

PMSA Designations & the 'Professionalisation' of Project Management

1 October 2014

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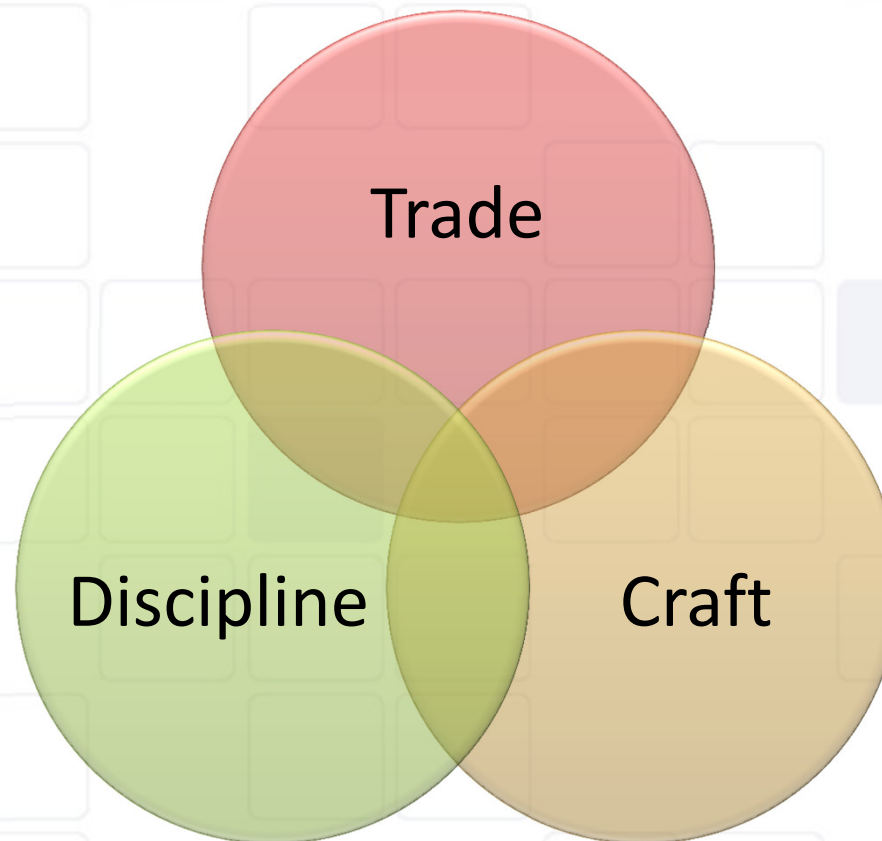
Discussion Points

1. PM as Profession
2. Definitions and Outcomes
3. Registration of Designations
4. What to do now



What is a Profession?

When is it a profession and not a:

