

Services SETA  
**Occupational  
 Title:**

Chamber: Generic Project Management

Project Manager

**Purpose of the Occupation:**

Manages all activities that are necessary to plan, execute, control and evaluate the project within the project management areas (integration, scope, time, cost, quality, communication, human resources, risk, and procurement) in order to meet or exceed stakeholder's needs and expectations.

**Comments:**

Note that a related occupation is listed on the OFO:  
**132602 Programme or Project Manager (Skill Level 4)**  
 Purpose: Plans, organises, directs, controls and coordinates special programmes or projects.

**Alternative Titles for the Occupation:**


**Regulatory Framework:**

**Professional Bodies (Voluntary membership)**

**Registration Title(s):**

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

**Regulation Legislation or self regulatory framework**

**Global Value Chain Imperatives:**

Currently no Legislation	
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**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 Team Member (Project Administrator; Project Coordinator; Procurement Officer; see 511102 Contract, Program and Project Administrators.)	Project Director
	Programme Manager
	Portfolio Manager

**RELEVANT ENTRY LEVEL QUALIFICATION FOR OCCUPATION**

Type of Qualification	Field of Learning	Driving Licenses
Diploma	3 - Business, Commerce & Mgmt Studies	Recommended
		<b>School Qualification</b>

	3.8 Project Management	Grade 12 (Standard 10)
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**TASKS, SKILLS and KNOWLEDGE IDENTIFIED BY INDUSTRY:**

**Task 1: 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

<b>Verb 1</b>	<b>Verb 2 (if needed)</b>	<b>Deliverable: Product or Service</b>	<b>Context or Specialisation</b>	<b>Indicator of Competence</b>
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.
<b>Skills associated with task</b>			<b>Knowledge required to perform specific skill</b>	
Skill 1	Identifies and engages relevant stakeholders		<ul style="list-style-type: none"> <li>• Stakeholder / social audits</li> <li>• Effective communication techniques</li> <li>• Facilitation techniques</li> <li>• Persuasion techniques</li> <li>• Decision-making &amp; problem-solving</li> <li>• Professionalism and Ethics</li> </ul>	
Skill 2	Identifies and analyses stakeholder's needs and expectations.		<ul style="list-style-type: none"> <li>• Effective communication techniques</li> <li>• Analysis techniques</li> <li>• Negotiation / persuasion</li> <li>• Psychology — Knowledge of human behaviour and performance; individual differences in ability, personality, and interests; learning and motivation</li> </ul>	
Skill 3	Manages stakeholder communications needs.		<ul style="list-style-type: none"> <li>• Project or business meeting procedures</li> <li>• Documentation and dissemination process</li> <li>• Communication management concepts, tools, and techniques</li> <li>• Project communication management</li> </ul>	
Skill 4	Determines the project / develops project charter/ develops preliminary project scope		<ul style="list-style-type: none"> <li>• Analysis techniques</li> <li>• Decision-making &amp; problem-solving</li> <li>• Negotiation and persuasion</li> <li>• Project integration management</li> <li>• Scope definition process</li> </ul>	

		<ul style="list-style-type: none"> <li>• Planning principles, tools and techniques</li> <li>• WBS development and decomposition techniques</li> </ul>
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**Task 2: Develops and documents an integrated project management plan to be approved in the required format according to Project Management standards and organisation procedures**

**Indicator of Competence: An integrated Project Management plan is developed, documented and approved in required format according to Project Management standards and organisation procedures.**

Verb 1	Verb 2 (if needed)	Deliverable: Product or Service	Context or Specialisation	Indicator of Competence
Develops	and documents	an integrated project management plan	to be approved in the required format according to Project Management standards and organisation procedures	An integrated Project Management plan is developed, documented and approved in required format according to Project Management standards and organisation procedures
<b>Skills associated with task</b> (add or delete number of skill statements)			<b>Knowledge required to perform specific skill</b>	
Skill 1	Set up the project management information system to coordinate all project functions		<ul style="list-style-type: none"> <li>• Computer: Project management software; Spreadsheet software; Enterprise resource planning ERP software; Word processing software; Electronic mail software; Data base user interface and query software</li> </ul>	
Skill 2	Develops documentation and communications management plan		<ul style="list-style-type: none"> <li>• Project integration management</li> <li>• Legislative, policy and regulatory framework</li> <li>• Project communications management</li> </ul>	
Skill 3	Develops a project scope statement		<ul style="list-style-type: none"> <li>• Scope definition process</li> <li>• Planning principles, tools and techniques</li> <li>• WBS development and decomposition techniques</li> <li>• Legislative, policy and regulatory framework</li> <li>• Project scope management</li> </ul>	
Skill 4	Determines the work required to accomplish the		<ul style="list-style-type: none"> <li>• Analysis techniques</li> </ul>	

