

Certification – Facts and Fiction

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David Hudson *AFAIM, MAIPM, MPD*

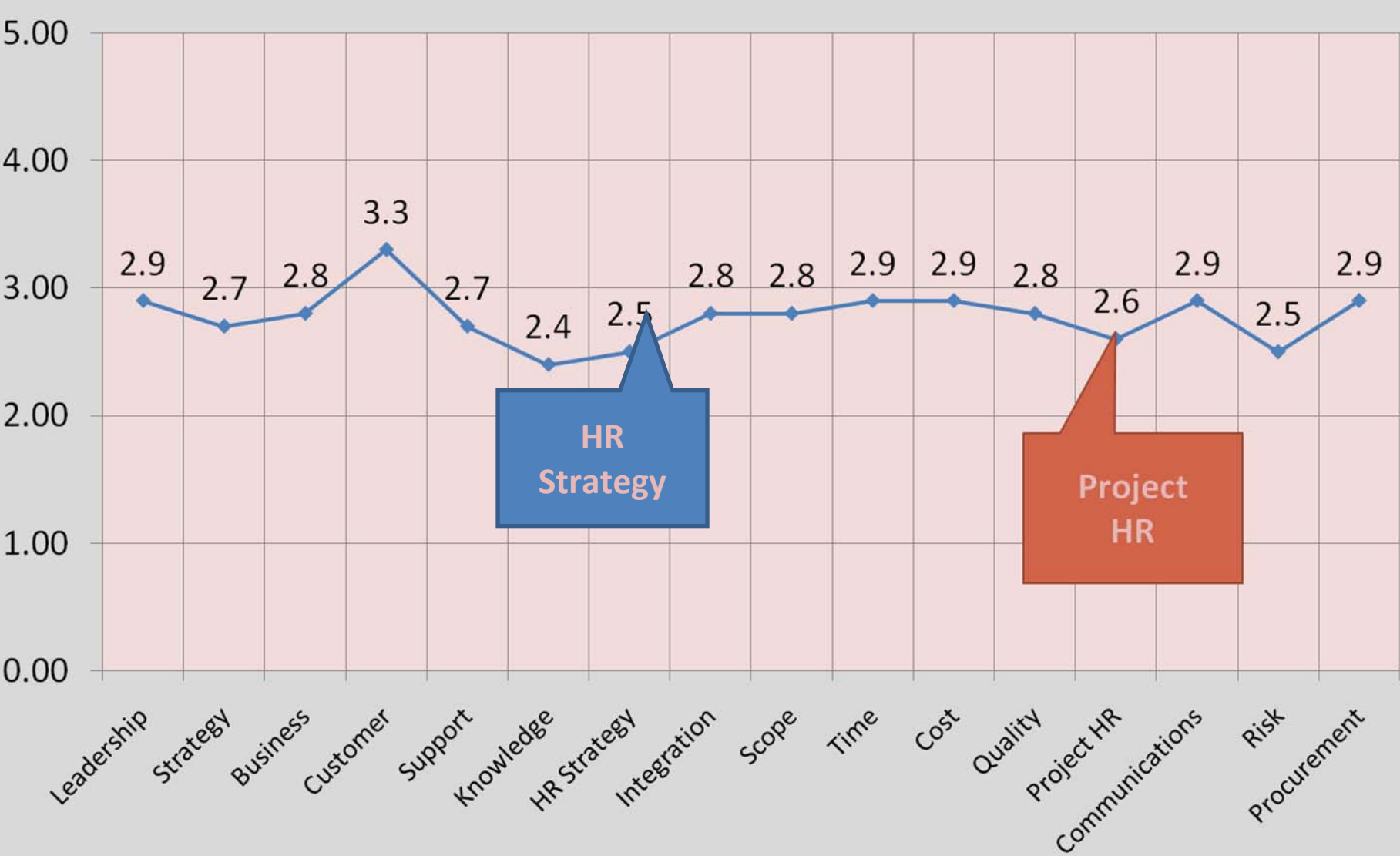
Agenda

- The Current Benchmark
- Individual Competence
 - Accreditation Frameworks
 - Accreditation Methods
- Organisational Competence
- Achieving the Senior Practitioner
- Evaluating Training ROI
- Bridging the Gap

The Basic Proposition

- We are in the decade of Human Capital \$\$\$\$\$
- Diversity of Accreditation Methods
- Individual and corporate accreditation
- Individual and corporate competence
- Its is easy to waste the accreditation investment
- Development path for Senior Project Manager
- Develop the ROI proof
- Decisions must be made at a strategic level
- If things go wrong look at your OD practice first

The Human Capital Benchmark



Australian

Project and HR systems alignment

Personal performance tied to KPI's

Training, coaching and mentoring

Structured skills framework in place

HR Lessons Learned

KSF 7 - Human Resource Management Alignment to Business Strategy (for Mar. 2005)
Test Total Industry Mean

Maturity Level

4
3
2

Question No.

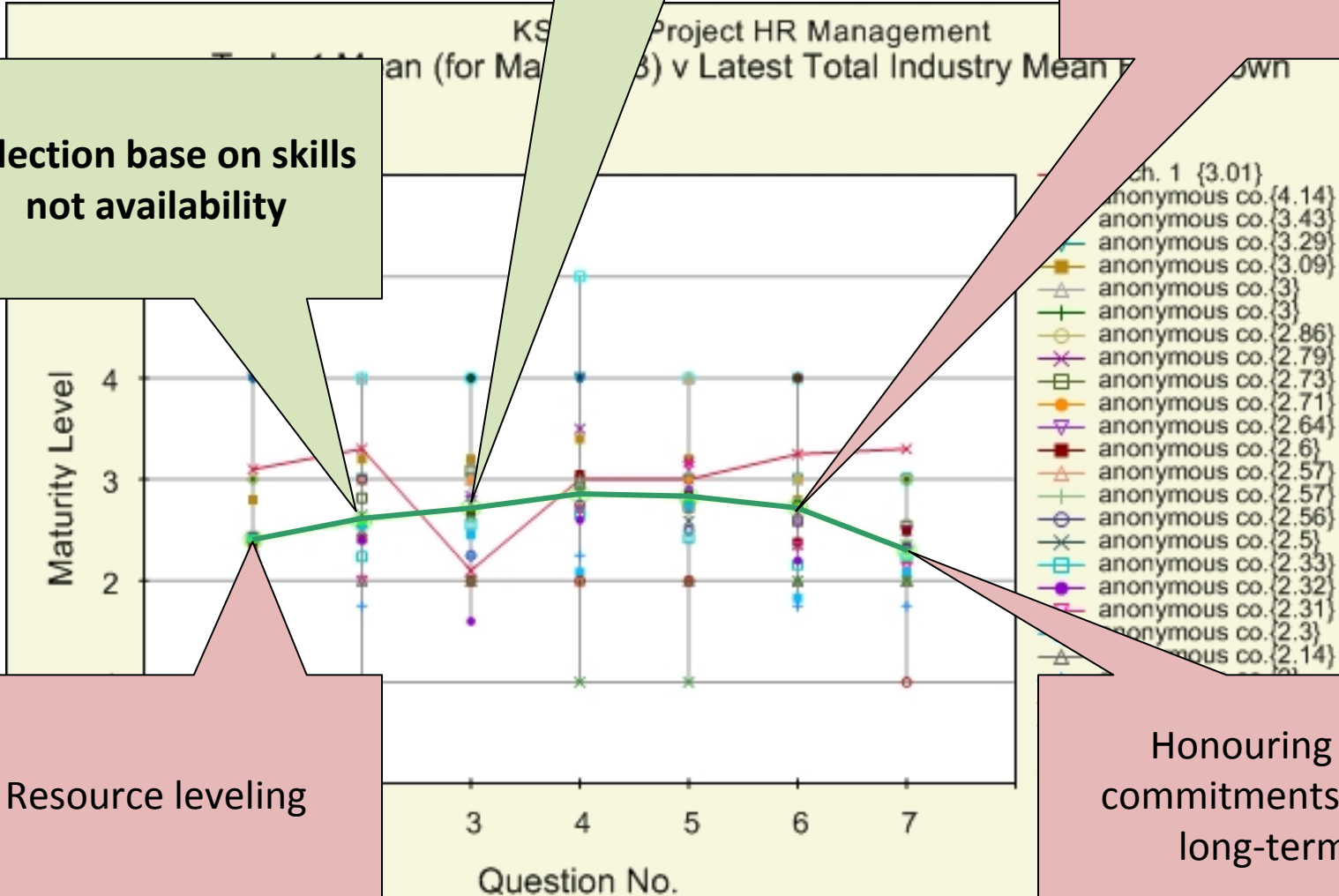
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Australian Research

