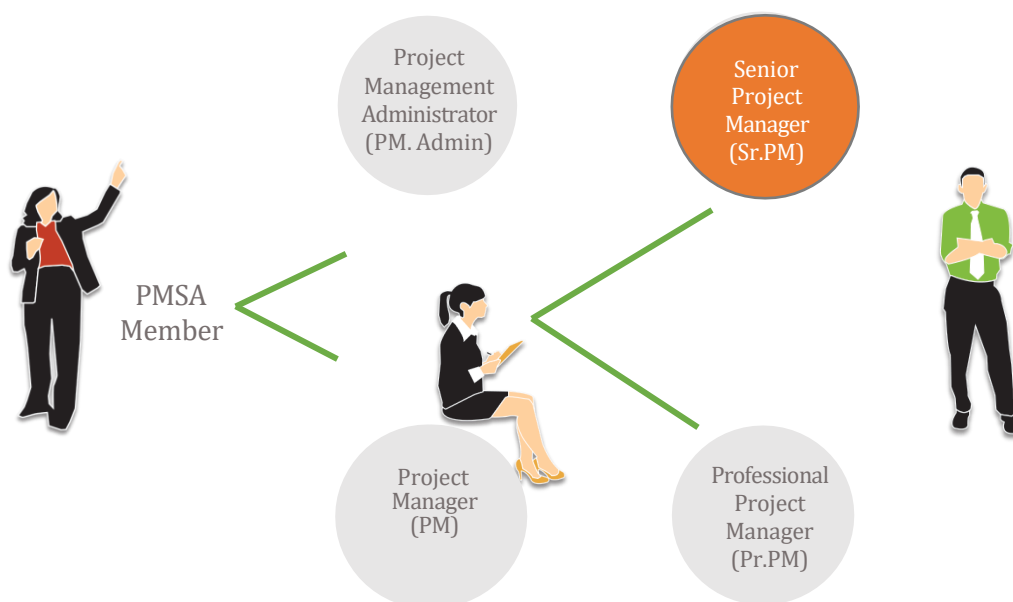




Senior Project Manager (Sr.PM)

A Senior Project Manager (Sr.PM) has earned this designation when they have actively chosen to pursue a career in project management within the field in which they originally qualified or in a related field. Such an individual will have the technical knowledge associated with their first degree/qualification and related experience, and in addition will have made the professional commitment to obtaining one or more further project management qualifications, certifications or accreditations to enhance their knowledge and practice of their chosen discipline. A Sr.PM will have applied their knowledge of specific methodologies to deliver projects through the complete lifecycle on multiple projects of varying complexity for a period of at least six years.

While making professional development a key focus area, a Senior Project Manager will have sought membership with a relevant professional body as an opportunity to both gain knowledge into current trends/best practices, and to share their knowledge with peers. Senior Project Managers maintain a high ethical standard and at a minimum endeavor to comply with the principles of the PMSA Code of Ethics and Professional Conduct.



Input Competencies

(Attribute based)



Experience

(with NQF7)

Six years' working experience managing projects at least three of which were spent on projects of moderate complexity according to CIFTER



Knowledge

Qualification (NQF)*

NFQ7 in any industry to a field in which the candidate is working as a PM

AND

a formal short learning programme in PM at 120 notional hours

OR

Industry Credentials (Various)

Such as a recognised certification or accreditation



RPL

(without a NQF 7)

Eight years' working experience managing projects at least four of which were spent on projects of moderate complexity according to

CIFTER

AND

a formal short learning programme in PM at 120 notional hours

OR

Industry Credentials (Various) Such as a recognised certification or accreditation

*Foreign qualifications must be accompanied by a SAQA Certificate of Evaluation

Output Competencies

(Performance based)



Areas of Demonstrable Performance (GAPPS)

Through a portfolio of evidence of work samples, essay responses and peer interviews candidates must be able to demonstrate basic performance of the following competencies:

1. Management of stakeholder relationships
2. Management of development of the project plan
3. Management of project progress
4. Management of product acceptance
5. Management of project transitions
6. Evaluation and Improvement of Project and Project Management Performance
7. Portfolio of evidence

