Project Management

Definition
Must be able to plan and manage projects, activity schedules, resource allocation, time scales and timelines with associated budgets in order to deliver projects on time, within cost and at the required quality level.

Key Words: Project Planning; Project Execution and Monitoring; Achieving Project Outputs.

Behavioral Indicators:
1. Defines the project's scope and objectives.
2. Develops and writes project charters.
3. Plan resources (time, money, materials, consultants/service providers) for the execution of project.
4. Implements, executes and monitors projects.
5. Re-plans or manages the re-planning of projects as part of daily project management.
6. Produces or manages the production of project deliverables or outputs that are within budget and at the right quality levels.

PROFICIENCY LEVELS: Project Management

LEVEL I
- Manages a small or non-complicated project or sub-project team.
- Organizes the team and develops a work plan (e.g. MS-Project Gantt chart, allocates tasks in accordance with stated objectives)
- Maintains project records (e.g. working papers, audit trails, evidence of sign-off by senior personnel).
- Maintains project management documentation (e.g. status reports, issues tracking, timesheets, and payments).
- Updates project work plans. Agrees and makes amendments as appropriate.
- Maintains critical paths, follows changes to timetables, responsibilities and deliverables.
- Assesses the quality of the work performed by team members.
- Raises scope/boundary issues related to the team's area of work.
- Prepares written objectives for team members including sub-contractors or consultants.
- Monitors progress against the work-plan, reporting variations and issues in a timely and appropriate fashion, recommending and taking appropriate actions.
- Provides feedback, supervision and coaching to team members, including technical assistance required to ensure successful completion.
- Promotes teamwork and encourages team members to put team objectives ahead of personal objectives.

LEVEL II
- Manages a project team of full-time staff with specialist capabilities in a specialized, technical area.
- Develops (to a large degree) the contract and in particular the technical approach to the project, the work description and scope for the project (or sub-project).
- Assigns responsibilities, sets priorities, delegates tasks to others, and contributes needed resources; co-ordinates work efforts when necessary to produce deliverables.
- Attends to multiple tasks and details by focusing on key priorities and delegation to others.
- Makes decisions, taking into consideration the requirements for public accountability and stakeholder issues.
- Measures progress and monitors performance and results; keeps work on track.

- Identifies and acts on opportunities to partner with other departments and institutions, to achieve desired results.
- Manages the financial performance of the project (e.g. monitoring hours and expenditure, variation orders, contribution versus amount billed, accounts payable, contractual obligations, appropriate sign-off.
- Manages the risks identified and incorporates specific activities to overcome or reduce the risks.

LEVEL III

- Manages a large, complex and integrated project operating primarily in an integration role.
- Integrates products and services from different service providers, in a complex or large project.
- Manages a range of skill mixes and disciplines, manage across multiple sites/departments.
- Manages a third-party provider directly contracted to the Department or donor agency.
- Manages the contractual aspects ensuring all work was performed in accordance with the contract.
- Establishes the project management processes and risk and control processes.
- Applies advanced techniques such as Goal Directed Project Management (GDPM), PERT and Critical Path Analysis techniques to the overall project.
- Develops contingency plans for potential problems.
- Taps into a variety of resources to achieve results, such as cross–functional teams, developmental assignments, etc.
- Manages and motivates project staff so that they remain enthusiastic and produce quality project outputs despite project constraints and setbacks.