Use of competency based training

Staffing adequate - skills and seniority

Selection base on skills not availability



Resource leveling

Honouring of commitments over long-term

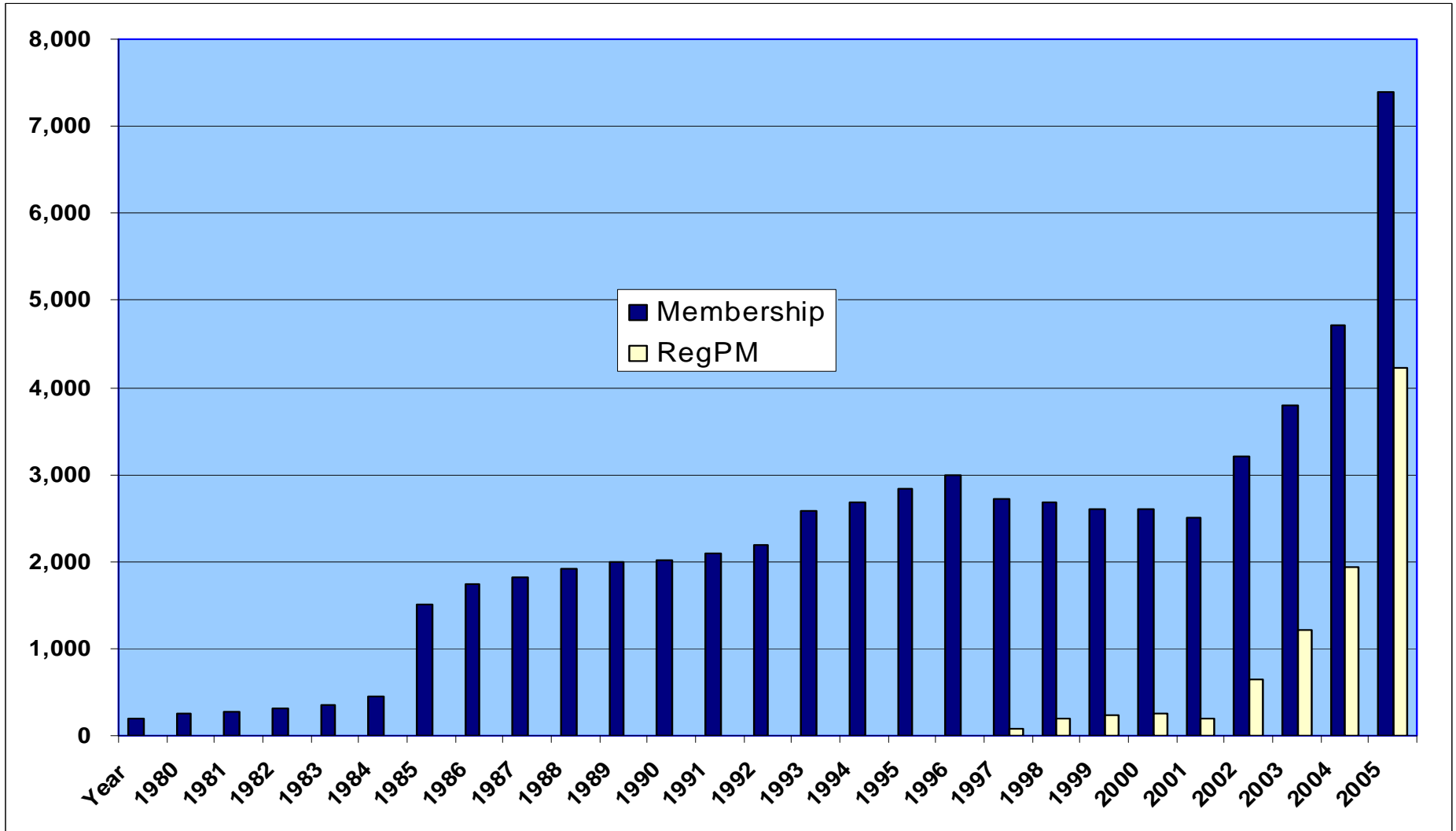
Certification Facts and Fiction

THE TRUTH ABOUT CERTIFICATION

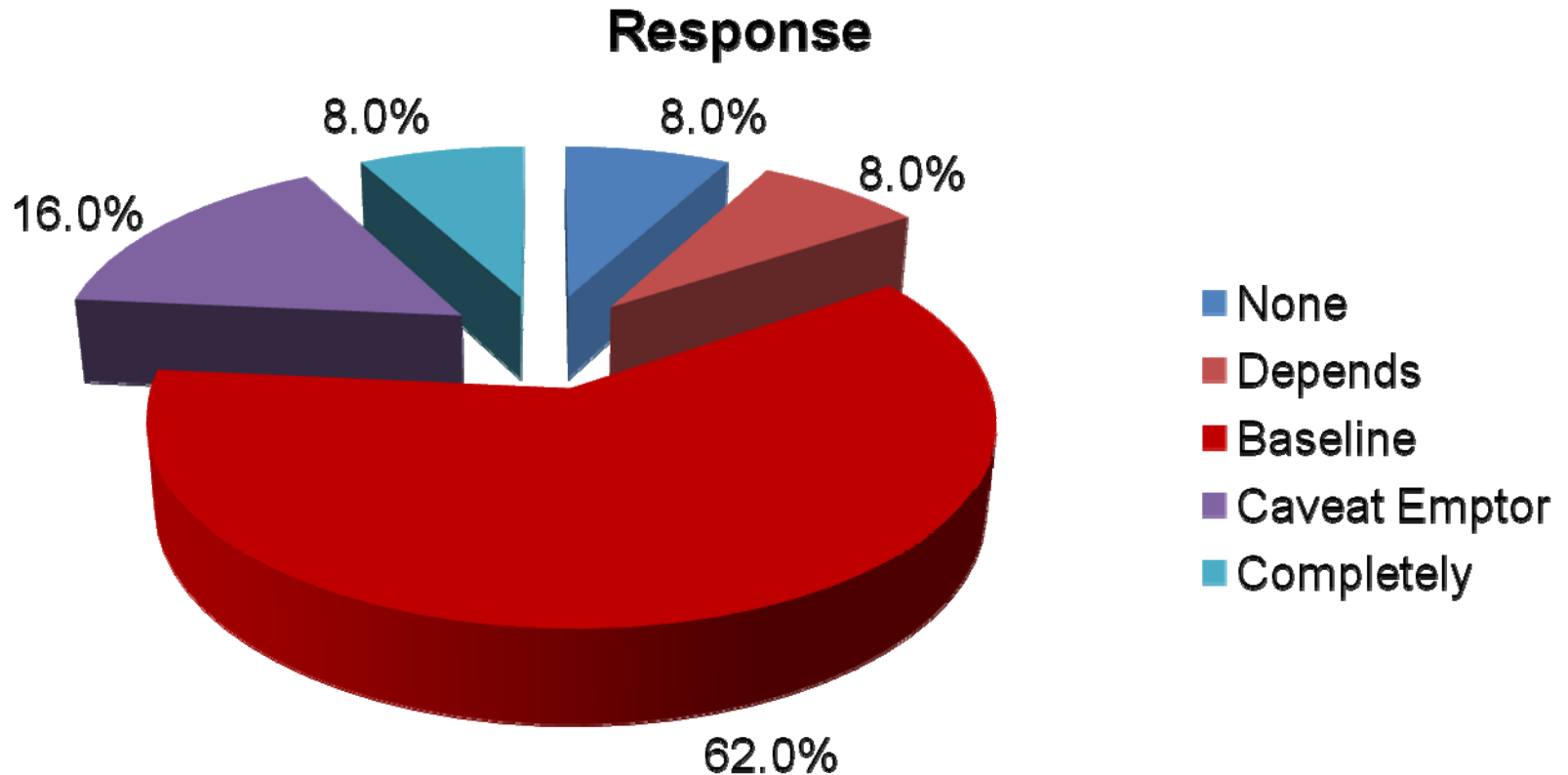
CERTIFICATION

- Wikipedia: *“A professional certification, trade certification, or professional designation (often called simply certification or qualification) is a designation earned by a person to assure that he/she is qualified to perform a job or task. ..*

