Executive Summary

PMCD Framework – IT, ITeS and Telecom Sector

Objective of the Study

PROJECT OBJECTIVE

- *Identify industry benchmarks for each sub-competency across sectors (IT, ITeS and Telecom) and years of experience (<3, 3-6, 6-10 and >10 years)*

- *Empower the supervisors/ appraisers with information which can help them assess the performance of their Project Manager vis-à-vis industry peers and also take necessary decisions regarding competency development within the organization*

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Phase 1 Research summary of competencies with weightages

INPUTS BY IREP TEAM ON PMI PMCD FRAMEWORK VERSION 2

- *Phase 1 was built on top of PMCD version 2.0 – Global standard*
- *Volunteers from IREP provided their inputs on the framework.*
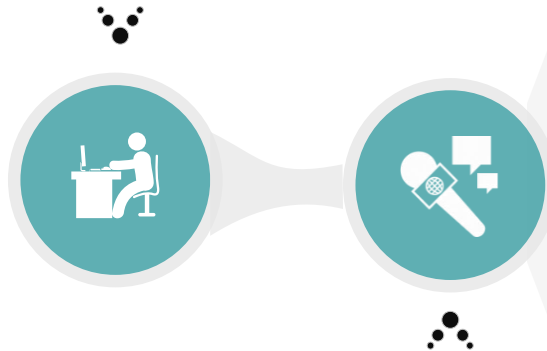
RESEARCH UNDERTAKEN BY THIRD PARTY

- *Third party research was conducted by interviewing 57 participants from 10 organizations*
- *The research provided additional competencies and weightages which were inputs to the research team for Phase 2*

Know-how	Domain Know-how 30%	Technical Know-how 25%	Process Know-how 30%	Financial Management Know-How 15%
Personal Excellence	Negotiation skills 20%	Integrity 30%	Respect for individual 20%	Attitude and perseverance 30%
Team/Internal Stakeholder Management	Leadership skills 15%	Oral Communication 10%	Written Communication 15%	Delegation 10%
	Team management 15%	Networking and collaboration 10%	Accountability 15%	Managing Conflict 10%
Thinking Skills	Problem Solving 25%	Analytical thinking and Decision making 25%	Innovative/Creative thinking 25%	Questioning/Probing skills 25%
Customer Management	Cross-Cultural competency 35%	Customer awareness 30%	Oral Communication with customer 20%	Written Communication with Customer 15%

Existing competencies with PMI PMCD standard version 2

Identified competencies for market research by PMI IREP volunteer team

Additional competencies recommended after research study 1 (conducted by third party research partner)

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Number of Interviews Completed (1/2)

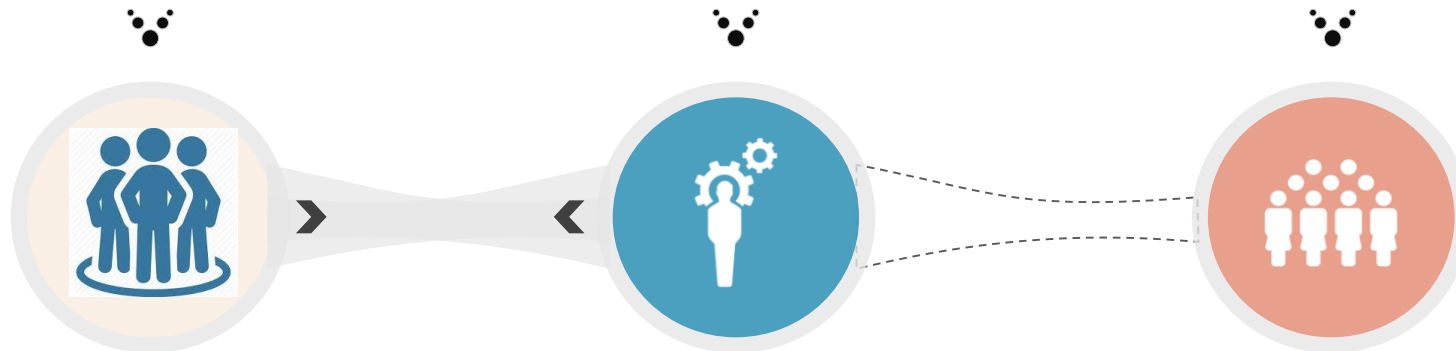|					
TOTAL INTERVIEWS	*400* interviews	**Face-to-Face**	*91* interviews	**Telephonic**	*309* interviews

