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

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Table of Contents

- 1 Title4**
- 2 Effective Date4**
- 3 Application4**
- 4 Context.....4**
 - 4.1 Competency Descriptions4
 - 4.1.1 Technical Competencies 4
 - 4.1.2 Functional Competencies..... 9
 - 4.1.3 Behavioural Competencies 10
- 5 Assessment.....12**
 - 5.1 PMCD Rating Scale 12
- 6 Experience Requirements12**
 - 6.1 PMCD Level 1 – Practitioner 12
 - 6.2 PMCD Level 2 – Specialist..... 13
 - 6.3 PMCD Level 3 – Expert..... 13
- 7 Education Requirements13**
 - 7.1 PMCD Level 1 – Technical competencies 13
- 8 Training.....13**
- 9 References.....14**
 - 9.1 ESDC..... 14
- 10 Enquiries.....14**
- Appendix A: Definitions14**



1 Title

Department of Employment and Social Development Canada (ESDC) Project Management Competency Development Program Standard.

2 Effective Date

This Standard takes effect on **April 1, 2019**.

3 Application

This Standard applies to all ESDC personnel operating in a project environment as specified in the Directive on Project Management Competency Development Program.

4 Context

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

4.1 Competency Descriptions

4.1.1 Technical Competencies¹

Technical competencies in project management refer to the ability to perform the technical aspects of a project. The skills and abilities within the technical competencies identified below are consistent with the project management knowledge areas defined by the Project Management Institute in their PMCD Framework and Project Management Body of Knowledge (PMBOK) Guide®, as well as the project management practice within Employment and Social Development Canada's (ESDC's) project environment.

4.1.1.1 Project Integration Management

The process of making the various project management processes work together by identifying, defining, combining, unifying, and coordinating the various processes and project management activities.

For the purpose of PMCD, some activities included with this knowledge area include:

¹ Project Management Institute, **A Guide to the Project Management Body of Knowledge – Fifth Edition**, Project Management Institute Inc., 2013

Project Management Institute, **A Guide to the Project Management Body of Knowledge – Sixth Edition**, Project Management Institute Inc., 2017

- *Develop Project Charter* - The project charter formally authorizes the existence of a project. It provides the project manager with the authority to apply organizational resources to project activities.
- *Develop Project Management Plan* - This is the process of defining, preparing, and coordinating all subsidiary plans and integrating them into a comprehensive project management plan. The project's integrated baselines and subsidiary plans may be included within the project management plan.
- *Direct and Manage Project Work* – This is the process of leading and performing the work defined in the project management plan and implementing approved changes to achieve the project's objectives.
- *Monitor and Control Project Work* – This is the process of tracking, reviewing, and reporting project progress against the performance objectives defined in the project management plan.
- *Perform Integrated Change Control* - This is the process of reviewing all change requests, approving changes, and managing changes to deliverables, organizational process assets, project documents, project management plans, and communicating their disposition.
- *Close Project or Phase* – This is the process of finalizing all activities across the Project Management Process Groups to formally complete the phase or project.

4.1.1.2 Project Scope Management

The processes and activities needed to identify, define, combine, unify, and coordinate the various processes and project management activities within the project management process groups.

For the purpose of PMCD, some activities of this knowledge area include:

- *Plan Scope Management* – the process of creating a scope management plan that documents how to define, validate, and control the project scope.
- *Collect Requirements* – the process of determining, documenting, and managing stakeholder needs and requirements to meet project objectives.
- *Define Scope* – the process of developing a detailed description of the project and product.
- *Create the Work Breakdown Structure (WBS)* – the process of subdividing project deliverables and project work into smaller, more manageable components.
- *Validate Scope* – the process of formalizing acceptance of the completed project deliverables.
- *Control Scope* – the process of monitoring the status of the project and product scope and managing changes to the scope baseline.

In the PMCD context, the term “scope” refers to:

- *Product Scope* – the features and functions that characterize a product, service, result.
- *Project Scope* – the work performed to deliver a product, service, or result with the specified features and functions. The term “Project Scope” can also include the Product Scope.

4.1.1.3 Project Schedule Management

The processes required to manage the timely completion of the project.