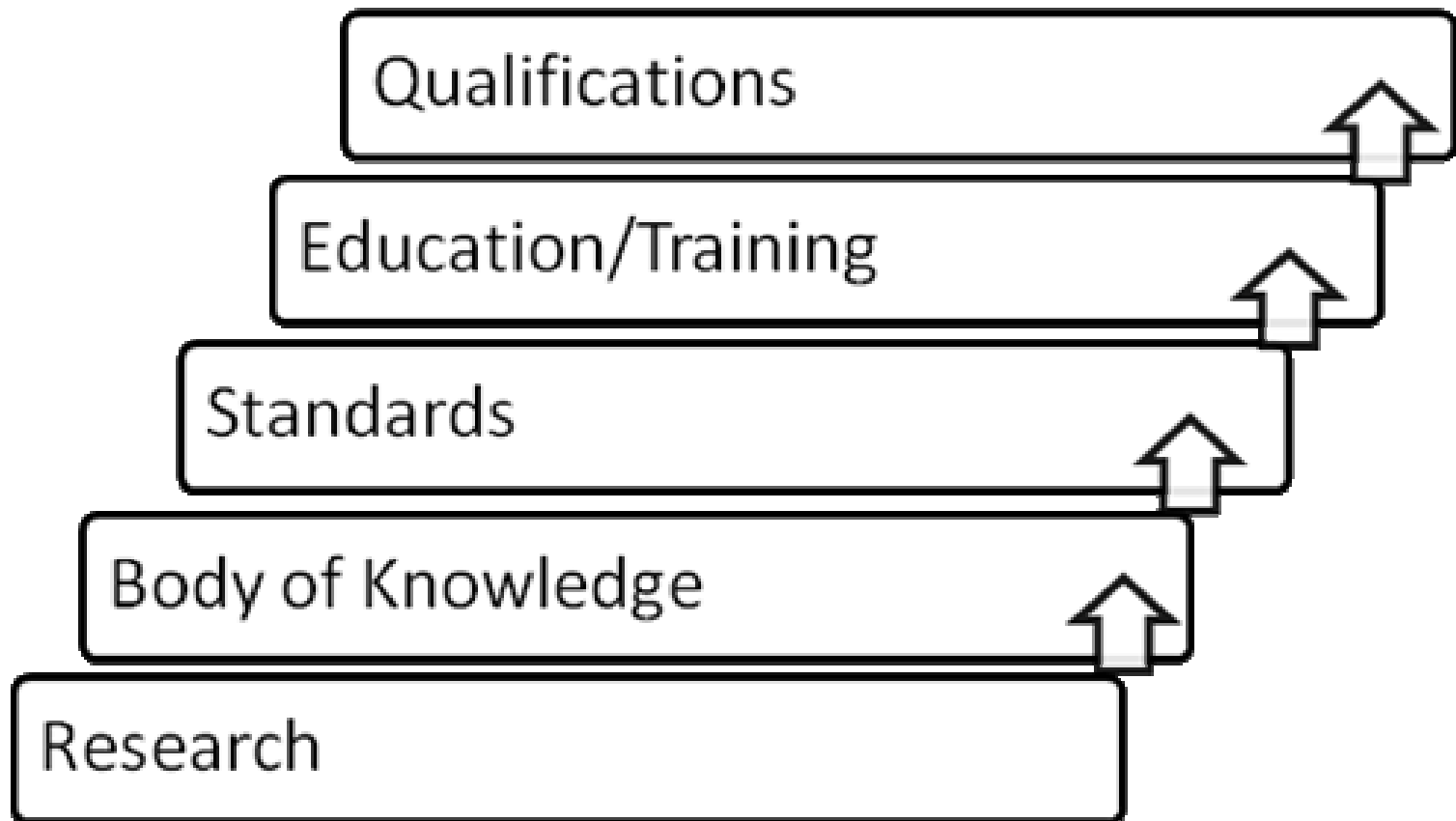
AIPM Growth



How reliable is certification?



'It is just a baseline; it represents a level of capability at the time of the certification - and at best says what a person can do - not what they will do in a particular job. ' 62% of total responses



Sourced from Crawford L.

Individual Certification

Authority	Certification	Comments
PMI	Program Management Professional Project Management Professional Certified Associate in Project Management	Knowledge Based. Requires minimum time in roles, and is certified by a multi choice examination.
Australian Institute of Project Management (AIPM)	<i>(Executive Project Director)</i> Certified Practicing Project Director Certified Practicing Project Manager Certified Practicing Project Practitioner	Competency- based, based exclusively on workplace evidence. Conducted face to face with a qualified assessor.
Australian Qualification Framework	Advanced Diploma Project Management Diploma Project Management Certificate IV Project Management	Competency- based, but based on a range of educational experience and workplace evidence
IPMA	Certified Projects Director Certified Senior Project Manager Certified Project Manager Certified Project Management Associate	Self assessment, written examination, project report, interview
PRINCE 2	PRINCE2 Foundations PRINCE2 Practitioner MSP Foundations MSP Practitioner	More method-specific rather than a widely recognised PM qualification. Does not confer membership of any particular professional body
APM	APM Introductory Certificate APM Practitioner APM Certificated Project Manager	Examination and Interview

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Major Areas of Comparison

- Competency vs. Knowledge Based
- Role-based or Complexity-based
- Proprietary or Open-source

The AIPM Scorecard

- Equivalent in level to global peers
- Growing, with Exec PD and more
- Large volume
- International acceptance
- Relatively open source
- Very easy to align with corporate practices
- PgMP compared to CPPD

Certification Facts and Fiction

ORGANISATIONAL COMPETENCE

Corporate Certification

- PMI – OPM3
- AIPM – Project Managed Organisation
- Open-source models using OPMM

