

Services SETA Chamber: Generic Project Management

Occupational Title:

Project Director

Purpose of the Occupation:

The Project Director oversees the execution of a portfolio of projects in alignment with the business unit strategy.

Comments:

Has at least 10 progressive years in relevant project management environment, of which 5 years were in a professional designation in management and/or business administration.

Note that possible related occupations are listed on the OFO:

111101 Chief Executive Officer / Managing Director (Enterprise / Organisation) (Skill Level 6)

Determines, formulates and reviews the general policy program and the overall direction of an organisation, within the framework established by a board of directors or a similar governing body.

111201 Corporate General Manager (Skill Level 5 & 6)

Plans, organises, directs, controls and reviews the day-to-day operations and major functions of a commercial, industrial or other organisation (excluding Government or Local Government) through departmental managers and subordinate executives.

Alternative Titles for the Occupation:

Chief Projects Officer

Regulatory Framework:

Professional Bodies (Voluntary membership)

Registration Title(s):

Project Management South Africa (PMSA)	Project Director
PMI (Project Management Institute – USA)	Project Director
APM (Association for Project Management – SA)	Project Director
GAPPS (Global Alliance for Project performance Standards)	Project Director

Regulation Legislation or self regulatory framework

Global Value Chain Imperatives:

None

Physical Ability:

Physical disabilities not accommodated in the occupation

Physical requirements essential to the occupation

CAREER PATHWAY

PREVIOUS OCCUPATION(S)	OCCUPATIONS UNITS ARTICULATING TO
Project Manager	Chief Executive Officer
Programme Manager	Managing Director (Enterprise / Organisation)

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RELEVANT ENTRY LEVEL QUALIFICATION FOR OCCUPATION

Type of Qualification	Field of Learning	Driving Licenses
NQF Level 6 or 7	3 - Business, Commerce & Mgmt Studies	
		School Qualification
		Grade 12 (Standard 10) HG

TASKS IDENTIFIED BY INDUSTRY:

Task 1: Oversees the development of a realistic plan of a portfolio of projects that supports future growth for the business unit.

Indication of competence: A realistic plan of a portfolio of projects that supports future growth for the business unit is developed.

Verb 1	Verb 2 (if needed)	Deliverable: Product or Service	Context or Specialisation	Indicator of Competence
Oversees		the development of a realistic plan of a portfolio of projects	that supports future growth for the business unit.	A realistic plan of a portfolio of projects that supports future growth for the business unit is developed.
Skills associated with task			Knowledge required to perform specific skill	
Skill 1	Identify and select project opportunities and negotiate final contractual agreements		<ul style="list-style-type: none"> • Risk assessment • Economics and Accounting — Knowledge of economic and accounting principles and practices, the financial markets, banking and the analysis and reporting of financial data. • Negotiation and persuasion 	
Skill 2	Analyses all project management functions with project managers and relevant stakeholders to determine achievable project objectives and selection and appointment of services and resources		<ul style="list-style-type: none"> • Strategic analysis, strategy development and implementation concepts, principles and techniques • Project management methodologies and tools / Project Management areas 	
Skill 3	Determine organisational policies, required organisational processes, structures, standards and methods required to achieve project outcomes		<ul style="list-style-type: none"> • Business processes (organisational design and development) • Project management methodologies and tools / Project Management areas • Strategic management principles and techniques • Principles, techniques, as well as formats/processes for developing various business functional plans • Administration and Management — Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modelling, leadership technique, production methods, and coordination of people and resources. • Analytical principles and techniques • Occupational Health and Safety • Project communication management systems 	
Skill 4	Forecasts revenue, profitability, margins and utilisation		<ul style="list-style-type: none"> • Budgeting and expenditure forecasts 	

	across portfolio of projects	<ul style="list-style-type: none"> • Project cost management • Project time management • Legislative, policy and regulatory framework • Risk-analysis techniques
Skill 5	Ensures the co-ordination and oversight of planning of each project in the portfolio of projects.	<ul style="list-style-type: none"> • Project management methodologies and tools • Project Management areas • Conflict management • Negotiation and persuasion

Task 2: Obtains and sustains a pool of project managers to satisfy the strategic objectives of the company and stakeholder's expectations

Indication of competence: A pool of project managers that satisfies the strategic objectives of the company and stakeholder's expectations is obtained and sustained.

