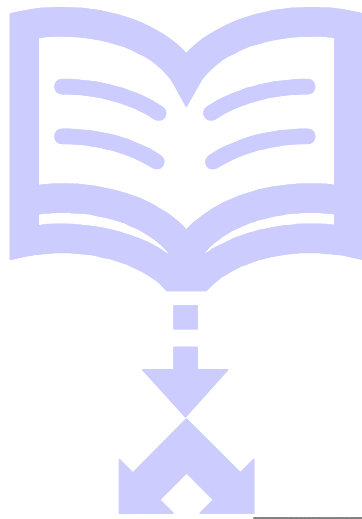
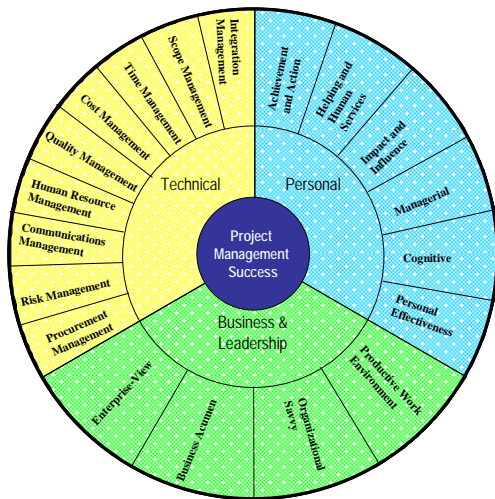


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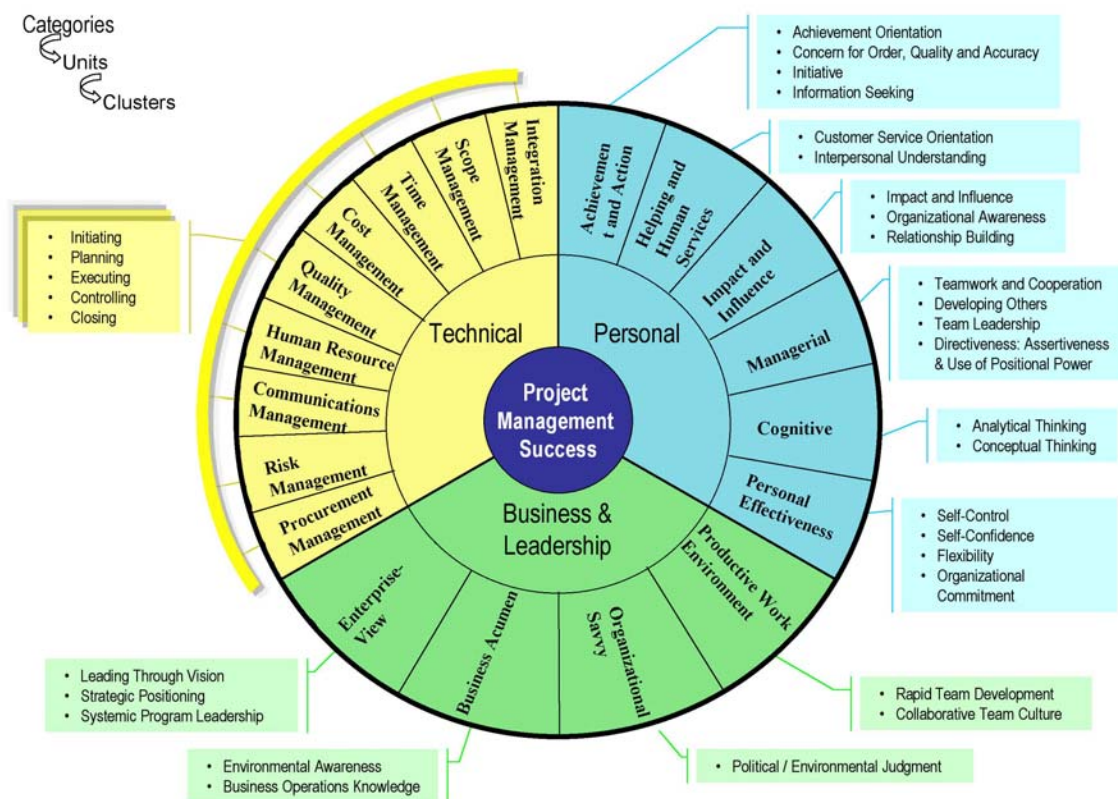