RESEARCH TEAM

- *The team reach out (telephonic and face-to-face) to* **400 Supervisors** *from IT, ITeS and Telecom Sector*
- *Explained the objective of the study and received their insights on the PMCD framework.*

SUPERVISORS INTERVIEWED

- *Inputs from* **400 Supervisors'** *across IT, ITeS and Telecom were used to determine minimum ratings, optimum ratings, and weightages across 24 sub-competencies.*

PROJECT MANAGERS ASSESSED

- *Supervisors' also assessed* **747 project managers** *and provided actual ratings to them across 24 sub-competencies.*
- *This information was used to calculate average industry ratings.*

Number of Interviews Completed (2/2)

TOTAL INTERVIEWS	*400* interviews		Face-to-Face	*91* interviews		Telephonic	*309* interviews

Sector	No. of Supervisors Interviewed					Sector	No. of Project Managers Assessed				
	<3 years	3-6 years	6-10 years	>10 years	Total		<3 years	3-6 years	6-10 years	>10 years	Total
IT	21	37	74	152	**284**	IT	82	133	167	145	**527**
ITeS	4	10	23	36	**73**	ITeS	14	36	46	42	**138**
Telecom	2	3	15	23	**43**	Telecom	11	21	29	21	**82**
TOTAL	**27**	**50**	**112**	**211**	**400**	TOTAL	**107**	**190**	**242**	**208**	**747**

- Total 400 respondents (supervisors) were interviewed for the survey. The inputs from the supervisors was used to arrive at minimum rating, optimum rating, and weightages on sub-competencies.
- These supervisors also assessed 747 project managers and provided actual ratings to them. This data was used to calculate average industry rating.
- Supervisors from 216 companies across IT, ITeS and Telecom sectors participated in the study

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Approach of the study

CONDUCTED FIRST SET OF 100 INTERVIEWS

- *The research team conducted telephonic/face-to-face interviews with 100 respondents to get their insights on the framework*

- *The completion of these 100 interviews was a vital point in the research study since these not only highlighted the likely challenges in the study but also helped in identifying trends related to the 24 sub-competencies*

COMPLETED REMAINING 300 INTERVIEWS

- *The research team conducted the remaining 300 telephonic/face-to-face interviews*

- *Validated the trends identified during 100 interviews*

PROVIDED INDUSTRY BENCHMARKS

- *Created industry, benchmarks for Project Managers within the IT, ITeS and Telecom sectors and across the years of experience.*
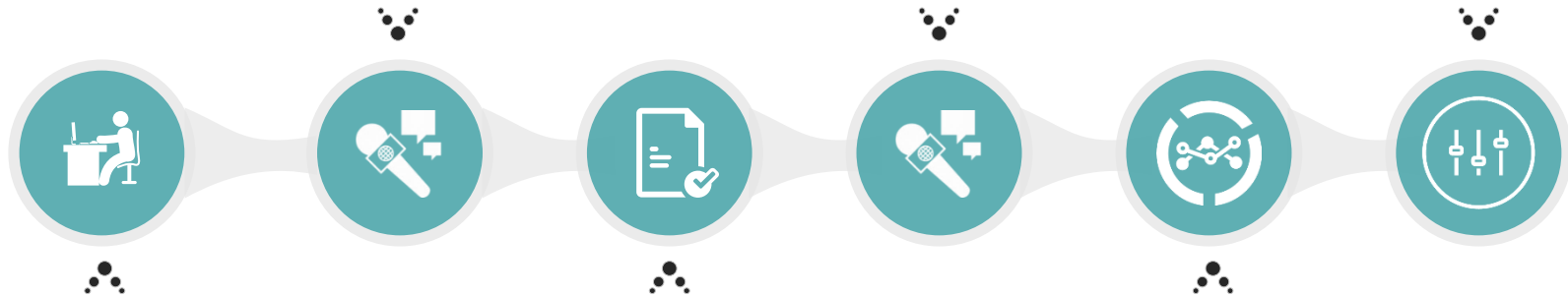
SCREENING OF RELEVENT COMPANIES AND RESPONDENTS