Application Process

Register as Member

1. Create your online PMSA Profile by pressing the “**Click Here to JOIN NOW!**” button.
2. Complete all compulsory fields (marked with an*) and upload the relevant supporting documents:
 - Detailed CV including references.
 - Certified copies of your qualifications & certifications
 - Signed PMSA Statement of Authenticity
 - Signed PMSA Code of Ethics
 - Certified copy of your ID (not older than 3 months)
3. Candidates must compile their **PORTFOLIO OF EVIDENCE** or POE to demonstrate competencies in the following key focus areas: Management of ⁽¹⁾ stakeholder relationships, ⁽²⁾ development of the project plan, ⁽³⁾ project progress, ⁽⁴⁾ product acceptance, ⁽⁵⁾ project transitions, and ⁽⁶⁾ evaluation and improvement of project and project management performance.
4. Once completed, submit your Portfolio of Evidence or POE by click on “**file & links**” button and submit your POE in a pdf format. Compile 2 x pdf files if the one is too big - No.1 and pdf no.2

Assessment & Telephonic Interview

1. Once the application fee is allocated to your profile the application will go to the grading committee. NOTE that your profile will not be accessible until you receive feedback from the grading committee
2. The process takes approximately 4-6 weeks.
3. A telephonic interview will be scheduled, where you will be asked leading questions designed to help explain what you have done on your projects in line with various competencies in your POE.
4. You are encouraged to speak from experience / historical perspective rather than from theoretical best practice or anecdotal perspective.
5. Your nominated peer will also be contacted to provide a reference for your practice as project manager.
6. Feedback, by the grading committee, will be provided in writing – including the next steps

Critical Skills Assessment

Only for visa applications

1. Only PMSA members in good standing can apply.
2. Login into your profile and complete the Critical Skills assessment application.
3. An application fee invoice will be issued.
4. Once paid, the application will be evaluated for eligibility.
5. The process takes about 3-4 weeks.
6. Feedback, by the grading committee, will be provided in writing.

1

2

3

4

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Pay Application Fee

1. Once you have completed the online application you will automatically be issued with a once-off application fee invoice of **R2,587.50** (incl. vat) which is non-refundable.
2. When the fee is allocated to your profile it activates the next step of the process.

Membership Activation

1. Once your assessment is completed, you will be issued with your annual membership fee invoice of **R4,893.25** (incl vat).
2. Once paid, your membership will be activated within 2 weeks.
3. Your letter of good standing and membership certificate will be issued to you electronically.

If you have not been awarded a designation you have the right to an appeal and your application will be submitted for moderation at a fee of R2200 incl. VAT. If you are awarded a designation you will receive confirmation of your award by way of a letter, certificate and NLRD registration

Critical Skills - GUIDELINES TO FOLLOW:

1. Ensure you apply at the correct Professional Body related to your qualifications and profession.
2. **The PM. Admin Membership is not eligible to apply for critical skills**
3. Minimum Requirements to qualify for Critical Skills: NQF7 qualification and 3 years working experience in any industry within Program/Project Management
4. Competency as follows: Proof of experience indicating the managing of projects. Include projects samples of your work reflecting your project management of a project from initiation to close out.
5. Foreign qualifications must be verified through the SAQA process.
6. Local South African qualifications must be SAQA recognized at the required NQF Level
7. All the above requirements should be loaded on your CV to indicate your competency.
8. Prior to your critical skills application you first need to be an approved PMSA member
9. This is an online application therefore all information and documents should be completed and uploaded onto the system. Emails with information will not be accepted.
10. With submission of your Designation Membership application, you will be issued with a once off application fee invoice, non-refundable
11. Your application will be sent to the grading committee for assessment when the application fee payment is allocated to your profile. This process takes about 3-4 weeks, depending on the completeness of your application.
12. You will be notified to pay the annual fee with your membership outcome from the grading committee
13. When the annual fee payment was allocated to your profile a system generated notification will be sent to the email address registered on your profile
14. **You can now apply for critical skills.** This process takes 3-4 weeks.
15. Note: The R 3,450.01 (incl. vat) critical skills fee should only be paid after you received successful outcome of your PMSA membership and when your PMSA annual fees were paid, not before the time.
16. Documents - The PMSA Letter of good standing and Certificate will be sent together with the critical skills letter when feedback is received from the grading committee. Any request for change after the documents were provided will be additional cost and a 1-week waiting period.

