



Competency Profile for Project Management – Project Manager

ADAPTABILITY

Adapting in order to work effectively in ambiguous or changing situations, and with diverse individuals and groups.

Level 4: Adapts plans and goals.

- Adapts organizational or project plans to meet new demands and priorities.
- Revises project goals when circumstances demand it.
- Responds quickly to shifting opportunities and risks.

CLIENT FOCUS

Providing service excellence to internal and/or external clients, addressing immediate and evolving client needs.

Level 4: Provides seasoned advice.

- Acts as a seasoned advisor, providing independent opinion on complex client problems and novel initiatives, and assisting with decision-making.
- Encourages clients to consider difficult issues when it is in their best interests.
- Advocates on behalf of clients to more senior management, identifying approaches that meet clients' needs as well as those of the organization.

EXEMPLIFYING INTEGRITY

Treating others fairly, honestly and respectfully, furthering the integrity of the organization and its relationships of trust within the work environment and in the broader community.

Level 1: Acts in fair and ethical manner toward others.

- Treats everyone equally with fairness, honesty and respect all the time.
- Refrains from behaviour or language that is exclusionary or offensive.
- Focuses on organizational success rather than personal gain.
- Follows through consistently on promises and commitments made to others.
- Presents facts and circumstances transparently, no matter how difficult the facts may be.
- Guards confidential and sensitive information, passing it on only to those that need to know.
- Maintains ethical principles even in the most challenging circumstances.

COMMUNICATION

Communicating clearly and respectfully with different audiences, both orally and in writing

Level 3: Adapts communication.

- Tailors communication (e.g., content, style, tone and medium) to diverse audiences and readerships.
- Reads cues from diverse audiences to assess when and how to change planned communication approach to deliver message effectively.
- Communicates with varying organizational levels, sometimes on the spot.
- Recognizes others' complex or underlying needs, motivations or concerns, communicating effectively despite the sensitivity of the situation.
- Conveys important nuances and context to facilitate understanding of the message or material.

INITIATIVE

Dealing with situations and issues proactively and persistently, seizing opportunities that arise

Level 3: Addresses imminent issues or opportunities (“imminent” does not necessarily mean that a crisis is involved).

- Takes action to avoid an imminent problem.
- Capitalizes on an imminent opportunity.
- Suggests ways to achieve better results or add value beyond the current situation.
- Perseveres in seeking opportunities to advance organizational objectives in the near term.

PLANNING AND ORGANIZING

Making and following plans and allocating resources effectively to reach goals that are central to organizational success

Level 3: Plans and organizes major activities.

- Identifies various resources needed (e.g., different types of expenditures; different skill mixes).
- Produces realistic and achievable work plans.
- Develops back-up plans to handle potential obstacles.
- Breaks activities into smaller components to facilitate completion.
- Renegotiates commitments or deadlines as circumstances dictate, keeping management informed of expected completion.
- Evaluates the extent to which objectives have been achieved.

ANALYTICAL THINKING

Analyzing and synthesizing information to understand issues, identify options and support sound decision-making

Level 3: Analyzes complex situations.

- Analyzes complex situations, breaking each into its constituent parts.
- Evaluates alternative causes or ways of interpreting complex information.
- Identifies connections between situations that are not obviously related.
- Identifies gaps in information and makes assumptions to continue the analysis and/or take action.

PROJECT MANAGEMENT

Planning, implementing, monitoring and completing projects to ensure effective management of scope, resources, time, cost, quality, risk and communications

Level 4: Manages complex projects.

- Manages complex, multi-faceted and interrelated projects that span own area or department boundaries.
- Determines resource requirements for multi-faceted or multi-stage projects.
- Applies recognized project management methodology to manage scope, resources, time, cost, quality, risk and communications.

TECHNICAL AND FUNCTIONAL CAPABILITY

Understanding and applying technical and functional knowledge and skills to accomplish work objectives, while keeping up to date with new developments in the subject area and continuing to enhance skills

Level 4: Demonstrates advanced knowledge and ability.

- Deals with new or complex issues in the technical or functional area.
- Adapts approaches in novel situations.
- Explains advanced or complex concepts and methods.
- Guides others in the technical or functional area.
- Makes recommendations on the best course of action in complex situations.