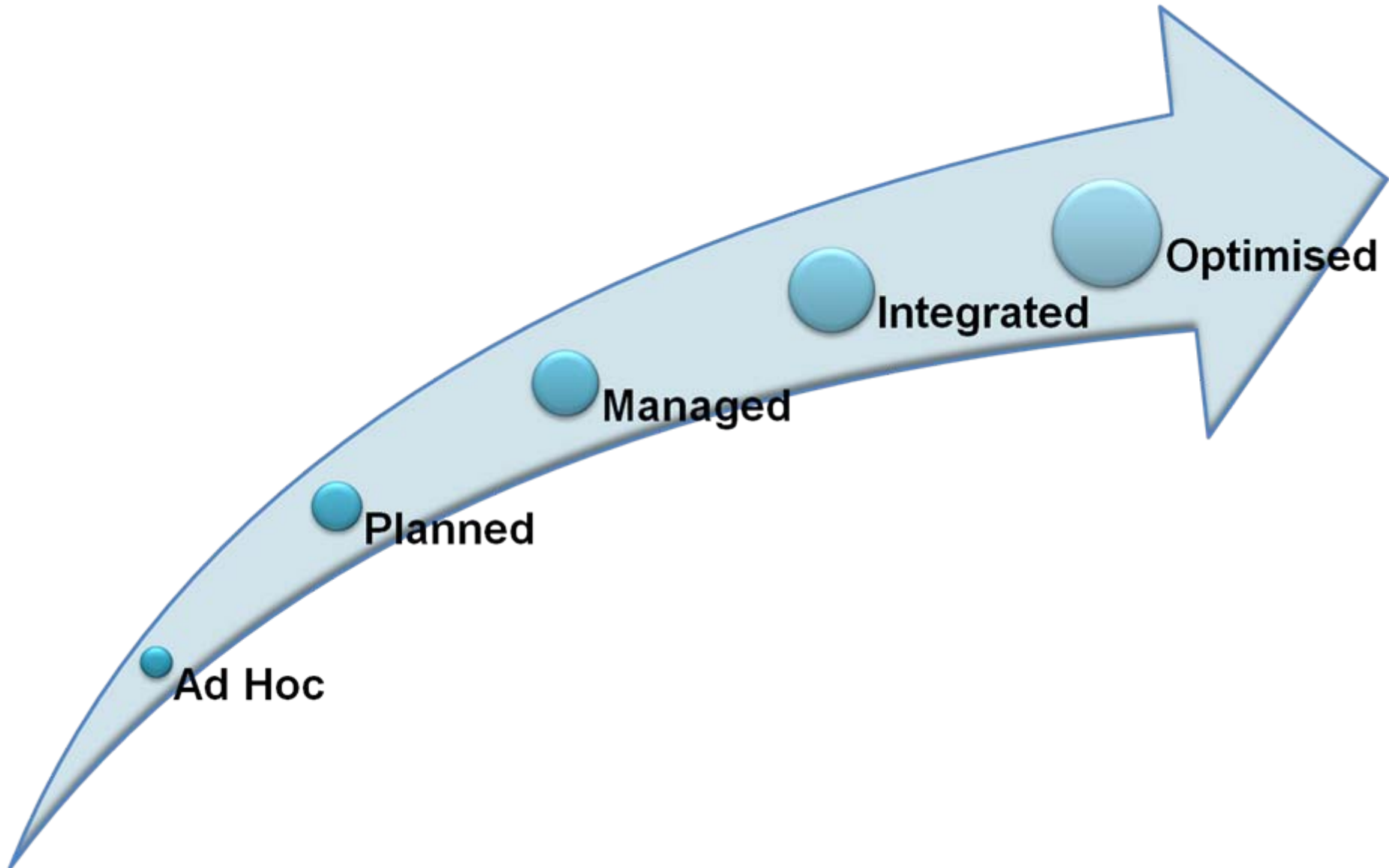
Organisational Competence

- *‘Even those standards that are intended for assessment of the project management competency of individuals are concerned primarily with their ability to manage individual projects and to some extent, at the strategic level, consider the ability to manage multiple projects or programs of projects. ... aspects of enterprise project management that foster the effective management of projects have not received the same level of attention as the management of single projects.’ Crawford L.*

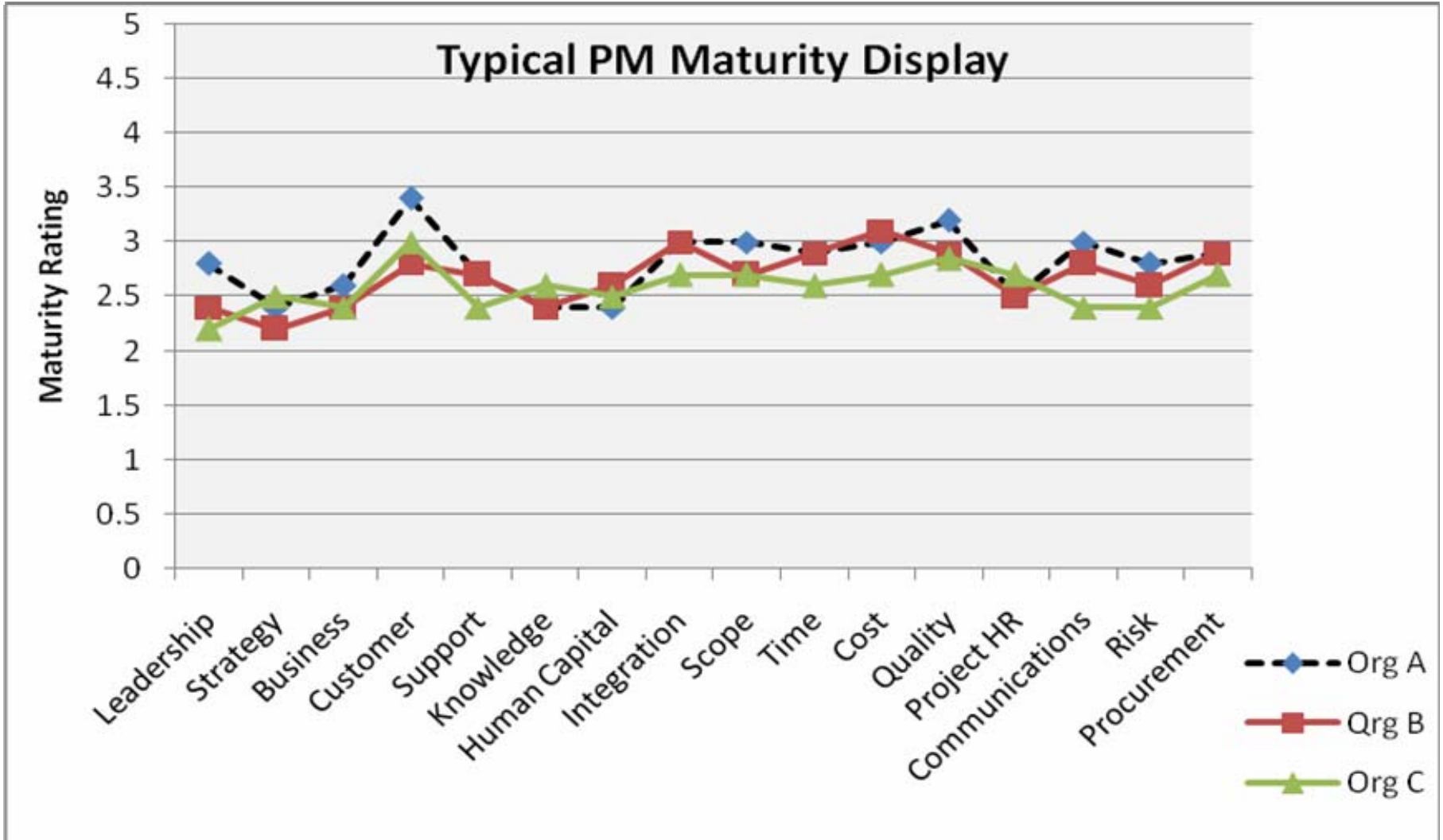
PMO Criteria

Criteria	Description
1	Organisational Leadership and Innovation
2	Organisational Strategic Planning Link
3	Organisational Business Results Focus
4	Organisational Customer and Market Focus
5	Organisational Support Processes
6	Data, Information and Knowledge Availability
7	Human Resource Management Alignment
8	Consistency of Application of Project Management Functions