Retention of Award

Your PMSA professional designation remains valid for one (1) year provided you comply with the following retention criteria:

1. Adherence to the PMSA Code of Ethics and Professional Conduct
2. Gathering of the required number of points through the relevant activities as stipulated in the PMSA CPD Framework
3. Payment of a designation renewal fee of R4,427 (incl. vat) will apply on renewal of your designation at the end of the one-year period. *All prices are subject to change.*

Continuous Professional Development (CPD)

Investing in your ongoing learning through continuous professional development (CPD) activities is a requirement for the retention of your professional designation but is also invaluable to your growth as a PM professional and we encourage you to work towards moving along the designation articulation pathway.

To support your professional development journey be sure to make use of the navigation tools from your member profile to access:

- Courses by Recognised Education and Training Providers
- Events, Seminars and Conferences
- Industry surveys and academic study
- Publications (articles, white papers, magazines)
- Professional contribution opportunities

However, ongoing maintenance of your CPD requirements allows you access to a real-time CPD certificate which reflects your ongoing commitment to your professional development.

PMSA reserves the right to audit CPD submissions and this will apply to up to one in every ten-renewing designation-holders. Should you be selected for audit, you will be contacted with a full set of instructions and an indication of the information we will require.

Application and Award Procedures

Compiling and Submitting your Portfolio of Evidence

Once you have submitted your initial application and paid your application fee you can submit your POE by uploading on your membership profile by 'Files & Links' via a pdf or We Transfer file.

Designation assessments are designed to assess that you practice the core competencies of project management and one of the best reflections of this is your project documents and tools. In your portfolio of evidence, you are requested to share your practical experience / historical perspective through essay responses referencing work samples from a project or projects you have managed in the last 5 years to demonstrate your core competencies as a project manager. In all your responses you are encouraged to speak from experience / historical perspective rather than from a theoretical best practice or anecdotal perspective.

This section outlines the requirements of your portfolio of evidence as well as guidelines and examples of work samples that can be referenced in your POE. These examples are not exhaustive, and you may have documents specific to your industry. At all times bear in mind that you will need to demonstrate that you **document your shared understanding, communication and sign-off** across the various competency areas and project lifecycle.

Management of Stakeholder Engagement

(GAPPS Competency Unit 1)



In this unit you will need to demonstrate competence in ensuring the timely and appropriate involvement of key individuals, organisations, and groups throughout the project.

Evidence requirements

Referencing a sample or samples of your work that reflects your management of stakeholder engagement answer the following questions:

- 1.1 Discuss the process which you followed for identifying and managing stakeholders
- 1.2 Explain the process you followed to include stakeholders in your decision making
- 1.3 Explain how did you determine individual team members' performance and monitor their progress? How did you communicate performance feedback and development opportunities to them?

GUIDELINE

Ensure that the evidence you provide demonstrates:

- Identification and addressing of stakeholder interests, expectations and project roles and planning and management of stakeholder communications

Examples of applicable samples of work:

- Stakeholder plan/matrix
- Roles and responsibilities
- RACI matrix
- Stakeholder communication plan

Management of the Development of the Project Plan (GAPPS Competency Unit 2)



In this unit you will need to demonstrate competence in determining how to realise the project in an efficient and effective manner.

Evidence requirements

Referencing a sample or samples of your work that reflects your management of the development of the project plan answer the following questions:

2.1 Discuss how you planned for the development and implementation of project management processes and procedures including examples.

2.2 Explain: how did you address legal risks? Provide an example for measures you have put in place to mitigate legal risks? (This can be labour / contract / conduct legal influences)

2.3 Explain: How did you agree the project criteria with stakeholders?

2.4 Provide an example of inconsistency or conflict in a project plan and what were your actions

GUIDELINE

Ensure that the evidence you provide demonstrates:

- The work of the project is defined; work-items and completion criteria are identified and agreed to with relevant stakeholders
- Relevant legal requirements and risks are accounted for and managed
- Project success criteria are identified and agreed to
- Project baselines (including project schedule and budget) are developed and integrated

Examples of applicable samples of work:

- Project plan
- Project charter
- WBS
- Risk management process
- Risk register
- Project Schedule
- Resource Table
- Gantt Chart
- Budget

Management of Project Progress

(GAPPS Competency Unit 3)



In this unit you will need to demonstrate competence in ensuring that the project is moving constructively toward delivery of the product of the project and in support of the agreed project outcomes.

