



CORPORATE EDUCATION CENTER

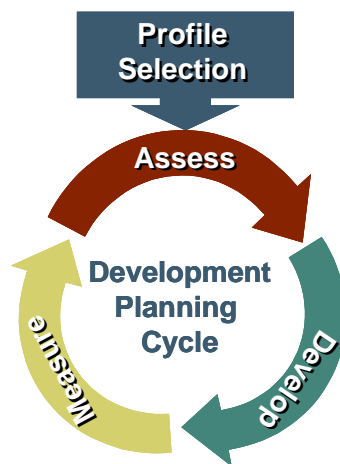
Does your organization have the skills to run your business?

In a highly competitive business environment, managers are expected to do more with less, grow their revenue, and down-size staff to increase profit. Despite cut-backs and lay-offs, project managers are still expected to complete projects on schedule and under budget. Accurately assessing an organization's project management skills enables managers to identify areas for improvement, create targeted development plans, and measure development effectiveness against a well-defined set of metrics and goals.

Boston University Corporate Education Center's (BUCEC) online *Project Management Competency Model* and *Skills Assessment Tools* enable managers and their employees to assess skill gaps, identify skill areas for development, and map those areas into a specialized development plan. BUCEC will help you evaluate your organization's project management skills within the context of your business' strategic objectives. Identify your organization's skill set requirements, hire more highly qualified people, and create effective development plans that best meet the needs of the organization. Develop your organization to run your business more efficiently, increase revenue and improve profitability.

BUCEC's Project Management Competency Development Process enables managers to:

- Create job profiles
- Assess individual/organizational skills
- Customize development to meet organizational needs
- Measure effectiveness of training



A Unique Value Proposition for Developing your Organization

BUCEC's Project Management Competency Model is unique in its ability to measure all of the critical project management competencies. Competencies are a set of well-defined skills, knowledge, and attributes that describe a highly successful performer. BUCEC is the only professional development organization that considers the three major categories that make up a project manager's competency:

- **Technical**--project management skills and knowledge required to successfully manage a project or to complete project related activities.
- **Personal**--characteristics that underlie a person's capability to manage a project.
- **Business and Leadership**--those big picture/context skills that enable project managers to link any given project to the relationships, resources and/or infrastructure of the organization.

Boston University Corporate Education Center's Project Management Competency Model



No other corporate development organization possesses the ability to collectively profile, assess, develop and measure against all of these competencies that are vital to the successful management of complex projects within any size or type of organization.

For more information on how BUCEC's *Project Management Competency Model Framework* can help your organization grow its business and increase its profitability, please contact a BUCEC Corporate Account Executive at 1-800- BUTRAIN (288-7246).

Project Management Online Competency Model and Skills Assessment Tools

Do your organization's project management skills measure up?

Find out if your organization is making the grade in project management. BUCEC offers two skills assessment tools to measure project management competencies: a subjective (self/supervisor) evaluation and an objective test. These tools can be customized to add or remove competencies and set skill levels that are relevant to your project management organizational development.

The *Project Management Competency Model* and *Skills Assessment Tools* will help you rate project management competencies in technical (project management) skills, personal skills*, and business and leadership skills. The skills assessments create a score, or proficiency rating, based on subjective and/or objective assessments. The assessments can be taken in stages, thus giving you the ability to leave the assessment at any point and return to complete it at a later time.

**Project management knowledge in all three areas is tested via the subjective assessment only. The objective assessment covers just the Technical and Business and Leadership Skills.*

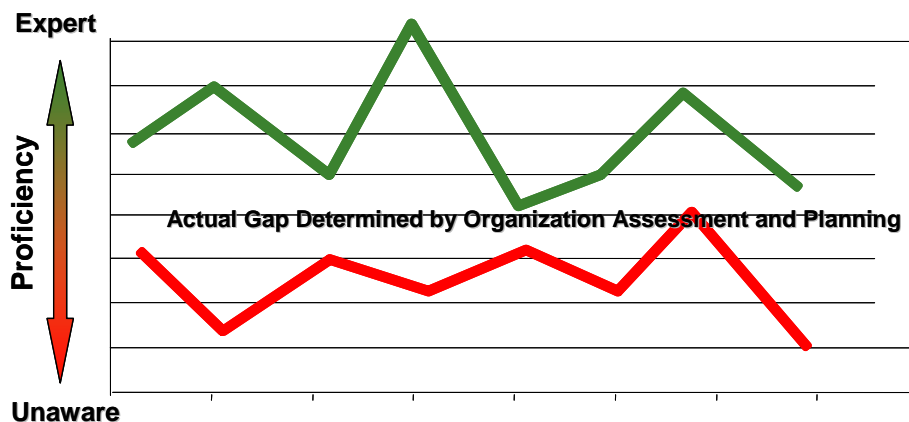
Rating Scale

Each competency is rated using the scale shown below. With this scale, project managers rate themselves and are rated by their managers. From this rating, a comparison can be made between the project manager's perception of his/her own level of competency and that of his/her manager.