Project Management Maturity

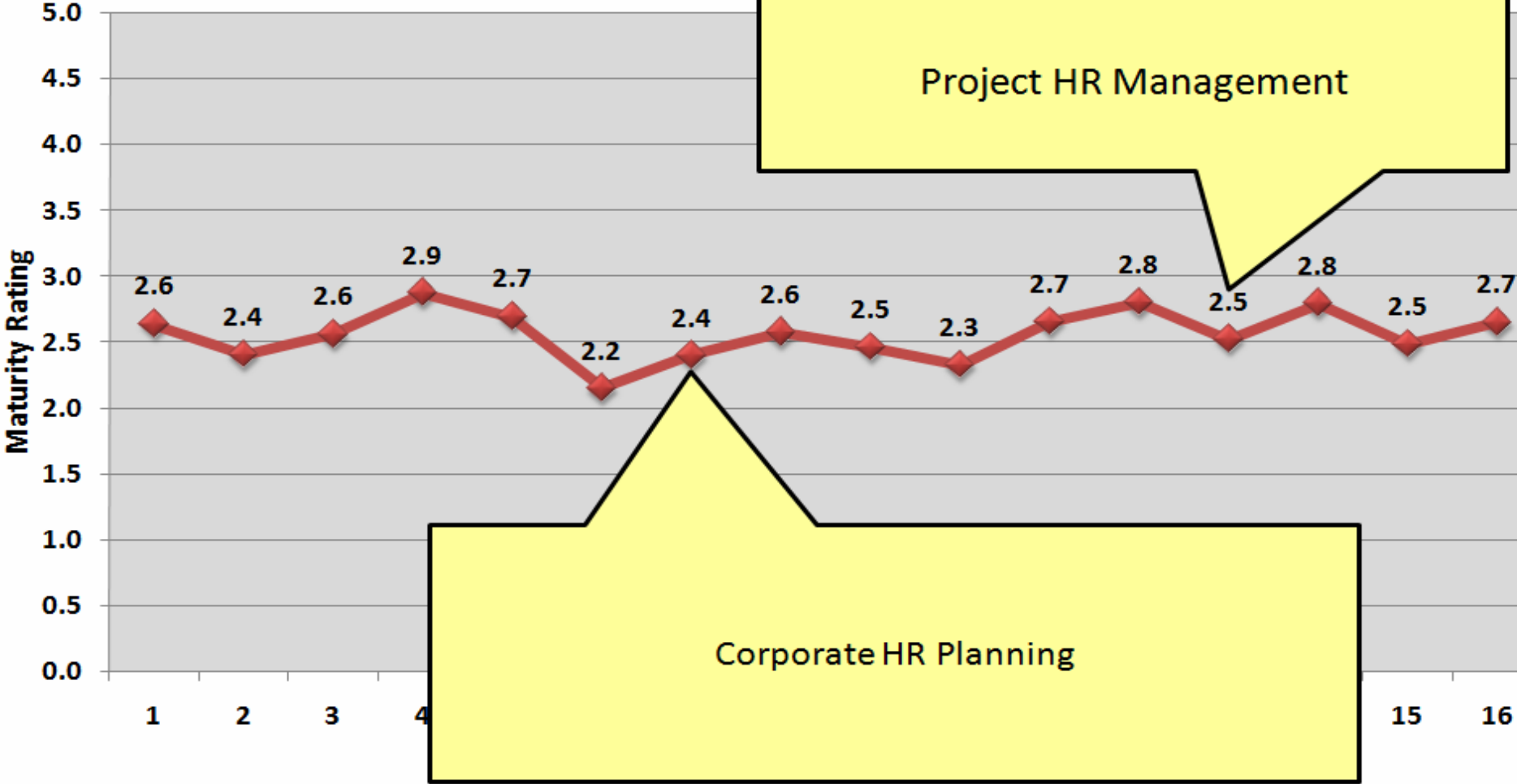


Typical Graphical Report - OPMM

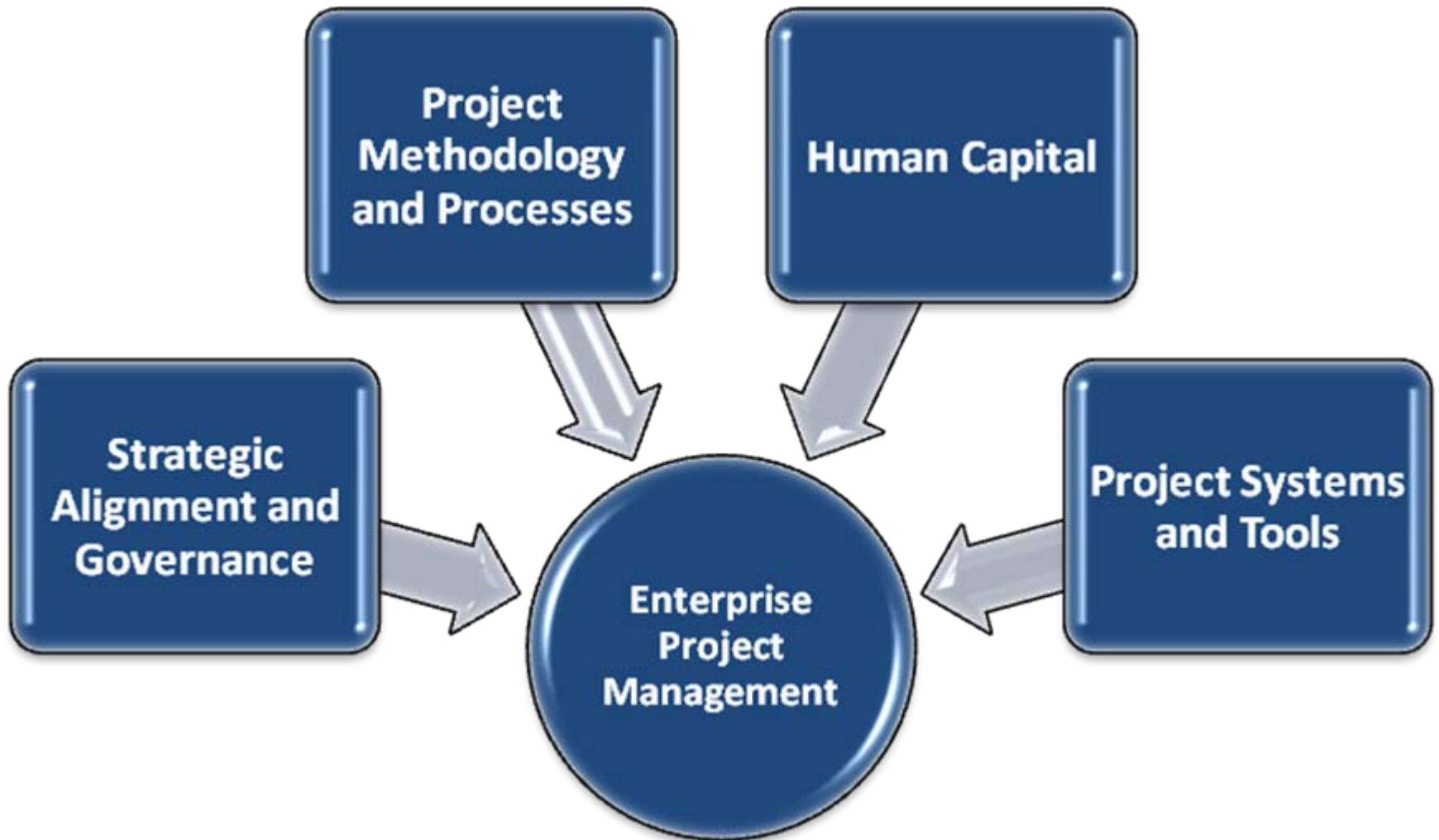


Another Human Capital Example

Organisational Project Management Maturity
xxxxxx- May 2008 Scores



Enterprise Project Management



Summary – Enterprise Model

- People are an inherent component
- Develop model in correct sequence/balance
- Wrong priority/timing can be costly
- Resolve strategic and human capital issues
- But don't be mistaken
- This is the decade of Human Capital

Certification Facts and Fiction

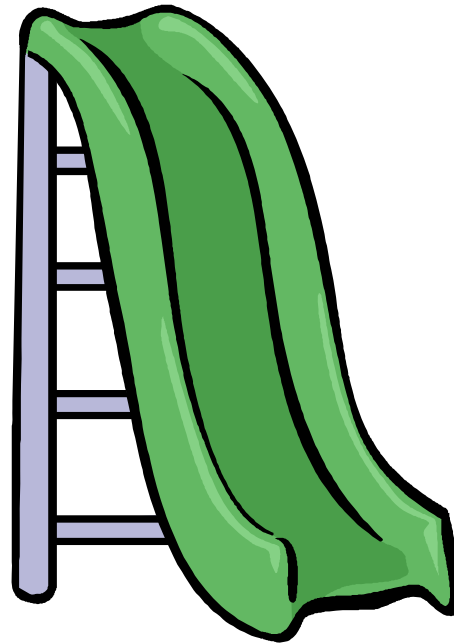
WASTING MONEY IS EASY

Case Studies

- Case Study 1 – Major Australian Banking and Finance
 - Success through EPM integration
 - Moderate HR investment - optimised
- Case Study 2 – Medium Australian Engineering
 - Failure through goal diffusion
 - Large HR investment - lost
- Case Study 3 – Major Asian Telecommunications
 - Recent adopter of OPMM
 - Continuing HR investment
 - One of the most recent PMO recipients

Back to the Future

- Case Study 1 disbanded their project management centre of excellence – merger pressures.