Evidence requirements

Referencing a sample or samples of your work that reflects your management of project progress answer the following questions:

3.1 Provide an example of when it was expected to follow conflicting procedures during project implementation (for example two stakeholders which require different templates/processes, when different cultures in two key stakeholders lead to conflict) and how you managed this variance

3.2 Discuss how you planned for changes in the external environment? Provide evidence that you planned for changes originating from external project sources occurring during project implementation.

3.3 Explain: How did you ensure that you develop professionally during and on completion of your projects? Do you get feedback from others on your own performance during project implementation?

3.4 How did you document lessons learned and incorporate your learnings into subsequent projects.

GUIDELINE

Ensure that the evidence you provide demonstrates:

- Monitoring, evaluating and controlling the project's performance
- Monitoring risks to the project
- Lessons learned

Examples of applicable samples of work:

- Baseline reports
- Project performance management tools
- Implemented risk responses / reviews

Management of Product Acceptance

(GAPPS Competency Unit 4)

In this unit you will need to demonstrate competence in ensuring that the product of the project is defined, agreed, communicated, and accepted.



Evidence requirements

Referencing a sample or samples of your work that reflects your management of product acceptance answer the following question:

4.1 How did you ensure that the product of the project was accepted by relevant stakeholders?

GUIDELINE

Ensure that the evidence you provide demonstrates:

- Defining of product of the project
- Monitoring and controlling of changes to the product
- Securing of the accepted product

Examples of applicable samples of work:

- Project charter/project plan
- Examples of change requests
- Documented change control policies and processes
- Scope sign off / a signed contract

Management of Project Transitions

(GAPPS Competency Unit 5)



In this unit you will need to demonstrate competence in getting the project underway, in moving from one project phase to the next, and in closing the project down at its conclusion

Evidence requirements

Referencing a sample or samples of your work that reflects your management of project transitions answer the following questions:

5.1 Explain: How did you typically plan, implement and monitor / control transition activities

5.2 How did you successfully close a project? Or if unsuccessfully, why was it unsuccessful and what have you learned?

GUIDELINE

Ensure that the evidence you provide demonstrates:

- Planning and conducting of project start-up activities
- Acceptance of outputs of phases and authorisation of subsequent phases
- Planning and conducting of closure activities

Examples of applicable samples of work:

- Project plan and schedule reflecting milestones
- Project phase report and sign-off
- Close-out report

Management of Evaluation and Improvement

(GAPPS Competency Unit 6)



In this unit you will need to demonstrate competence in ensuring that opportunities for improvement are applied on this project and made available for future project. This includes project related improvements and project management related improvements for both the candidates and their project team

Evidence requirements

Referencing a sample or samples of your work that reflects your evaluation and improvement of project and project management performance answer the following questions:

6.1 Why were the evaluation tools which you put in place appropriate or not appropriate?

6.2 How did you ensure that recommendations of improvement efforts are incorporated into project work? (project improvement)

6.3 Explain: What did you do to ensure that knowledge transfer takes place on your projects?

GUIDELINE

Ensure that the evidence you provide demonstrates:

- An evaluation plan and sample results
- Capturing and application of project related and/or project management learning

Examples of applicable samples of work:

- Evaluation plan and sample of results
- Performance review / feedback

TELEPHONIC PEER INTERVIEW

The final component of your portfolio of evidence is a telephonic peer interview. During the interview, you will be asked leading questions designed to help you explain what you have done on your projects in line with the various competency areas. Your nominated peer will also be contacted telephonically to provide a reference to your practice as a project manager.

Assessment & Communication of Outcome

Once all evidence has been assessed an outcome of 'Not yet awarded' or 'Awarded' will be communicated to you. If you have not been awarded a designation you have the right to an appeal and your application will be submitted for moderation. If you are awarded a designation, you will receive confirmation of your award by way of a letter, certificate and NLRD registration. Your designation membership is valid for one year and submission of CPDs. A guide to the CPD programme and mechanism for reporting are detailed in the next section.