- *Shortlisted relevant IT, ITeS and Telecom sector companies along with right set of respondents (at senior manager positions) from PMI and the research Database*

- *The research team initiated the contact with respondents and shared the background of the study*

- *Scheduled meetings based on the availability of experts*

REFINEMENT IN THE APPROACH

- *With the help of IREP Team, refined the approach and measures to be adopted in the remaining interviews*

ANALYSIS OF COLLECTED DATA

- *Based on information gathered through primary research, in-depth analysis was conducted.*

- *The analysis, key findings, conclusions and additional insights was presented in PowerPoint format*

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Sample Report Card: Individual Project Manager (1/2)

Note:
- **Minimum and Optimum Ratings:** Refers to the average of Minimum and Optimum expected ratings
- **Avg. Industry Rating:** Refers to the average of actual ratings of PMs *(provided by the supervisors)*

Benchmarks derived from the study

To be provided by the supervisor

Name: Mr. Anonymous					Experience: 3-6 Years				Sector: IT

Know-how	Minimum Rating	Optimum Rating	Avg. Industry Rating	Actual Rating	Personal Excellence	Minimum Rating	Optimum Rating	Avg.: Industry Rating	Actual Rating
Domain Know-how	2.7	3.5	**3.1**	**3.0**	Negotiation Skills	2.8	3.5	**3.0**	3.0
Technical Know-how	3.1	3.7	**3.3**	**4.0**	Integrity	3.2	3.8	**3.4**	**4.0**
Process Know-how	2.8	3.6	**3.2**	**2.0**	Respect for Individual	3.2	3.8	**3.4**	**4.0**
Financial Management Know-how	2.3	3.2	**2.6**	**3.0**	Attitude and Perseverance	3.0	3.8	**3.3**	**3.0**

Team/Internal Stakeholder Mgmt. (1/2)	Minimum Rating	Optimum Rating	Avg.: Industry Rating	Actual Rating	Team/Internal Stakeholder Mgmt. (2/2)	Minimum Rating	Optimum Rating	Avg.: Industry Rating	Actual Rating
Leadership Skills	2.8	3.5	**3.0**	**2.0**	Team Management	2.9	3.7	**3.2**	**4.0**
Oral Communication	3.0	3.7	**3.3**	**4.0**	Networking and Collaboration	2.8	3.6	**3.2**	**3.0**
Written Communication	3.0	3.7	**3.3**	**2.0**	Accountability	2.9	3.7	**3.3**	**4.0**
Delegation	2.8	3.7	**3.1**	**3.0**	Managing Conflict	3.0	3.8	**3.1**	**3.5**

Thinking Skills	Minimum Rating	Optimum Rating	Avg.: Industry Rating	Actual Rating	Customer Management	Minimum Rating	Optimum Rating	Avg.: Industry Rating	Actual Rating
Problem Solving	2.8	3.7	**3.2**	**3.5**	Cross-cultural Competence	3.0	3.8	**3.1**	**2.0**
Analytical Thinking and Decision Making	3.0	3.7	**3.1**	**3.0**	Customer Awareness	2.9	3.6	**3.2**	**4.0**
Innovative/Creative Thinking	2.7	3.6	**2.9**	**3.0**	Oral Communication with Customer	3.0	3.8	**3.2**	**3.0**
Questioning/Probing skills	2.8	3.6	**3.1**	**3.0**	Written Communication with Customer	3.0	3.8	**3.2**	**3.5**

