The PM Talent Triangle … and You

While technical skills are core to project and program management, PMI research tells us they're not enough in today's increasingly complex and competitive global marketplace. Companies are seeking added skills in leadership and business intelligence - competencies that can support longer-range strategic objectives that contribute to the bottom line.

The ideal skill set - the Talent Triangle - is a combination of technical, leadership, and strategic and business management expertise. What this means to project and program talent - what this means to you - is a focus on developing the additional skills you need to meet the evolving demands on your profession. But in doing so, it also means new opportunities to elevate your value as a strategic partner in business success.

NEW CCR (Continuing Certification Requirements) - Professional Development Units (PDUs)

Education

- 60% of PDUs are now required in this category, providing you with additional educational opportunities.
- Education PDUs are aligned with the PMI Talent Triangle.
- A minimum number of PDUs must be earned in Technical Project Management, Leadership, and Strategic and Business Management categories.

Giving Back

- The maximum number of total PDUs to be earned in this category has decreased.
- Activities remain the same: Volunteering, Creating Knowledge and Working as a Professional.
- The total number of PDUs to be earned in Working as a Professional has decreased.

PMI Talent Triangle

According to PMI …

Technical Skills 66% of organizations say that technical project skills are the most difficult to find. However 96% indicate that these are the most teachable.

Leadership Skills 75% of organizations rank leadership skills as the most important for successful navigation of complexity in projects.

71% of organizations rank leadership skills as the most important for long-term success of project managers.3 Strategic and Business Management Skills For project, program and portfolio managers, understanding your organization's strategy is essential. For employers, a strategic approach is also essential. For example, when organizations align their talent to organizational strategy, it produces a higher average project success rate - 72% for those with good alignment, compared to 58% for those without it.

Technical Project Management: Knowledge, skills and behaviors related to specific domains of Project, Program and Portfolio Management.

Leadership: Knowledge, skills and behaviors specific to leadership-oriented skills that help an organization achieve its business goals.

Business and Strategic: Knowledge of and expertise in the industry or organization that enhances performance and better delivers business outcomes.

The PMP Exam is Changing!

The last date to take the current PMP exam is 1st of November 2015.

A recently completed Role Delineation Study (RDS) provided an updated description of the project management professional role. Research included a large-scale survey of global Project Management Professional (PMP)® certification holders to validate updates to domains, tasks, knowledge, and skills. The RDS captures perspectives of project management practitioners from all industries, work settings, and regions. It serves as the foundation for the PMP exam and ensures its validity and relevance. **The five domains of practice for the PMP remain the same.** However, tasks within each domain have been modified, added, or removed. This means that PMI will be releasing many new questions into the exam! Why not take the exam prior to the 1st of November and leverage the experience and lessons from the current exam patterns and content?

When Will PMBoK Change?

***PMBOK® Guide*-Sixth Edition** PMI is currently in the process of developing the *PMBOK® Guide*-Sixth Edition. The *PMBOK® Guide* is the leading global standard for project management. The *PMBOK® Guide* contains the processes that project management experts agree are necessary for most projects in most environments.

The *PMBOK® Guide* reflects the evolving knowledge within the profession. Processes are presented by Process Group and Knowledge Area.

PMI Standards guidelines and publications are developed through a voluntary consensus process. The consensus process brings together volunteers and/or seeks out the views of persons who have an interest and expertise in the topic covered by the standards.

The *PMBOK® Guide* has contributed significantly to the advancement of the project management profession worldwide by championing a common lexicon and disseminating generally accepted project management knowledge and practice.

Publication of the *PMBOK® Guide*-Sixth Edition is expected in Q1 2017. The effort is led by Cyndi Dionisio, Project Chair.

For more information, please contact Kristin Vitello, PMI Standards Project Specialist, via email at Kristin.Vitello@pmi.org

Preventing Poorly Conceived Projects

What is the role of the portfolio manager?

The Portfolio Manager is responsible for monitoring and managing assigned portfolios by:

Establishing and guiding the selection, prioritization, balancing, and termination processes for portfolio components to ensure alignment with organizational strategy.

Providing key stakeholders with timely assessment of portfolio and component performance.

Assisting decision makers with the review, reprioritization, and optimization of the portfolio.