Application and Award Procedures

Retaining your designations through your CPD Journal

For designation holders, continuous professional development is a requirement, and designation holders must accumulate the number of development points consistent with their designation and the relevant renewal period as stipulated in the PMSA CPD Framework

Designation	CPD Point Goal	Renewal Frequency
Senior Project Manager (Sr.PM)	30 points / year	12 months (1 year)

Table 1.1 – Registered designations and the related CPD goals

Professional development activities are categorised and are consistent with the three main evaluation criteria for awarding and retaining of the designation, as well as the following model, which describes where the impact of the activity is directed:

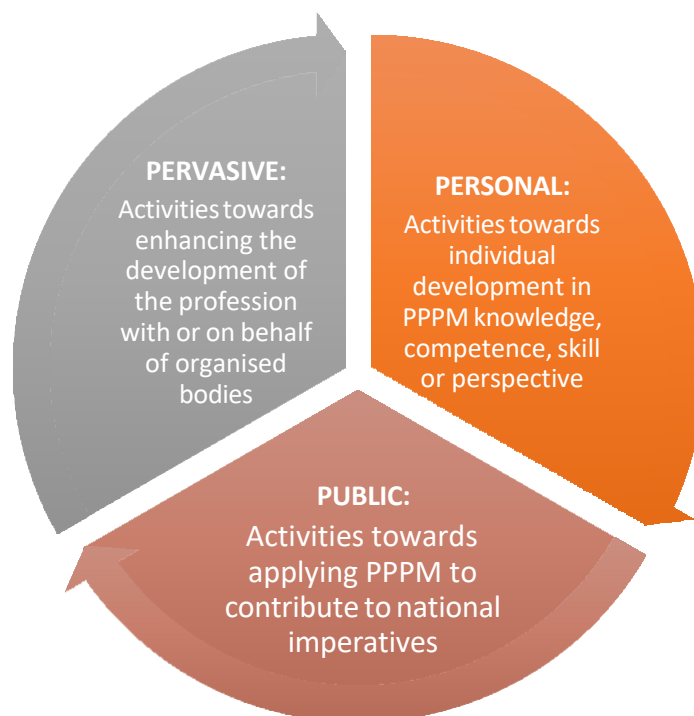


Figure 1.1 Categories of Objectives for Continuous Professional Development

The maximum point allocations and claimable activities per category are detailed below (Table 2) below.

Category	Activity Type	Points Awarded	Maximum claimable points
PERSONAL	Successful completion of further tertiary studies* in project, programme or portfolio management: <i>Certificate</i> <i>Higher certificate</i> <i>Diploma / Advanced certificate</i> <i>Bachelor's degree / Advanced diploma</i> <i>Post graduate diploma / Bachelor's honours</i> <i>Master's degree</i> <i>Doctoral degree</i>	As per notional hours associated with learning. 1 CPD is equivalent to 1 notional hour based on PM related content	15
	Successful completion of training programmes** in fields related to core functions of PPPM.	Detailed upon course review. As per notional hours associated with learning. 1 CPD is equivalent to 1 notional hour based on PM related content	15
	Attendance of knowledge events offered by PMSA and where PMSA validation codes have been issued: i. <i>Branch presentations</i> ii. <i>Industry forum events</i> iii. <i>Special interest groups</i> iv. <i>Workshops</i> v. <i>Seminars</i> vi. <i>Conferences</i>	One CPD point per hour of activity related to PM content.	10
	Attendance of conferences and seminars where PMSA validation codes have not been issued: i. <i>Branch presentations</i> ii. <i>Industry forum events</i> iii. <i>Special interest groups</i> iv. <i>Workshops</i> v. <i>Seminars</i> vi. <i>Conferences</i>	Reviewed / Validated on application. One CPD point per hour of activity related to PM content.	5
	Answering an online quiz based on a PMSA knowledge resource e.g. document, video or event.	Varies according to activity	10
	Other: Activities considered consistent with this category description but not detailed above. This activity must be motivated by the members, not the entity offering the activity.	Reviewed / Validated on application	5
	ANNUAL TARGET		