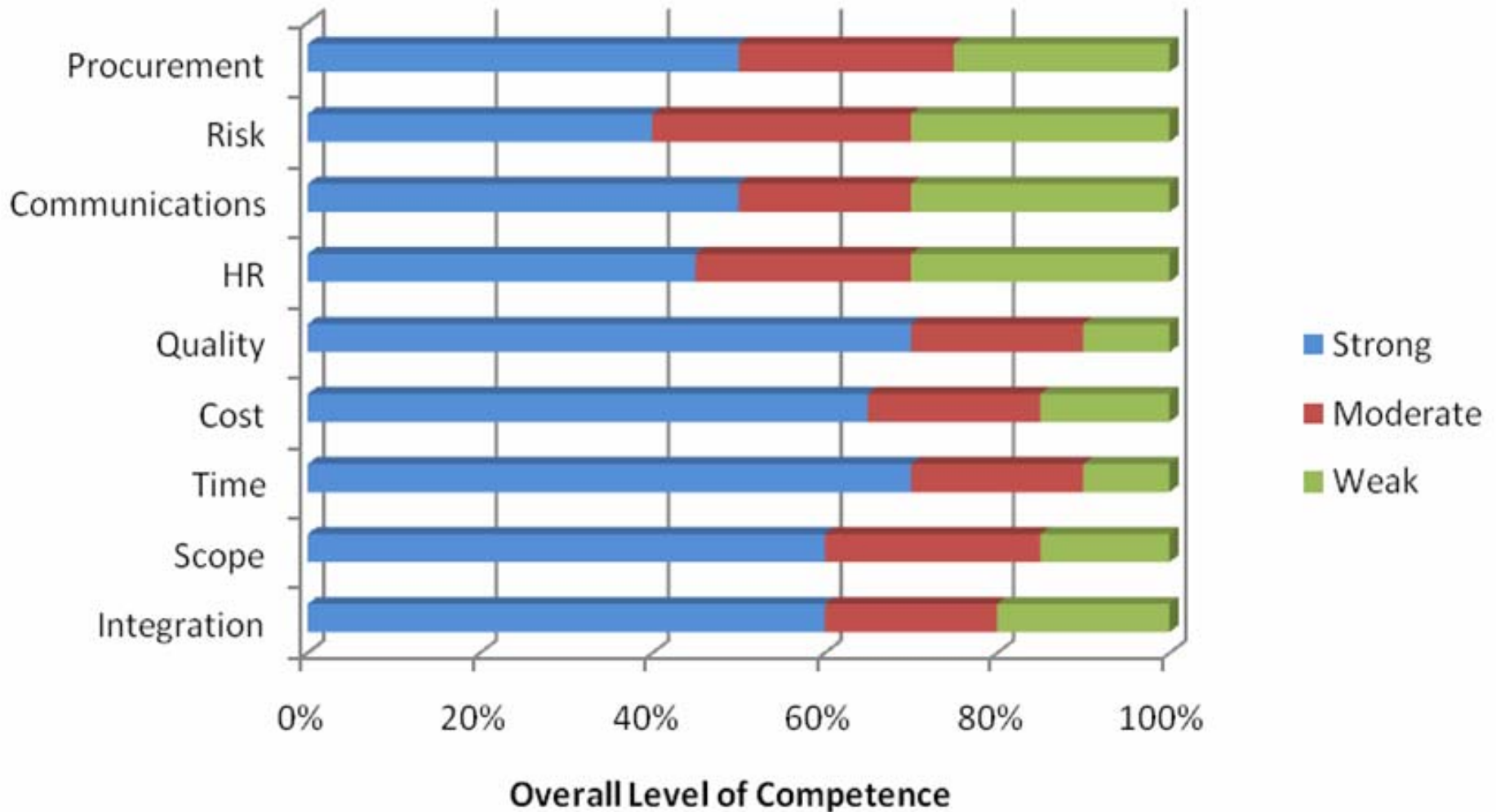
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THE CASE FOR ROI DATA

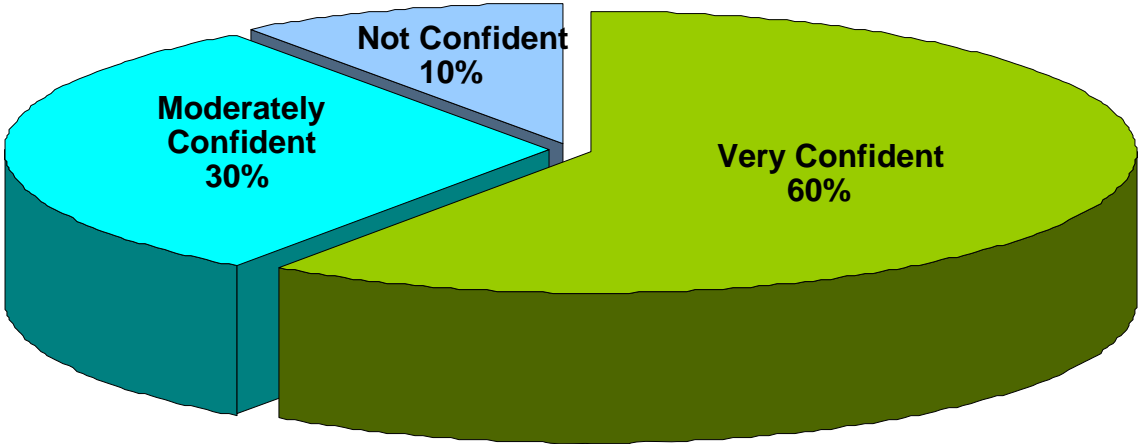
Return on Investment

- We have a small problem here!
- It's not done well because of:
 - Lack of benchmark data
 - Tendency to rely on intangibles
 - Difficulty of isolating the human capital impact
 - Reluctance to consider *full* investment

Corporate Competency Baseline



Gap Analysis – Corporate Baseline



Risk Management

ROI – Kirkpatrick Model

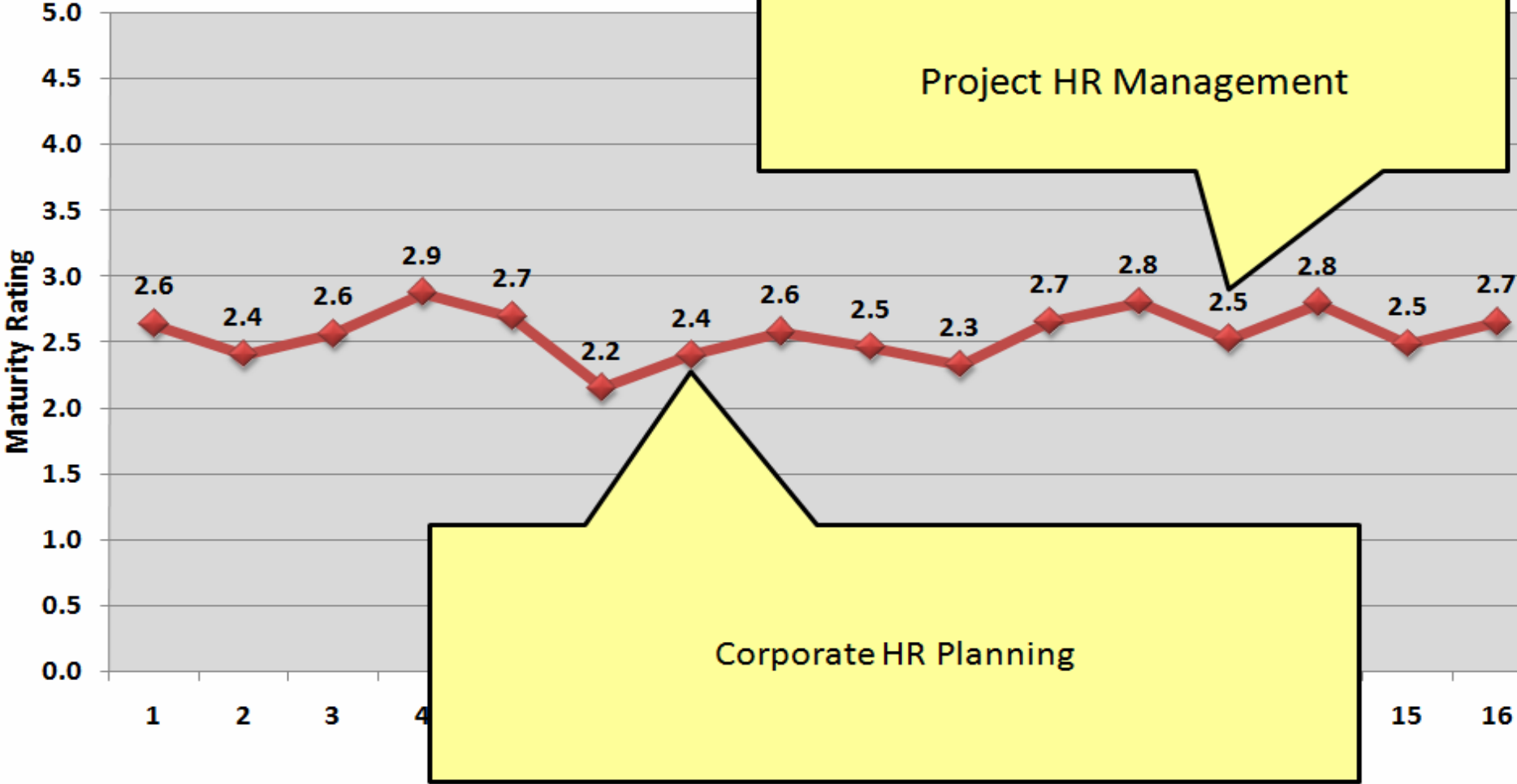
Level		Meaning
1	Reaction	Did the learners like it?
2	Learning	Did they learn?
3	Behaviour	Do they actually use it?
4	Results	Did it have a business impact?

