V1

Project Leadership Programme (PLP) CONTRACT

RM6214

CONTRACT SCHEDULE 2.1 : SERVICES

Annex B PLP Competency Framework

ANNEX B – PLP COMPETENCY FRAMEWORK

The Project Leadership Programme (PLP) is underpinned by a competency framework. The framework describes the qualities and characteristics a project leader should possess to conduct their project leadership role effectively - it describes what 'good' looks like.

The competency framework has three domains:

1. ***Leadership of Self****: Distinguishing the self-knowledge to allow a leader to know how to maximise their leadership impact on the project.*

2. ***Commercial Leadership****: The competency to provide commercial leadership and exert effective control over the 'extended delivery team' across organisational boundaries*

3. ***Technical Leadership****: The competency of appropriately applying the principles, disciplines and tools to programme and project management to support the leadership of the project*

Participants on the PLP will hold different leadership roles for a variety of significant or complex projects or programmes; the expectation is for participants to develop particular competencies that are most relevant to the needs of their organisation, situation and personal career plans.

Programme Competency Framework (V1)

Competency domain	Components of competency	Description	Indicators of what a "good" project leader does (not exhaustive)
Leadership of Self	• Embraces the challenge of project leadership	• Demonstrating the ability to successfully undertake the 'tasks of leadership': Inspire; focus; enable; reinforce; learn, whilst under pressure to deliver	• In leading the project, recognises pressure on self and team, and manages the balance between driving and supporting self and team
		• Understanding and demonstrating situational leadership	• Adapts style, approach and focus to meet the changing situation • Is personally clear about priorities and outcomes (team, task, individuals) at any given point

	● Takes responsibility for personal leadership contribution to success and failure	● Demonstrating understanding of the varying role of the project leader over the project lifecycle	● Adapts leadership style to the context and situation of project and project team ● Recognises when own leadership may not be appropriate for project and arranges succession
		● The ability to manage and respond positively to challenges to personal credibility and moral authority	● Deploys effective coping mechanisms to deal with the pressure of expectations ● Draws on personal and professional support appropriately ● Distinguishes valid and invalid criticism of project, and between criticism of project and self
		● Inspiring a sense of larger purpose	● Delivers inspiring, engaging and meaningful messages about the project ● Communicates and enthuses the team with a vision of what the project will achieve
		● Demonstrating courage to challenge the status quo	● Asks challenging questions to bring about deeper understanding of the issues ● Uses best practice where appropriate and applies principles to match approach to requirements of the project ● Challenges the status quo and accepted assumptions effectively and constructively

		● Demonstrating a range of mechanisms to maintain perspective and ‘stay grounded’	● Alert to risk of group think and tests evidence to support assumptions

	• Takes responsibility for self, team and project	• Demonstrating resilience	• Will act objectively to “set-backs”; by identifying the causes, including their personal role in them and reflecting and learning from them. • Has developed effective mechanisms to manage work/life balance and is able to make positive personal interventions to pre-empt and manage the stress of leading. • Learns from experiences and integrates this into the forward plan
		• Tapping into support network	• Establishes the right relationships and uses them effectively. • Engages with relevant networks, communities of practice and professional bodies to identify best practice, learn from others and improve resilience of self, team and project
		• Taking decisions in a timely manner.	• Takes personal accountability for making decisions.
		• Applying lessons learned from local and global projects.	• Encourages the team to use and seek out experience from other projects. • Brings in additional experience and expertise, when needed.

	• Engages and leads internal and external stakeholders	Proactively managing and engaging stakeholders by listening to them and acting on their concerns.	• Invests time in building relationships with stakeholders. • Engages stakeholders with integrity. Listens to concerns and addresses them appropriately; when it is not appropriate to agree to stakeholder wishes, they will explain why

	• Creates a culture where everyone takes on and lives up to their responsibility for delivery	• Everyone in the project team understands their role and has a personal commitment to successful delivery	• A positive and proactive role model who encourages and empowers others • Roles and their relationship to outcomes are clearly defined and understood • Performance is well managed