Sample Report Card: Individual Project Manager (2/2)

Name: Mr. Anonymous | **Experience: 3-6 Years** | **Sector: IT**

Know-how	Minimum Rating	Optimum Rating	Avg.: Industry Rating	Actual Rating
Domain Know-how	2.7	3.5	3.1	3.0
Technical Know-how	3.1	3.7	3.3	4.0
Process Know-how	2.8	3.6	3.2	2.0
Financial Management Know-how	2.3	3.2	2.6	3.0

Personal Excellence	Minimum Rating	Optimum Rating	Avg.: Industry Rating	Actual Rating
Negotiation Skills	2.8	3.5	3.0	3.0
Integrity	3.2	3.8	3.4	4.0
Respect for Individual	3.2	3.8	3.4	4.0
Attitude and Perseverance	3.0	3.8	3.3	3.0

Team/Internal Stakeholder Mgmt. (1/2)	Minimum Rating	Optimum Rating	Avg.: Industry Rating	Actual Rating
Leadership Skills	2.8	3.5	3.0	2.0
Oral Communication	3.0	3.7	3.3	4.0
Written Communication	3.0	3.7	3.3	2.0
Delegation	2.8	3.7	3.1	3.0

Team/Internal Stakeholder Mgmt. (2/2)	Minimum Rating	Optimum Rating	Avg.: Industry Rating	Actual Rating
Team Management	2.9	3.7	3.2	4.0
Networking and Collaboration	2.8	3.6	3.2	3.0
Accountability	2.9	3.7	3.3	4.0
Managing Conflict	3.0	3.8	3.1	3.5

Thinking Skills	Minimum Rating	Optimum Rating	Avg.: Industry Rating	Actual Rating
Problem Solving	2.8	3.7	3.2	3.5
Analytical Thinking and Decision Making	3.0	3.7	3.1	3.0
Innovative/Creative Thinking	2.7	3.6	2.9	3.0
Questioning/Probing skills	2.8	3.6	3.1	3.0

Customer Management	Minimum Rating	Optimum Rating	Avg.: Industry Rating	Actual Rating
Cross-cultural Competence	3.0	3.8	3.1	2.0
Customer Awareness	2.9	3.6	3.2	4.0
Oral Communication with Customer	3.0	3.8	3.2	3.0
Written Communication with Customer	3.0	3.8	3.2	3.5

Business Head / Supervisor:

- A ready reckoner for assessing the PMs
- Visualize performance of a PM vis-à-vis industry peers
- Identify strengths and areas of improvement
- Identify training/ mentoring needs for individuals
- Effective resource planning and task allocation

Project Manager:

- Clarity on
  - Minimum and optimum expectations/ industry benchmarks to look up to
  - Current performance vis-à-vis industry peers
  - Focus areas for next appraisal cycle and corresponding training needs

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Key Insights (1/5)
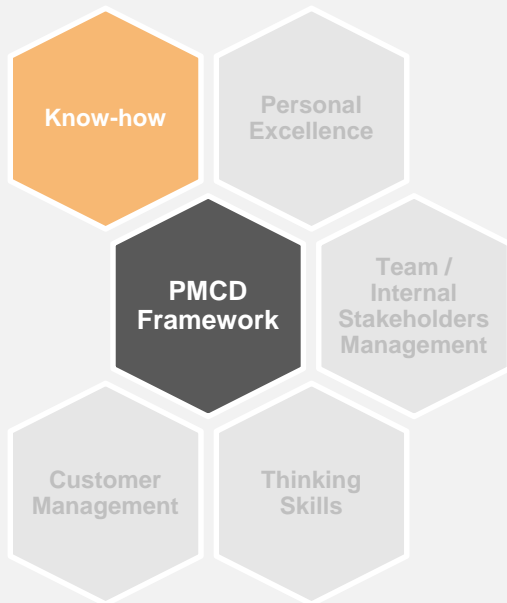
30% *weightage*   Assigned to process know-how in **telecom** sector *(marginally higher than IT and ITeS sector i.e. 25%)*

