

CANDIDATE NAME



SFIA MAPPING ANALYSIS

This candidate manages Programmes that are designated as COMPLEX by the APM COMPETENCY FRAMEWORK. Job responsibilities & functions discussed at debriefing session indicate a SFIA Level 6 role – Business Change Programme Management (PGMG) which is in line with their current job role.

SKILLS EVALUATION ANALYSIS

Project Initiation	47	Good understanding of primary project set-up and organisation/mobilisation methods. However, the understanding of setting objectives, investment appraisal and project lifecycles is limited. Project initiation was well demonstrated but a wider understanding of strategic methods, project context and governance would be beneficial in both his current & future job roles.
Project Planning	37	Strong overall understanding of planning tools & techniques and their application. Key areas that could be reinforced would be strategic risk analysis methods and resource scheduling & prioritisation. Both of these skills are vital for effective development in Practice Management and Portfolio Management so should be considered as a priority for development.
Project Control	45	Clear understanding of the practical application of project control methods. However, additional knowledge of performance management reporting (EVA, Critical Ratios, etc...) and third party management approaches are essential for more complex/larger implementations.
People & Projects	44	Demonstrated a good understanding of teams, leadership and stakeholder management techniques. However, knowledge in conflict management, consultancy skills, communications and negotiation are limited. The role of both Practice Manager & Programme Manager draw heavily on these areas of expertise and a wider understanding of these topics would support him in his current & future job roles.
APMP specialist areas	47	Understands the differences between project, programme & portfolio management as well as the role of the Project Office. However, methods & procedures, project context, environmental impact analysis and governance skills are less well understood.
Group Practices	47	Strong understanding of Group practices with the exception of Demand Management. This is common amongst the trial candidates and probably indicates a need for better communications/training in this area.

DEVELOPMENT OVERVIEW

Key areas that should be considered for development are:

- Communications & influencing skills
- Consultancy & dealing with difficult people or Conflict Management
- Macro project or programme management processes & lifecycle elements
- Procurement & third party management methods
- Performance & forecast reporting tools & techniques



Communications & consultancy skills are a common requirement in the trial team and could be covered in a bespoke session for the Group. In terms of reference/reading material these subjects are covered particularly well by Project Management - A Managerial Approach by John Meredith.

Increased understanding of strategic mechanisms for project, programme and portfolio management would be best achieved through Managing Successful Programmes (MSP) to a practitioner or expert level. The latter of these requires demonstration of application and is highly recommended .

DEVELOPMENT OPTIONS

Candidate should increase their adherence to the Managing Successful Programmes (MSP) 2009 process from the OGC to support the overall objectives of the VISA Change & Governance Practice.

The candidate has also expressed a desire to consider other forms of project management including Agile and SCRUM Software Development. They have also explained that they personally feel a need to improve their Conflict Management, Communications & Presentation skills.

Agile & SCRUM Development could be completed as part of the VIS A Europe C&G training programme and has been a common requirement in the group. There are a number of external bodies that complete this form of training although the C&G does not contain any suppliers on their current PSL.

APM Competence - Conflict Management & Presentation training is properly covered to the level required by the APM standard in the current VISA Europe HR offerings. These could be included as apart of the candidate's PDP for 2010/11.

APM Competence Communications – verbal and non-verbal is a common requirement for VISA Europe and a series of one days events is scheduled for December 2011.

SUMMARY

Candidate is well suited to the role they are currently occupying and shows good potential moving forward into 2011. There are opportunities for Level 8 Programme Managers becoming available in 2011 and this candidate should consider the recommendations provided in this report as their developmental priorities to achieve their stated goals.