For the purpose of PMCD, some activities of this knowledge area include:

- *Plan Schedule Management* – the process of establishing the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule.
- *Define Activities* – the process of identifying and documenting the specific actions to be performed to produce the project deliverables.
- *Sequence Activities* – the process of identifying and documenting relationships among the project activities.
- *Estimate Activity Durations* – the process of estimating the number of work periods needed to complete individual activities with estimated resources.
- *Develop Schedule* – the process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create the project schedule model.
- *Control Schedule* – the process of monitoring the status of project activities to update project progress.

4.1.1.4 Project Cost Management

The processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved budget.

For the purpose of PMCD, some activities of this knowledge area include:

- *Plan Cost Management* – the process that establishes the policies, procedures, and documentation for planning, managing, expending, and controlling project costs.
- *Estimate Costs* – the process of developing an approximation of the monetary resources needed to complete project activities.
- *Determine the Budget* – the process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline.
- *Control Costs* – the process of monitoring the status of the project to update the project costs and managing changes to cost baseline.

4.1.1.5 Project Quality Management

The processes and activities of the performing organization that determine quality policies, objectives, and responsibilities so that the project will satisfy the needs for which it was undertaken.

For the purpose of PMCD, some activities of this knowledge area include:

- *Plan Quality Management* – the process of identifying quality requirements and/or standards for the project and its deliverables and documenting how the project will demonstrate compliance with quality requirements.
- *Manage Quality* – the process of auditing the quality requirements and the results from quality control measurements to ensure that appropriate quality standards and operational definitions are used.

- *Control Quality* – the process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes.

4.1.1.6 Project Resource Management

Project Resource Management includes the processes to identify, acquire, and manage the resources needed for the successful completion of the project. These processes help ensure that the right resources will be available to the project manager at the right time and place.

For the purpose of PMCD, the Project Resource Management processes are:

- *Plan Resource Management* – the process of defining how to estimate, acquire, manage, and utilize physical and team resources.
- *Estimate Activity Resources* – the process of estimating team resources and the type and quantities of material, equipment, and supplies necessary to perform project work.
- *Acquire Resources* – the process of obtaining team members, facilities, equipment, materials, supplies, and other resources necessary to complete project work.
- *Develop Team* – the process of improving competencies, team member interaction, and the overall team environment to enhance project performance.
- *Manage Team* – the process of tracking team-member performance, providing feedback, resolving issues, and managing team changes to optimize project performance.
- *Control Resources* – the process of ensuring that the physical resources assigned and allocated to the project are available, as well as monitoring the planned versus actual use of resources, and performing corrective action, as necessary.

4.1.1.7 Project Communications Management

The processes that are required to ensure timely and appropriate planning, the collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information.

For the purpose of PMCD, some activities of this knowledge area include:

- *Plan Communications Management* – the process of developing and appropriate approach and plan for project communications based on stakeholder's information needs and requirements, and available organizational assets.
- *Manage Communications* – the process of creating, collecting, distributing, storing, retrieving, and the ultimate disposition of project information in accordance with the communications management plan.
- *Monitor Communication* – the process of monitoring and controlling communications throughout the entire project life cycle to meet the information needs of the stakeholders.

4.1.1.8 Project Risk Management

The processes of conducting risk management planning, identification, analysis, response planning, and controlling risk on a project.

For the purpose of PMCD, some activities of this knowledge area include:

- *Plan Risk Management* – the process of defining how to conduct risk management activities for a project.

- *Identify Risks* – the process of determining which risks may affect the project and documenting their characteristics.
- *Perform Qualitative Risk Analysis* – the process of prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact.
- *Perform Quantitative Risk Analysis* – the process of numerically analyzing the effect of identified risks on overall project objectives.
- *Plan Risk Responses* – the process of developing options and actions to enhance opportunities and reduce threats to project objectives.
- *Monitor Risk* – the process of implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness throughout the project.

4.1.1.9 Project Procurement Management

The processes necessary to purchase or acquire products, services, or results needed from outside the project team.

For the purpose of PMCD, some activities of this knowledge area include but are not limited to:

- *Plan Procurement Management* – the process of documenting project procurement decisions, specifying the approach, and identifying potential sellers.
- *Conduct Procurements* – the process of obtaining seller responses, selecting a seller, and awarding a contract.
- *Control Procurements* – the process of managing procurement relationships, monitoring contract performance, and making changes and corrections as appropriate.
- *Close Procurements* – the process of completing each project procurement.