	objectives and organise the scope of a project	<ul style="list-style-type: none"> <li>• Design and creation of deliverables and end-products</li> <li>• Decision-making &amp; problem-solving</li> <li>• Legislative, policy and regulatory framework</li> </ul>
Skill 5	Describes key project roles and responsibilities and assigns human resources	<ul style="list-style-type: none"> <li>• Human resource management</li> <li>• Legislative, policy and regulatory framework</li> </ul>
Skill 6	Produces an optimised work and resource schedule for a project	<ul style="list-style-type: none"> <li>• Project procurement management</li> <li>• Legislative, policy and regulatory framework</li> <li>• Budgeting</li> <li>• Project management methodologies and tools</li> </ul>
Skill 7	Develops the project budget and the cost management plan and process	<ul style="list-style-type: none"> <li>• Project cost management</li> <li>• Project time management</li> <li>• Legislative, policy and regulatory framework</li> </ul>
Skill 8	Develops risk management plan	<ul style="list-style-type: none"> <li>• Risk-analysis techniques</li> <li>• Risk management process, concepts, tools, and techniques</li> <li>• Legislative, policy and regulatory framework</li> </ul>
Skill 9	Develops quality management plan	<ul style="list-style-type: none"> <li>• Requirement analysis process, methods</li> <li>• Criteria setting</li> <li>• Quality management systems</li> <li>• Legislative, policy and regulatory framework</li> </ul>
Skill 10	Develops an integrated project management plan for a project	<ul style="list-style-type: none"> <li>• Project integration management</li> <li>• Legislative, policy and regulatory framework</li> </ul>

**Task 3: Recruits and manages (plan, lead, organise, control) team members in accordance with project requirements and organisational standards and procedures in order to achieve the project outcomes.**

**Indicator of competence: Team members are recruited and managed in accordance with project requirements and organisational standards and procedures in order to achieve the project outcomes.**

<b>Verb 1</b>	<b>Verb 2 (if needed)</b>	<b>Deliverable: Product or Service</b>	<b>Context or Specialisation</b>	<b>Indicator of Competence</b>
Establishes	and maintains	collaborative interpersonal relationships	with project team members	Collaborative interpersonal relationships with project team members are

<b>Skills associated with task</b>		<b>Knowledge required to perform specific skill</b>
Skill 1	Recruits and/or selects project team members to provide in staffing needs in accordance to Project Management plan	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Legal HR aspects (labour law, BEE, employment equity, etc)</li> </ul>
Skill 2	Establishes and maintains collaborative personal relationships with project team members.	<ul style="list-style-type: none"> <li>• Knowledge of cultural diversity and inclusive practice.</li> <li>• Knowledge on developing constructive and cooperative working relationships with others, and maintaining these over time.</li> <li>• Professionalism and Ethics</li> </ul>
Skill 3	Identifies and recognises each team member's strengths (Matching talents and passions of individuals to opportunities/jobs/ occupations)	<ul style="list-style-type: none"> <li>• Assessing personal strengths &amp; weaknesses principles &amp; techniques</li> <li>• Operations management principles and techniques</li> <li>• HR management principles and techniques</li> <li>• Effective communication techniques</li> <li>• Analysis techniques</li> <li>• Decision-making &amp; problem-solving</li> <li>• Leadership theories</li> <li>• Team building techniques</li> </ul>
Skill 4	Manages effective individual participation and team performance	<ul style="list-style-type: none"> <li>• Personnel and Human Resources (see above)</li> <li>• Analysis techniques</li> <li>• Participatory planning mechanisms</li> <li>• Negotiation and persuasion</li> <li>• Project integration management</li> </ul>
Skill 5	Manages team member communications needs	<ul style="list-style-type: none"> <li>• Business and project meeting procedures</li> <li>• Documentation and dissemination process</li> <li>• Communication management concepts, tools, and techniques</li> <li>• Project communication management</li> </ul>

**Task 4: Manages (lead, organise, coordinate, control) the implementation of the project in accordance with project requirements, the project management plan and agreed procedures.**

**Indicator of Competence: Project work is undertaken in accordance with project requirements, the project management plan and agreed procedures.**

<b>Verb 1</b>	<b>Verb 2 (if needed)</b>	<b>Deliverable: Product or Service</b>	<b>Context or Specialisation</b>	<b>Indicator of Competence</b>
Manages	(lead, organise, coordinate, control)	the implementation of the project	in accordance with project requirements, the project management plan and agreed procedures.	Project work is undertaken in accordance with project requirements, the project management plan and agreed procedures.
<b>Skills associated with task</b> (add or delete number of skill statements)			<b>Knowledge required to perform specific skill</b>	
Skill 1	Monitors, evaluate, and control project performance; risks to the project		<ul style="list-style-type: none"> <li>• Financial management techniques</li> <li>• Time management techniques</li> <li>• Monitoring and evaluation process, tools and techniques</li> <li>• Quality assurance procedures and standards</li> <li>• Quantitative and qualitative measuring techniques</li> </ul>	
Skill 2	Facilitates change control to the scope of the work and cost alterations to the project		<ul style="list-style-type: none"> <li>• Integrated change control process and management</li> <li>• Financial management techniques</li> <li>• Time management techniques</li> <li>• Quantitative and qualitative measuring techniques</li> </ul>	
Skill 3	Plans organises and supports project meetings to review and implement corrective actions to project performance		<ul style="list-style-type: none"> <li>• Communications</li> <li>• Integration management</li> <li>• Relationships / People management / Psychology</li> </ul>	
Skill 4	Identify and document lessons learned and provides feedback		<ul style="list-style-type: none"> <li>• Documentation and dissemination</li> </ul>	