85% *respondents*   Weightage allocated to **technical know-how declines** with the increase in the PM's work experience

90% *respondents*   Significance of **financial know-how increases** with years of experience level *(to be able to assess and monitor project profitability)*

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90%
respondents — Weightage allocated to **negotiation skills increases** with experience. **Senior PMs** are expected to position themselves to **achieve a win-win deal** for complex deals, with both internal and external stakeholders

Agile Mode of Functioning

PMs are expected to foresee change in the sector dynamics and adapt to the rapid technological development

Know-how

Personal Excellence

PMCD Framework

Team / Internal Stakeholders Management

Customer Management

Thinking Skills

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Key Insights (3/5)

PMCD Framework — **Team / Internal Stakeholders Management**

Know-how · Personal Excellence · Customer Management · Thinking Skills

90%
respondents

Leadership skills gain importance over the years and PMs should not only provide clarity to the team, but also demonstrate how their activities fit into the larger picture (overall organization's goals)

Accountability

Junior PMs are responsible for project execution, whereas **senior PMs are required to take accountability** of the projects managed by them, especially in adverse scenarios

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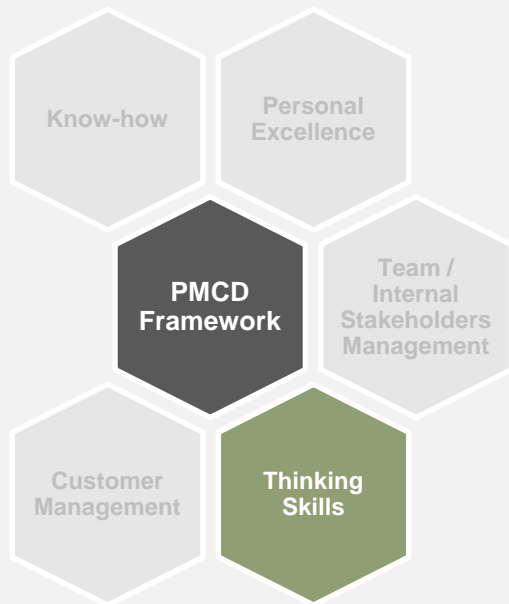
Problem-solving and Decision-making

With increase in experience, the PMs role changes **from being a problem solver to a decision maker**

Questioning / Probing Skills

Junior PMs – Ask questions mainly related to technical and process aspects

Senior PMs – Ask questions focusing on risk, scope creep, and process adherence

Key Insights (5/5)

65%
respondents
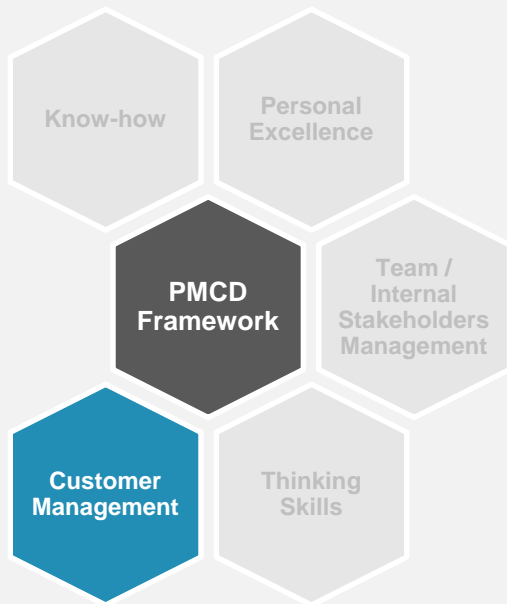
Customer awareness increases over the years of experience, owing to its implications on business development prospects.

