

Professional/Personal Development Plans for  
**PROJECT MANAGEMENT OFFICES**

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**FACILITATOR BIO**

✦ Nelson Ortiz

✦ Education and Certifications

- ✦ PMP
- ✦ M.Ed in Adult Education and Distance Learning
- ✦ Currently pursuing:
  - ✦ Ed.D in Educational Leadership and Educational Technology (2013)
  - ✦ CompTIA Project + Certification (Jan 2010)
  - ✦ Microsoft Certified Technology Specialist - MCTS in Project 2007 (Nov 2009)
  - ✦ Microsoft Certified Trainer - MCT (Nov 2009)

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**FACILITATOR BIO**

✦ Nelson Ortiz

✦ Professional experience

- ✦ 10+ years local and international banking
  - ✦ Project Management, Risk Management, Operations, IT, Marketing, Human Resources, Retail and Consumer Sales
- ✦ Project management specific:
  - ✦ 6+ years experience including Program and Portfolio management
  - ✦ Participation in establishment of a PMO
  - ✦ Configuration and administration of a centralized PMIS
- ✦ Active college professor
- ✦ Educational consultant via B2B Partnerships
  - ✦ PMP Coaching
  - ✦ Custom Project Management Training
  - ✦ IT Training
  - ✦ Business skills
- ✦ Founder Beta educational site for Project Managers:  
[www.pminstructor.com](http://www.pminstructor.com)

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### COURSE OVERVIEW

- ✦ Overview key concepts of elaborating Personal or Professional Development Plans for Project Management professionals.
- ✦ Target audience:
  - + Project management professionals interested outlining a short and or long term development plan
  - + Project management supervisors or directors interested in continuously improving the skills sets of their resources through formal development plans

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### OUTLINE

- ✦ Basic concepts of educational development
  - + Scholar, Practitioner and Leadership (SPL) Model
  - + PMI's Project Manager Competency Development (PMCD) Framework
- ✦ Development Plan Cycle
- ✦ Development Plan Dimensions
- ✦ Development Plan Skills by Functions

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### SCHOLAR, PRACTITIONER AND LEADERSHIP (SPL) MODEL

- ✦ Source:
  - + Educational model used by several university's for graduate and post-graduate degrees
  - + Scholar:
    - ✦ Process of gaining knowledge through research and the dissemination of this knowledge through various means such as publications, and presentations (Dalhousie University, n.d.).
  - + Practitioner:
    - ✦ Individuals capable of interrelating and integrating results of research to their practice, and defining new ideas (Winter, Griffiths & Green, 2000).
  - + Leadership:
    - ✦ Leading learning in a process that helps others learn.

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**PROJECT MANAGER COMPETENCY DEVELOPMENT (PMCD) FRAMEWORK**

- ✘ PMI Global Standard
- ✘ Address three main competencies (Pg. 12):
  - + Knowledge competence:
    - ✘ **What** the PM *knows* about the application of processes, tools, and techniques
  - + Performance competence:
    - ✘ **How** the PM *applies* project management knowledge to meet the project requirements
  - + Personal competence:
    - ✘ **How** the PM *behaves* when performing activities within the project environment; their attitudes, and core personality characteristics




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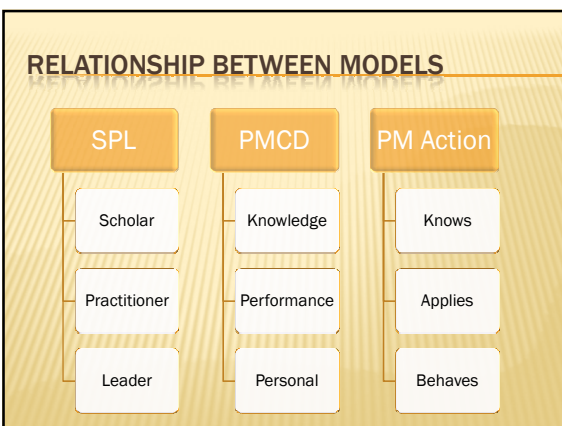
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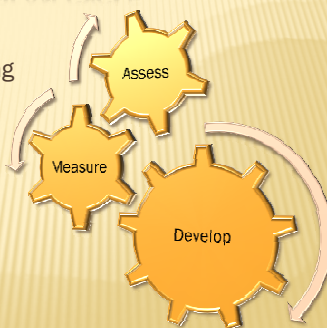
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**DEVELOPMENT PLAN CYCLE**