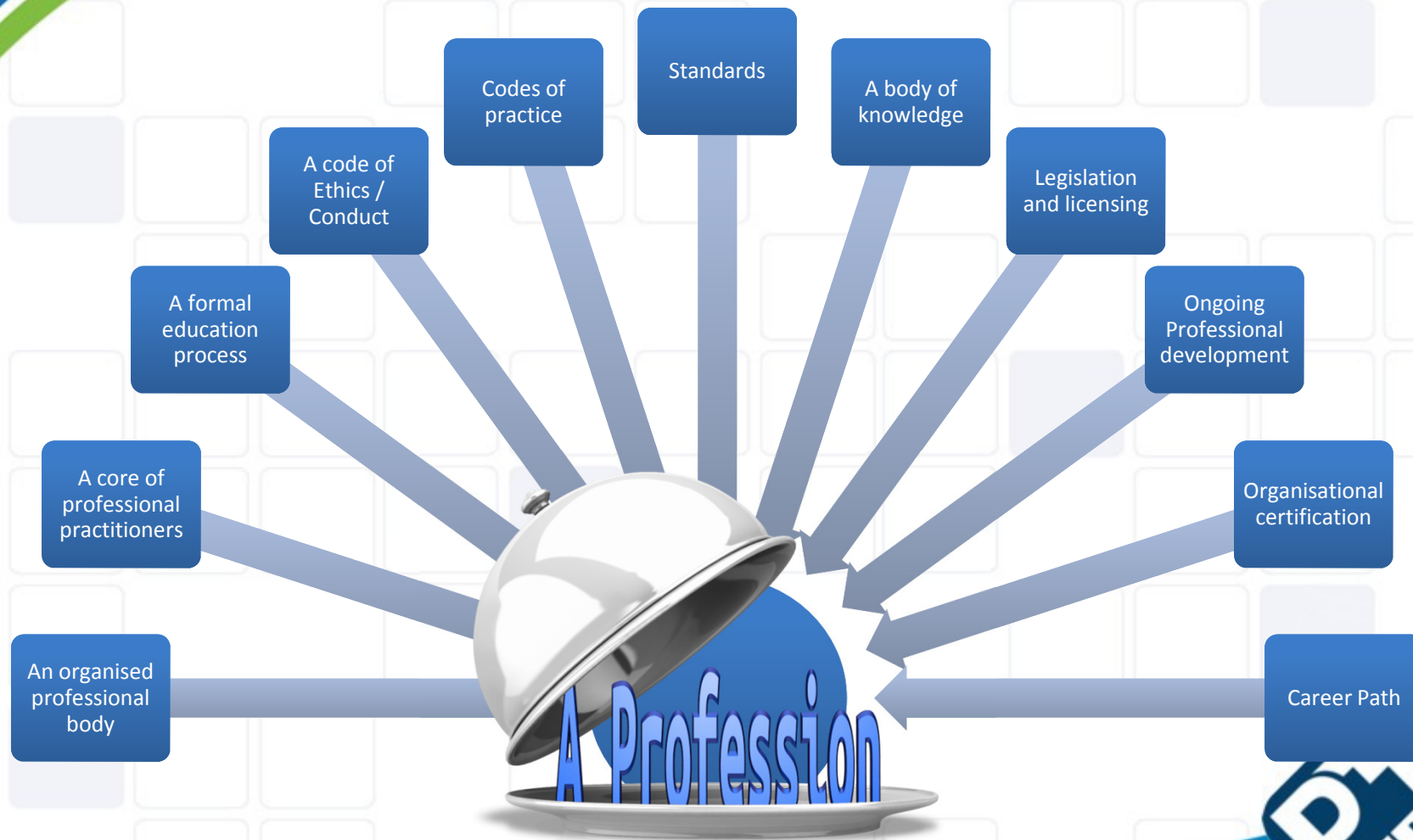


Some definitions

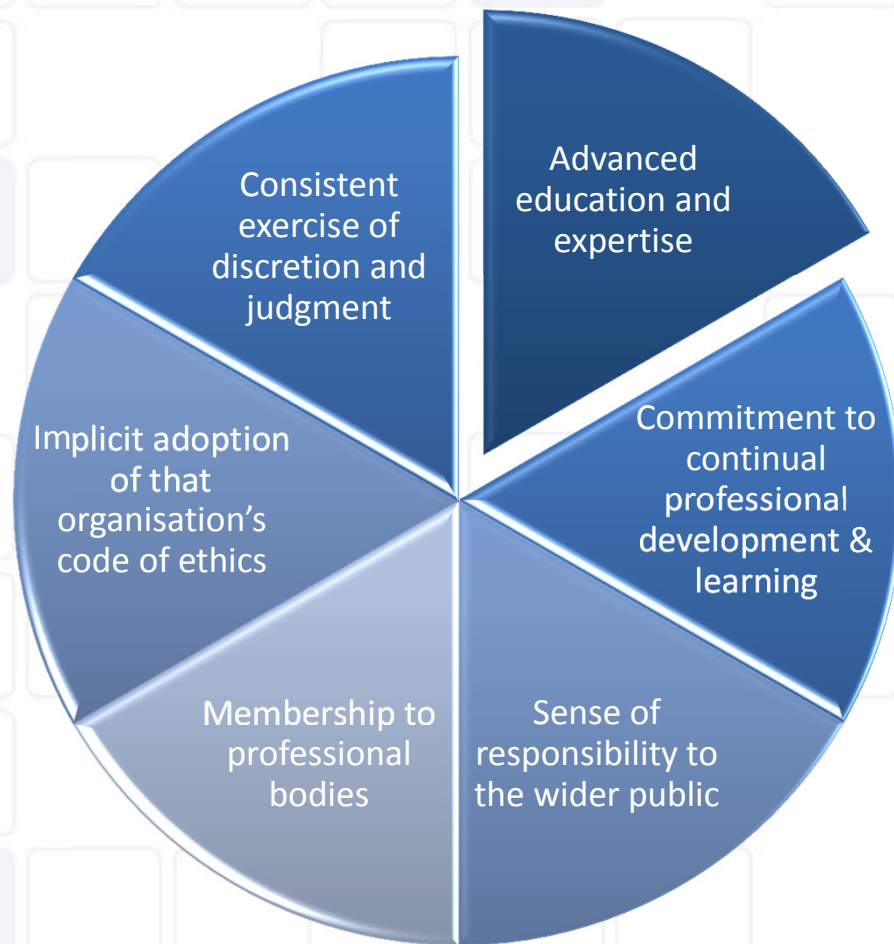
- Definition of a **Trade**: a skilled job, typically one requiring manual skills and special training.
- Definition of a **Craft**: An activity that involves making something in a skilful way by using your hands (*merriam-webster*). A job or activity that requires special skill. An art, trade, or occupation requiring special skill, especially manual skill (*dictionary.com*)



Elements of a Profession



Characteristics of a Professional



Definitions



Understanding the Outcomes

- What is a **qualification**? A learning outcome as a result of formal tuition. In SA it is what is recognised on the National Qualifications Framework (**NQF**) at the different levels.
- What is an **accreditation**? Recognition provided to a candidate in accordance with the criteria of a **specific organisation** or institution typically based on a **combination of knowledge and demonstrated ability**.
- What is a **certification**? Often needed to work in some **trades**. Usually means an individual has passed a **trade test** administered by a recognised **authority**. Possessing a certificate of completion of a course is typically not the same as being certified.