Written and Oral Communication

Written communication holds more significance for junior- and mid-level managers as most of the interactions during project execution are in the written form

Oral communication is critical for senior PMs, owing to their high level of customer interactions

Know-how

Personal Excellence

PMCD Framework

Team / Internal Stakeholders Management

Customer Management

Thinking Skills

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Key Insights: Additional Sub-competencies (1/2)

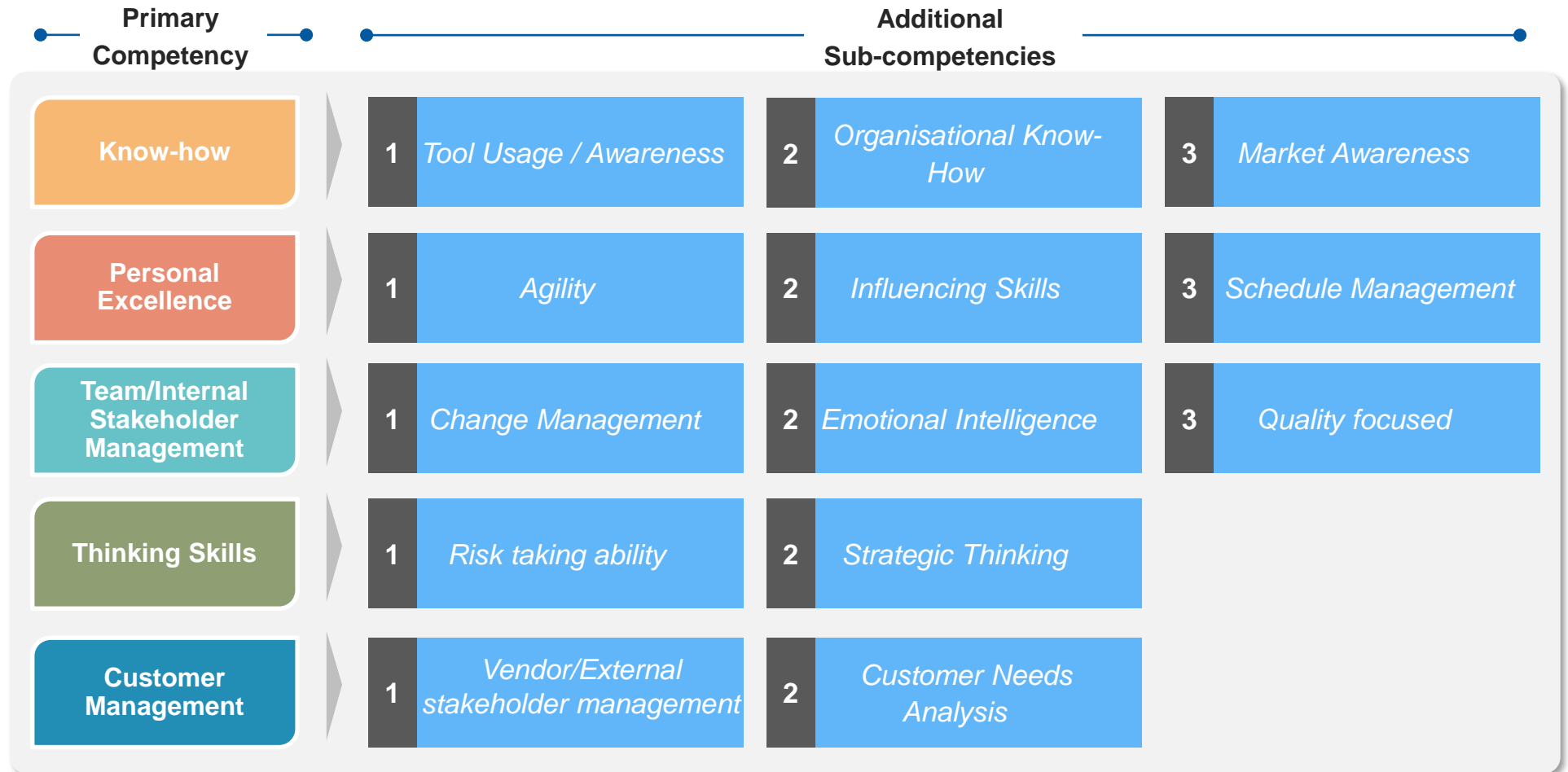| Know-how	Personal Excellence	Team/Internal Stakeholder Management	Thinking Skills	Customer Management
Tool Awareness	Agility	Change Management	Risk taking ability	Vendor/External stakeholder management
Organisational Know-How	Influencing Skills	Emotional Intelligence	Strategic Thinking	Customer Needs Analysis
Market Awareness	Schedule Management	Quality focused	Profit Oriented	Proactive
Certificates & Credentials	Active Listening	Mentoring & Training	Futuristic Vison/ Forecasting	Client 1st Approach
Awareness on Social Media Tools	Perception Management	Skill Development	Ability to view Big Picture	Customer Recognition/ Relationship
Health, Safety & Environment	Trust	Presentation Skills	Usability Management	Value Creation
Ability to Take Calculated Risks	Rewards & Recognition	Followership		Project Closing Ability
Project planning and Estimation	Continuous Learning Attitude	Knowledge Sharing		
	Ability to Take Calculated Risks	Delivery Management		

