

## 12

## Business Competencies

**Project Management** (Plan, Manage, Deliver)

The ability to successfully manage and deliver sizable projects within own area of responsibility through taking a structured and planned approach. Seeks to identify key milestones and resource requirements to deliver on time and within budget. The capacity to harness the efforts of others, across the business, to ensure key deadlines are achieved and that project objectives are delivered on time and within budget. Over time develops the capacity to effectively manage a range of diverse and complex projects, across the organisation.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
<b>1</b> <b>Basic</b>	<ul style="list-style-type: none"> <li>Produces a basic project plan which identifies the key activities, schedules key actions, estimates resource requirements, identifies possible interdependencies and specific project deliverables.</li> <li>Develops understanding of project management best practice and can use basic planning, workflow and tracking tools.</li> <li>Understands the organisation's approach to effective project planning. Can provide regular project updates and seeking assistance where significant issues arise.</li> </ul>	<b>1 2</b>
<b>2</b> <b>Developing</b>	<ul style="list-style-type: none"> <li>Effectively manages a project team and co-ordinates cross functional inputs. Provides regular updates to key stakeholders and identifies any emerging issues.</li> <li>Develops increasingly complex project plans or plan for multiple projects. Develops their ability to better estimate people resource requirements and time requirements.</li> <li>Identifies major obstacles to project success and identifies practical solutions to address. Where a resolution is not possible, will escalate the matter, where necessary.</li> </ul>	<b>3</b>
<b>3</b> <b>Solid</b>	<ul style="list-style-type: none"> <li>An experienced and trusted project manager, who is credible and influential across the organisation and with key external stakeholders.</li> <li>Has the knowledge and expertise to successfully deliver complex and large scale projects. Can successfully manage key stakeholders and external project partners.</li> <li>Ensures the required processes are in place for effective budget management and compliance with the required approvals process and any regulatory obligations.</li> </ul>	<b>4</b>
<b>4</b> <b>Strong</b>	<ul style="list-style-type: none"> <li>Takes a strategic role in managing stakeholder expectations and concluding negotiations on overall stakeholder / client requirements. Leads key projects and undertakes obtains executive and board approvals process.</li> <li>Accountable and responsible for the delivery of a range of complex projects or change programmes within marketing and across the business.</li> <li>Responsible for identifying major project jeopardies to both the executive team and the board and to provides clear solutions to address significant risks to overall delivery.</li> </ul>	<b>5</b>
<b>5</b> <b>Exceptional</b>	<ul style="list-style-type: none"> <li>Considered an expert project manager, across the organisation. Has a key role in building project management capability within the business.</li> <li>Acts as project sponsor for key strategic projects across the organisation. Is considered an expert in leading and delivering highly complex projects and change programmes.</li> <li>Champions a high-performance culture for project management within the business.</li> </ul>	<b>6 7</b>