Understanding Registration

- **Professional Registration:** a license to **operate**, to **practice** within a scope of operation and take responsibility for the work. Authority to perform a certain **scope of work without supervision**. Typically a statutory requirement.
- **Professional Designation:** A designation is a job title. In the South African context, it is the title conferred by a SAQA recognised professional body that could be statutory or non-statutory, based on certain criteria **defined by the professional body**.



Registration of Designations

What is SAQA's objective in registering professional bodies?

Part of SAQA's mandate is to 'further develop and implement the National Qualifications Framework (NQF)'. By developing and implementing a policy for recognising professional bodies and registering professional designations, SAQA seeks to promote 'coordination and collaboration across education, training, development and work'.

SAQA aims to work with professional bodies towards:

Progressing professions by working with those professional bodies that meet the criteria for recognition and with these bodies, regulate professional designations. This promotes public awareness of these professional designations, inspiring pride in the profession, and sets the scene for public protection by requiring adherence to a code of professional conduct.



Registration of Designations

What is SAQA's objective in registering professional bodies?

Individuals earning the designations will be recorded on a national register, yielding data that can be used to promote the profession and purposes of the NQF Act.

By recognising and formalising designations, professional bodies contribute to the development of career paths and a national career advice system, as well as promoting continuous professional development within the profession.



Current State of PM Landscape

Regulatory Environment

Statutory Requirements for the Built Environment

- Non-statutory Registration for Generic Project Management

- Inclusion of PB designations in Acts

Scarce Skills Environment

DHET named Project / Programme Management 5th most scarce skill in SA

- Home Affairs has made PM designation a pre-requisite for scarce skills work permit applicants

100 sectors in dire need of employees

Engineering tops government's national scarce skills list

LOUISE FLANAGAN
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IT'S THE government's Top 100 most wanted. These are not criminals. They're the sort of people who are really needed but just can't be found.

This is the "National Scarce Skills List: Top 100 occupations in demand".

The list was released by Minister of Higher Education and Training Blade Nzimande a week ago. It's a draft and is open for public comment until June 20.

Engineers of various types dominate the list - there are 11 in the top 20.

These are the top 10: electrical engineers, civil engineers, mechanical engineers, quantity surveyors, programme or project managers, financial managers, physical and engineering science technicians, industrial and production engineers, electricians

NATIONAL SCARCE SKILLS LIST

These are the top 10:

- 1 Electrical engineers
- 2 Civil engineers
- 3 Mechanical engineers
- 4 Quantity surveyors
- 5 Programme or project managers
- 6 Financial managers
- 7 Physical and engineering science technicians
- 8 Industrial and production engineers
- 9 Electricians
- 10 Chemical engineers.

The occupations are defined as "scarce" either because such skilled people are not available, or they are available but don't meet employment criteria. Scarcity includes what's defined as "relative scarcity", where there are skilled people available but they don't meet the criteria or they aren't willing to work out of their urban areas or equity considerations aren't met.

The 100 occupations listed are sets of jobs or specialisations, so represent categories which could encompass a number of jobs or specialisations, said the document.

The list was based on information from a range of sources including government and university research reports, and various organisations were consulted.

authority managers (86), ship's engineers (93) and forestry technicians (97), and ends with medical

The Critical Skills Work Visa

Exceptional
Skills Work
Permit



The Quota
Permit

Critical
Skills
Work Visa



Designations and Critical / Scarce Skills

Role of the Professional Body

- Facilitate Immigration Act: Issuing of work visas
Enabling entry of exceptionally skilled or qualified people who can contribute to the development of the country.
Requires proof that the applicant complies with the registration criteria of the relevant professional body.
- Driven by DHET National Scarce Skills List, reflected in NDP and White Paper on Post School Education, Industrial Policy Action Plan etc.

Scarce Skills Environment

Designations and Critical / Scarce Skills

APPLICATION:

- Requires: **proof** that the type of occupation they are applying for falls within the critical skill category
- Requires: confirmation in writing from the PB, council or board recognised by SAQA in terms of section 13(1)0 of the NQF Act or any relevant government department confirming the skills or qualifications of the applicant and appropriate post qualification experience.
- If required by law, proof of application for a certificate of registration with the professional body, council or board recognised by SAQA in terms of section above of the NQF; and
- Proof of evaluation of the foreign qualification by SAQA and translated by a sworn translator into one of the official languages of the Republic.

Responsibility of SAQA and the Professional Body

- Evaluation and verification of foreign qualifications (SAQA).
- Appreciate the monetary and social implications of awarding permits to the wrong people.