4.1.1.10 Project Stakeholder Management

The processes required to identify all people or organizations impacted by the project, analyzing stakeholder expectations and impact on the project, and developing appropriate management strategies for effectively engaging stakeholders in project decisions and execution.

For the purpose of PMCD, some activities of this knowledge area include:

- *Identify Stakeholders* – the process of identifying the people, groups, or organizations that could impact (or be impacted) by a decision, activity, or outcome of the project; and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success.
- *Plan Stakeholder Engagement* – the process of developing appropriate management strategies to engage stakeholders throughout the project life cycle, based on the analysis of their needs, interests, and potential impact on project success.
- *Manage Stakeholder Engagement* – the process of communicating and working with stakeholders to meet their needs/expectations, address issues as they occur, and foster appropriate stakeholder engagement in project activities throughout the project life cycle.
- *Monitor Stakeholder Engagement* – the process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders.

4.1.2 Functional Competencies

These competency elements relate to functional areas of project management as performed at ESDC.

4.1.2.1 Project Methodologies

Knowledge of the various project methodologies, and their differences..

The two methodologies available are:

- *Waterfall* – a top-down approach to project management. Managers strive to eliminate risk and uncertainty by outlining all the steps in a project and defining its scope, budget, and schedule upfront. Investing time in the early stages of a project to ensure the proper design and requirements have been met ultimately saves significant time and effort correcting problems later on. Ensuring that one phase of a project is 100% successfully completed before moving on to the next. The Waterfall methodology is currently the approach used at ESDC.
- *Agile* – iterative or change-driven approach. It positions itself as a system that lends itself to faster turnaround and the dynamic ability to adapt to needed changes or course corrections. Tends to take a more people-centric perspective, implementing short, iterative phases called sprints that rely on ongoing feedback that continuously reshapes and refines the project path.

4.1.2.2 Project Management Information Solution (PMIS)

Knowledge and proficient use of the Project Management Information Solution (PMIS). PMIS is the department's central repository of information for ESDC projects. It provides Project Managers, Project Management Offices (PMOs) and Senior Management with the ability to ensure proper project management practice takes place, and ensures transparency within the department.

4.1.2.3 Governance & Project Life Cycle

Knowledge of the Government of Canada's governance administrative processes, ability to navigate ESDC's project management life cycle, and adhere to the policies, procedures and directives as defined by ESDC and Treasury Board Secretariat (TBS).

- Knowledge of project management concepts and techniques;
- Knowledge of the phases of project management;
- Knowledge of project management integration practices;
- Knowledge of common project management tools and templates; and
- Knowledge of project initiation, planning, implementation, monitoring, control and closure.

Governance

The Employment and Social Development Canada (ESDC) portfolio governance structure is comprised of several executive committees that play a key role in supporting the legislative mandate, and the policy, program and service delivery priorities of the Portfolio. In addition to supporting decision-making, these committees provide a venue to ensure the use of horizontal approaches and coordination of activities across the Portfolio.

Of importance to the Investment Management Process are the Portfolio Management Board (PMB), the Major Projects and Investments Board (MPIB), and the Director General Project Oversight Committee (DGPOC).

4.1.2.4 Contracting and Procurement

The ability to obtain agreements between vendors and clients. Topics such as procurement, conducting a tendering process, negotiating, and administering contracts are explored. Project procurement management covers performance of the work necessary to purchase and acquire products, service, or results needed from outside the project team.

- Knowledge of procurement policies and procedures;
- Knowledge of acts, regulations, policies and agreements that affect contracting for services;
- Understanding of procurement strategy considerations; and
- Knowledge of tendering, directed and sole source procedures.

4.1.2.5 HR for Project Management

Knowledge of human resources management policies and procedures related to and how they relate to project management and the project team.

- Knowledge of basic staffing and classification practices and tools;
- Knowledge of HR planning process at ESDC;
- Knowledge of basic compensation practices and tools; and
- Knowledge of Official Languages requirements in the workplace.

