



Canadian Vocational Association | Association canadienne de la formation professionnelle

PROJECT MANAGEMENT – SAMPLE DACUM CHART OF COMPETENCIES (2007)

A PROJECT MANAGER must be able to ...

A. Confirm Understanding And Agreement Relative To Project's Terms of Reference	1. Describe project purpose / aims	2. State project parameters (range, scope, territory, global budget, timescales, authority, ...)	3. State partners / people involved	4. State the way the team will work	5. Establish review / control frequency and mechanisms
B. Analyse Organisational and Social Context	1. Identify stakeholders	2. Analyse client's organisation	3. Assess stakeholders' potential impact on the project	4. Develop strategies to manage stakeholders	
C. Manage Risks	1. Identify potential risks	2. Assess risks	3. Select mitigation measures	4. Implement mitigation measures	
D. Plan a Project	1. Break down project in deliverables	2. Estimate required effort per deliverable	3. Establish detailed timeline	4. Identify required human, physical, material et technological resources	5. Estimate costs (direct, indirect, contingencies)
	6. Agree on project plan with client				



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A PROJECT MANAGER must be able to ...

E. Organise Operations and Assemble Resources	1. Design and implement an organisational structure	2. Determine levels of responsibility	3. Develop policies and guidelines	4. Recruit project team and collaborators	5. Secure physical, material and technological resources
	6. Negotiate contractual agreements with goods and service providers	7. Ensure orientation of project team members and collaborators	8. Assign mandates	9. Implement communication mechanisms	10. Create an environment conducive to teamwork
F. Coordinate and Monitor Project	1. Manage relationship with client	2. Supervise team members and collaborators	3. Conduct meetings	4. Administer contracts of goods and service providers	5. Ensure compliance with laws, regulations and standards
	6. Perform quality controls	7. Control project related administrative activities	8. Control internal, external and contingency costs	9. Control project evolution and timelines	10. Manage changes and their impact on project
	11. Identify and implement corrective / remedial actions / measures	12. Monitor risks	13. Issue / present progress reports		



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A PROJECT MANAGER must be able to

G. Complete Project	1. Perform final verification	2. Demobilize human resources	3. Terminate providers' contracts	4. Proceed to administrative closing of project	5. Evaluate client's satisfaction
	6. Perform post-mortem				

And to accomplish the previously described professional competencies, a PROJECT MANAGER must be able to ...

H. Demonstrate Communication and Interpersonal Skills	1. Practice active listening	2. Speak in a clear and concise manner	3. Write in a clear and concise manner	4. Make presentations	5. Practice tact and diplomacy
	6. Exercise leadership	7. Exercise an advisory role	8. Demonstrate teamwork skills	9. Negotiate	
I. Demonstrate Personal Skills	1. Demonstrate professionalism and integrity	2. Exercise judgement	3. Demonstrate planning skills	4. Delegate	5. Demonstrate analytical skills
	6. Exercise creativity and resourcefulness	7. Make decisions			