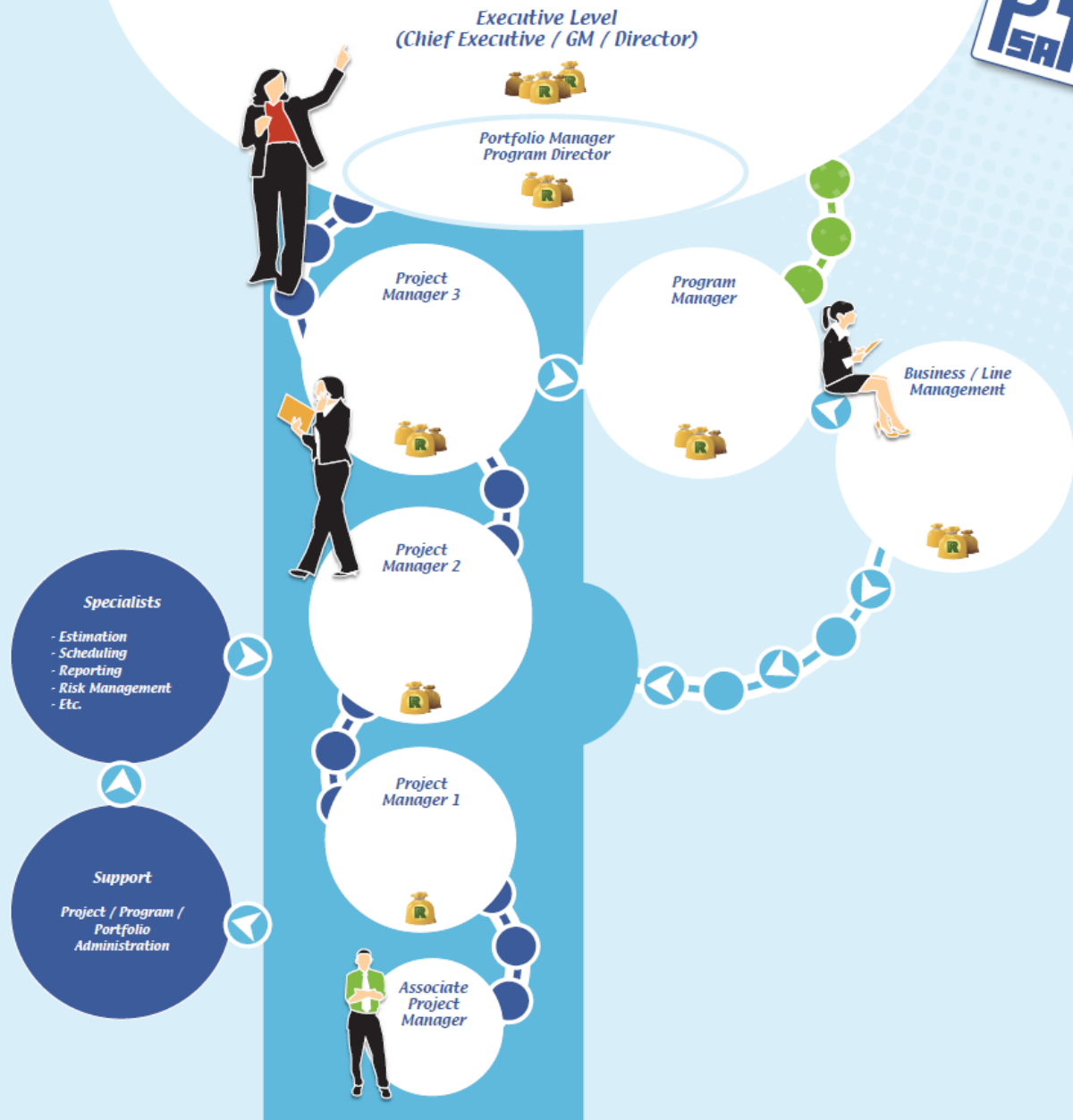
Scarce Skills Environment

PMSEA and Generic Project Management

- Career Path Framework
 - Qualifications / training / accreditations etc.
- Registration of designations:
 - PM
 - Sr.PM
 - Pr.PM
- Enabling ongoing professional development in PM



Project Management Career Path



Project Manager (PM Level 1)



A **Project Manager** has earned this designation when fulfilling the full spectrum of responsibilities associated with project management has become their core focus in their working environment. A Project Manager will have obtained an appropriate first degree / qualification or a relevant certification or accreditation and built up the required years of experience specifically performing the role of project manager taking multiple projects through the complete life-cycle over the required period of time. While a support or administration role may be the point of entry into the project manager position, for experience to count towards the designation, it must have been in the role of project manager. A Project Manager will have seen the benefits of associating themselves with an appropriate professional body and will be actively participating in that body's activities. Project Managers maintain a high ethical standard and at minimum endeavour to comply with the principles of the PMSA Code of Conduct.