**Task 5: Manages Project Transitions in accordance with project requirements, the project management plan and agreed procedures.**

**Indicator of Competence: Project transitions are managed in accordance with project requirements, the project management plan and agreed procedures.**

Verb 1	Verb 2 (if needed)	Deliverable: Product or Service	Context or Specialisation	Indicator of Competence
Manages		project transitions	in accordance with project requirements, the project management plan and agreed procedures.	Project transitions are managed in accordance with project requirements, the project management plan and agreed procedures.
<b>Skills associated with task</b>			<b>Knowledge required to perform specific skill</b>	
Skill 1	Manage project start-up.		<ul style="list-style-type: none"> <li>• Effective communication techniques</li> <li>• Facilitation techniques</li> <li>• Negotiation / persuasion techniques</li> <li>• Decision-making &amp; problem-solving</li> <li>• Analysis techniques</li> <li>• People management principles</li> <li>• Participatory planning mechanisms</li> <li>• Meeting procedures</li> <li>• Documentation and dissemination process</li> <li>• Communication management concepts, tools, and techniques</li> <li>• Planning techniques and tools</li> </ul>	
Skill 2	Manage transition between project phases.		<ul style="list-style-type: none"> <li>• Project management methodologies and tools</li> <li>• Project Management areas</li> </ul>	
Skill 3	Manage project closure.		<ul style="list-style-type: none"> <li>• Project management methodologies and tools</li> <li>• Project Management areas</li> <li>• Review process and mechanisms</li> <li>• Closing procedures</li> </ul>	

**Task 6: Contributes to process improvement in project management by applying lessons learned to future projects**

**Indicator of Competence: Project management process improvements i.e. lessons learned are applied to future projects.**

Verb 1	Verb 2 (if needed)	Deliverable: Product or Service	Context or Specialisation	Indicator of Competence
Contributes		to process improvement	in project management by applying	Process improvements i.e.

			lessons learned to future projects	lessons learned are applied to future projects.
<b>Skills associated with task</b> (add or delete number of skill statements)			<b>Knowledge required to perform specific skill</b>	
Skill 1	Develop a plan for project evaluation.		<ul style="list-style-type: none"> <li>• Project evaluation techniques</li> <li>• Planning</li> </ul>	
Skill 2	Evaluate the project in accordance with plan and develop corrective measures/actions.		<ul style="list-style-type: none"> <li>• Decision-making &amp; problem-solving</li> <li>• Analysis techniques</li> </ul>	
Skill 3	Identify and document lessons learned and provides feedback		<ul style="list-style-type: none"> <li>• Documentation and dissemination</li> <li>• Communication/presentation</li> <li>• Instructional methods and tools</li> </ul>	

**Task 7: Ensures site safety and healthy working environment that complies with legislation and regulations.**

**Indicator of Competence: A safe and healthy working environment that complies with legislation and regulations.**

Verb 1	Verb 2 (if needed)	Deliverable: Product or Service	Context or Specialisation	Indicator of Competence
Ensures		site safety and healthy working environment	that complies with legislation and regulations	A safe and healthy working environment that complies with legislation and regulations.
<b>Skills associated with task</b>			<b>Knowledge required to perform specific skill</b>	
Skill 1	Identifies and applies relevant legislation from all levels of government that affects business operation, especially in regard to Occupational Health and Safety and environmental		<ul style="list-style-type: none"> <li>• Legislative, policy and regulatory framework (OH&amp;S; ISO)</li> <li>•</li> </ul>	
Skill 2	Assigns resources for health and safety compliance		<ul style="list-style-type: none"> <li>• Legislative, policy and regulatory framework (OH&amp;S; ISO)</li> </ul>	

		<ul style="list-style-type: none"> <li>• Budgeting</li> <li>• Human resource management</li> </ul>
Skill 3	Formulates the processes to be followed to produce a procurement management plan to ensure that the facilities to monitor Health and safety specifications are included.	<ul style="list-style-type: none"> <li>• Project procurement management</li> <li>• Legislative, policy and regulatory framework (OH&amp;S; ISO)</li> <li>• Documentation and dissemination</li> </ul>
Skill 4	Monitors, evaluates, and controls accidents and incidents	<ul style="list-style-type: none"> <li>• Analysis techniques</li> <li>• Decision-making &amp; problem-solving</li> <li>• Documentation and dissemination process</li> <li>• Communication management concepts, tools, and techniques</li> <li>• Risk management process, concepts, tools, and techniques</li> <li>• </li> <li>• Integrated change control process and management</li> </ul>