Ensuring timely and consistent communication to stakeholders on progress, impacts, and changes associated with management of the portfolio.

Participating in program and project reviews to reflect senior level support, leadership, and involvement in important matters.

Why has PMI launched the Portfolio Management Professional Credential

In today's economy, organizations increasingly recognize formal portfolio management as one of the most effective ways to ensure projects and programs deliver expected value. With this growing adoption of portfolio management, there is a demand for more knowledge, resources and professional recognition. Further, market research showed that there is no globally-accepted credential for the role of a portfolio manager.

How do individuals benefit from obtaining the PfMP credential?

The PfMP credential validates and demonstrates a practitioner's knowledge and experience. It also differentiates practitioners from their non-credentialed peers, and, because it is transferrable among methodologies and industries, it helps make them more marketable.

PfMP Requirements

- A secondary degree / diploma
- Minimum 7 years of portfolio management experience in past 15 continuous years
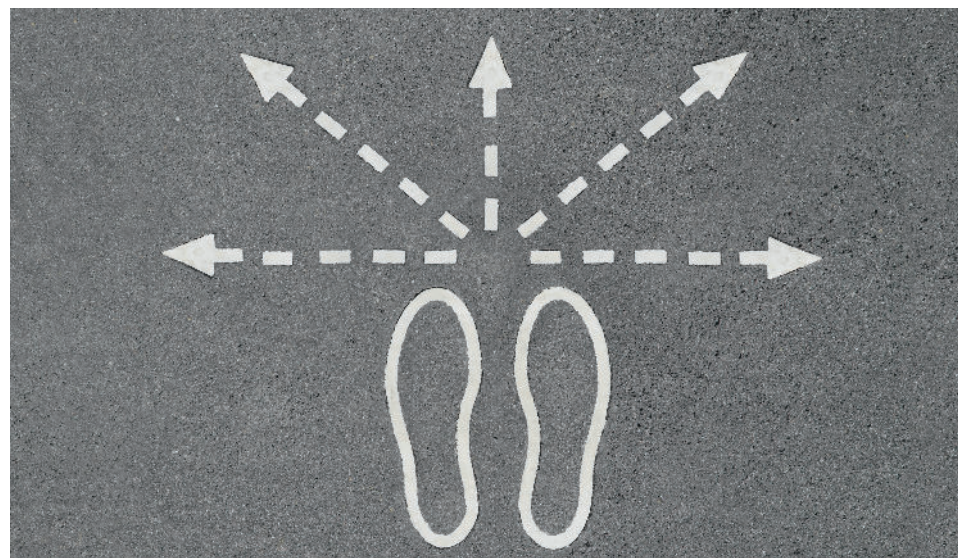
OR

- 4th year or bachelor degree
- Minimum 4 years of portfolio management experience in past 15 continuous years

AND

- Applicants should have a minimum of 8 years professional business experience

Want to know more? Need help on your application? Contact our team at information@PM1world.com

5 Actions in PPM You Can Take

1. Inventory and organize your projects - group them by categories such as Business Unit, Stage (Pipeline)
2. Incorporate Strategic Alignment - show how your projects align with and support corporate strategies
3. Kill half baked ideas early - don't waste time analyzing projects that don't meet strategy or have clear benefits. These can be filtered out with minimal effort.
4. Implement a scoring model (simple is good)- scoring allows you to easily put a number to a project's value. You can use criteria (weighted or not) that include strategy, financial benefit, risk and other factors.
5. Make project level resource projections - You don't want most of your resources going to the low priority initiatives or least strategic projects.

Portfolio, Program, Project

Portfolio Level
A portfolio is all the projects for an organization created to meet their strategic business goals. This could be all the projects for an entire company or all the projects for a division or business in a large corporation. A good way to think about the portfolio is all the projects under a PMO umbrella where a corporate could have a PMO for each business area. The portfolio level will handle, among other things, governance around the project life cycle, standards, a document repository, and a project portfolio tool.

Program Level
A program is a group of related projects where doing them together provides some sort of benefit or efficiency. The program should have a clearly defined charter indicating the strategic goals that the stakeholders are trying to meet and the planned solution (projects) to meet those goals. The specific deliverables of each project would be defined when each project starts and should align with the strategic goals of the program. The program is usually long (think years) and the level of integration can differ greatly between projects and companies.

