

**EMPLOYEE GUIDANCE**

# **Project Management Competency Framework**



# **Our Dorset**

**Your Local NHS and Councils Working Together**

# The Project Management Competency Framework

The competency framework has been developed in collaboration with organisations across the system to identify skills and attributes required to be a successful **project manager** across 'Our Dorset'.

The framework consists of **twelve competencies** based around outcomes that project professionals within 'Our Dorset' should strive to achieve.

Each competency includes a description of **behaviours, skills and knowledge** expected at different levels of project management within 'Our Dorset'.

Leadership and team management

Resources management

Professionalism

Project delivery

Communication management

Conflict management

Planning for success

Scope management

Risk and issue management

Project finances

Project structure and governance

Quality management and assurance

## What are competencies?

Competencies are the **skills, knowledge** and **behaviours** that lead to a successful performance within a specific profession e.g. project management.

The 'Our Dorset Project Management Competency Framework' is aligned to **twelve key competence areas**, each including a series of criteria covering knowledge and the application.

## The self-assessment tool

The self-assessment tool is designed to enable you to assess your level of **competence against the framework**. The self-assessment tool includes a simple rating scale for assessing level of **knowledge** and experience against the framework. By completing the self-assessment, you will:

- ✓ Gain insight into your capability set – both strengths and where the opportunities exist for you to further develop your skills.
- ✓ Be provided with a summary report to help inform discussions to plan the relevant training and activities required for your personal development within the context of your organisation and the wider system.



# Why self-assessment?

Self-assessment is a helpful way for you to better understand your own **behaviours** within project management and highlight your **areas of strength** as well as priorities for **development**. The self-assessment tool encourages you to think about which competencies are particularly important for your role and organisation as well as your level of **knowledge** and **experience** to inform your **development plans**.

**Our Dorset Project Management Self-Assessment Tool**

**Your results summary**

Hi Rob  
Here is the summary of your results.  
Please see the 'Self Reflection' section to access employee and manager guidance on completing the assessment, links to relevant training & development opportunities and information about other ways for you to get involved in expanding your project management skills.

**Part 1: Knowledge & experience breakdown**  
This section summarises your self-assessed level of knowledge and experience against each competency within the framework. Consider those areas where you have a higher level of knowledge than experience and the opportunities you have within your current role to apply this knowledge.

**Part 2: Competencies in perspective**  
This chart below provides you with a visual summary of your strengths, development opportunities and the priorities for your development. This summary considers the areas you provided for 'knowledge' and 'experience' for each competency and level of importance is indicated by the size of the bubble. The larger the bubble the more important you have identified this competency being within your organisation and for your personal development.

- Leadership and Team Management
- Resource Management
- Project Delivery
- Communication Management
- Contract Management
- Planning for success
- Scope Management
- Risk and Issue Management
- Project Finance
- Project Structure and Governance
- Quality Management and Assurance

**Part 3: Strengths**  
This section highlights the competencies for which you have the most knowledge and experience and their associated sub-competencies. Think about how you can utilise your success and link these competencies within your role. Sharing your knowledge and experience is also an important part of personal development, consider how you could you use your skills to mentor other team members and the wider project management community through platforms such as 'The Project Management Good Community of Practice'.

Rank	Competence	Sub-Competence
1	Risk and Issue Management	Risk Identification and Control, Monitoring Risk and Control, Risk avoidance, Risk mitigation & Issue management
2	Performance	Costs, Economic of quality, Levels of Behaviour, Ethics and Integrity & Process and performance Improvement
3	Communication Management	Enabling the team and engagement you, Effective Project communication, Presentation skills and Influence & Motivation, Influence and Negotiation
4	Scope Management	Self goals setting, Change control, Requirements management, Managing scope creep & Scope Validation
5	Project Structure and Governance	What a project?, Understanding good issues and good practice, Project Organisation, Reporting & Metrics Issues arise

**Part 4: Competencies for Development**  
The table below provides you with a summary of all the competencies within the framework which have been ranked in order of priority for development. (Highest priority, 1 - Lowest priority, 12)

The rank has been calculated considering both your level of knowledge/experience and how important you have assessed the competency for your personal development. More information regarding how this is calculated can be found on the 'Information' tab.

Rank	Competence	Priority	Importance	Competence Score
1	Resource Management	2	45	90
2	Risk Management and Resilience	4	80	80
3	Project Finance	8	80	80
4	Quality Management	4	80	80
5	Leadership and Team Management	4	80	80
6	Scope Management	4	80	80
7	Planning for success	8	70	70
8	Project Structure	8	70	70
9	Communication Management	8	70	70
10	Project Structure and Governance	8	70	70
11	Performance	8	70	70
12	Risk and Issue Management	8	80	80

Once you have finished the self-assessment, you will have access to a downloadable PDF report which summarises your strengths and priorities for development.

