as appropriate the schedule for resource use, implementing the change control process where relevant
- Recommends appropriate actions and influences senior management decisions based on changes to the project

# Risk and Issue Management



**Risk and issue management** within a project is the process of identifying, analysing and evaluating individual and overall risks and issues and managing them proactively to optimise project success. Project managers should be able to effectively record and assess risk and issues on a regular basis and comply with escalation hierarchies where appropriate.

To do so they must demonstrate effectiveness and understanding in the following sub-competencies:

- **Risk identification and analysis**
- **Maintaining the risk register**
- **Risk escalation**
- **Risk mitigation**
- **Issue management**

## Level 1

- Understands the difference between risks and issues
- Understands and follows the agreed risk management process
- Maintains the risk and issue register
- Understands that some risks may be an 'opportunity' which have potential to have a positive impact on project objectives
- Manages risks within own area of responsibility
- Understands and follows the methods which are used to escalate a risk within a project
- Understands the different actions that can be taken to mitigate a risk
- Understands that an issue is a relevant event which has happened, was not planned and requires management action
- Monitors and seeks updates from risk owners
- Understands the hierarchy of risk registers within an organisation

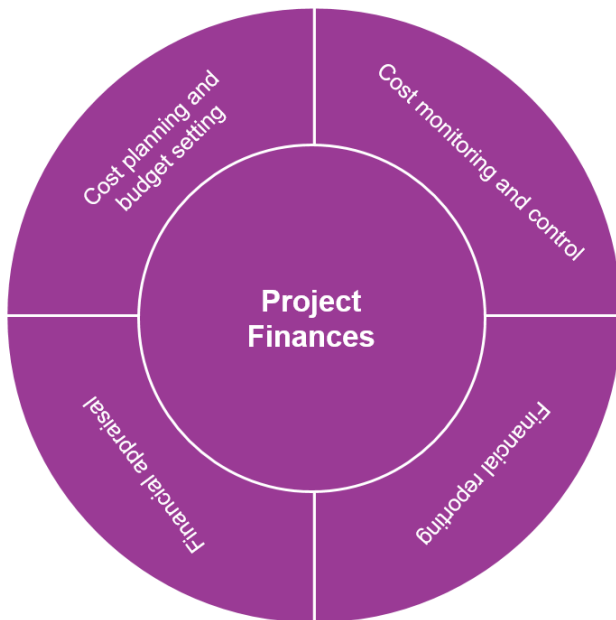
## Level 2

- Collaborates with the project team and relevant stakeholders to produce mitigation plans for each risk and document these to an appropriate level
- Facilitates risk workshops
- Proactively manages risks and issues
- Updates the project plan upon reflection of risks and issues
- Challenges stakeholders on risk mitigation plans
- Manages the relationships between the hierarchy of risk registers within an organisation
- Is responsible for communicating risks in risk register
- Ensures positive risk culture in the team
- Contributes to defining the risk appetite for the project

## Level 3

- Consistently embeds and promotes a risk management culture into the project team and follows best practice risk management methodology
- Understands the importance for ownership of risks to be taken and identifying appropriate owners, taking on responsibility themselves if required
- Holds risk owners to account
- Regularly reviews the risk process within the project and ensures continuous improvement regarding the culture and practice of risk management
- Manages conflict in the risk management process

## Project Finances



**Project finances** relates to the planning and monitoring of the financial performance and benefits of the project. Project managers should be able to plan the project's costs and resources, effectively report on financial performance and be proactive in maximising financial efficiency.

To do so they must demonstrate effectiveness and understanding in the following sub-competencies:

- **Cost planning and budget setting**
- **Cost monitoring and control**
- **Financial appraisal**
- **Financial reporting**

### Level 1

- Monitors financial performance throughout the project and maintains financial records
- Understands that financial appraisal is used to test the viability of project decisions and the value they generate which should be reflected in the business case
- Prepares financial reports for stakeholders in line with organisational requirements
- Maintains the project cost plan
- Completes the administration processes associated with financial management (*including processing invoices, purchase orders etc...*)
- Demonstrates a proactive approach to maximising financial efficiency

### Level 2

- Manages financial performance on a project
- Applies different methods of financial appraisal and demonstrates awareness of the benefits and limitations of each approach
- Can develop the project cost plan
- Applies different methods of financial estimation
- Understands and presents information contained within financial reports and adjusts project accordingly
- Identifies financial benefits of project
- Understands the relationship between the resource plan and the cost plan
- Establishes and agrees an overall budget for a project, based on business case

### Level 3

- Defines financial reporting requirements and schedules for milestones and reviews for the project
- Identifies different sources of funding and negotiates budgets
- Accountable for multiple project budgets

## Project Structure and Governance



**Project Structure and Governance** relates to the framework for governing a project to enable effective decision making and project delivery. Project managers should maintain project documentation, be able to utilise different project lifecycles and methodologies and consider the impact of their project in line with strategic objectives.

To do so they must demonstrate effectiveness and understanding in the following sub-competencies:

- **What is a project?**
- **Understanding project lifecycles and project methods**
- **Project documentation**
- **Reporting**
- **Effective decision making**

### Level 1

- Understands the definition of a project
- Can describe the different roles and responsibilities within a project (*e.g. project manager, project sponsor, etc...*)
- Has knowledge of the different types of documents produced during the project lifecycle and at which stages of the project lifecycle they are relevant and should be produced/updated
- Can identify the range of methodologies used to deliver a project
- Maintains up to date and accurate project records and follows an information management process
- Establishes and complies with the requirements for reporting set out by the project board
- Produces the different types of documents required throughout the duration of a project
- Understands differences between projects, programmes and portfolios
- Understands hierarchy of decision making within a project
- Understands the principles of 'good governance'

### Level 2

- Refers to the project objectives when making decisions to make sure decisions made are aligned with the overall project aim and strategic objectives of the ICS
- Ensures decisions made during the project are being made at the appropriate authority level
- Develops project plans with appropriate stages and gateways to enable successful project delivery
- Follows best practice methodologies (*e.g. waterfall, agile, good governance etc...*)
- Defines the different authorities for decision making on a project

### Level 3

- Demonstrates influence of decision making
- Provides recommendation of project structure
- Identifies the appropriate methodology for different types of project
- Represents the project at board level

# Quality Management and Assurance



**Quality Management and Assurance** is the process for ensuring that all project activities necessary to design, plan and implement a project are effective in respect to its objectives. Project managers should plan and implement regular quality control activities to ensure deliverables are aligned with stakeholder requirements and fit for purpose.

To do so they must demonstrate effectiveness and understanding in the following sub-competencies:

- **Gateways**
- **Reviews and audits**
- **Quality planning**
- **Quality control**
- **Quality assurance**

## Level 1

- Follows defined methods and processes, measuring against agreed method (assurance)
- Helps administer the gateway process
- Understands the different types of assurance reviews on a project
- Maintains a quality register
- Gathers update on progress and quality of the deliverables
- Captures stakeholder requirements and reviews these to produce deliverable descriptions
- Understands the difference between project assurance and quality assurance
- Understands the purpose of audits, the relevant bodies involved and the potential requirement for the project to respond to audit findings

## Level 2

- Facilitates the project gateway process
- Promotes a culture of quality management and improvement throughout the lifecycle of the project
- Develops and defines a quality management approach for a project and ensures this is followed
- Undertakes independent assurance of project deliverables
- Regularly reviews project processes

## Level 3

- Is accountable for project gateway process
- Is accountable for ensuring project audits take place and actions are completed appropriately
- Provides recommendation for a project to be terminated if it is not delivering
- Undertakes a defined maturity assessment for the project