AWARDING CRITERIA



Academic
Qualification

Practical Experience

Code of
Conduct

Board Exam
(Optional)



Academic
Qualification

Industry Relevant
Tertiary
Qualification at
Minimum NQF 7

OR

Without NQF 7
Qualification:
RPL: Recognised
certification /
accreditation plus 5
years of relevant
experience.

Practical Experience

Skills

Awareness and
demonstrated
ability to
practice in a
chosen PM
methodology.
OR
Certification or
accreditation in
a recognised
methodology at
the foundation
/ basic level

Experience

Three years of
Managing low
complexity
projects:
Taking projects
through the
complete
project
management
lifecycle, from
initiation, to
planning,
executing,
monitoring and
control and
closing

Commitment

Current
membership
with at least
one relevant
professional
project
management
association for a
minimum of
one year

Code of
Conduct

Applicant signs
and adheres to
the prevailing
PMSA code of
conduct. Any
breach of the
Code of
Conduct may
be subject to
the PMSA
Grievance
Policy and
Procedure.

No Board
Exam
Required

RETAINING CRITERIA

Disciplinary
Process

Ongoing
Professional
Development

Fees
Structure

Grievance
Policy &
Procedure

The PMSA Grievance
Policy & Procedure
specifies the course
of action and
penalties in the event
of contravention of
the code of ethics.

CPD point
system & Policy

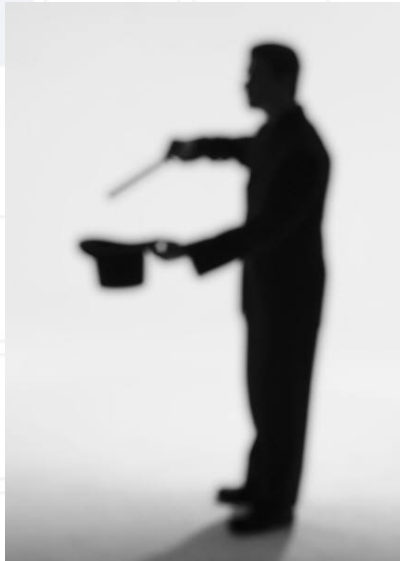
Designation-holder is
required to gather the
required number of points
through relevant activities
as stipulated in the PMSA
CPD policy.

Registration
Fee

A once-off
registration fee and
a renewal fee (every
three years) will
apply, in addition to
the annual PMSA
membership fee.



Who is the PM?



Knowledge

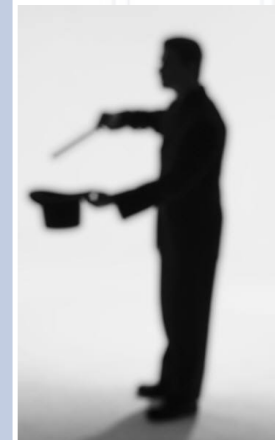
Qualification

- They possess a first qualification at NQF 7 in a relevant discipline
- Without an NQF 7, they possess a relevant certification or RPL equivalent and 5 years experience



Who is the PM?

Proficiency	Experience	Scope	Competence
	They have a minimum 3 yrs experience managing projects through the lifecycle, or are certified at the basic / foundation level	They have managed projects of low to complexity	They are in the process of developing ability in each competency area*



Who is the PM?

Commitment

Ethics

They have adopted and conform to the prevailing Code of Ethics of the professional body and any relevant to their area of practise

Membership

They have been a member of a relevant professional body for a minimum period of one year.

Ongoing PD

They have engaged in activities required to maintain registration and further their professional development and current knowledge



Senior Project Manager (PM Level 2)



A **Senior Project Manager** 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 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 qualifications, certifications or accreditations specifically related to project management so as to enhance their knowledge and practice of their chosen discipline. A Senior Project Manager will have applied their knowledge of specific methodologies to deliver projects through the complete life-cycle 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 and best practices, and to share their knowledge with peers. Senior Project Managers maintain a high ethical standard and at minimum endeavour to comply with the principles of the PMSA Code of Conduct.

AWARDING CRITERIA



Academic Qualification

Practical Experience

Code of Conduct

Board Exam (Optional)



Academic Qualification

Industry relevant tertiary qualification at minimum NQF 7 AND Any formal short learning programme in Project Management at a minimum of 120 notional hours, OR Certification or accreditation in a recognised methodology at the advanced level (PMP, IPMSA B) and completion of one renewal cycle of such.

Practical Experience

Skills
Demonstrated intermediate ability to practice in a chosen PM methodology.

Experience
Three years' low complexity and three years' moderate complexity or six years' of managing moderately complex projects. Taking projects through the complete project management lifecycle, from initiation, to planning, executing, monitoring and control and closing.

Commitment
Current membership with at least one relevant professional project management association for a minimum of one year and active participation in that body's activities, for example volunteering, presenting.

