

## Service Profile - Project Management

### Competency Assessment and Development

For over 10 years Edison has been working closely with project management professionals to address the following elements for improved Project Management competency development:

- ① Organisation-wide project management policy;
- ① Clear definitions of responsibility and accountability;
- ① Identification, dissemination, and implementation of lessons learned;
- ① Objective performance-based incentives;
- ① Performance measurement and progress reporting;
- ① Selection, training, and qualification of project managers;
- ① Effective leadership, conflict management and team working; and
- ① Project management core competency and organisation.

### ORGANISATIONAL ASSESSMENT SUMMARY

#### Benchmarking Study

Our first task, when working with an organisation, is often to benchmark their existing approach to managing their projects. An organisational benchmarking study has the purpose of identifying project management career development practices and processes, benchmarking standards and best practices. These elements can then be aligned to recognised global practices. The benchmarking study collects and analyses qualitative data to identify categories of common elements that can then be applied in the design and development of a project management and career development and certification program for the organisation.

Two qualitative methods of data collection are applied; the first method is a structured interview of process owners, the second method involves a focus group discussion with representatives from different levels of the organisation. Based on input from internal stakeholders, questions are developed that guide the discussions in a structured format for the individual interviews and focus groups.

#### Business Focus

The focus for Edison consultants is always impact on our client's business, the next step therefore is to identify business needs particularly in respect of;

- ① organisational project management development and certification process, including; functional/knowledge areas; competency requirements at each level; training requirements; developmental experience requirements; typical paths of project management careers; and technologies that support project management content and business processes.
- ① how the project management development and certification process integrate into other business processes within the organisation.
- ① benefits and risks of developing and certifying project managers and the metrics, in terms of: human resources, career development and organisational culture (achieving input and buy-in at all organisational levels); business practices and strategy; gains in efficiency and effectiveness; and bottom-line accomplishment of project goals.
- ① the organisational gap analysis, in developing and certifying project managers, in light of the history of the process to this point.
- ① recommendations to the client organisation in considering the development and implementation of a project management development and certification process.

#### RESULTS

The processes Edison use, combined with the experience of our people, mean that you should expect a wide range of benefits, including;

- ① increased workforce flexibility and mobility.
- ① consistent and recognised definition of capability across the organisation, allowing for a systems perspective
- ① development of communities of practice and effective mentorship, which in turn develops a powerful knowledge management infra-structure.
- ① skills and abilities taught to allow effective transfer to the business process.
- ① utilisation of a comprehensive training and development Standard Operating Procedure geared to cost comparison, cost avoidance, and cost savings in order to achieve the best return on investment.
- ① syllabus externally verified by independent recommendation for accreditation by the Association for Project Management (APM).

#### The Edison difference

Unlike most training providers, we use trainers who do more than just teach - they're our own highly experienced business consultants. This makes for a powerful combination - the most current course materials available delivered by instructors who have been out in the field solving "real world" problems using the latest technologies.

Our project management training is all about enhancing business performance.

#### How?

- ① Building on core skills - practicing and developing them.
- ① Boosting your team's knowledge implementing current global best practice.
- ① Sharing ideas which boost personal productivity.
- ① Ensuring effective balance of learning between technical and people skills.

Our standards of learning are high, we practice what we preach, our learning has been tested by some of the worlds top organisations. You can therefore be sure of a consistent high standard and best practice processes.



As an Association for Project Management (APM) Accredited Training Provider you can be assured that our training content and delivery has been verified by the profession.

We also offer support for candidates who wish to study for the Project Management Institute (PMI) exams or the Office of Government Commerce (OGC) standards PRINCE2 and MSP.

## INDIVIDUAL ASSESSMENT SUMMARY



### Assessing Individual's Development Needs

In most cases your organisation will manage projects utilising the collective experience of each individual in the project team, these people may have a collection of other qualifications. Edison firmly believe that there is little point in repetitive development and will therefore use a range of approaches to identify each individuals development needs.