Category	Activity Type	Points Awarded	Maximum claimable points
PERVASIVE	Work as a project practitioner	0.5 points per month	5
	Volunteering on PMSA Leadership structures: i. <i>National / Branch / Interest Group executive committee</i> ii. <i>Board of Directors</i> iii. <i>Working committees</i> iv. <i>Conference committee</i> v. <i>Awards adjudication panel</i> vi. <i>Volunteer participation in grading or review panels</i> vii. <i>Serving as peer reviewer of conference presentation submissions (industry)</i> viii. <i>Serving as peer reviewer of academic submissions to PMSA biennial conference</i>	One CPD point per hour of activity PMSA branch leaders, sub-committee leaders and governance committee members can claim the maximum allowable points for each year that their position is held. By way of a signed statement leaders in turn verify the number of hours contributed by individual members of their committee(s).	15
	Uncompensated presentation at PMSA event (member's event, Biennial Conference, Regional Conference or seminar / workshop / symposium)	5 CPD points per activity	10
	Submission of peer reviewed academic presentation at National Biennial Conference	6 CPD points	5
	Contributions of content to a PMSA knowledge resource (white paper, web content, case study, etc.) (per 500 words)	2 CPD points	4
	Volunteer contributions to national or global standards committees	1 CPD point per hour of activity	10
	Other: Activities considered consistent with this category description but not detailed above. This activity must be motivated by the members, not the entity offering the activity.	Reviewed / Validated on application	5
ANNUAL TARGET			15 (/30)
PUBLIC	Volunteering as a mentor as part of a formal mentoring relationship*** (outside of work duties)	0.5 CPD points per hour of documented activity	5
	Volunteering PPM knowledge, skills or expertise to a charitable project	0.5 CPD points per hour of documented activity	5
	Other: Activities considered consistent with this category description but not detailed above. This activity must be motivated by the member, not the entity offering / facilitating the activity.	Reviewed / Validated on application	5
ANNUAL TARGET			5 (/30)

Table 2 – CPD activities and relevant point allocation

*Public and private higher education institutions

**PMSA Recognised Education and Training Providers which have been granted recognition for specific courses (Ref: PMSA RETP Programme 2013).

*** A formal mentoring programme is one where the mentor / mentee relationship has been negotiated and documented in terms of engagement, goal setting and regular reporting.


GUIDE TO RECORDING YOUR CPD ACTIVITIES s CPD JOURNAL

To support your professional development journey and for ease of use the PMSA CPD Journal acts as a central repository for your CPD activity and as a convenient tool to submit your records.

Recording your CPD activity is done through your member profile. Simply log in and follow the steps below.

1. *On the right-hand rail select 'Manage Profile'*
2. *On the main page under 'Content & Features' select 'Professional Development'*
3. *On this page you can view upcoming claimable PMSA CPD activities as well as your 'Journal Entries' of CPD activities that have either been automatically allocated to you (in the case of PMSA events, surveys / quizzes) or that you have added.*
4. *To add an entry, click on the 'Add Entry' icon*
5. *Select your designation level from the 'Certification / Program' drop-down list*
6. *Select the type of credit you are recording from the 'Credit Type' drop-down list. These are the claimable activities detailed in the PMSA CPD framework.*
7. *Provide the date the activity took place in the field 'Entry date'*
8. *Describe the activity in the field 'Description'*
9. *Enter the number of CPD points you are claiming for the activity in the field 'Credits'*
10. *In the field 'Credits Expire' set the expiry date to 1 year from the date that the activity took place*
11. *Upload any proof of participation / completion of the activity using the 'Attachments' function*
12. *Click 'Submit'*
13. *Repeat the steps above for each activity you would like to record*

Once you have attained the required number points for your designation you will be able to access instant verification through a CPD certificate available on your member profile. To access this certificate please follow the step below:

1. *On the right-hand rail select 'Manage Profile'*
2. *On the main page under 'Content & Features' select 'Professional Development'*
3. *Select the tab 'Certifications / Programs'*
4. *Click on the 'View/Print Certificate' icon *

At the end of your one-year designation cycle is renewed provided you comply with the following retention criteria:

1. Adherence to the PMSA Code of Ethics and Professional Conduct
2. Gathering the required number of points through the relevant activities as stipulated in the PMSA CPD Framework at the time of renewal.
3. Payment of a designation renewal fee, refer to the PMSA website, will apply on renewal of your designation at the end of the one-year period. *All prices are subject to change.*

Professionals understand that managing their career through professional development gives them the leading edge as qualified practitioners committed to the continuous growth of their skill sets and knowledge. As a SAQA-recognised professional association PMSA is proud to be a role player in your journey.

Need assistance?

We're here to help. Please feel free to contact us by email at admin@projectmanagement.org.za / support@projectmanagement.org.za Tel: 011-593-2072/3 Website: www.projectmanagement.org.za