Code of Conduct

Applicant signs and adheres to the prevailing PMSA code of conduct. Any breach of the Code of Conduct may be subject to the PMSA Grievance Policy and Procedure.

No Board Exam Required

RETAINING CRITERIA

Disciplinary Process

Ongoing Professional Development

Fees Structure

Grievance Policy & Procedure

The PMSA Grievance Policy & Procedure specifies the course of action and penalties in the event of contravention of the code of ethics.

CPD point system & Policy

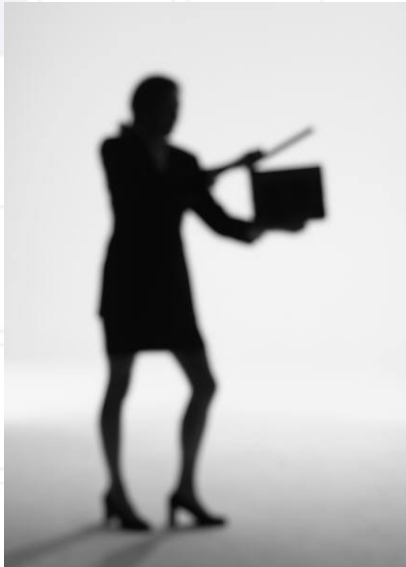
Designation-holder is required to gather the required number of points through relevant activities as stipulated in the PMSA CPD policy.

Registration Fee

A once-off registration fee and a renewal fee (every three years) will apply, in addition to the annual PMSA membership fee.



Who is the Sr.PM?



Knowledge

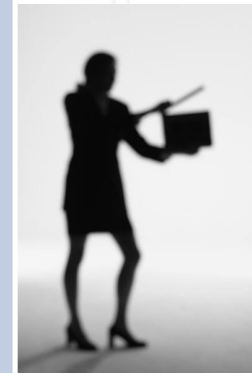
Qualification

- They possess a first qualification at NQF 7 in a relevant discipline
- They have completed a formal short learning programme in Project Management, or
- They hold a certification or accreditation in a PM methodology



Who is the Sr.PM?

Proficiency	Experience	Scope	Competence
	They have a minimum of 6 years experience managing projects through the lifecycle	They have managed projects of low to moderate complexity	They have developed ability in each competency area*



Who is the Sr.PM?

Commitment

Ethics

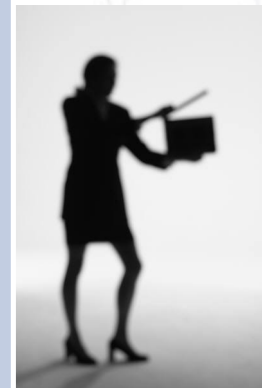
They have adopted and conform to the prevailing Code of Ethics of the professional body and any relevant to their area of practise

Membership

They have been a member of a relevant professional body for a minimum period of one year.

Ongoing PD

They have engaged in activities required to maintain registration and further their professional development and current knowledge



Professional Project Manager (PM Level 3)



A **Professional Project Manager** has earned this designation when they epitomise the level of proficiency associated with an expert in the practice of project management. This unique combination of requirements makes it an elite and hard-earned designation, the awarding of which is based on an individual's portfolio of evidence as well as peer interviews in which the various elements of proficiency—namely knowledge, skill / competence, attributes and emotional intelligence—are analysed. The analysis reviews the individual's past decade of work in terms of consistent excellence across multiple projects of a required size and complexity, career achievements, ongoing professional development, and contribution to the growth of the discipline, in addition to their pursuit of higher learning in project management. Successful applicants will have a strategic focus and ability to foster a greater understanding among internal and external colleagues and stakeholders.

AWARDING CRITERIA



Academic Qualification

Practical Experience

Code of Conduct

Board Exam (Optional)



Academic Qualification

Industry relevant tertiary qualification at minimum NQF 7 AND Qualification in Project Management at NQF 8 (indicates advanced / expert knowledge of PM)

Practical Experience

Skills

Advanced / expert ability to practice in a chosen PM methodology.

Experience

Ten years' experience in managing moderate to highly complex projects.

Attributes

Demonstrated traits required of an expert including: Emotional intelligence, leadership, decision-making and problem solving

Commitment

Current membership with at least one relevant professional project management association for a minimum of one year and active participation in that body's activities, for example volunteering, presenting.

Code of Conduct

Applicant signs and adheres to the prevailing PMSA code of conduct. Any breach of the Code of Conduct may be subject to the PMSA Grievance Policy and Procedure.