## Intended use of the project management self assessment tool and the competency framework...

The project management competency framework and self-assessment tool has been designed to:

- ✓ Give employees the opportunity to **reflect** on their current level of **knowledge** and **experience** within project management and take ownership for their career development
- ✓ Inform **structured discussions** with employees around personal development plans and career aspiration to align with **annual appraisals**
- ✓ Provide managers with an insight on the **strengths** of their team members and priorities for their development

It is **NOT** intended to be used for:

- ✗ **Assessing individual capability** within current role during the **probationary period**
- ✗ **Assessing individual capability** within the context of **recruitment** or outplacement process

# What are the steps to using the self-assessment tool?

The key purpose of the framework is for it to be used as a tool to **assess and improve performance**. Whether you would like to use the framework to review your own performance, or the performance of your team, the **main steps** involved are broadly the same.

1

## Download the tool

Download and save a copy of the most up to date version of the self-assessment tool from the [Join Our Dorset website](#). Once you have downloaded and saved a copy of the tool you can complete the assessment at your own pace and save and return to the assessment if you prefer to do so. For the self-assessment tool to be functional you need to enable macros when you first open the document. Please see this [guidance](#) for more information on macros.

2

## Begin the assessment

Complete the self-assessment for each competency area, try to give as an accurate reflection as possible, considering the experience and knowledge you have gained through your current and previous roles.

3

## Set yourself SMART actions

As you go through the assessment you may come across some specific areas which you want to focus on for development, utilise the action tracker function to add in SMART targets which will feed through into your results summary.

4

## Review your progress

You can review your progress at any time using the home page, once you have completed your assessment make sure you have ticked the 'complete' button for each competency before you submit.

5

## Submit and view your results

Upon submission you will be notified to grant consent for your results to be collected and analysed as a cohort by the PM development team in order to drive training development for across 'Our Dorset'. Further details can be found in our [Privacy Policy](#). Once you submit your assessment you will be directed to your results summary which you have the option to save or print.

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## Ready to re-assess?

Your assessment will then be locked and you will be unable to adjust your answers. Once you are ready to recomplete your assessment you will need to unlock the tool using the button on the home page, you also have the option to reset your answers.

Remember to **save or print** a copy of the results of your assessment for future reference



# Hints and tips on action planning...

- ✓ Define your actions in **SMART** terms (Specific, Measurable, Achievable, Realistic and Time bound). This will help you reach your goals.
- ✓ Identify individuals to **share your action plan** with and who can help make it happen, this may be your line manager or members of the wider team.
- ✓ **Set a date** to evaluate your progress towards the goal.
- ✓ Regularly review your targets and to **reflect on progress you** have already made and what your next steps are in achieving your goal.

## Preparing for the assessment

Although sharing results with your line manager is not mandatory for employees, we strongly believe that utilising the results of the self-assessment to inform discussion around personal development and training opportunities is highly beneficial to both employees and managers.

We suggest having a discussion with your line manager about how you can incorporate the self-assessment tool into **annual** or **mid-year appraisals** or other discussions around development.

The self-assessment takes approximately **40 minutes** to complete, with the option to complete in stages and return to the assessment at any time.

We recommend giving yourself time in advance to complete the self-assessment, alternatively you may want to block out some time for you to complete the assessment with your line manager or with another team member.

## New starters

As a new starter, completing the self-assessment tool is a great way to establish your **baseline** of current knowledge and experience and focus your training priorities going forward.

We recommend that you complete the self-assessment towards the **end of your probationary period** (8-12 weeks) when you are at the stage where you have a solid understanding of the activities and skills required within your role.

Some employees have found it useful to go through the first assessment with their line manager to inform discussions around your experience from previous roles and your career aspirations to inform the probationary review.

# Interpreting the results

The report from your self-assessment provides you with a summary of the information you provided during the assessment as well as a suggestion for what your current strengths are within project management alongside your training opportunities and priorities. The report is broken down into five sections.

## Part one

### Knowledge and experience breakdown

#### What does it tell me?

This section provides you with a summary of the scores you provided for knowledge and experience for each competency within the assessment.

#### How should I use this information?

- ✓ Consider those competencies where your level of knowledge is higher than your level of experience and what opportunities exist to apply this knowledge within your current role.
- ✓ Consider the competencies where you have a lower level of knowledge and what relevant training you could access.
- ✓ Consider those competencies where you have a high level of knowledge and experience and what opportunities you have to mentor or educate others within your team.

## Part two

### Competencies in perspective

#### What does it tell me?

This section provides you with a visual summary of your strengths, development opportunities and priorities for development.

This is based upon the answers you provided for knowledge and experience for each competency, with your importance score being indicated by the size of the bubble.

#### How should I use this information?

- ✓ Look at those competencies within the 'development priority section', particularly the bigger ones which you have identified as more important for your development.
- ✓ Consider the opportunities you have to gain knowledge and experience in your current role and through any relevant training.



## Part three Strengths

### What does it tell me?

This section highlights which areas you have the most knowledge and experience and their associated sub-competencies.

### How should I use this information?

- ✓ Focus on identifying what opportunities you have to celebrate your success and apply your skills within your current role.
- ✓ You may also want to identify how you could share your knowledge and experience with your wider team and the project management community across the system.
- ✓ Each competency has associated sub-competencies which you may want to look into more closely to identify how you can share your knowledge and further increase your competence in this area.

