

MANAGER 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?

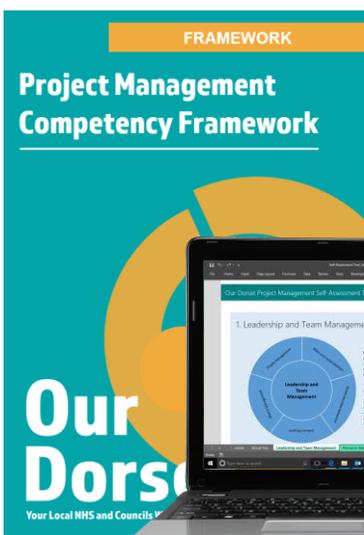
Competencies are the **skills, knowledge and behaviours** that lead to a successful performance within a specific profession e.g. project management.

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 employees to assess their 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, individuals will:

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



Why self-assessment?

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

Our Dorset Project Management Self-Assessment Tool

Your results summary

Hi Rob,
Here is the summary of your results. Please see the 'useful links' section for access 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
The chart 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
The chart below provides you with a visual summary of your strengths, development opportunities and the priorities for your development. The summary considers the answers 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.

Opportunities for development

- Leadership and Team Management
- Resource Management
- Professionalism
- Project Delivery
- Communication Management
- Conflict 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 celebrate your success and allow 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 Manager Good Community of Practice'.

Rank	Competence	Sub Competence
1	Risk and Issue Management	Risk Evaluation and Review, Monitoring Risk and Quality, Risk Control, Risk Register & Issue Management
2	Professionalism	Ethics, Standards of practice, Quality of Delivery, Client and Customer Experience and Customer Engagement
3	Communication Management	Creating the context and engagement plan, Effective 3-way communication, Procurement and Contract & Stakeholder Evaluation and Support
4	Scope Management	Real goals setting, Change tracking, Requirements management, Managing scope creep & Scope Inflation
5	Project Structure and Governance	Multi-project, Multi-funding project success and project delivery, Project Governance, Reporting & Effective Issue solving

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. (1= highest priority, 12 = lowest priority)

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

Rank	Competence	Personal Importance	Weighted Score
1	Resource Management	4	64
2	Risk Management and Resilience	4	64
3	Project Finance	4	64
4	Quality Management	4	64
5	Leadership and Team Management	4	64
6	Scope Management	4	64
7	Managing the success	4	64
8	Project Structure	4	64
9	Communication Management	4	64
10	Project Structure and Governance	4	64
11	Professionalism	4	64
12	Risk and Issue Management	4	64

Part 5: My action plan
This action plan outlines the actions/objectives you have identified throughout your assessment. Consider discussing with your line manager and team members what training or development opportunities you currently have to help you achieve these goals.

Competence	Notes	Notes
Leadership and Team Management	exp. in new projects enables you to build on it and use success	8/20/2022

Once the individual has finished the self-assessment, they will have access to a downloadable PDF report which summarises their 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.

6

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 action in **SMART** terms (Specific, Measurable, Achievable, Realistic and Time bound). This will help you reach your goals.
- ✓ Identify individuals you want to **share your action plan** with and who can help make it happen, this may be your line manager or members of your wider team.
- ✓ **Set a date** to evaluate your progress towards your goal.
- ✓ Remember to review your targets regularly to **reflect on what 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 team member(s) 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 your employee time in advance to complete the self-assessment, alternatively you may want to block out some time for you to complete the assessment together or for your employee to complete the assessment with another team member.

New starters

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

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

Some managers have found it useful to go through the first assessment with a new starter together to inform discussions around their experience from previous roles and their career aspirations to inform the probationary review.

Interpreting the results

The report from the self-assessment provides a summary of the information provided during the assessment as well as a suggestion of current strengths within project management alongside 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 a summary of the scores provided for knowledge and experience for each competency within the assessment.

How should I use this information?

- ✓ Consider those competencies where level of knowledge is higher than level of experience and what opportunities exist for the employee to apply this knowledge within their current role.
- ✓ Consider the competencies where the employee has a lower level of knowledge and what relevant training, they could access to help improve their competence in this area
- ✓ Consider those competencies where they have a high level of knowledge and experience and what opportunities they have to mentor or educate others within the team

Part two

Competencies in perspective

What does it tell me?

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

This is based upon the answers provided for knowledge and experience for each competency, with 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 have been identified as more important for personal development.
- ✓ Consider the opportunities the employee has to gain knowledge and experience in their current role and through any relevant training



Part three Strengths

What does it tell me?

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

How should I use this information?

- ✓ Focus on identifying what opportunities exist to celebrate success and for your employee to apply their skills within their current role.
- ✓ You may also want to identify how the employee could share their knowledge and experience with the 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 specific areas which the employee has a high level of knowledge and experience and those which they would like to improve further

Part four Competencies for development

What does it tell me?

The table provides a summary of all 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 the competency has been scored for personal development.

How should I use this information?

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

Part five My action plan

What does it tell me?

This summary collates all the actions that the employee has identified during their assessment.

How should I use this information?

- ✓ Review the actions that have been identified during the assessment and whether there is any overlap between them or add any further actions which have emerged from the discussion.
- ✓ Identify those which are 'quick wins' and those which will take longer to achieve and prioritise accordingly.
- ✓ It may be useful for your employee to set reminders to regularly review their progress against these targets.

Next steps following the assessment

Following the assessment, we recommend discussing with your employee setting a **future date** for them to complete their next assessment, potentially to align with mid-year and annual appraisals.

We recommend leaving at least **6 months** between self-assessments to enable your employee time to work on their targets, access training and development and apply this within their role to increase their level of competence.

In some cases, you may feel it appropriate for your employee to complete the assessment earlier than the proposed date if they have recently had a lot of training and development opportunities and a chance to apply this in their 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). 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 for further information.