Verb 1	Verb 2 (if needed)	Deliverable: Product or Service	Context or Specialisation	Indicator of Competence
Obtains	and sustains	a pool project managers	to satisfy the strategic objectives of the company and stakeholder's expectations	A pool of project managers that satisfies the strategic objectives of the company and stakeholder's expectations is obtained and sustained.
Skills associated with task			Knowledge required to perform specific skill	
Skill 1	Determine staffing needs, develop and manages implementation of human resource strategy for the management of the portfolio of projects		<ul style="list-style-type: none"> Personnel and Human Resources — Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labour relations and negotiation, and personnel information systems. 	
Skill 2	Establishes and maintains collaborative and productive personal relationships with team of project managers.		<ul style="list-style-type: none"> Knowledge of cultural diversity and inclusive practice. Knowledge on developing constructive and cooperative working relationships with others, and maintaining these over time. Professionalism and Ethics 	
Skill 3	Manages / coordinates the professional team of project managers with clear definitions of their roles, responsibilities, liabilities and inter relationships		<ul style="list-style-type: none"> Team building techniques Business process (organisational design and development) 	
Skill 4	Provides visionary and suitable leadership and motivates and develops team of project managers.		<ul style="list-style-type: none"> Leadership theories Communication tools and techniques Motivational techniques Personnel and Human Resources — Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labour relations and negotiation, and personnel information systems. 	
Skill 5	Manages effective individual participation and team		<ul style="list-style-type: none"> Effective communication techniques 	

	performance of the team of project managers	<ul style="list-style-type: none"> • Analysis techniques • Decision-making & problem-solving • Negotiation and persuasion
Skill 6	Reinforces team approach on all levels of projects within the organisation	<ul style="list-style-type: none"> • People management principles • Analysis techniques • Participatory planning mechanisms • Negotiation and persuasion • Project integration management • Business and project meeting procedures • Documentation and dissemination process • Communication management concepts, tools, and techniques • Project communication management

Task 3: Ensures project management information systems and tools are available to enhance organisational performance.

Indicator of competence: Project management information systems and tools are available to enhance organisational performance.

Verb 1	Verb 2 (if needed)	Deliverable: Product or Service	Context or Specialisation	Indicator of Competence
Ensures		project management systems and tools	are available to support project management processes	Project management information systems and tools are available to enhance organisational performance.
Skills associated with task			Knowledge required to perform specific skill	
Skill 1	Ensures the availability and use of appropriate project management information systems; their capabilities, limitations, applicability and contribution to project outcomes		<ul style="list-style-type: none"> • Business process (organisational design and development) • IT systems • Computer: Project management software; Spreadsheet software; Enterprise resource planning ERP software; Word processing software; Electronic mail software; Data base user interface and query software • Communication tools and processes 	
Skill 2	Evaluates and reviews the appropriateness of project management information systems		<ul style="list-style-type: none"> • IT systems • Computer: Project management software; Spreadsheet software; Enterprise resource planning ERP software; Word processing software; Electronic mail software; Data base user interface and query software • Research and Analysis techniques • Strategic decision making and problem solving 	
Skill 3	Introduces new technologies and best practices for project management and ensures procurement		<ul style="list-style-type: none"> • Instruction/training/communication/presentation • Negotiation / persuasion • Strategic project management • Procurement requirements 	

Task 5: Ensures that projects are monitored and evaluated according to the organisation's performance standards and client's requirements.

Indicator of competence: Projects are monitored and evaluated according to the organisation's performance standards and client's requirements.