Return on Investment

Level		Proof
1	Reaction	Participant Feedback - 😊
2	Learning	Summative Assessment Skills Audit
3	Behaviour	Workplace Observation Professional Accreditation
4	Results	Project Management Maturity Specific ROI Measures

Another Human Capital Example

Organisational Project Management Maturity
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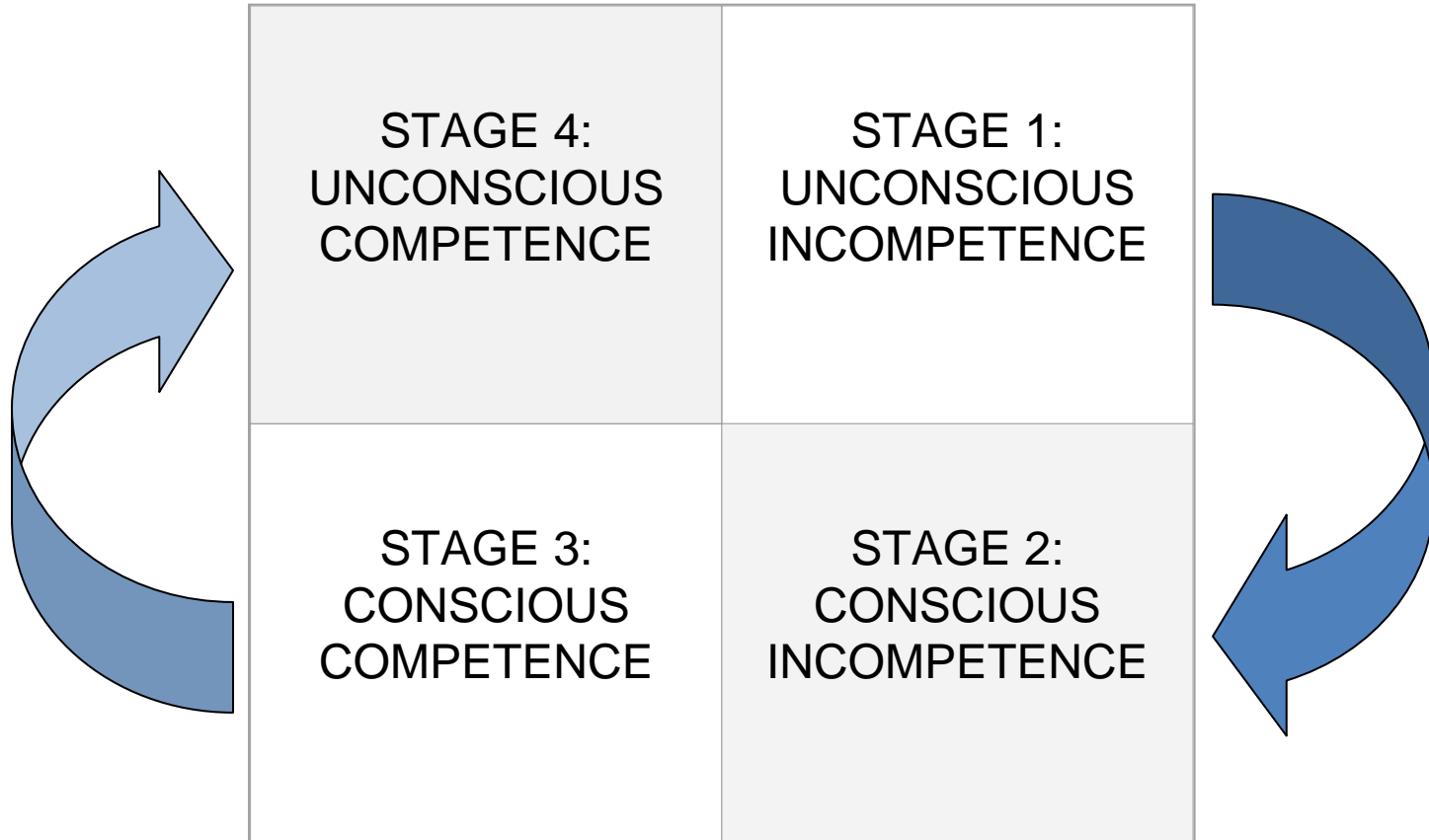
Summary – ROI

- Benefits Management is not new
- ROI is simple Benefits Management
- Kirkpatrick Model is widely applicable
- ROI requires “sharpening the pencil”
- ROI can be based on tangible elements

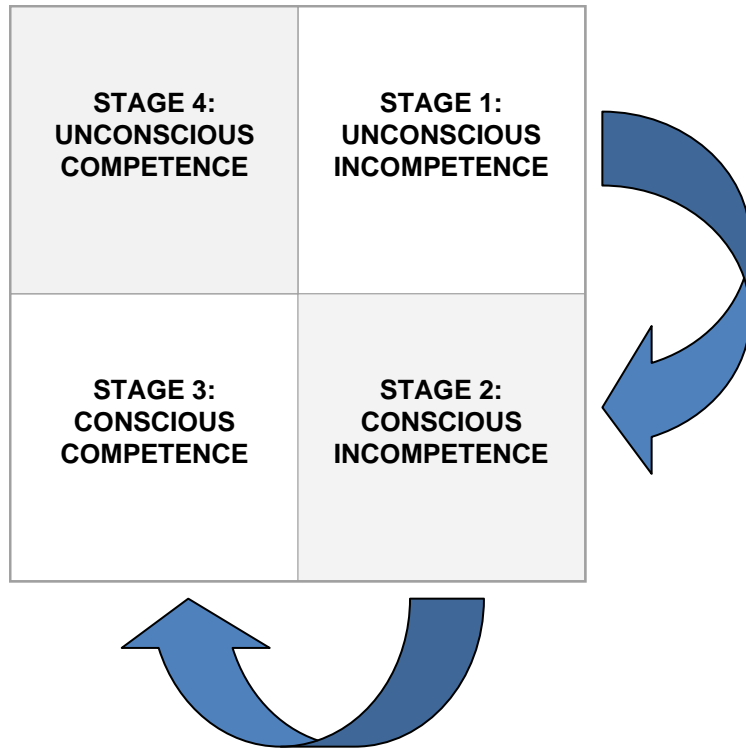
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DEVELOPING THE SENIOR PM

