Making sense of prevailing Project Management standards & Methods

Jacqui Baldwin Jarvis &
Taryn Van Olden
What makes Project Management a Profession?

Ten Characteristics of a Profession

1. Body of knowledge
2. Organisational development
3. Own membership association
4. Code of ethics
5. Public profile
6. Specialised knowledge & skills
7. Established standards
8. Chartered status or equivalent
9. Practice as essential service
10. Practical experience

Specialised Knowledge & Skills

- Informal & Formal Learning Pathways
- Designations, Accreditations

Established Standards

- Controlled standards
- Portfolio of evidence
- Body of knowledge

Organisational Development

- Body of knowledge
- Organisational development
- Own membership association
- Code of ethics
- Public profile

Chartered Status or Equivalent

- Chartered status or equivalent
- Practice as essential service
- Established standards
- Specialised knowledge & skills
- Body of knowledge

Practical Experience

- Body of knowledge
- Organisational development
- Own membership association
- Code of ethics
- Public profile
- Established standards
- Specialised knowledge & skills
- Chartered status or equivalent
- Controlled standards
- Portfolio of evidence
Standards, Methods, BoKs, Competency Frameworks ….
The five ‘ations … What do they all mean?
ISO 21500:2012 (Guidance on Project Management)

INTERNATIONAL STANDARD ISO 21500:2012
Many countries may implement National standards that are aligned to ISO 21500:2012 – e.g. SABS/SANS and British Standards ISO ISO21500

ISO/TC 258 Technical Committee – Met in Peru for the ninth plenary meeting in September 2018
NATIONAL STANDARD:
ANSI The Standard For Project Management ANSI/PMI 99-001-2017
International Project Management Association (IPMA)

WORLDWIDE STANDARDS FOR COMPETENCES IN PPPM-aligned to ISO21500

IPMA Individual Competence Baseline® ICB version 4.
Association of Project Managers (APM)

NATIONAL STANDARD/BENCHMARK:
The Chartered Project Professional (ChPP) standard

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>APPLICATION</th>
<th>KNOWLEDGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. AWARE</td>
<td>As only awareness is required at this level, no application is expected</td>
<td>Has an awareness of the knowledge needed for the competence.</td>
</tr>
<tr>
<td>2. PRACTISED</td>
<td>Applies the competence under supervision, primarily in non-complex situations.</td>
<td>Has a working knowledge of, and can describe, the competence.</td>
</tr>
<tr>
<td>3. COMPETENT</td>
<td>Applies the competence independently, primarily in situations of limited complexity.</td>
<td>Has a comprehensive knowledge of the competence in situations of limited complexity.</td>
</tr>
<tr>
<td>4. PROFICIENT</td>
<td>Applies the competence independently, primarily in complex situations Supervises others applying the competence</td>
<td>Has a detailed knowledge of the competence in complex situations and can critically evaluate and adapt as required.</td>
</tr>
<tr>
<td>5. EXPERT</td>
<td>Applies the competence independently, primarily in complex situations Recognised as an expert by other senior professionals, who is called on by others for advice on the competence</td>
<td>Has an in-depth knowledge of the competence in complex situations Can critically evaluate, adapt or develop new theories and/or methods if required and educate others.</td>
</tr>
</tbody>
</table>
Other Certifications

List around 18 PPM certifications including:
• The Praxis Framework™ Certifications
• Program Management for Development Professionals (PgMD Pro)
• Agile Programme Management (AgilePgM®)
• Agile Project Management (AgilePM®)
• Better Business Cases™
• Project Planning & Control™ (PPC)

List around 9 PPM certifications including:
• The PRINCE2™ Certifications (2009 and 2017)
• The PRINCE2 Agile and AgileSHIFT® Certifications
• MSP® Certifications
• M_o_R® Certifications
• P3O® Certifications
• MoP® Certifications
• MoV® Certifications
To Be (certified) or Not To Be?

It depends who’s asking the question(s)!!!

Arras People Benchmark Study 2017

Most valued PPM Accreditations 2017

<table>
<thead>
<tr>
<th>Provider</th>
<th>UK</th>
<th>RoW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Axelos</td>
<td>42%</td>
<td>14%</td>
</tr>
<tr>
<td>No PPM Accreditation</td>
<td>17%</td>
<td>22%</td>
</tr>
<tr>
<td>APM</td>
<td>12%</td>
<td>1%</td>
</tr>
<tr>
<td>None valued</td>
<td>10%</td>
<td>7%</td>
</tr>
<tr>
<td>PMI</td>
<td>6%</td>
<td>35%</td>
</tr>
<tr>
<td>Other</td>
<td>4%</td>
<td>8%</td>
</tr>
<tr>
<td>Agile</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Masters</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>MBA</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>Mix</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>Lean</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>APMG</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>BCS</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>Degree</td>
<td>1%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Top project management certifications

- PMP: Project Management Professional
- CAPM: Certified Associate in Project Management
- CSM: Certified ScrumMaster
- CompTIA Project+ certification
- PRINCE2 Foundation/PRINCE2 Practitioner
- CPMP: Certified Project Management Practitioner
- Associate in Project Management
- MPM: Master Project Manager
- PPM: Professional in Project Management
- PMITS: Project Management in IT Security
- Certified Project Director
- CPM: Certified Project Manager (IAPM)

To Be (certified) or Not To Be?


About This Report

The tenth edition of the PMI Earning Power: Project Management Salary Survey builds on features added for the ninth edition. The PMI Market Research Department continues to evolve this valuable offering to best serve the global project management community. The tenth edition report is based on self-reported salary information from more than 33,000 project management professionals, bringing accuracy to the salary figures. The stratified random sampling methodology used for this study results in the ability to report meaningful compensation data for 37 countries.

