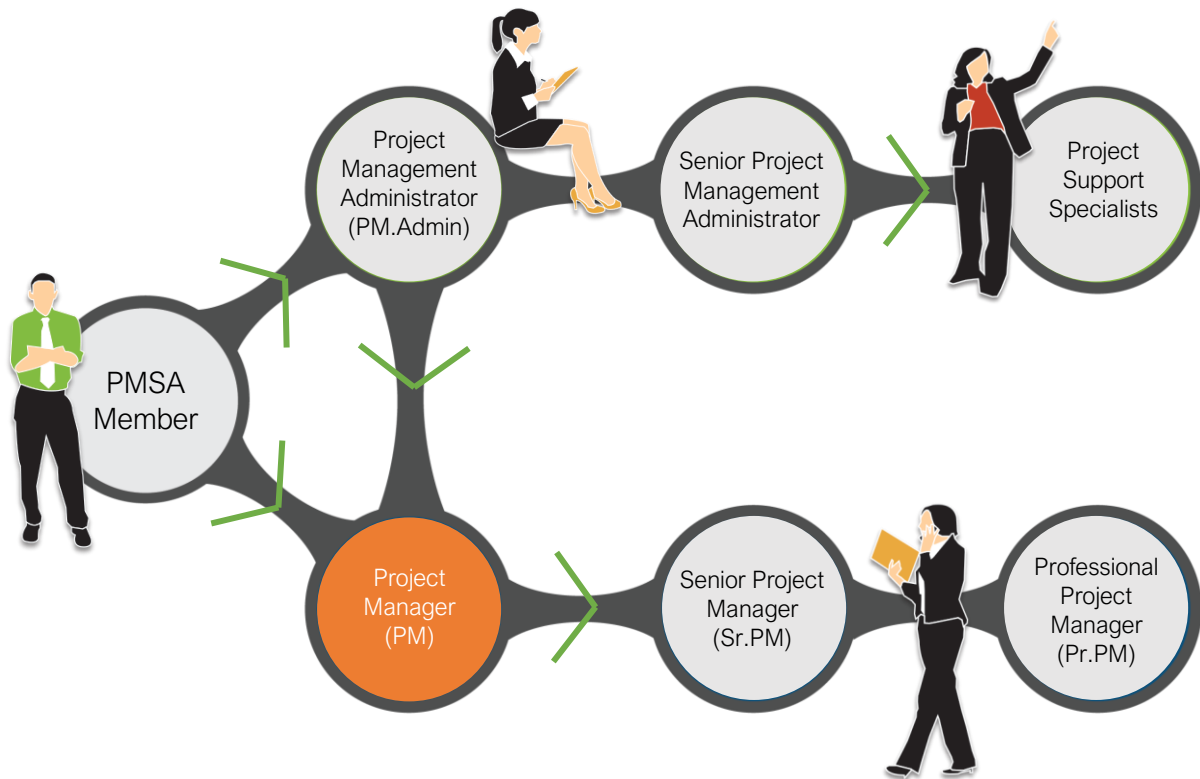




Project Manager (PM)

A Project Manager (PM) has earned this designation when fulfilling the full spectrum of responsibilities associated with project management and this has become their core focus in their working environment.

A PM will have built up the required years of experience specifically taking multiple projects through the complete lifecycle over the required period and obtained an appropriate qualification and / or PM industry credential. A Project Manager will have seen the benefits of associating themselves with an appropriate professional body and will be actively participating in the body's activities; they maintain a high ethical standard and at a minimum endeavour to comply with the principles of the PMSA Code of Ethics and Professional Conduct.