Four Stages of Learning



Four Stages of Learning



- **From Stage 1 to 2**

Becoming the Front Passenger

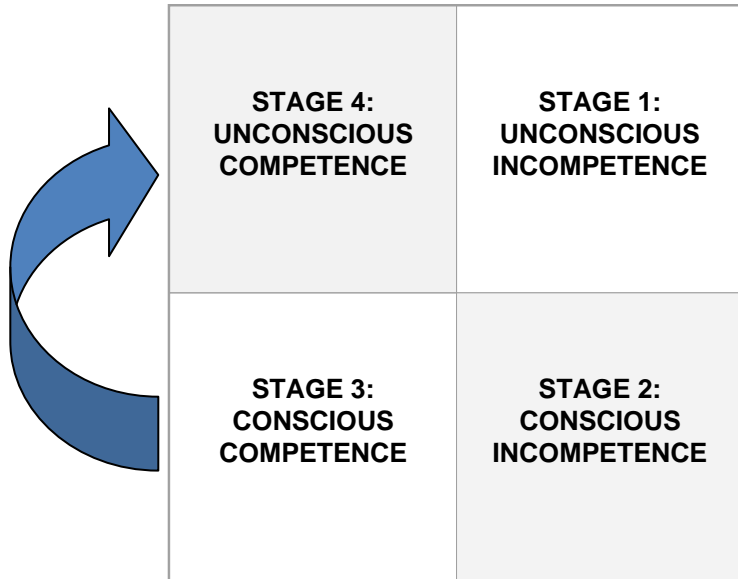
- Driven by curiosity
- Achieved by research
- Enthusiastic amateur

- **From Stage 2 to 3**

Taking a Learners' Licence

- Driven by need
- Achieved by training
- Informed novice

Four Stages of Learning

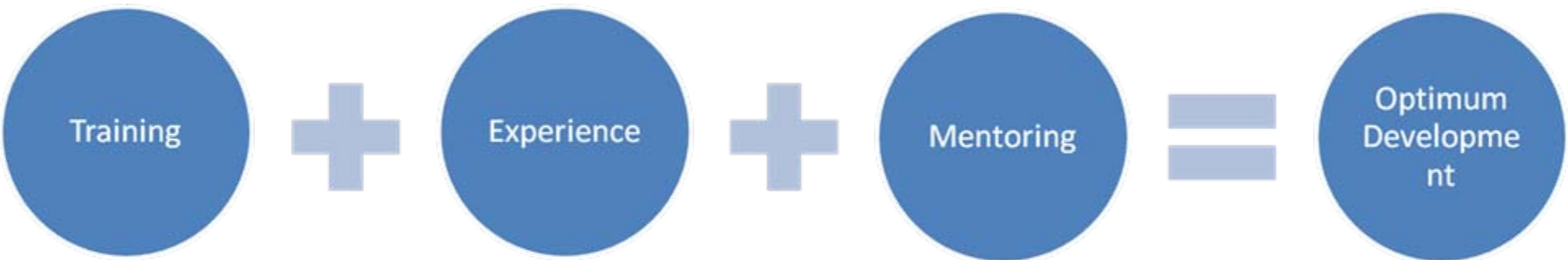


- **From Stage 3 to 4**

Building the Genuine Article

- Learning Organisation
- Coaching and Mentoring
- Peer Networks
- Project Forums
- Special Interest Groups
- KPI's and Incentives
- Performance Reviews
- Benefits Management

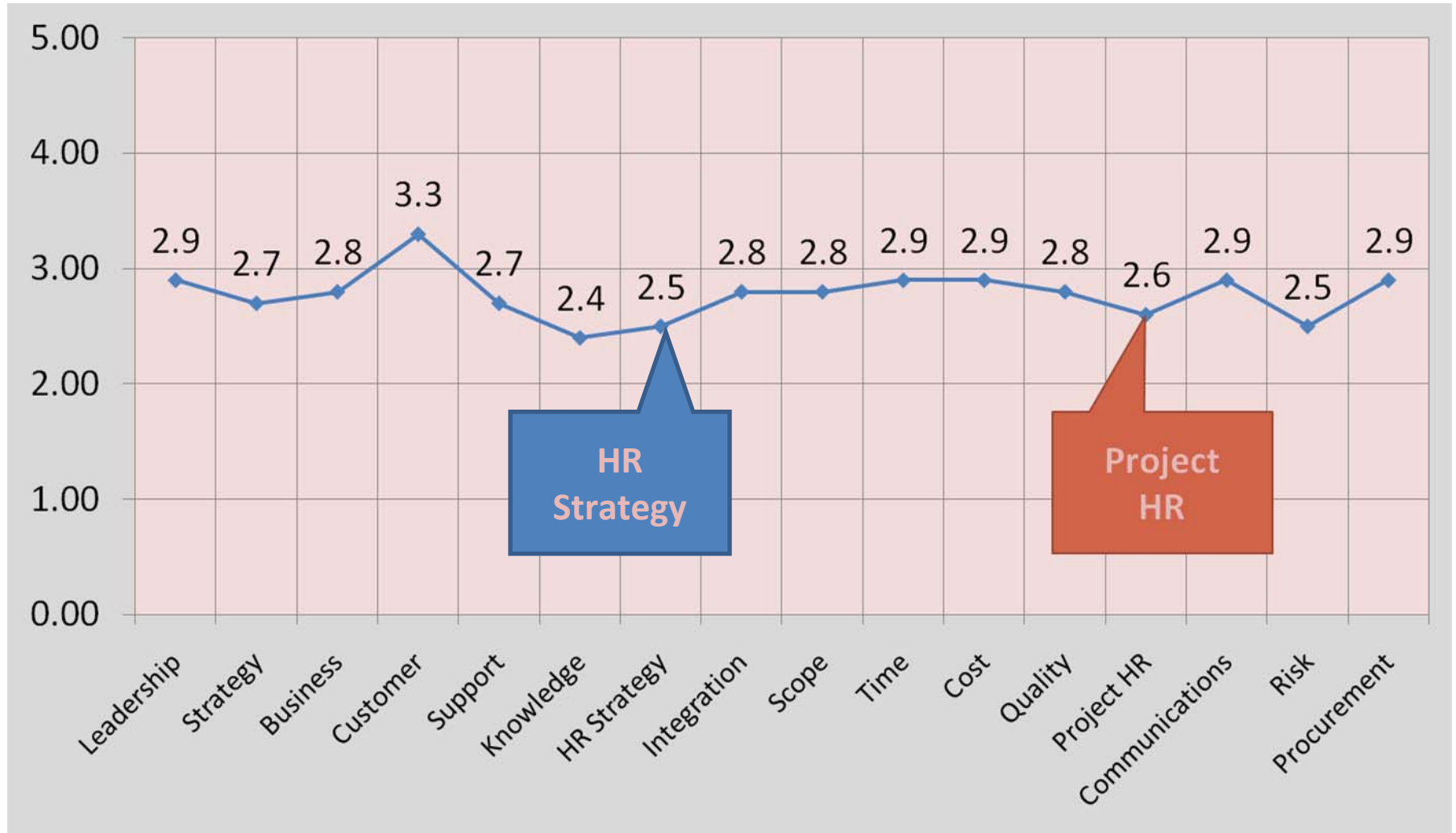
It Takes Three, Baby



Summary – Learning Stages

- Getting to Stage 2 can be an accident
- Most organisations stop at Stage 3
- The real value lies in Stage 4
 - Incremental cost (Stage 3 to 4) is marginal
- Maintain Stage 4 through ‘soft’ support
 - Develop the Learning Organisation
 - We need the staying power over time

The Current Performance Benchmark



Summary – Overall

- The current benchmark is not positive
- Select the right certification model
- Open source of proprietary OPMM Model
- Integrate ‘People’ in Enterprise PM
- Demand ROI on PM training investment
- Develop Unconscious Competency
- Tie Competencies into the HR model
- Don’t blame the certification provider – most failures are organisational