Profile  
Selection



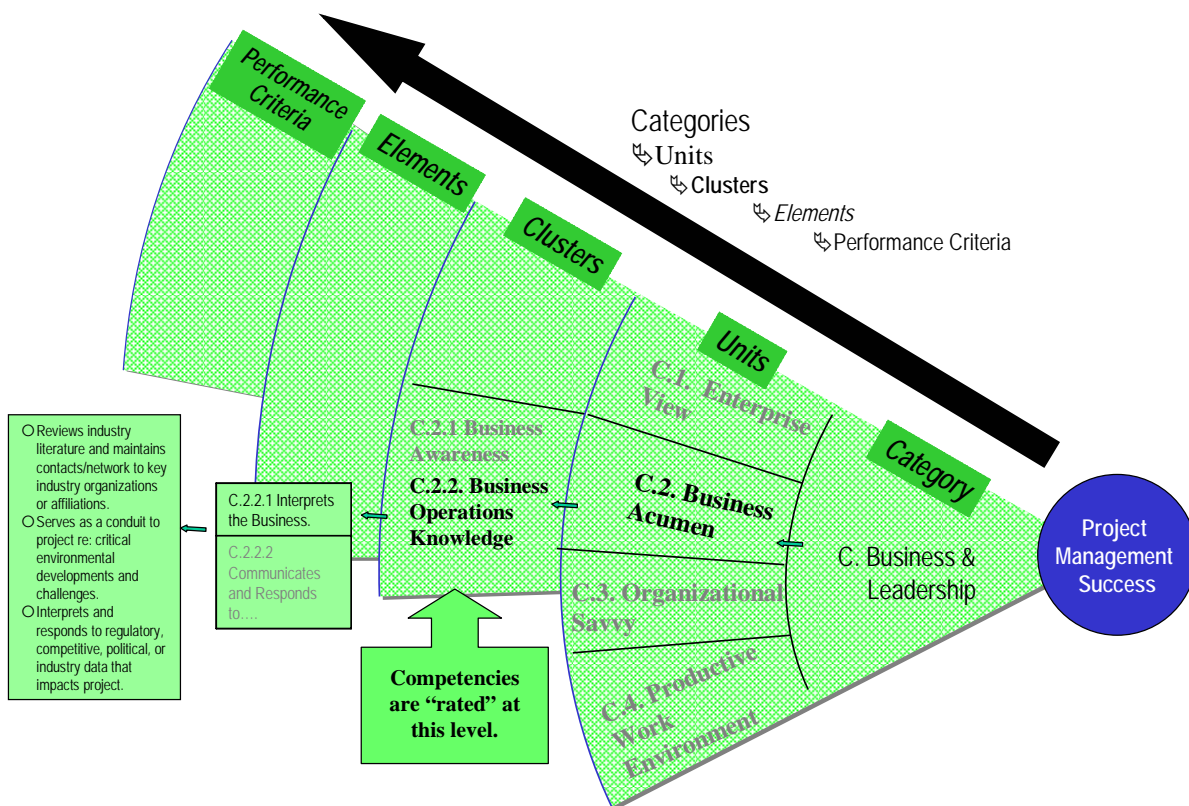
**Clusters** At the next level of specificity, each unit is comprised of several clusters that begin to further describe areas of influence and the concentration of effort required for successful project management.

### Project Management Competency Model



### Elements and Performance Criteria

Each cluster is further defined in terms of several elements and their corresponding performance criteria. At this level, the behaviors associated with project management success emerge. One example of the elements and performance criteria appears below. This example of elements and performance criteria is drawn from the Business and Leadership category, Business Acumen unit, Business Operations Knowledge cluster.