PMP® Certification Status

The majority of survey respondents (82%) have the PMP® certification. In virtually all countries included in this study, having a PMP® appears to offer an advantage in terms of median salary. However, the benefit of having a PMP® varies widely by country. The PMP® certification offers the greatest advantage in South Africa where PMP® holders report a median salary that is 58% higher than those who do not hold the certification.

PMP® tenure also plays a role. Among survey respondents in most countries, median salary steadily increases with the length of time one holds a PMP® certification.

### Annualized Salary (in USD) by PMP® Certification Status

<table>
<thead>
<tr>
<th></th>
<th>PMP®</th>
<th>&lt;5</th>
<th>5-&lt;10</th>
<th>10+</th>
<th>Non-PMP®</th>
<th>PMP® Advantage</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Africa</td>
<td>$75,392</td>
<td>$66,217</td>
<td>$79,780</td>
<td>$95,736</td>
<td>$47,868</td>
<td>58%</td>
</tr>
</tbody>
</table>

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Jobs of the Future and the Project Manager of the Future...

Download the report

www.pmi.org/Pulse

VUCA

VOLATILITY
UNCERTAINTY
COMPLEXITY
AMBIGUITY
Innovators are embracing the components of the value delivery landscape

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Innovators</th>
<th>Laggards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Require more expertise in approaches like agile and hybrid</td>
<td>83</td>
<td></td>
</tr>
<tr>
<td>Require project managers to have more business analytics expertise</td>
<td>81</td>
<td></td>
</tr>
<tr>
<td>Require project managers to have more subject matter expertise</td>
<td>78</td>
<td></td>
</tr>
<tr>
<td>Involve project managers more in the value delivery process</td>
<td>76</td>
<td></td>
</tr>
<tr>
<td>Modify project managers' core skill sets</td>
<td>74</td>
<td></td>
</tr>
<tr>
<td>Create more and/or different types of stakeholders</td>
<td>74</td>
<td></td>
</tr>
<tr>
<td>Modify PMO resources and management practices</td>
<td>73</td>
<td></td>
</tr>
<tr>
<td>Increase project manager interactions horizontally</td>
<td>73</td>
<td></td>
</tr>
<tr>
<td>Require knowledge and delivery standards beyond major certifications</td>
<td>72</td>
<td></td>
</tr>
<tr>
<td>Increase project manager interactions vertically</td>
<td>69</td>
<td></td>
</tr>
<tr>
<td>Increase senior management working with project teams</td>
<td>65</td>
<td></td>
</tr>
<tr>
<td>Generate different project management software</td>
<td>56</td>
<td></td>
</tr>
</tbody>
</table>
## Table 2: Trends set to impact business growth positively/negatively up to 2022, top ten

<table>
<thead>
<tr>
<th>Trends set to positively impact business growth up to 2022</th>
<th>Trends set to negatively impact business growth up to 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increasing adoption of new technology</td>
<td>Increasing protectionism</td>
</tr>
<tr>
<td>Increasing availability of big data</td>
<td>Increase of cyber threats</td>
</tr>
<tr>
<td>Advances in mobile Internet</td>
<td>Shifts in government policy</td>
</tr>
<tr>
<td>Advances in artificial intelligence</td>
<td>Effects of climate change</td>
</tr>
<tr>
<td>Advances in cloud technology</td>
<td>Increasingly ageing societies</td>
</tr>
<tr>
<td>Shifts in national economic growth</td>
<td>Shifts in legislation on talent migration</td>
</tr>
<tr>
<td>Expansion of affluence in developing economies</td>
<td>Shifts in national economic growth</td>
</tr>
<tr>
<td>Expansion of education</td>
<td>Shifts of mindset among the new generation</td>
</tr>
<tr>
<td>Advances in new energy supplies and technologies</td>
<td>Shifts in global macroeconomic growth</td>
</tr>
<tr>
<td>Expansion of the middle classes</td>
<td>Advances in artificial intelligence</td>
</tr>
</tbody>
</table>

Stable Roles and New Roles – include General and Operations Managers (but don’t specifically mention Project Managers). Thankfully – Project Managers are also not listed in Redundant Roles ....

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2022 Skills Outlook

Growing

1. Analytical thinking and innovation
2. Active learning and learning strategies
3. Creativity, originality and initiative
4. Technology design and programming
5. Critical thinking and analysis
6. Complex problem-solving
7. Leadership and social influence
8. Emotional intelligence
9. Reasoning, problem-solving and ideation
10. Systems analysis and evaluation

Declining

1. Manual dexterity, endurance and precision
2. Memory, verbal, auditory and spatial abilities
3. Management of financial, material resources
4. Technology installation and maintenance
5. Reading, writing, math and active listening
6. Management of personnel
7. Quality control and safety awareness
8. Coordination and time management
9. Visual, auditory and speech abilities
10. Technology use, monitoring and control
And finally….

Three ways the project management and innovation combination is criticized:

- Traditional project management is a one-size-fits-all approach
- There’s no controlled environment for contemporary projects
- The devil’s triangle for project success (time, cost, scope) cannot be used for innovation

Harold Kerzner – IIL International Project Managers Day 2018 KeyNote address

‘The project manager of the future will be valued above all for creativity, flexibility, agility and emotional intelligence.’

COLIN D ELLIS – PROJECT DELIVERY W H A T N E X T ?

”...project managers need to be more strategic, flexible and adaptable so they can effectively respond to the emerging transformation economy - ‘do agile’ and ‘be agile’!

AXELOS Chief Executive Officer Peter Hepworth