PROJECT MANAGER
(Competency-Based)

APPENDIX A

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Competency/performance-based apprenticeship occupations are premised on attainment of demonstrated, observable and measurable competencies in lieu of meeting time-based work experience and on-the-job learning requirements. In competency/performance-based occupations apprentices may accelerate the rate of competency achievement or take additional time beyond the approximate time of completion.

This training outline is a minimum standard for Work Processes and Related Instruction. Changes in technology and regulations may result in the need for additional on-the-job or classroom training.

Potential Job Titles: IT Project Manager, Project Manager

The Project Manager is responsible for developing and managing technology projects including the project scope, schedule, resources, cost, and quality. Project manager is responsible for the direction, coordination, implementation, and completion of projects, while remaining aligned with strategy, commitments, and goals of the organization. This role requires coordination of project activities which includes, but are not limited to; delivering the project on schedule and within budget while meeting all project objectives, development and sign-off of the overall project plan, building and managing the project team, managing the relationship with key stakeholders, communicating the project status, project financial management, and managing project issues, risk management and dependencies.

WORK PROCESSES

A. Initiating Projects

1. Determine project goals by working with stakeholders to meet their requirements, specifications and expectations.

2. Determine project deliverables by developing scope of work and requirements.

3. Determine the project management process applying the appropriate methodologies, practices and tools to ensure project delivery.

4. Document project constraints through coordination with stakeholders and review policy and procedures.

5. Document assumptions by determining information that must be validated or situations to be controlled during the project.

6. Define the project strategy by evaluating alternative approaches to meet stakeholder requirements, specifications and expectations.

7. Identify performance criteria by referring to specifications and process standards to support the quality assurance effort.

8. Determine key resource requirements for project completion.

9. Define project budget and schedule by determining time and cost estimates.

10. Provide comprehensive information to obtain an approval decision from stakeholders.

B. Planning Projects

1. Refine project requirements, assumptions, and constraints to baseline the scope of work and enable the execution plan.

2. Create the Work-Breakdown Structure (WBS) using the scope of work, other project documents and decomposition techniques to facilitate detailed project planning and the execution, controlling and closing process.

3. Identify resource requirements and obtain commitments for internal, external and procured resources for all phases of the project.

4. Refine time and cost estimates by referencing the WBS to determine the project baseline, schedule and cost.

5. Establish project controls by defining the required process to facilitate project, execution, control processes, and to ensure compliance with standards.

6. Develop a formal and comprehensive project plan.

7. Obtain project plan approval by reviewing the project plan with the client and other required stakeholders and confirm baseline prior to proceeding to the project executing phase.

C. Executing Projects

1. Commit project resources in accordance with the project plan to ensure all activities are performed.

2. Implement the project plan by authorizing the execution of the project activities and tasks to produce project deliverables.

3. Manage the project progress by ensuring that activities are executed as planned.

4. Develop appropriate risk identification, mitigation and monitoring strategies.

5. Communicate project progress by producing project status reports to stakeholders.

6. Implement the quality assurance procedures by performing project control activities to meet project objectives.

D. Controlling Projects

1. Measure project performance continually to identify project trends and variances.

2. Refine control limits on performance measures to identify needs and corrective actions.

3. Take timely corrective actions by addressing the root causes to eliminate or minimize negative impacts.

4. Ensure compliance with the change management plan by monitoring response to change initiatives to manage scope, schedule and cost.

5. Reassess project control plans by scheduling periodic reviews to ensure their effectiveness and currency.

6. Respond to risk event triggers to properly manage project outcomes.

7. Monitor project activity by performing periodic inspections to ensure authorized approaches and processes are followed or to identify the need for more corrective action.

E. Closing Projects

1. Obtain final acceptance of deliverables from stakeholders to achieve project closeout.

2. Evaluate deliverables and document lessons learned by surveying the project team members and stakeholders.

3. Facilitate administrative and financial closure to comply with organization and stakeholder requirements.

4. Preserve essential project records and required tools.

5. Release project resources per organizational procedures to optimize resource utilization.

F. Professional Responsibility

1. Ensure individual integrity and professionalism by adhering to legal requirements and ethical standards.

2. Foster partnerships with customers, stakeholders, and sponsors.

3. Provide leadership and assist in removing obstacles.

4. Contribute to project management knowledge base by sharing lessons learned, best practices, etc.

5. Enhance individual competence by increasing and applying professional knowledge to improve services.

6. Balance stakeholder's interests by recommending approaches that strive for fair resolution.

G. Additional Project Management Topics (if applicable)

1. Demonstrate an intermediate understanding of project management methodologies, practices, tools and their application.

Approximate Total Hours   1,000-2,000

Apprentices in Competency-Based Programs shall participate in no fewer than 1,000 documented hours of on-the-job training, and until they have demonstrated a competency for each skill in the Work Processes.

Apprenticeship work processes are applicable only to training curricula for apprentices in approved programs. Apprenticeship work processes have no impact on classification determinations under Article 8 or 9 of the Labor Law. For guidance regarding classification for purposes of Article 8 or 9 of the Labor Law, please refer to https://dol.ny.gov/public-work-and-prevailing-wage

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APPENDIX B

RELATED INSTRUCTION

Safety/Health/Environment

1. General Workplace Safety

2. Right-to-Know/ Safety Data Sheets (SDS)

3. Sexual Harassment Prevention Training– must comply with Section 201-g of the Labor Law

Project Management Components

1. Project Management Professional qualification (PMP) or equivalent

2. Project Management (PM) techniques, methods and proficiency with PM tools (MS Project or other related tools)

3. Leadership and Team Building Skills

4. Multi-task contracts and/or subcontracts of various types, and complexity

5. Project Financial Management

6. Project Problem, Issue, Dependency and Risk Management

7. Resource Management

8. Critical thinking and problem solving

9. Contract negotiation

10. Conflict resolution

11. Microsoft Office, including Microsoft Word, Excel, PowerPoint and Outlook.

Professional Development

1. Project Administration and Management Fundamentals

2. Effective Communications

3. Advanced Project Management

4. Team and Supervisor Communication Skills

5. Customer and Personal Service Fundamentals

6. Industry recognized credentials/certifications pertaining to the field

Other Courses as Necessary

At least 144 hours of Related Instruction per year must be available for the apprentice at the time of his/her indenture. However, the apprentice may test out earlier if able to demonstrate competence for each topic on the Related Instruction outline.

Appendix B topics are approved by New York State Education Department.