

PM CompModel™



**Assessing Project Competence
and Improving Performance
with the PM Competence Model**

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What Is Competence?

- ◆ **From Webster**

Qualified, capable, or adequate for the stipulated purpose.

- ◆ **From Us...**

Consistently-demonstrated and appropriately used attitude, skills and knowledge, and resulting in business benefit.

- ◆ **From Instructional Design**, we start with the ...

ASK model, Attitudes, Skills and Knowledge (**A + S + K**).
Then we add Competence; thus **CASK**.

- ◆ **Our CASK** model helps assess the project Competences, attitudes, skills and knowledge needed for each project role, to strengthen your weakest links.

The Competence Ladder



Performance
Competence
Attitudes
Skill
Knowledge

*$C + A + S + K;$
Bring them together
and the result is:*

Performance

Who Needs Competence?



Who Doesn't?

Each stakeholder must demonstrate competence in the actions required by his or her role.

You evaluate each of the Project Roles that affect your team's success.

IPMA's 4-Levels of PM Certification are included in the diagram at left.

Your project is as strong as your weakest link!

Again, What is A Competence?

- ◆ Observable behaviors, consistently demonstrated.
- ◆ In projects, the most important Competences are those that have the greatest positive impact on project success.
- ◆ Learning Objectives differ from Competences: they (the Learning Objectives) primarily contribute to **Knowledge**.
- ◆ Recall our **CASK** model: working from the end, each item adds successively more important and visible results.
- ◆ **Competence** results from *application*, in an environment that supports *the use* of the newly acquired learning.

PM CompModel Background

- ◆ We have used PM CompModel for over 35 years, to formally assess project managers and key stakeholders.
- ◆ It is a first step in Competence Development Planning.
- ◆ Now we provide it in a version that supports IPMA's Competence-based 4-Level PM Certification.
- ◆ CompModel uses **a subset** of the 150+ Competence-criteria used in most certification programs.
 - ◆ It contains **2 -3 key criteria** for each of 28 elements
 - ◆ It uses the criteria that are *most applicable* to all project roles
 - ◆ Certification candidates can obtain more information about the additional criteria from IPMA.

The PM CompModel Process



PM CompModel is both a process and a tool.

Different CompModel Uses

- ◆ At the Subjective level of intensity, assess your own or your team's Competences.
- ◆ Use the Skill-Building level to identify team training needs.
- ◆ The Rigorous level helps you assess the project climate and improve it, improving success.
- ◆ Certifiable helps you prepare for advanced certification.

Assessment Intensity

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1 Subjective

2 Skill-Building

3 Rigorous

4 Certifiable

Getting Started With CompModel

- ◆ Install from download or installation CD
- ◆ Run from Start | All Programs | CompModel
- ◆ Tour PM CompModel
 - Startup Page
 - Page 1 Review Competences
 - Page 1.1 Edit or Update Competences
 - Page 2 Assess Team: Record Members
 - Page 2.1 Record Competences
 - Page 3 Report, Export Results
 - Page 4 Plan Development
- ◆ Coming up: Sample Pages

PM CompModel Start Page

Click 1 Review Comps to go to the next page

PM CompModel: Competence Model

Set target competences for key roles in your organization, then assess teams against them. The results include gap analysis and summary reports. Revisit CompModel to update competences as they improve.

<u>Overview</u>	Overview of the CompModel Process
1 Review Comps	Review all competences and Roles
1.1 Edit Comps	Set, add or delete competences, by Role
2 Assess Team	Add team members, assess competences
3 Report Results	Report competences, gaps and needs
4 Plan Development	Plan, Track Competence Development
5 Exit	End CompModel session and exit

Resources: [Background](#) [User Guide](#) [SlideShow](#) [Setup](#)

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Underlined Items are Links to other pages

Page 1 Review Competences

Click any column heading to sort a Role's top Competence Targets.

The Role levels sort in descending sequence; the other columns are ascending.

1 Review Competences										
#	Roles/Targets							Competence Group	Content Source	
	PS	RM	PO	SP	PM	PA				
1	4	4	4	4	4	0	1 Perspective	Enterprise Strategies	Element -> and KCI (below): 1.01 Strategy 1.01.1 Align with organisational mission and vision.	
2	4	4	2	4	3	2	1 Perspective	Enterprise Strategies	Element -> and KCI (below): 1.01 Strategy 1.01.4 Determine, assess and review critical success factors.	
3	4	3	4	4	4	3	1 Perspective	Business Management	Element -> and KCI (below): 1.02 Governance, structures and processes 1.02.1 Know the principles of project management and the way they are implemented.	
4	3	4	3	4	4	3	1 Perspective	Business Management	Element -> and KCI (below): 1.02 Governance, structures and processes 1.02.5 Align the project with the organisation's decision making and	
<div><div>About the Roles</div><div>About the Target Levels</div></div>										
<div><div>Start</div><div>1 Review</div><div>1.1 Edit</div><div>2 Assess</div><div>3 Report</div><div>4 Plan Devel</div></div>										

Click 2 Assess to assess a team member

Use this Page to review the Competence Elements, and to understand the Key Competence Indicators for each Role.