No Board Exam Required

RETAINING CRITERIA

Disciplinary Process

Ongoing Professional Development

Fees Structure

Grievance Policy & Procedure

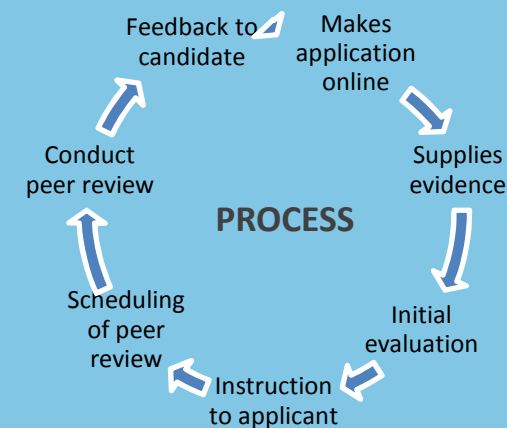
The PMSA Grievance Policy & Procedure specifies the course of action and penalties in the event of contravention of the code of ethics.

CPD point system & Policy

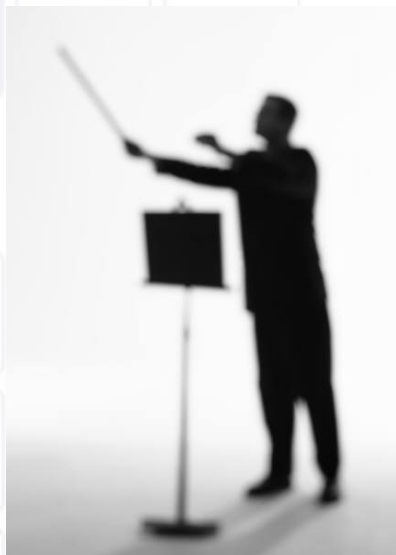
Designation-holder is required to gather the required number of points through relevant activities as stipulated in the PMSA CPD policy.

Registration Fee

A once-off registration fee and a renewal fee (every three years) will apply, in addition to the annual PMSA membership fee.



Who is the Pr.PM?



Knowledge

Qualification

- They possess a first qualification at NQF 7 in a relevant discipline
- They have completed a NQF 8 specifically in Project Management



Who is the Pr.PM?

Proficiency

Experience

They have a minimum of 10 years experience managing projects through the lifecycle

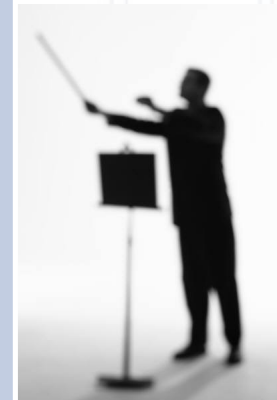
Scope

They have managed projects of medium / large / mega size

They have managed projects of moderate to high complexity

Competence

They have developed advanced and / or expert ability in each competency area*



Who is the Pr.PM?

Attributes

Leadership

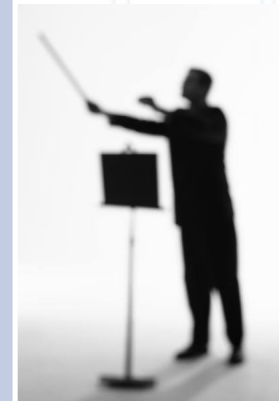
Has been responsible for leading teams and individuals and demonstrates leadership traits

Problem Solving

Has developed an approach to problem solving suitable to their industry / role and responsibility and can demonstrate outcomes

Emotional Intelligence

Has a high emotional intelligence and seeks to develop it further



Who is the Pr.PM?

Commitment

Ethics

They have adopted and conform to the prevailing Code of Ethics of the professional body and any relevant to their area of practise

Membership

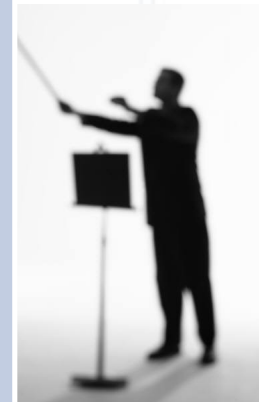
They have been a member of a relevant professional body and made a tangible contribution to that body for a minimum period of one year.

Contribution

They have made a contribution to the body of knowledge or future project managers through active engagement / research / sharing of best practices / mentorship

Ongoing PD

They have engaged in activities required to maintain registration and further their professional development and current knowledge



Competency Areas



Unit No.	Unit Title	Unit Descriptor
PM01	Manage Stakeholder Relationships	This Unit defines the Elements required to manage stakeholder relationships during a project. It includes the Performance Criteria required to demonstrate competence in ensuring the timely and appropriate involvement of key individuals, organisations, and groups throughout the project.
PM02	Manage Development of the Plan for the Project	This Unit defines the Elements required to manage development of the plan for the project. It includes the Performance Criteria required to demonstrate competence in determining how to realise the project in an efficient and effective manner.
PM03	Manage Project Progress	This Unit defines the Elements required to manage project progress. It includes the Performance Criteria required 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.
PM04	Manage Product Acceptance	This Unit defines the Elements required to ensure that the product, service, or result of the project will be accepted by relevant stakeholders. It includes the Performance Criteria required to demonstrate competence in ensuring that the product of the project is defined, agreed, communicated, and accepted.
PM05	Manage Project Transitions	This Unit defines the Elements required to manage project transitions. It includes the Performance Criteria required 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.
PM06	Evaluate and Improve Project Performance	This Unit defines the Elements required to evaluate and improve project performance. It includes the Performance Criteria required to demonstrate competence in ensuring that opportunities for improvement are applied on this project and made available for future projects.