Competency domain	Components of competency	Description	Indicators of what a "good" project leader does (not exhaustive)
Commercial Leadership	• Leads strategic financial management: - Implements effective financial and other controls - Employs appropriate mechanisms for procuring and managing suppliers - Apportions risk appropriately - Thinks through the whole project lifecycle	• Demonstrating competence in strategic financial management including: • Gaining clarity on project direction over the major project life cycle • Assessing the certainty of objectives • Assessing funding options	• Ensures the needs of the end-customer are central to the planning of the project and delivery model • Focuses on efficiency of delivery and value of activities to the delivery of outcomes • Ensures value for money across the project lifecycle • Maintains good financial and budgetary discipline by ensuring clear accountability for financial controls • Timely and appropriate financial reporting

	● Leads strategic negotiation with suppliers and stakeholders	● Demonstrating competence in strategic procurement, supplier and contract management including: ● Maintaining / ensuring organisational reputation and integrity. ● Appropriately apportioning risk through contractual arrangements. ● Assess market capacity and engages at early stages ● Considers a range of delivery models/mechanisms	● Understands how the commercial approach taken will impact on delivery ● Understands what drives supplier behaviours (both organisationally and individually) and uses the knowledge to enhance the delivery of required outcomes ● Understands the capability of department, project and suppliers and uses that knowledge to manage delivery risks ● Resources project team to meet Client commitments in the contract ● Matches contract management stance to the commercial relationship / delivery model required. ● Understands implications of commercial strategy for financial controls, contingency management and change control
	● Ensures project is an “intelligent client” for suppliers	● Demonstrating a detailed understanding of the priorities and needs of the business and how these related to the contract ● Demonstrating a positive approach to commercial partnership which focuses on mutual benefit and a shared incentive to succeed	● Knows and understands what is in the relevant contracts ● Have effective governance and escalation processes in place ● Works towards maximising benefit from commercial relationships (e.g. gain share) ● Is seen as a trusted partner

	• Drives delivery of the project to achieve the intended benefits	• Demonstrating competence in realising the intended benefits and outcomes of projects including:
		  • Delivering objectives through selecting and implementing appropriate performance measures (Earned Value Analysis or similar)
		  • Monitoring benefits achieved and acting on performance data to influence future plans
		  • Continually revisiting the business case in making decisions between time, cost and scope
			• Understands the policy / business imperatives that underlies the project / change and aligns delivery model and benefits plans with this
			• Confronts issues with delivery partners, stakeholders, suppliers and clients in an assertive and constructive way
			• Produces and maintains up-to-date, well-defined and agreed business case
			• Has an agreed benefits realisation strategy which is adopted as part of standard operating control when the project has moved to BAU

Competency domain	Components of competency	Description	Indicators of what a "good" project leader does (not exhaustive)
Technical Leadership	• Builds and sustains successful project teams	• Managing and developing the project team for success.	• Adapts style and approach to maximise the improvement and development of individuals within the team • Uses a range of performance improvement techniques to engage, empower and enhance the capabilities and delivery of team members • Creates a flexible and responsive culture, clearly focussed on project delivery
	• Builds and sustains successful project teams	• Understanding the skills and capabilities required within the team to deliver the project on time, to quality and budget • Demonstrating a creative and practical approach to building capacity and bridging skills gaps • Prepares for project completion and handover to BAU including contract management	• Understands team dynamics and how to build a successful team • Effectively frames problems and identifies creative and practically achievable solutions

	• Enables leadership of an organisation or team through a change journey	• Understanding how change happens in organisations and building that into the project plan	• Works with and supports the leaders of the organisation to deliver change • Identifies and uses the organisational levers to change behaviour (training, communications performance management etc.) • Recognises the importance of how change is delivered to the success of the change ("not about the what, about the how")
	• Adopts an appropriate approach to project management delivery	• Demonstrating multiple approaches to performance management and improvement i.e. managing risks	• Implements project controls that focus on critical risks to the project • Is able to articulate an understanding of the available methodologies and to determine the most appropriate approach (or blend of approaches) for the project
		• Utilising PPM (Projects Portfolio Management) products for decision making	• Applies right approach/toolkit to the situation, ensuring that project fundamentals have been identified and are in place (e.g. governance, risk management, project plan etc) • Uses a range of financial, schedule and other performance data to understand how a project is performing and to make decisions • Recognises early when a project is not delivering and acts appropriately to resolve the underlying issues • Values transparency to focus attention on performance
	• Manages risk strategically	• Ensuring key risks to project benefits are actively managed • Taking managed risks to allow innovation.	• Uses lessons from other projects and engages actively and in a timely fashion in appropriate conversations to identify and mitigate risk • Uses management reserve / contingency effectively: - Monitoring "burn down" against project progress. - Allocates resource to mitigate risks. • Puts in place resourced, credible contingency plans • Looks to exploit opportunities for innovation and improvement.