4.1.3 Behavioural Competencies

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

4.1.3.1 Managing People

The ability to manage employee development, their work activities and their performance with the goal of optimizing efficient use of talent. Focuses on unlocking and channeling employees' potential and sees this as a key to success. It is also the process of forming, monitoring and maintaining constructive relationships to enable the successful delivery of any project.

- Establish an effective work climate and is accessible;
- Capitalize on, and grows individual talent and manage performance; and
- Maintains project stakeholders' involvement, motivation and support.

4.1.3.2 Effectiveness

The degree to which objectives are achieved and the extent to which targeted problems are solved. Effectiveness refers to the level of quality with which a task or process is carried out that ultimately leads to higher overall business performance.

- Understand what information to share with others, with whom and when;
- Demonstrate flexibility towards changes that benefit the project; and
- Takes actions/decisions in a timely manner even in difficult and ambiguous situations.

4.1.3.3 Negotiation

The bargaining (give and take) process between two or more parties seeking to discover a common ground and reach an agreement to settle a matter of mutual concern or resolve a conflict. The aim is to achieve the best possible outcome for the organization.

- Effectively questions other parties to understand interests underlying positions;
- Identifies the needs of other parties and acknowledges interdependencies;
- Focuses the discussion on common interests;
- Deals constructively with conflict situations;
- Generates and proposes ideas that address the interests of different parties; and
- Closes discussions with agreed on or common ground items summarized.

4.1.3.4 Strategic Thinking and Decision Making

The process used to broaden an individual's perspective to achieve innovation, competitive edge or more successful outcomes. It includes a course of action purposely chosen from a set of alternatives to achieve organizational objectives or goals. It is a continuous and indispensable component of project management.

- Readily assesses and synthesize a broad range of complex information;
- Identifies context, trends, and connections, and links information to form a comprehensive perspective;
- Recognize strategic opportunities for enhancing the success of a venture or activity; and
- Makes sound and reasonable decisions or recommendations, recognizing and carefully weighing the risks and benefits of prospective actions.



5 Assessment

For the purpose of PMCD, project managers 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. In order to facilitate a re-assessment process (when applicable), the PMCD team will communicate with the participants on a bi-annual basis to collect any new experiential or educational evidence.

5.1 PMCD Rating Scale

During the assessment process, the PMCD team may use a 5-level progression scale to assess the competencies listed in the PMCD Competency Descriptions section. This scale will be used to ascertain the competency level of a project manager for a particular skill or ability.

SIGNIFICANTLY BELOW THE LEVEL	CLEARLY BELOW THE LEVEL REQUIRED	SLIGHTLY BELOW THE LEVEL	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS	GREATLY EXCEEDS EXPECTATIONS
<p>QUANTITATIVE SCALE: 0</p> <p>NO RESPONSE or no relevant details presented</p>	<p>QUANTITATIVE SCALE: 1 (VERY WEAK)</p> <p>Knowledge: Demonstrated a very weak understanding of the subject. Hardly any important or secondary points were addressed. There are noticeable shortcomings and significant problems. Weaknesses observed could have a very strong impact on performance.</p> <p>Competencies: Demonstrated weak or no evidence of most behaviors.</p> <p>Qualifiers: Very few appropriate answers were provided. Mostly inadequate, ineffective, often incorrect, insufficient, hardly appropriate, often wrong, somewhat basic, inaccurate, limited, poor, superficial, misinformed, unacceptable, no assurance.</p>	<p>QUANTITATIVE SCALE: 2 (WEAK)</p> <p>Knowledge: Demonstrated a weak understanding of the subject. Some of the important points have been addressed, but many secondary points have been omitted. Approach not always logical.</p> <p>Competencies: Demonstrated a moderate evidence of some behaviors.</p> <p>Qualifiers: Some shortcomings have been observed in important areas. Weaknesses observed could have an impact on some performance aspects. Occasionally inadequate, sometimes appropriate, occasionally wrong, occasionally uncertain, somewhat basic, inaccurate, sometimes superficial, little assurance.</p>	<p>QUANTITATIVE SCALE: 3 (GOOD)</p> <p>Knowledge: Demonstrated a good understanding of the subject. Most of the major and secondary points were well addressed and with a logical approach.</p> <p>Competencies: Demonstrated a good evidence of all or most behaviors with consistency.</p> <p>Qualifiers: Some minor shortcomings with some impact but none in highly significant areas, sufficient, competent, appropriate, effective, well founded, correct, satisfactory, suitable.</p>	<p>QUANTITATIVE SCALE: 4 (VERY GOOD)</p> <p>Knowledge: Demonstrated a very good understanding of the subject. All major and most secondary points were very well addressed, and with a very logical approach.</p> <p>Competencies: Demonstrated a strong evidence of all or most behaviors with consistency and depth.</p> <p>Qualifiers: Very competent, constant, skillful, very effective, judicious, strong, very thorough, well founded.</p>	<p>QUANTITATIVE SCALE: 5 (EXCELLENT)</p> <p>Knowledge: Demonstrated a truly exceptional understanding of the subject. All major and secondary points were exceptionally well addressed, and with an extremely logical approach.</p> <p>Competencies: Demonstrated exceptional evidence of all or most behaviors with a high degree of consistency, impact and depth.</p> <p>Qualifiers: No shortcoming observed, very effective, always very high quality, remarkable, faultless, highly skillful, extremely thorough, well informed, accurate, judicious, and exceptionally strong.</p>