Page 1.1 Edit Competences

The Elements and Competence Criteria are editable.

The Setup link at bottom right lets you change the roles and their descriptions.

Click 2 Assess

On this page, you can modify, add, or delete Competence Elements, Key Competence Indicators, or Target Levels for each Role.

1.1 Edit Competences By Role

Competence # Element

Key Competence Indicator

Level Needed by Role

Project Sponsor	<input type="text" value="4"/>	Senior P3 Manager (IPMA Level B@)	<input type="text" value="4"/>
P3 Director (IPMA Level A@)	<input type="text" value="4"/>	Project Manager (IPMA Level C@)	<input type="text" value="4"/>
Resource Manager	<input type="text" value="4"/>	Project Mgmt Assoc (IPMA Level D@)	<input type="text" value="0"/>
PMO Manager/Consultant	<input type="text" value="4"/>		

Competence Group Content Src

Record Navigation

[Delete this Indicator](#) [Setup](#)

Learn more about the Target Levels

Set Target Levels from 0 to 4

Navigate through Competences, or add or delete them

Page 2 Assess Team: Record Members

The First Name and Roles Filled are required.

Overwrite the names in this model with yours.

The other Member items are optional.

Click 2.1 Record

2 Assess Team: Record Members

First Name Last Member #

Email Team

Enterprise Address

City State/Prov.

Country Postal Code

Project Roles You Can Fill

<input checked="" type="checkbox"/> Project Sponsor	<input type="checkbox"/> Senior P3 Manager (IPMA Level B®)
<input type="checkbox"/> P3 Director (IPMA Level A®)	<input type="checkbox"/> Project Manager (IPMA Level C®)
<input type="checkbox"/> Resource Manager	<input type="checkbox"/> Project Mgmt Assoc (IPMA Level D®)
<input type="checkbox"/> PMO Manager/Consultant	

Member Navigation

[Delete Member](#)

Note that one person can fill multiple Roles.

Navigate through the team member records.

Record the details about each team member, and select the roles that team member fills in projects.

Page 2.1 Enter Competences

2.1 Record Competences

Member Number 1 Name IPMA, Project Sponsor

Competence # 1 Current Competence is

Element 1.01 Strategy

Key 1.01.1 Align with organisational mission and vision.

Competence Indicator

[Hide](#)

Results: Competence Needed 4 Gap 4 [About the Levels](#)

Sort by

☒ Competence ☐ Gap ☐ Sort

Competences:

Total Competence Gap 127 This gap summarizes the Competences in need of improvement

Start 1 Review 1.1 Edit 2 Assess 3 Report 4 Plan Devel

Click *Hide* to prevent showing the Competence needed and Total Competence Gap.

Otherwise, your response may be influenced by the needed target.

Record the Competence Level here.

Tip: record a number, then press enter to go to the next record.

Record the Competence of the selected team member for each Competence Item in the "Current Competence is" field.

How To Score Each Criterion

Key to the validity of your PM CompModel use is how you score each Key Competence Indicator (KCI). We often use professional assessors, rather than self-assessment or untrained users.

For each Competence Criterion

- ◆ Do you understand the statement enough to evaluate your performance against it? See the Target Levels extract, on the next page.
- ◆ Could you prove that your evaluation is correct, by providing evidence, testimony, or some other independent verification?
- ◆ Can you describe the difference between a minimum acceptable performance, and an *excellent result*? An unacceptable result?

These are examples of the questions assessors might ask.

Review Entry Results

2.1 Record Competences

Member Number 1 Name IPMA, Project Sponsor

Competence # 1 Current Competence is 0

Element 1.01 Strategy

Key Competence Indicator 1.01.1 Align with organisational mission and vision.

[Show](#)

Results:

Sort by ☒ Competence ☐ Gap ☐ Indicator

[About the Levels](#)

Competences:

This gap summarizes the Competences in need of improvement

Start 1 Review 1.1 Edit 2 Assess 3 Report 4 Plan Devel

Click **Show** to see the Competence Needed and Gap

You can sort your results in different sequences for ease of review.

After your review, click 3 Report.