Level of Preference
(Based on the number of respondents that mentioned these sub-competencies)

Extremely High   High   Medium   Low

Key Insights: Additional Sub-competencies (2/2)

Primary Competency		Additional Sub-competencies				
Know-how	1	*Tool Usage / Awareness*	2	*Organisational Know-How*	3	*Market Awareness*
Personal Excellence	1	*Agility*	2	*Influencing Skills*	3	*Schedule Management*
Team/Internal Stakeholder Management	1	*Change Management*	2	*Emotional Intelligence*	3	*Quality focused*
Thinking Skills	1	*Risk taking ability*	2	*Strategic Thinking*		
Customer Management	1	*Vendor/External stakeholder management*	2	*Customer Needs Analysis*		

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Additional Comments

- Suggested **framework is comprehensive** and covers most of the required sub-competencies. However, while implementing, it may require some level of customization.

  - For example, each organization has some internal processes, which PMs need to follow. Further, PMs are evaluated on the adherence to these processes. In such cases, an organization may have to further breakdown the process know-how sub-competency in order to assess the PMs

  - Some respondents suggested that the **years of experience can be further broken-down** based on the nature of activities managed, positions held at a particular years of experience

- **Team and Internal Stakeholder Management** as a primary competency is broad and if possible, should be **divided in two parts**

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Next Action points

- Organizations to pilot PMCD framework

- Identify gaps by doing a comparative analysis between framework competencies and their organization defined framework

- Tailor down the PMCD framework for their use

- Utilize the tailored framework for HR processes (appraisals) and as triggers for Learning and Development needs

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Sasken Pilot Study Outcome -

What went well:

- Scores/ratings matched PMs performances as measured by Sasken in their normal performance evaluation method
- Primary evaluation is done by PMI® PMCD SME, who is also the Head of PM Academy at Sasken
- Received inputs from the supervisors and peers to arrive at the final ratings
  - The learnings on the assessment guideline were fed back to the framework to fine-tune it an apply to a larger context

Benefits:

- Helped identify the improvement area in the Project manager's fraternity across organization. Example: A researched framework to assess the competency of Project managers was much required to integrate into the organization's competency building platform
- Helped identify the specific improvement areas of PMs Development goal

Next steps (Planned):

- Career progression shall have the key input from the outcome of PM competency assessment
- Incorporate specifics from the framework into the appraisal system
- Link compensation to the performance based on the outcome of the PM competency assessment

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Thank you