6 Experience Requirements

6.1 PMCD Level 1 – Practitioner

To qualify for a PMCD level of Practitioner, the following experience is required:

- Two or more years of experience within the last five years as a project manager, project lead, or project coordinator, on a gated OR non-gated project, not restricted to Government of Canada or Employment and Social Development Canada; and
- Was directly involved with the processes that produced the outputs associated with or in support of a project.

Note: There are competency areas for which it is understood that while experience is desirable and preferred, the candidate may not have been given the opportunity to apply knowledge in this area. Therefore, substantial knowledge of this competency area is acceptable.

6.2 PMCD Level 2 – Specialist

To qualify for a PMCD level of Specialist, the following experience is required:

- Three or more years of experience within the last five years as a project manager for a PCRA rated 1 investment project within the Government of Canada ; and
- Has direct experience or has managed others undertaking the processes and producing the outputs associated with a PCRA rated 1 or higher investment project.

6.3 PMCD Level 3 – Expert

To qualify for a PMCD level of Expert, the following experience is required:

- Five or more years within last 10 years of experience as a project manager of PCRA rated 2 project within the Government of Canada;
- Has planned, designed, adapted, or tailored the processes associated with a PCRA level 2, or higher, project; and
- Has direct experience, or has managed others, undertaking the processes and producing the outputs associated with a PCRA rated 2, or higher, project.

7 Education Requirements

Educational requirements will be assessed for the technical competencies of the Practitioner level of PMCD.

7.1 PMCD Level 1 – Technical competencies

To meet the technical competencies, the participant must provide proof of either:

- A Project Management Certification from an accredited project management authority (PMP, PRINCE2, etc.)
- OR
- A post-secondary certification (certificate, degree, or diploma) specialising in project management

The PMCD team will consider that as having met the requirements for PMCD technical competencies.

Should the participant not have the above-mentioned education, they will be required to complete the identified training from the PMCD training curriculum.

8 Training

The PMCD team in collaboration with the EPMO Training team and the College@ESDC have developed a curriculum for project managers at ESDC. Once the participant has provided proof of having succeeded the recommended courses in PMCD curriculum, they will not be required to repeat the course.

The PMCD team will also take into consideration any other relevant training obtained from the following areas:

- External to the Government of Canada
- Internal to the Government of Canada
- Internal to Employment and Social Development Canada

9 References

9.1 ESDC

CFOB

- ESDC Project Management Competency Development Directive
- ESDC Project Management Curriculum

HRSB

- Competency Based Management Framework

10 Enquiries

Please direct enquiries about this standard to the Enterprise Project Management Office
NC-BGPE-EPMO-GD@hrsdcc.gc.ca

Appendix A: Definitions

Practitioner: An employee actively engaged in the project management discipline.

Expert: An employee who has a comprehensive and authoritative knowledge of or skill in project management.

Specialist: An employee who concentrates primarily on and as is highly skilled in project management.

Project Manager: The person assigned by the performing organisation to lead the team, which is responsible for achieving the project objectives. At ESDC, the project manager is identified in the project charter and is fully responsible for the initiation, planning and delivery of the project.