### Rating Scale

In a later portion of this *Field Guide* you will find the Competency Assessment Tool. It is important to note that competencies are assessed at the element level, with the performance criteria serving as information to clarify and define performance before assessing. The scale used to rate each competency cluster appears below:

(U) Unaware	(A) Aware	(F) Functional	(P) Proficient	(E) Expert
Does not recognize this knowledge or skill dimension.	Possesses knowledge and familiar with concepts, but have not applied to a real situation.	Applies knowledge or skill to routine situations, occasionally requiring guidance.	Exercises breadth of knowledge and skills to address complex situations without guidance.	Coaches and supports others utilizing breadth of experience or specialized depth of expertise.

To select profile, prior to conducting Competency Assessment:

1. On an "original form" (see Appendix A), place a check next to those competency clusters that are relevant to the Project Management role being considered. Optional: If you prefer to further differentiate the applicable clusters, use the small box provided to place an H, M, or L to indicate the High, Medium, or Low relative importance of the cluster.

## Example

Category A: Technical Competencies	
A.1 Project Integration Management	
<input checked="" type="checkbox"/>	A.1.1 Initiating
<input checked="" type="checkbox"/>	A.1.2 Planning
<input type="checkbox"/>	A.1.3 Executing
<input type="checkbox"/>	A.1.4 Controlling
<input type="checkbox"/>	A.1.5 Closing
A.2 Project Scope Management	
<input type="checkbox"/>	A.2.1 Initiating

**Place a check (or an H, M, or L) in this box if the cluster is selected as relevant during Profile Selection.**

2. Make two copies of the form to use for assessment. It is critical that assessment occur on a form that does not have desired proficiency levels indicated but does have relevant competencies selected.

Category A: Technical Competencies	
A.1 Project Integration Management	
<input checked="" type="checkbox"/>	A.1.1 Initiating
<input checked="" type="checkbox"/>	A.1.2 Planning
<input type="checkbox"/>	A.1.3 Executing
<input type="checkbox"/>	A.1.4 Controlling
<input type="checkbox"/>	A.1.5 Closing
A.2 Project Scope Management	
<input type="checkbox"/>	A.2.1 Initiating

Category A: Technical Competencies	
A.1 Project Integration Management	
<input checked="" type="checkbox"/>	A.1.1 Initiating
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<input type="checkbox"/>	A.1.4 Controlling
<input type="checkbox"/>	A.1.5 Closing
A.2 Project Scope Management	
<input type="checkbox"/>	A.2.1 Initiating

**Before selecting desired proficiency level (also called proficiency standard), make two copies of the form with the relevant clusters selected.**

(U) Unaware	(A) Aware	(F) Functional	(P) Proficient	(E) Expert
Does not recognize this knowledge or skill dimension.	Possesses knowledge and familiar with concepts, but have not applied to a real situation.	Applies knowledge or skill to routine situations, occasionally requiring guidance.	Exercises breadth of knowledge and skills to address complex situations without guidance.	Coaches and supports others utilizing breadth of experience or specialized depth of expertise.

- Return to your original form and identify the desired proficiency level for the role by placing a check over the U, A, F, P, or E.

Category A: Technical Competencies						
A.1 Project Integration Management						
<input checked="" type="checkbox"/>	A.1.1 Initiating	U	A	F	P	E
<input checked="" type="checkbox"/>	A.1.2 Planning	U	A	F	<input checked="" type="checkbox"/>	E
<input type="checkbox"/>	A.1.3 Executing	U	A	F	P	E
<input type="checkbox"/>	A.1.4 Controlling	U	A	F	P	E
<input type="checkbox"/>	A.1.5 Closing	U	A	F	P	E
A.2 Project Scope Management						
<input type="checkbox"/>	A.2.1 Initiating	U	A	F	P	E

**Original**

*For selected clusters only, indicate the desired proficiency level by placing a check over the corresponding letter. See definitions for proficiency levels below. Note: "U" is not a viable proficiency standard.*

- Once Profile Selection is complete, move to Competency Assessment.