		● Demonstrating the value of governance and audit assurance and its impact on project performance.	● Plans and manages change through clear sponsorship and accountability for delivering outcomes ● Matches the governance arrangements to the decisions required to drive delivery ● Puts in place effective assurance mechanisms within the project to control risks ● Makes use of external assurance (Non-advocate reviews, red team reviews, OGC etc.) to confirm status and adequacy of risk controls
		● Anticipating strategic risks and hurdles and taking a strategic view in how they can be addressed or mitigated.	● Deeply examines the risks to the intended benefits delivery, in the light of changes and new information ● Critically examines the evidence in support of business cases / claimed outcomes. Is aware of the external environment (PESTLE) and the potential impact of change in terms of risk and opportunity

Competency domain	Components of competency	Description	Indicators of what a "good" project leader does (not exhaustive)
Leadership of Major Projects **THIS COMPETENCY AREA IS MPLA ONLY AND INCLUDED HERE FOR INFORMATION ONLY**	● Leads a "temporary organisation"	● Provides a role model for constructive challenge and delivery focus	● Values time of self and others at the outset of project as much as at the end. ● Meets personal commitments. ● Gets into the detail to challenge the delivery plans and to manage the interconnectivity of a complex system. ● Is articulate and credible at the most senior level; has courage and credibility to deliver difficult messages ("Speaks truth unto power").
		● Inspiring a sense of larger purpose	● Delivers inspiring, engaging and meaningful messages about the project. ● Communicates and enthuses the team with a vision of what the project will achieve

	• Engages and leads internal and external stakeholders	• Proactively managing and engaging stakeholders by listening to them and acting on their concerns	• Invests time in building relationships with stakeholders. • Engages stakeholders with integrity. • Listens to concerns and addresses them appropriately; when it is not appropriate to agree to stakeholder wishes, they will explain why
		• Effectively managing and handling politics and political risks	• Finds ways to surface and resolve differences of opinion • Understands the Political influences and helps the project team to navigate through them
	• Operates effectively in a dynamic environment	• Leading in complex environments by making sense of complex situations and reframing understanding.	• Uses appropriate questions and approaches to gain information to make sense of situations. • Puts the situation into appropriate context to identify responses to emergent issues. • Looks to make the complicated simple; but challenges simplistic explanations.
		• Anticipating strategic risks and hurdles and taking a strategic view in how they can be addressed or mitigated.	• Deeply examine the risks to the intended benefits delivery, in the light of changes and new information. • Critically examines the evidence in support of business cases / claimed outcomes.

	• Creates a culture where everyone takes on and lives up to their responsibility for delivery	• Collaboration and partnership between SROs and PDs across the operating environment	• Establishes the tasks to be undertaken between the SRO and PD and ensure that each are clear about who is doing what, and when. • Operates with mutual trust and respect, allowing for honest appraisal of success of joint leadership of project.
		• Applying lessons learned from local and global projects.	• Encourages the team to use and seek out experience from other projects. • Brings in additional experience and expertise, when needed.
	• Questions existing ideas and approaches to find new ways of delivery.	• Demonstrating courage to challenge the status quo.	• Asks challenging questions to bring about deeper understanding of the issues. • Uses best practice where appropriate and applies principles to match approach to requirements of the project. • Challenges the status quo and accepted assumptions.
	• Deploys and adapts an appropriate model for the “temporary organisation”	• Demonstrating competence in design of the organisation and delivery model • Identifying what capabilities are needed and how they can be accessed most appropriately • Building core capability within the project team	• Recognises what capabilities are needed and either develops or brings them into the team when needed. • Does not over-rely on external parties for core activities

		● Demonstrating understanding of leading in complex environments including: - Setting direction - Project governance structures - Organisational architectures - Securing resources i.e. the realm of Systems Engineering ● Undertaking analysis of the similarities and differences in how Major Projects behave including examination of different geographical, sectorial and scale contexts.	● Seeks opportunities to innovate to make improvements in delivery. ● Engages senior stakeholders to establish governance processes that facilitate delivery at pace, taking managed risks. ● Anticipates national and wider developments, including economic, environmental and social that may affect the delivery of the project and project benefits. ● Develops a range of options to manage and mitigate risks, and contingency plans for the most critical risks.

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