Unaware	Aware	Functional	Proficient	Expert
Does not recognize this knowledge or skill dimension	Possesses knowledge of and is familiar with concepts, but has not applied them to a real situation.	Applies knowledge or skills to routine situations, occasionally requiring guidance.	Exercises a breadth of knowledge and skills for addressing complex situations without guidance.	Coaches and supports others utilizing breadth of experience or specialized depth of expertise.

This rating is compared to the profile designed by your organization and is used to determine your skills gap. These gaps can then be prioritized by individuals and groups to meet the needs of your organization. From these comparisons, managers can identify *skill gaps* within the organization, and can more effectively address these gaps with targeted development.

Illustration of Skill Gap Analysis



The Subjective Skills Assessment Tool

This self-paced, online tool evaluates project management skill knowledge in all three competency components: Technical, Personal, and Business & Leadership. The subjective skills assessment tool:

- Evaluates the level of a project manager's knowledge against a skills profile.
- Can be customized to evaluate a specific set of skills.
- Identifies skill gaps between the project manager's perception of skills sets and that of his/her manager.

Example of Subjective Assessment Question

Competency – Identify/Document Project Needs...

Performance criteria for: Identify/Document Project Needs, Developing Project-related product or service descriptions.

- | | |
|---|--|
| <ol style="list-style-type: none">1. <i>Determine product/service characteristics using expert judgment as needed.</i>2. <i>Identify/document constraints and assumptions.</i> | <p>Choose rating:</p> <ul style="list-style-type: none">○ <i>Expert</i>○ <i>Proficient</i>○ <i>Functional</i>○ <i>Aware</i>○ <i>Unaware</i> |
|---|--|

The Objective Skills Assessment Tool

The self-paced, online objective skills assessment tool can test one or both of the competency components: Project Management Technical and Business & Leadership skills. Both skill set levels can be set to test entry level project managers, middle level project managers, or senior level project managers. Other skill sets can also be added. The objective skills assessment tool:

- Tests a project manager's proficiency against a skills profile and assesses his/her level of competency.
- Can be customized to evaluate a specific set of skills.
- Recommends targeted development plan against specific skills discrepancies.

Example Objective Assessment Question

Competency – *Creates a Common Understanding of the Desired Outcome to Serve as a Compass for the Work*

Question 1: You have taken over a project in the middle of the development phase, and you notice that various team members are confused about the project objectives. You should:

- a. *Remind the team members that the requirements are fixed and that they should look them up.*
- b. *Form a committee and look for a compromise solution.*
- c. *Organize a team-building social event.*
- d. *Meet with the team members and articulate the project objectives.*

The Subjective and Objective Skills Assessment questionnaires can be customized to focus on specific project management competencies and skill levels.

Reports

The Skills Assessment Tools report the score and rating of the project manager in the competencies tested. It also recommends a development plan and suggested reading.

Example Objective Assessment Coaching Report

Competency	Score	Rating	Recommended Development Plan
A. Technical Competencies\A.1 Project Integration Management	40%	Aware	<p>Your score for the Project Integration Management assessment questions rates you as Aware for this Technical Competency.</p> <p>Aware: Possesses knowledge and is familiar with concepts, but has not applied them to a real situation.</p> <p>Suggested Courses Managing Information Technology Principles and Techniques of Project Management Certificate in Applied Project Management</p> <p>Suggested Reading PMBOK Guide, 2000 Edition, Chapter 4</p>

Take Action

These detailed reports, in conjunction with BUCEC's expert development coaching and mentoring, will enable you to create and implement an action plan for organizational development that is immediately applicable to your current business goals.

Let Us Help You Make Your Organization More Productive and Profitable

The benefits of BUCEC's Skills Assessment Tools include the following:

- Creating job profiles to identify resource requirements
- Building an understanding of your departmental or organizational knowledge and skills
- Identifying skill gaps within your organization
- Developing your ability to create a training plan for yourself or your organization
- Targeting training to your organization's strategic objectives
- Implementing a development plan that will increase your organization's productivity
- Growing your business and increasing its profitability

Boston University's Corporate Education Center leads the industry in project management development for business and technical organizations. Let us be your partner in assessing, creating, implementing and measuring your company's development path to success. Call us today at 1-800-BU-TRAIN (288-7246).