At the last of the Competences, review your entries. Make needed corrections. Then, Report Results.

Page 3 Report, Export Results

3 Report, Export Results

Select the report you wish to review from the list below. Each report is available as a preview display or as a printed report.

Select the report you wish to produce

<i>Prepare Competences</i>	<i>Consider Development Options</i>
A. Print Full Competence List	H. Report Competence Coaches
B. Print Competence Questionnaire	I. Report By Coach
C. Print One Role's Questionnaire	
<i>Review Competency Assessments</i>	<i>Manage Development Options</i>
D. Report All Staff Competences	J. Report Planned Development
E. Report One Person's Competences	K. Report One Person's Development
F. Report All Competence Gaps	L. Report Development Status
G. Report Top Competence Gaps	M. Export Staff Competences to Excel

Start	1 Review	1.1 Edit	2 Assess	3 Report	4 Plan Devel
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You can use team members with high scores as coaches for those with low scores.

You can also export your results.

- ◆ Use this Page to select the report you want to see.
- ◆ We will select "Report One Person's Competences".

Report All Staff Competences

Report All Staff Competences

All team members, each with their competences.



Preview this Report

Tips



Print this Report

Tips



Exit this window

This Page lets you preview the report, or print it.

Tip: set your default printer by right-clicking the preview resulting from the Preview this Report option.

The Preview option lets you review your results, then print them. To do so, right-click on the report: the resulting menu gives you export, setup and print options.

When you select any button on this page, this dialog disappears.

See a sample Report Preview, on the next page.

CompModel: Report All Staff Competences

Mbr #: 1 Name: IPMA, Project Sponsor		Total Gap: 127	Sequence: Competence Group, then Element		
Comp. Group	Competence Element	Key Competence Indicator	Need Comp Gap		
1 Perspective	1.01 Strategy	1.01.1 Align with organisational mission and vision.	4	0	4
	1.01 Strategy	1.01.4 Determine, assess and review critical success factors.	4	0	4
	1.02 Governance, structures and processes	1.02.1 Know the principles of project management and the way they are implemented.	4	0	4
	1.02 Governance, structures and processes	1.02.5 Align the project with the organisation's decision making and reporting structures and quality requirements.	3	0	3
	1.03 Compliance, standards and regulations	1.03.1 Identify, and ensure that the project complies with all relevant legislation.	4	0	4
	1.03 Compliance, standards and regulations	1.03.5 Assess, use and develop professional standards and tools for the project.	3	0	3
	1.04 Power and interest	1.04.1 Assess the personal ambitions and interests of others and the potential impact of these on the project.	3	0	3
	1.04 Power and interest	1.04.3 Assess the personalities and working styles of others and employ them to the benefit of the project.	2	0	2
	1.05 Culture and values	1.05.2 Align the project with the formal culture and corporate values of the organisation.	2	0	2
	1.05 Culture and values	1.05.3 Assess the informal culture and values of the organisation and their implications for the project.	3	0	3
2 People	2.01 Self-reflection and self-management	2.01.1 Identify, and reflect on the ways in which own values and experiences affect the work.	3	0	3
	2.01 Self-reflection and self-management	2.01.3 Identify, and reflect on, personal motivations to set personal goals and keep focus.	3	0	3
	2.02 Personal integrity and reliability	2.02.1 Acknowledge and apply ethical values to all decisions and actions.	3	0	3
	2.02 Personal integrity and reliability	2.02.3 Take responsibility for own decisions and actions.	1	0	1
	2.03 Personal communication	2.03.1 Provide clear and structured information to others and verify their understanding.	2	0	2
	2.03 Personal communication	2.03.3 Choose communication styles and channels to meet the needs of the audience, situation and management level.	1	0	1
	2.04 Relations and engagement	2.04.1 Initiate and develop personal and professional relations.	3	0	3
	2.04 Relations and engagement	2.04.3 Demonstrate empathy through listening, understanding and support.	1	0	1
	2.05 Leadership	2.05.2 Take ownership and show commitment.	2	0	2
	2.05 Leadership	2.05.3 Provide direction, coaching and mentoring to guide and improve the work of individuals and teams.	3	0	3

Page through the report by clicking the navigation buttons at the window bottom

Competence Development Planning

A Gap could exist for many different reasons. You must understand the *cause* of the Gap to correct it.

- ◆ **Knowledge:** Do not know the facts or the process
- ◆ **Skill:** Do not understand how to apply it
- ◆ **Attitude:** Not motivated to use it
- ◆ **Behavioral, or Personal elements:** Have tried to apply them, but personal style appears to get in the way
- ◆ **Competence:** Have not had opportunity to apply it

For each Gap cause, identify potential interventions

Mind the Gap!