### Approach to Individual Assessment

There are several choices we can make in assessing your people;

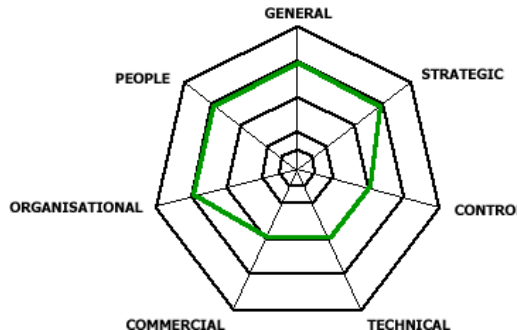
- ① One to one interviews using members of our consultant team, most of whom are experienced project managers in a variety of business environments. Interviewers are trained to identify competency elements in individuals and map these to best practice international standards.
- ① Questionnaires that we have developed are constructed to identify capability and are mapped to the APM Body of Knowledge (BoK). Each individual receives a full feedback report outlining their existing skill set in relation to the 7 sections of the BoK. The report is in an easy to read format using spider plots and bulleted information together with a full summary of personal development recommendations.
- ① Edison **proselect** is a two day assessment centre which can be used to either recruit new project managers or assess project managers against 30 elements of capability. **proselect** is more commonly used to assess more experienced project managers over the complete life cycle of the project. A comprehensive report is produced on each individual showing evidence of capability and comprehensive feedback on areas for improvement.
- ① Specific psychometric instruments that will test specific areas of strength and development needs. These may be in areas such as leadership, team roles, emotional intelligence or conflict management. These questionnaires are administered by qualified occupational psychologists to ensure that all analysis and feedback is conducted in the most effective way possible.

### What assessment method works best?

It is common for us to use a combination of assessment tools depending on the objectives of the process.

Tools choice used for assessment may differ from those used in the recruitment process or training needs. Whatever we decide you can be assured that the decisions made, based on the information obtained from the assessment, will be the best possible.

In response to the assessment process Edison can then provide full ongoing support. This may take the form of specific training courses to supplement existing skills and knowledge and coaching or mentoring to develop more advanced skill sets. We will help you make the best decisions and ultimately ensure that your project managers become better at managing projects, managing people and managing your business...



## A Planned Journey

### The APM PM Framework

#### STAGE 1 - General

- ① Project Management
- ① Programme Management
- ① Project Environment

#### STAGE 2 - Strategic

- ① Project Success Criteria
- ① Strategy Project Management Plan
- ① Value Management
- ① Risk Management
- ① Quality Management
- ① Health, Safety & Environment

#### STAGE 3 - Control

- ① Work Content & Scope Management
- ① Time Scheduling/Phasing
- ① Resource Management
- ① Budgeting/Cost Management
- ① Change Control
- ① Earned Value Management
- ① Information Management

#### STAGE 4 - Technical

- ① Design, Implementation, Hand-Over
- ① Requirements Management
- ① Estimating
- ① Technology Management
- ① Value Engineering
- ① Modelling and Testing
- ① Configuration Management

#### STAGE 5 - Commercial

- ① Business Case
- ① Marketing & Sales
- ① Financial Management
- ① Procurement
- ① Legal Awareness

#### STAGE 6 - Organisational

- ① Life Cycle Design & Management
- ① Opportunity
- ① Design & Development
- ① Implementation
- ① Hand-Over
- ① Post Project Evaluation Review
- ① Organisation Structure/Roles

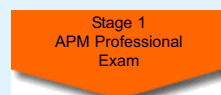
#### STAGE 7 - People

- ① Communication
- ① Teamwork
- ① Leadership
- ① Conflict Management
- ① Negotiation
- ① Personnel Management

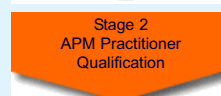
## Accelerating Your Organisation's Project Management Performance

The Edison Project Management Development Programme has been designed to allow those who work in a project management environment to gain internationally recognised project management qualifications that are competency based.

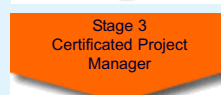
There are three stages of internationally recognised (IPMA) competency based qualification;



Stage 1 requirements can be fulfilled by candidates sitting the APM Professional Exam. The exam is held regularly by Edison at venues throughout the UK. Our Life Cycle Management, and Planning & Control learning support this stage.



The APM Practitioner Qualification is an assessment centre based qualification, supported by our Project Implementation Course. By using live simulations, Edison trainers are able to create realistic scenarios to test problem solving abilities.



When knowledge combines effectively with experience, true competence emerges, this is recognised by the APM in the project manager certification process. Edison's coaching and mentoring programmes assist the best project managers become even better.