Input Competencies

(Attribute based)



Experience

(with NQF7)

Three years' working experience managing projects of a low complexity according to CIFTER



Knowledge

Qualification (NQF)

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

Industry Credentials

(Various)

Optional at this level



RPL

(without a NQF 7)

Five years' working experience managing projects of a low complexity according to CIFTER. PM industry credentials are advantageous

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

Output Competencies

(Performance based)

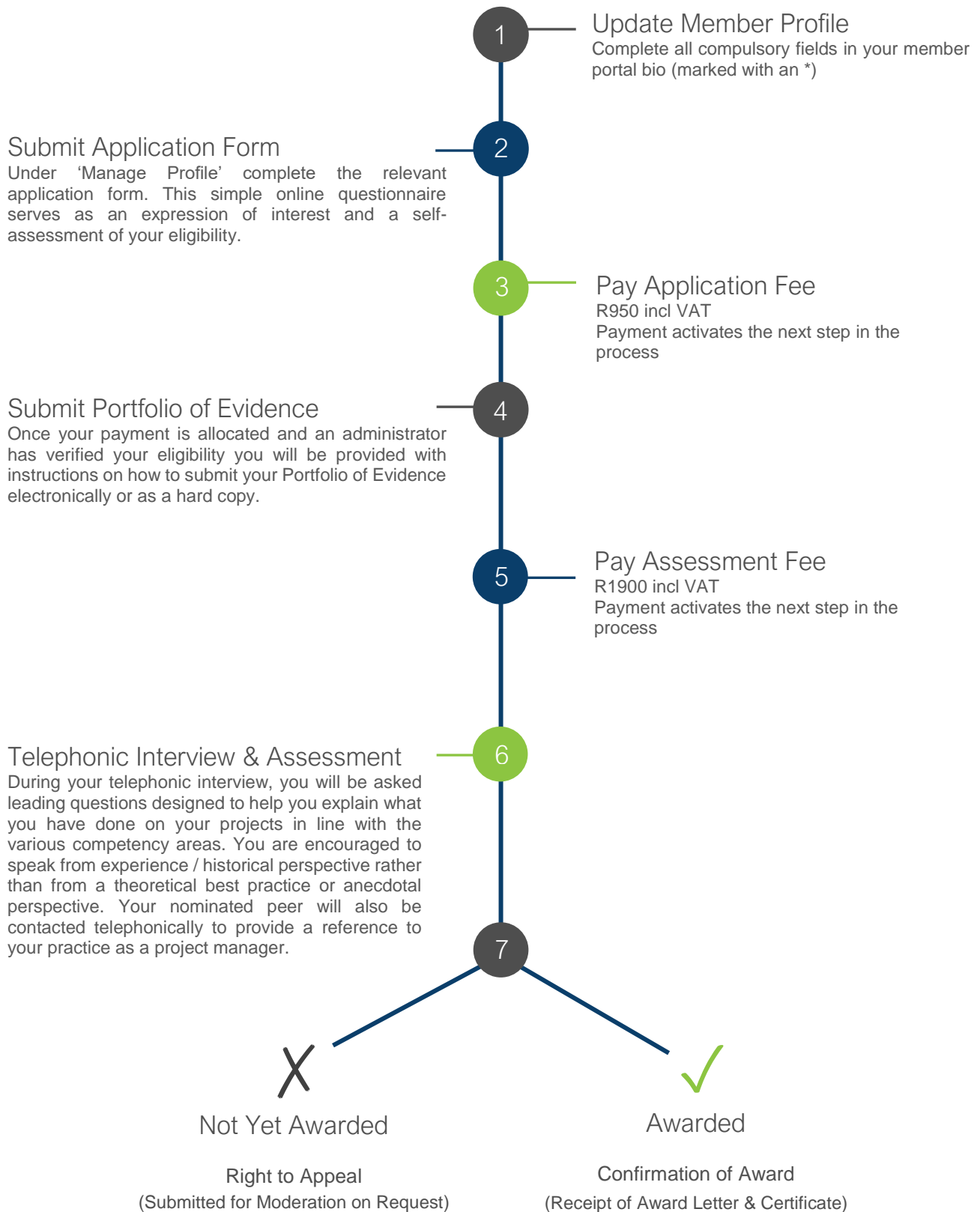
Areas of Demonstrable Performance (GAPPS)