Competence Development Planning

Training alone does not develop Competence. You also use other actions to close the greatest Gaps.

Development Actions

- ◆ Training
- ◆ Opportunity
- ◆ Coaching
- ◆ Pairing
- ◆ Mentoring
- ◆ Other



Your **Competence Development Plan** summarizes the combination and sequence of development actions to apply, listing the timeframes, resources and support needed.

Page 4 Plan, Track Comp. Development

4 Plan, Track Competence Development # 1

First Name Project Sponsor Last

Comp # 1 Need 4 Current 0 Gap 4

Element 1.01 Strategy

Key Competence Indicator 1.01.1 Align with organisational mission and vision.

Competence Development Plan (CDP):

a. Attend Porter's Strategic Planning workshop; b. Work with CEO on update to our organization's Strategic Plan. c. Update our Mission and Vision statements; d. Share learnings and insights with other project sponsors. Might achieve level 4.

Selected ☒ Planned Start 11/13/2020 Planned End 3/6/2021 Target Comp Level 3

[About the Levels](#)

Completed ☒ Date Complete 3/2/2021 Resulting Competence 3

Start 1 Review 1.1 Edit 2 Assess 3 Report 4 Plan Devel

For gaps, describe and plan the most-appropriate development actions.

For selected actions, plan and track start, end, and resulting competence level.

- ◆ Plan and track development actions here.
- ◆ Use the status reports to stay informed.

Customer Service and Support

- ◆ Links from the Start page have more PM CompModel Background, plus a User Guide for the process and tool.
- ◆ Stacy offers a 1-day workshop that covers Competence assessment and development planning: *Increasing Project Management Competence*.
- ◆ Competence assessment using PM CompModel is also a *service* provided by ourselves, and our licensees.
- ◆ Questions? Suggestions for improvement?
Email us at Stacy.Goff@gmail.com

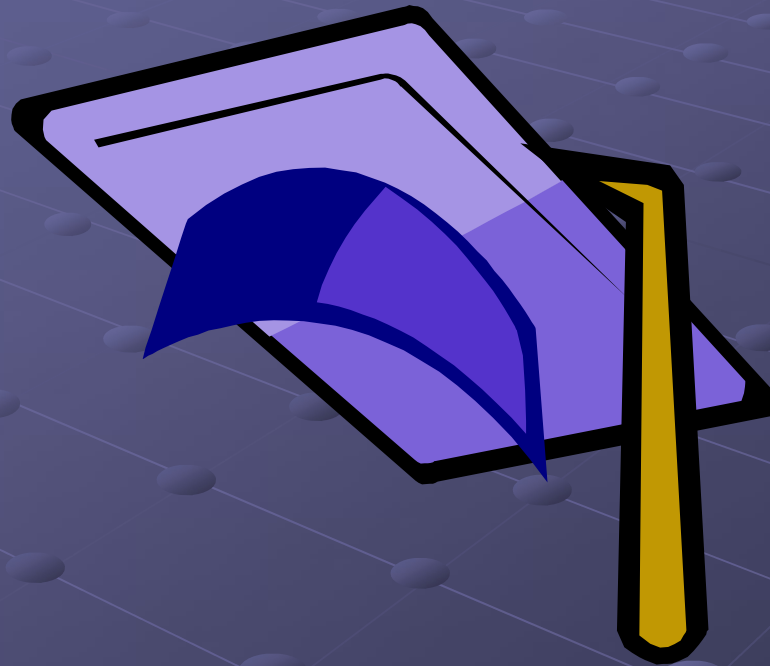
Organizational Integration

- ◆ Due to increased awareness of competence and performance, there exist many competence models, especially in Human Resources groups.
- ◆ Part of CompModel's uniqueness is its focus on project and program management.
- ◆ It uses more-detailed PM Criteria than most HR models.
- ◆ CompModel benefits from its use of IPMA's Individual Competence Baseline (ICB).
- ◆ The roles we assess are those that have the greatest impact on project and program success—beyond just PMs.

Summary

- ◆ PM CompModel is a process and a tool that helps you assess Project and Program Manager, team members' and key stakeholders' Competence.
- ◆ PM CompModel is for individual self-assessment, or for assessment of your team, workgroup, or site.
- ◆ Use ***Single-user*** CompModel to assess ***one*** stakeholder, ***plus yourself*** against our competence baseline.
- ◆ The ***Pro*** version allows customizing and tailoring your organization's needs, and unlimited use at one location.

PM CompModel Contact



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Working to Increase Project Stakeholder Competence!