Employment and Social Development Canada
Directive on Project Management Competency Development Program

Approval Authority:	Director General
	Investment Procurement and Project Management, CFOB
Business Owner:	Senior Director
	Investment Procurement and Project Management (IPPM)
Version:	1.0
Version Date:	19 - February - 2019

Revision History

Version	Description	Date	Approval Authority	Business Owner
1.0	Final	February 2019	Director General: Investment Procurement and Project Management	Senior Director: Enterprise Project Management Office; Investment Procurement and Project Management

Forward

The goal of the Project Management Competency Development (PMCD) Program is to build project management competency and capacity to deliver successful investment projects, on time, within scope, budget and by using systems, processes and controls that ensure value for money, sound stewardship and accountability with outcomes/benefits that are aligned with the corporate goals and objectives.

The Project Management Competency Development (PMCD) Program will provide Project Managers, at Employment and Social Development Canada (ESDC), with the tools and knowledge required to build its project management competency and capacity.

The PMCD Program will help build a strong community of project managers, and contribute to the advancement of project management maturity at ESDC.

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1 Title

Department of Employment and Social Development Canada (ESDC) – Directive on Project Management Competency Development Program.

2 Effective Date

This Directive takes effect on April 1, 2019.

This Directive will be reviewed according to the Quality Management Standard; however, the Enterprise Project Management Office has reserved the right to conduct intermittent revisions to this policy instrument on a limited and specific basis.

3 Authorities

The authorities described in Section 9 of the ESDC Policy on Project and Programme Management apply to this directive.

4 Application

This directive sets the parameters of the PMCD Program which is mandatory for all term and indeterminate employees of ESDC who are exercising the functions of a project manager. The PMCD will not be used for any staffing purposes including: advertised, non-advertised, indeterminate and/or acting appointments. This program is developed and managed separately from the annual performance management process. PMCD is not a leadership development program and will not be used for any other Human Resources related actions.

5 Context

The target audience for PMCD is term and indeterminate ESDC employees. Their roles may include but are not limited to:

- Project Managers (Mandatory)
- Project Team Members
- Project Sponsors
- Senior Management
- Individuals responsible for establishing and developing project management competence
- Individuals or organizations interested in project management, increasing competency within the project management community

6 Program Requirements

6.1 PMCD Competency Areas

PMCD will assess project management competency in three core areas:

- **Technical** - The skills and abilities within the technical competence are consistent with the project management knowledge areas defined by the Project Management Institute in the PMCD Directive and Project Management Body of Knowledge (PMBoK) Guide®, as well as the governance and stages of projects within Employment and Social Development Canada's (ESDC's) investment project environment.

- **Behavioral (Personal)** – Behavioral (personal) competencies are those behaviors, attitudes, and core personality characteristics that contribute to a person's ability to manage projects.

- **Functional (Project management in an ESDC context)** – These competency elements are related to functional areas of project management as they are performed at ESDC.

Each of the three core competencies – Technical, Behavioural and Functional (ESDC), that are intended to be developed by PMCD, have specific skills and abilities that are defined in the Competency Description document.

6.2 Alignment to Project Size

PMCD was developed to align the Project Management Competency Development levels with the size of a project.

The table below shows the alignment between the project size and the assessed PMCD level of a project manager. Project managers who have been assessed by the PMCD team and have been determined to be competent at the "PMCD Designation" level can manage a project at the corresponding project size.

Table 1 – PMCD Designation

Class	Size	PCRA	PMCD Designation
A	Major	3-4	Expert
B	Major	2	Specialist
		1	Practitioner
C	Minor	3-4	Specialist
		1-2	Practitioner
D	Small		Foundational
E	Lite		
F	Non-Gated		

6.3 PMCD Level Progression

The image below provides a rudimentary outline of the progression of project managers through the PMCD program. A project manager will be assessed at each level for the specified skills and abilities. Experience and education requirements, as well as a training curriculum will be used in conjunction with these assessments to holistically assess a project manager's breadth and depth of competency. The assessment map, experience requirements, training curriculum and competency descriptions can all be found as accompanying documents to this directive.

Expert

Behavioral Skills and Abilities: Strategic Thinking & Decision Making, Managing People, Effectiveness, Negotiation.

Specialist

Behavioral Skills and Abilities: Strategic Thinking & Decision Making, Managing People, Effectiveness, Negotiation.

Practitioner

Behavioral Skills and Abilities: Strategic Thinking & Decision Making, Managing People, Effectiveness, Negotiation.

Functional Skills and Abilities: Project Methodologies, Project Management Information System (PMIS), Governance & Project Life Cycle, HR for Project Management, Contracting & Procurement.

Technical Skills and Abilities: Project Integration Management, Project Scope Management, Project Schedule Management, Project Cost Management, Project Quality Management, Project Resource Management, Project Communications Management, Project Risk Management, Project Procurement Management, Project Stakeholder Management.

Experience

Education

Foundational

Program registrants at this level are not yet capable of managing a project

7 References

7.1 Treasury Board Policy & Directives:

- Treasury Board Policy on the Planning and Management of Investments (*Development*)
- Treasury Board Directive on the Management of Projects and Programmes (*Development*)

7.2 ESDC, EPMO Policy & Directives:

- ESDC Policy on Project and Programme Management (*Development*)
- ESDC Directive on Programme Management (*Development*)
- ESDC Directive on Project Management (*Development*)

7.3 Supporting PMCD Program Information

- Project Management Competency Development Standard (*Development*)
- Project Management Competency Development Procedures (*Development*)
- PMCD Training Curriculum (*Development*)

8 Enquiries

Please direct enquiries about this directive to the Enterprise Project Management Office.

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