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



Assessment and Award Process



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 R950 incl VAT. If you are awarded a designation you will receive confirmation of your award by way of a letter, certificate and NLRD registration

Retention of Award

Your PMSA professional designation remains valid for three (3) years provided you comply with the following retention criteria:

1. Payment of your annual PMSA membership
2. Adherence to the PMSA Code of Ethics and Professional Conduct
3. Gathering of the required number of points through the relevant activities as stipulated in the PMSA CPD Framework
4. Payment of a designation renewal fee of R950 incl. VAT will apply on renewal of your designation at the end of the three-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 courses
- Events, Seminars and Conferences
- Industry surveys and academic study
- Publications (articles, white papers, magazines)
- Professional contribution opportunities

Your CPD activity is reviewed on renewal of your designation. 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

The remainder of this document details the requirements and procedures involved in (1) applying for a designation, (2) submitting your portfolio of evidence for assessment as well as, if awarded, (3) retaining your designation through CPDs.

Applying for a PM Designation

The first step in applying for a PMSA professional designation is to submit your application request through your membership profile. To do so follow the steps below:

1. *Sign into your member profile*
2. *Select 'Manage Profile' from the right hand rail*
3. *Scroll down to Information and Settings and select 'Edit Bio'*
4. *Update your member profile with all relevant fields including the upload of your most recent:*
 - a. *CV*
 - b. *Certified copy of your ID*
 - c. *Certified copies of your qualifications and certifications*
 - d. *Signed and completed PMSA Statement of Authenticity*
 - e. *Signed and completed PMSA Code of Ethics and Professional Conduct*

Once you have updated your member profile, return to the 'Manage Profile' page and select the relevant online application form.

Follow the prompts to provide details of your experience and the complexity of the projects you manage.

PAYMENT REQUIRED

To finalise your application you must make payment of the application fee. Without submitting payment with your invoice number as reference you will not be able to finalise your application. Please click the link to generate payment details.

THE NEXT STEPS

Once payment has been received an administrative checks have been conducted, an administrator will contact you to request any outstanding details or to provide details on how to submit your portfolio of evidence.

In the interest of this guide the process and requirements for compiling and submitting your portfolio of evidence are detailed in the next section.

Application and Award Procedures

Compiling and Submitting your Portfolio of Evidence

Once you have submitted your initial application and paid your application fee an administrator will review your eligibility and input competencies reflected through your membership profile and application form; if all is found in order we will email you a link to the online portal that allows the upload of your portfolio of evidence or ask that you deliver a hard copy report to the national office.

PLEASE NOTE: You will have one year from the date of finalising your application to submit your portfolio of evidence.

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



PLEASE NOTE: This unit is not compulsory for those applying at the Project Manager (PM) level. However should PM candidates be in a position to provide evidence we would encourage you to do so as it will assist in the future event that you would like to upgrade to a higher designation level

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 is valid for three years with annual renewal of membership 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

Each person registered on a designation is issued with a CPD point target at the beginning of the reporting period (Table 1.1) which is renewable 3 years after being awarded a designation but should be maintained annually.

Designation	CPD Point Goal	Renewal Frequency
Project Manager (PM)	30 points / year = 90 points per cycle	36 months (3 years)

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:

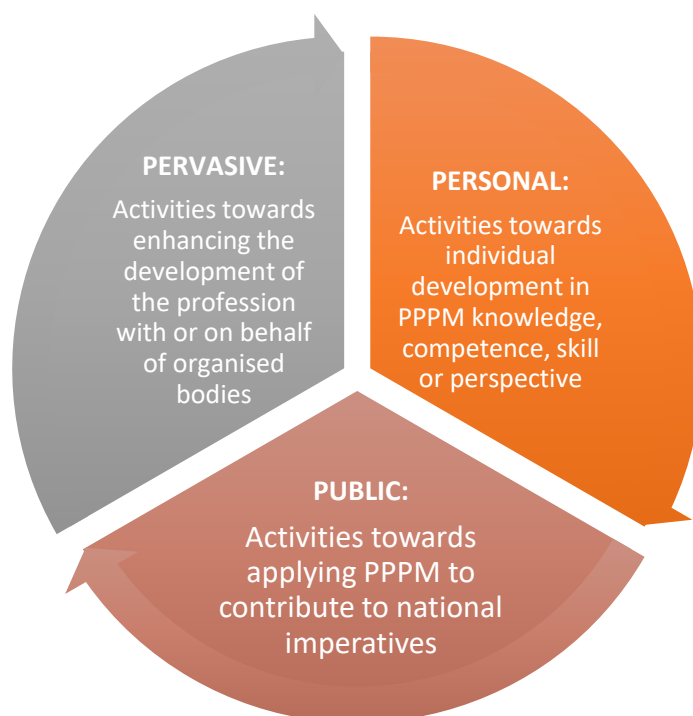


Figure 1.1 Categories of Objectives for Continuous Professional Development

Your CPD activity is reviewed on renewal of your designation. 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. The maximum point allocations and claimable activities per category are detailed below (Table 1.2) below.

Category	Activity Type	Points Awarded	Maximum claimable points
PERSONAL	Successful completion of further tertiary studies* in project, programme or portfolio management: <ul style="list-style-type: none"> • Certificate • Higher certificate • Diploma / Advanced certificate • Bachelor's degree / Advanced diploma • Post graduate diploma / Bachelor's honours • Master's degree • Doctoral degree 	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: <ul style="list-style-type: none"> • Branch presentations • Industry forum events • Special interest groups • Workshops • Seminars • Conferences 	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: <ul style="list-style-type: none"> • Branch presentations • Industry forum events • Special interest groups • Workshops • Seminars • Conferences 	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 member, not the entity offering the activity.	Reviewed / Validated on application	5
ANNUAL TARGET			20 (/30)
PERVASIVE	Work as a project practitioner	0.5 points per month	5
	Volunteering on PMSA Leadership structures: <ul style="list-style-type: none"> • National / Branch / Interest Group executive committee • Board of Directors • Working committees • Conference committee • Awards adjudication panel • Volunteer participation in grading or review panels • Serving as peer reviewer of conference presentation submissions (industry) • Serving as peer reviewer of academic submissions to PMSA biennial conference 	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 articles to PMSA publications (ProjectNet / The Project Manager) <ul style="list-style-type: none"> Article written by individual (per500 words) 	2 CPD points	2
	<ul style="list-style-type: none"> Interview given to writer 	2 CPD points	2
	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
	Completion of a PMSA endorsed industry survey or academic study	1 CPD point	5
	Completion of a PMSA-generated member survey	1 CPD point	5
	Nomination in the PMSA Biennial Awards Programme	3 CPD points	5
	Winning a PMSA EPMA Award	10 CPD points	10
	Authoring / co-authoring of a PPPM book. <ul style="list-style-type: none"> Entire book 	30 CPD points	30
	<ul style="list-style-type: none"> Book chapter 	10 CPD points	10
	Other: Activities considered consistent with this category description but not detailed above. This activity must be motivated by the member, not the entity offering the activity.	Reviewed / Validated on application	5
ANNUAL TARGET			10 (/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 PPPM 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			0 (/30)

Table 1.2 –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 & 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 PMSA 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 

As your CPD points expire automatic notifications are sent to you to remind you to log additional CPD points. At the end of your 3 year designation cycle is renewed provided you comply with the following retention criteria:

1. Payment of your annual PMSA membership
2. Adherence to the PMSA Code of Ethics and Professional Conduct
3. Gathering of the required number of points through the relevant activities as stipulated in the PMSA CPD Framework at the time of renewal
4. Payment of a designation renewal fee of R950 incl. VAT will apply on renewal of your designation at the end of the three-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 designations@projectmanagement.org.za or by phone on 011 257 8003

NEXT?
Senior Project Manager (Sr.PM)