- ✘ Sets out the identified learning and training activities that support staff development so the job can be undertaken effectively




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### PMCD FRAMEWORK – DIMENSIONS OF COMPETENCE

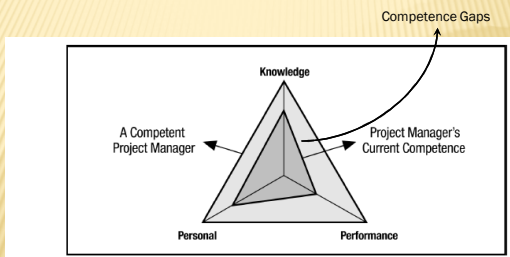


Figure 1-1. PMCD Framework dimensions of competence

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### WHAT DO I MEASURE FOR EACH OF THE THREE COMPETENCE AREAS?

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### KNOWLEDGE – WHAT THE PM KNOWS

- \* Project Management Credentials
  - + CAPM
  - + PMP
  - + Organizational credentials
  
- \* Key Points:
  - + It is never too late to set a credential baseline

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**PERFORMANCE- HOW THE PM APPLIES**

- \* Performance reviews
- \* Stakeholder surveys
- \* Review of Project Management documentation
  - + Writing and communications skills
- \* Key Points:
  - + You can't manage what whom you don't measure

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**PERSONAL- HOW THE PM BEHAVES**

- \* Stakeholder surveys
- \* Iterative observation
  - + Behavioral traits
  - + Organizational skills
  - + Team interaction

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**DEVELOPMENT PLAN SKILLS BY FUNCTIONS**

- \* Project Team members
  - \* Business/Process/System Analyst
  - \* Project Managers
  - \* Program Managers
  - \* Portfolio Managers
- \* Items presented are suggestion to help guide the formal definition of specific skill areas by industry or organization

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**DEVELOPMENT PLAN SKILLS: PROJECT TEAM MEMBERS**

- ✘ Personal
  - + Meeting Facilitation
  - + Conflict Resolution
- ✘ Knowledge & Performance
  - + Project Management of Team Members
- ✘ Others
  - + Application area or industry-required skills

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**DEVELOPMENT PLAN SKILLS: BUSINESS/PROCESS/SYSTEM ANALYST**

- ✘ Personal
  - + Effective Written and Verbal Communications
  - + Meeting Facilitation
  - + Conflict Resolution
- ✘ Knowledge & Performance
  - + Project Management Basics
  - + Working with Cross Functional Teams
  - + Requirements Gathering
- ✘ Others
  - + Application area or industry-required skills
  - + Business Writing
  - + Analyzing Business Processes

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**DEVELOPMENT PLAN SKILLS: PROJECT MANAGERS**

- ✘ Personal
  - + Effective Written and Verbal Communications
  - + Meeting Facilitation
  - + Conflict Resolution
  - + Effective Presentations
  - + Leadership in Project Environments
- ✘ Knowledge & Performance
  - + CAPM Certification or higher
  - + Working with Cross Functional Teams
  - + Requirements Gathering
  - + Relationship Management
- ✘ Others
  - + Business Process Management for Project Managers
  - + Application area or industry-required skills

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**DEVELOPMENT PLAN SKILLS: PROGRAM MANAGERS**

- × Personal
  - + Effective Written and Verbal Communications
  - + Meeting Facilitation
  - + Conflict Resolution
  - + Effective Presentations
  - + Leadership in Project Environments
- × Knowledge & Performance
  - + PMP Certification or higher
  - + Working with Cross Functional Teams
  - + Requirements Gathering
  - + Relationship Management
  - + Managing Multiple Projects
  - + Managing Integration Projects
  - + Program Management
- × Others
  - + Application area or industry-required skills
  - + Business Process Management for Project Managers
  - + Strategic Planning