(U) Unaware	(A) Aware	(F) Functional	(P) Proficient	(E) Expert
Does not recognize this knowledge or skill dimension.	Possesses knowledge and familiar with concepts, but have not applied to a real situation.	Applies knowledge or skill to routine situations, occasionally requiring guidance.	Exercises breadth of knowledge and skills to address complex situations without guidance.	Coaches and supports others utilizing breadth of experience or specialized depth of expertise.

## STEP 2: Development Action Planning

**Development Action Planning Instructions** The Project Manager and his/her manager create a Development Action Plan that addresses gaps relevant to the individual's goals and priorities, as well as identified developmental gaps.

1. Compare the current proficiency levels and desired proficiency levels to determine the largest gaps/opportunities for development.

*Denotes gap between current proficiency levels and desired proficiency levels.*

### Category A: Technical Competencies

#### A.1 Project Integration Management

<input type="checkbox"/> A.1.1 Initiating	U A <b>F</b> P E
---	------------------

2. Select three to five competency clusters across the competency categories with the greatest opportunity for development, and record your choices in each of the development focus areas found on the Development Action Plan Worksheet.

#### Development Focus Area 1

<b>1. Competency category</b>	<i>Technical</i>	<b>2. Competency unit</b>	<i>Integration Management</i>
<b>3. Cluster</b>	<i>Initiating</i>		
<b>4. Select development strategies and record below</b>	<b>5. Target completion date</b>		<b>6. Progress and status updates</b>
<i>Review approved project selection methods/decision models and present findings.</i>	<i>10/15/03</i>		

**Record development strategies**

**Record development choices on the Development Action Plan Worksheet**

3. At the selected interval, manager and Project Manager complete Step 3: Measuring Progress.

(U) Unaware	(A) Aware	(F) Functional	(P) Proficient	(E) Expert
Does not recognize this knowledge or skill dimension.	Possesses knowledge and familiar with concepts, but have not applied to a real situation.	Applies knowledge or skill to routine situations, occasionally requiring guidance.	Exercises breadth of knowledge and skills to address complex situations without guidance.	Coaches and supports others utilizing breadth of experience or specialized depth of expertise.

### STEP 3: Measuring Progress

**Measuring Progress Instructions** The Project Manager and his/her manager periodically review progress and update the Development Action Plan.

1. Using the Development Action Plan completed by the Project Manager and his/her manager, the individual and manager meet periodically during implementation to measure and evaluate progress and adjust the Development Action Plan as necessary.
2. At the completion of implementation, the Project Manager and his/her manager can use the information from these meetings as input to the Step 1 (Competency Assessment) as they restart the Development Planning Cycle.

#### ***Development Action Plan***

##### **Development Focus Area 1**

<b>1. Competency category</b>	<i>Technical</i>	<b>2. Competency unit</b>	<i>Integration Management</i>
<b>3. Cluster</b>	<i>Initiating</i>		
<b>4. Select development strategies and record below</b>	<b>5. Target completion date</b>	<b>6. Progress and status updates</b>	
<i>Review approved project selection methods/decision models and present findings.</i>	<i>10/15/03</i>	<i>Reviewed and presented an overview at staff meeting on 10/12/03.</i>	
_____	_____	_____	
_____	_____	_____	

***Development strategies with follow-up measurement of progress***

(U) Unaware	(A) Aware	(F) Functional	(P) Proficient	(E) Expert
Does not recognize this knowledge or skill dimension.	Possesses knowledge and familiar with concepts, but have not applied to a real situation.	Applies knowledge or skill to routine situations, occasionally requiring guidance.	Exercises breadth of knowledge and skills to address complex situations without guidance.	Coaches and supports others utilizing breadth of experience or specialized depth of expertise.