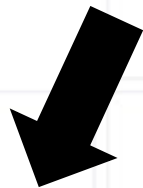
Voluntary Membership vs Registration

Voluntary Membership

Affiliate
(Associate / Student/ Retiree)

Full Member

Professional
Member



PM

SrPM

PrPM

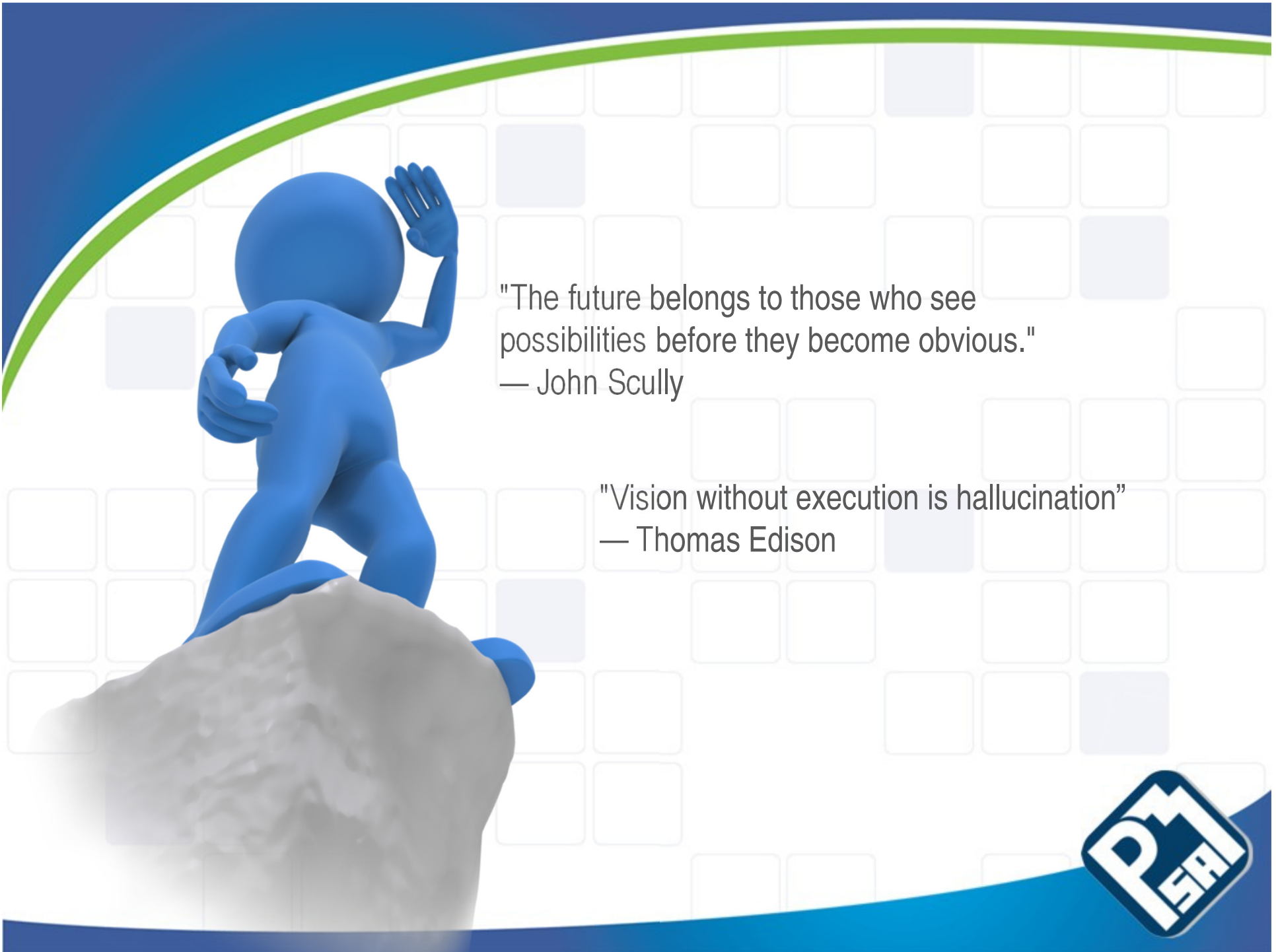
Registered Designations



What to do now?

- If not already a member, make your application on the voluntary system
- Activate membership and populate your member profile
- Understand designation criteria
- Upload all relevant documentation
- Send an email to:
designations@projectmanagement.org.za





"The future belongs to those who see possibilities before they become obvious."
— John Scully

"Vision without execution is hallucination"
— Thomas Edison



Questions



Thank You