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**DEVELOPMENT PLAN SKILLS: PORTFOLIO MANAGERS**

<ul style="list-style-type: none"><li>× Personal<ul style="list-style-type: none"><li>+ Effective Written and Verbal Communications</li><li>+ Meeting Facilitation</li><li>+ Conflict Resolution</li><li>+ Effective Presentations</li><li>+ Leadership in Project Environments</li><li>+ Coaching and Facilitation</li></ul></li><li>× Others<ul style="list-style-type: none"><li>+ Business Process Management for Project Managers</li><li>+ Business Case Development</li><li>+ Strategic Planning</li><li>+ Personal Development Plans</li><li>+ Application area or industry-required skills</li></ul></li></ul>	<ul style="list-style-type: none"><li>× Knowledge &amp; Performance<ul style="list-style-type: none"><li>+ PMP Certification or equivalent</li><li>+ Working with Cross Functional Teams</li><li>+ Requirements Gathering</li><li>+ Relationship Management</li><li>+ Managing Multiple Projects</li><li>+ Managing Integration Projects</li><li>+ Program Management</li><li>+ Portfolio Management</li><li>+ Managing and Controlling Portfolio Performance</li><li>+ Contracting and Negotiation</li><li>+ Establishing the PMO</li></ul></li></ul>
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**SUGGESTED ACTIVITY**

- × Create development plan
  - + Itemize and prioritize skills
  - + Measure current proficiency
  - + Define target proficiency
  - + Identify opportunity for development
  - + Define success criteria
  - + Define timescale for development
  - + Define evidence for measurement tools
  - × [Template](#)

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## REFERENCES

- ✦ Dalhousie University. (n.d.). Scholarship definition. Retrieved July 11, 2009, from <http://healthprofessions.dal.ca/Files/ScholarshipDefinition.pdf>
- ✦ Winter, R., Griffiths, M., & Green, K. (2000, March ). The Academic Qualities of Practice: What Are the Criteria for a Practice-based PhD? *Studies in Higher Education*, 25(1), 25-37.

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**THANK YOU FOR YOUR  
PARTICIPATION!**

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**Personal Development Plan**

	<b>SKILL</b>	<b>CURRENT PROFICIENCY</b>	<b>TARGET PROFICIENCY</b>	<b>DEVELOPMENT OPPORTUNITY</b>	<b>CRITERIA FOR JUDGING SUCCESS</b>	<b>TIME SCALE</b>	<b>EVIDENCE</b>
<b>PRIORITY No 1.</b>	<i>Presentation skills</i>	<i>Competent enough but nervous. Not professional standard.</i>	<i>Confident presenter</i>	<i>Make a presentation in next PMO meeting</i>	<i>Achieve at least a B Grade for my end of project presentation.</i>	<i>By the end of month 1</i>	<i>“Self Assessment Template – Presentation Skills”</i>
<b>PRIORITY No 2.</b>	<i>Team working Skills</i>	<i>Poor – dislike working in teams, hate trusting others; hate having to compromise my ideas</i>	<i>Reliable and positive team member; competent team player</i>	<i>Become a PMI Chapter member; read about teamwork</i>	<i>Help organise a PMI Chapter event; note how many of the skills I read about were applied by me. Enjoy the experience.</i>	<i>2<sup>nd</sup> Quarter</i>	<i>“Self Assessment Template – Teamwork”</i>
<b>PRIORITY No 3.</b>	<i>Leadership Skills</i>	<i>Lacking in confidence; not good at delegating and monitoring.</i>	<i>Confident leader who can delegate</i>	<i>Volunteer to lead group project.</i>	<i>Group's satisfaction with me; project mark; team feedback; my level of confidence.</i>	<i>4 Quarter</i>	<i>“Self Assessment Template – Leadership”</i>