Verb 1	Verb 2 (if needed)	Deliverable: Product or Service	Context or Specialisation	Indicator of Competence
Ensures		that projects are monitored and evaluated	according to the organisation's performance standards and client's requirements.	Projects are monitored and evaluated according to the organisation's performance standards and client's requirements.
Skills associated with task			Knowledge required to perform specific skill	
Skill 1	Set performance standards for project managers		<ul style="list-style-type: none"> Personnel and Human Resources — Knowledge of principles and procedures for personnel recruitment, selection, performance management, training, compensation and benefits, labour relations and negotiation, and personnel information systems. 	
Skill 2	Oversees the implementation of a monitoring and evaluating system		<ul style="list-style-type: none"> Monitoring and evaluation process, tools and techniques Quality assurance procedures and standards Quantitative and qualitative measuring techniques 	
Skill 3	Conducts formative and summative project audits		<ul style="list-style-type: none"> Monitoring and evaluation process, tools and techniques Quality assurance procedures and standards Quantitative and qualitative measuring techniques Integrated change control process and management 	
Skill 4	Reviews and improves organisational policies, required organisational processes, standards and methods required to achieve project outcomes		<ul style="list-style-type: none"> Business process Project management methodologies and tools / Project Management areas Strategic management principles and techniques Principles, techniques, as well as formats/processes for developing various business functional plans Administration and Management — Knowledge of business and 	

		<p>management principles involved in strategic planning, resource allocation, human resources modelling, leadership technique, production methods, and coordination of people and resources.</p> <ul style="list-style-type: none"> • Analytical principles and techniques • Occupational Health and Safety
Skill 5	Monitors and assesses the revenue and profitability of the portfolio of projects in terms of constraints	<ul style="list-style-type: none"> • Financial management techniques • Monitoring and evaluation process, tools and techniques • Quality assurance procedures and standards • Quantitative and qualitative measuring techniques
Skill 6	Ensures corrective action taken	<ul style="list-style-type: none"> • Integrated change control process and management • Decision-making & problem-solving • Negotiation / persuasion techniques
Skill 7	Organises transfer of completed projects and redeployment of resources.	<ul style="list-style-type: none"> • Project management methodologies and tools • Project Management areas
Skill 8	Ensures proper planning for closure and archiving of projects' history and the incorporation of lessons learned to improve project management processes.	<ul style="list-style-type: none"> • Project Management areas • Project evaluation techniques • Decision-making & problem-solving • Analysis techniques • Documentation and dissemination • Communication/presentation

Task 6: Establishes and maintains collaborative business relationships with relevant project stakeholders, including clients/customers, suppliers, and beneficiaries

Indicator of competence: Collaborative business relationships with relevant project stakeholders, including clients/customers, suppliers, and beneficiaries are established and maintained

Verb 1	Verb 2 (if needed)	Deliverable: Product or Service	Context or Specialisation	Indicator of Competence
Establishes	and maintains	collaborative business relationships	with relevant project stakeholders, including clients/customers, suppliers, and beneficiaries	Collaborative business relationships with relevant project stakeholders are established and maintained.
Skills associated with task			Knowledge required to perform specific skill	
Skill 1	Determines and implements the internal/external communication and customer/public relations policies and systems		<ul style="list-style-type: none"> • Effective communication techniques • Facilitation techniques • Persuasion techniques • Decision-making & problem-solving • Planning principles, tools and techniques 	
Skill 2	Analyses the needs in consultation with client and other stakeholders if necessary, to justify each project and for the designation of project managers		<ul style="list-style-type: none"> • Effective communication techniques • Analysis techniques • Negotiation / persuasion 	
Skill 3	Manages stakeholder communications needs Identify Information requirements, document and analyse, with input from stakeholders and guidance of a higher project authority, as the basis for communications planning		<ul style="list-style-type: none"> • Project or business meeting procedures • Documentation and dissemination process • Communication management concepts, tools, and techniques • Project communication management 	