## Part four Competencies for development

### What does it tell me?

The table provides you with a summary of the competencies which have been ranked in order of priority for development. This has been calculated using level of knowledge and experience as well as how important you have scored the competency for your personal development.

### How should I use this information?

- ✓ This table provides a quick summary of your development opportunities, further detail is then provided including a percentage summary for each competency.
- ✓ You may want to work your way down the list, focusing on the development priorities, and have discussions with your line manager and team members to identify the opportunities you have to increase your competence in these areas.
- ✓ Setting yourself SMART goals or actions might be useful at this stage if you haven't already done so throughout the assessment.

## Part five My action plan

### What does it tell me?

A summary, collating all the actions that you have identified during your assessment. This will help you highlight steps to start developing your competency areas.

### How should I use this information?

- ✓ Review and add to the actions that you have identified during your assessment and identify whether there is any overlap between them.
- ✓ Identify those which are 'quick wins' and those which will take longer to achieve and prioritise accordingly.
- ✓ If you are happy to do so we recommend sharing these actions with your line manager or as they may be able to provide you with advice or ideas for how you can work towards achieving your goals.

# Next steps following the assessment

Having completed your self-assessment, we would encourage you to **discuss your results** with your line manager, mentor or trusted colleague.

You may find it helpful to ask your line manager or colleagues to download the document and **rate you against some or all of the competencies**.

Coming together and comparing their ratings with your self-ratings can provide valuable insight into your **behaviour as a project manager**.

Sharing with team members your development priorities may also be beneficial in identifying opportunities to develop skills in these areas within your role.

## FAQ

### Who can I contact if I have any queries regarding this framework or self-assessment tool?

Currently any queries can be answered by contacting the team at Dorset Clinical Commissioning Group ([PMdevelopment@dorsetccg.nhs.uk](mailto:PMdevelopment@dorsetccg.nhs.uk)). Alternatively, you can contact your workforce/learning and development/education lead within your own organisation.

### Will the data from my self-assessments be shared with anyone else?

If you consent to do so, the results of your self-assessment will be analysed as part of a cohort of data which is being used to drive the priorities for targeted and modular project management based training across the system. Full details of how this information is used can be found in our [privacy policy](#).

### Will the results from my self-assessment be automatically shared with my line manager?

No, the purpose of the self-assessment tool is to enable you complete an accurate self-assessment which in turn will provide you with a meaningful output that you can utilise for your own personal development. Once you have completed the self-assessment you will be directed to a full breakdown summary of your results which you have the option to save or print.

However, we strongly recommend that you do share your results with your line manager or person who is responsible for your training and development so they can help you access the relevant training and development opportunities to contribute to your personal development.

### How long does the self-assessment take to complete?

On average each competency takes around 5 mins to complete, as there are twelve competencies in total it should take you around 45 minutes to complete the full assessment.

However, if you have completed the assessment before or are familiar with the competency framework you may find that it takes you less time to complete. Remember you can save your progress at any time and return to complete your assessment in stages.

## Within the self-assessment tool, do I have to fill in every section to get my result?

You will be unable to submit your self-assessment until you have marked each section as complete. We recommend that you complete an accurate reflection for each competency in order to get a meaningful output summary. If there are certain competencies which you feel are not important for your development you can reflect this in your response to the first question for each competency.

## What do the different levels mean?

The criteria described within each level in the framework builds upon the criteria from the previous level. The levels described in the framework are not aligned to specific role profiles but focuses upon recommended behaviours, skills and knowledge which are anticipated within a project management role with increasing levels of experience. As a guide, descriptions of the levels are provided below:

- Level 1 = foundation or entry level
- Level 2 = intermediate level
- Level 3 = advanced or expert level

## Is the project management competency framework aligned to a project management methodology?

No, the framework has been designed in collaboration with organisations across 'Our Dorset' to provide a set of competencies which is aligned to the project management skills necessary to deliver projects in health and social care across the system. Every attempt has been made to make the framework universal and relevant to project managers regardless of what methodology they currently use to deliver their projects.

## What if we don't understand some of the terminology within the assessment?

The competency framework and self-assessment tool has been designed in collaboration with members from across the organisations within 'Our Dorset', therefore every attempt has been made to make sure the language and terminology used within the framework is universal.

However, if there is terminology within the assessment that isn't familiar to you or your employee the following functions within the tool have been designed to provide extra information and definitions within the assessment:

- Glossary – within the self-assessment tool there is a glossary which contains definitions of the project management terminology.
- Hover-over function – highlighted words can be hovered over to provide a pop-up definition of that term.

# Training opportunities

The development of the 'Our Dorset Project Management Competency Framework' and self-assessment tool is part of a wider scheme of work which aims to improve the **quality** and **accessibility** of project management training and career development across the system.

Information of the current training offer and the opportunities which exist to collaborate with learning and development within project management can be found on the **Join Our Dorset Website**.

Alternatively please contact [PMdevelopment@dorsetccg.nhs.uk](mailto:PMdevelopment@dorsetccg.nhs.uk) for further information.