Project Level
A project is temporary undertaking to produce a unique product, service or result. Most people think of a project as producing something tangible, however the deliverable of a project could simple be an answer to a question. People often also get confused with a project versus operational work. How operational work differs is that it is defined by approved procedures and is not a temporary undertaking.

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One Minute Tips

Lack of Focus = Death in Meetings

Whenever you call a meeting, make sure you have a clear OBJECTIVES or PURPOSE statement. An agenda is NOT a meeting purpose, it's the steps to get to some objective. So how do you write a good meeting OBJECTIVE? Easy!

A Meeting Objective has 3 parts: Action, Outcome, and Qualifier.

Example:

The objective of this meeting is to 'Identify new risks that will impact the xyz phase of the project.'

Identify is the action; *new risks* is the outcome; *xyz phase* is the qualifier.

Tip: If the action is 'DECIDE ..' make sure decision makers are in the meeting!

Fast 'Lessons Learned'

It is a good practice to embed continuous learning throughout your project, not just do a lessons learned at the end. A simple and effective activity that you can do at team meetings or major milestones is as Stop-Start-Continue exercise. Simply have the team suggest:

1. What should we stop doing that has not been effective?

2. What should we start doing that will help us in the next period?

3. What should we continue doing that we're doing well?

Crashing vs. Fast Tracking

In the middle of the project, you find out that you have an SPI of .69 . This project is strategic and has a very important schedule constraint and if you don't deliver the project on time, it will be a total disaster. You analyse your project schedule to adjust it so that you may be able to complete the project on time with the existing resources (only). You find out that you have a lot of discretionary dependencies in your project schedule. What is the best way for you to adjust the project schedule so that you may be able to complete the project on time?

A) Keep the discretionary dependencies intact and apply Crashing
 B) Keep the discretionary dependencies intact and apply Fast Tracking
 C) Remove the discretionary dependencies and apply Crashing
 D) Remove the discretionary dependencies and apply Fast Tracking

*Answer on page 5

Getting Things Done

David Allen, a productivity expert, developed the Input Processing Technique and published it in his influential book, "Getting Things Done."

The tool, shown in the figure, is a simple process that helps you manage your "inputs", so that you stay on top of everything that you need to do.
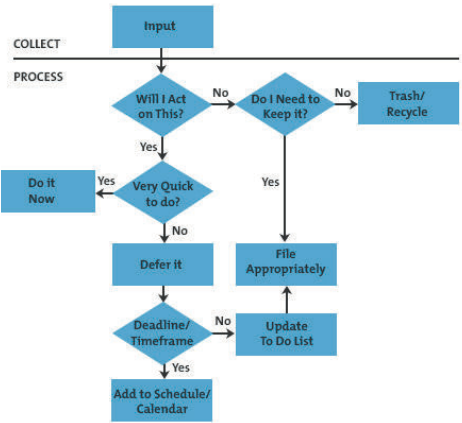
Allen's Input Processing Technique

An input is something that you need to take action on. Allen defines it as, "anything you have allowed into your psychological or physical world that doesn't belong where it is, but for which you haven't determined the desired outcome and next action step."

These inputs can be anything from thoughts that you've had about a new project, to emails and documents that you've received, to an invoice that you need to pay.

The main benefit of the tool is that it helps you quickly take action on all of the inputs that come your way. This means that you can focus on your objectives, instead of worrying about something that you might have missed.

There are three main stages in using the technique:

1. Collecting.
2. Processing.
3. Reviewing (not shown on the diagram).

Let's look at each of these three stages in greater detail, and discuss how you can apply this process to manage your workflow...

An Influencing Tip: Reciprocity

As humans, we generally aim to return favors, pay back debts, and treat others as they treat us. According to the idea of reciprocity, this can lead us to feel obliged to offer concessions or discounts to others if they have offered them to us. This is because we're uncomfortable with feeling indebted to them.

For example, if a colleague helps you when you're busy with a project, you might feel obliged to support her ideas for improving team processes. You might decide to buy more from a supplier if they have offered you an aggressive discount. Or, you might give money to a charity fundraiser who has given you a flower in the street.

So why not collect 'reciprocity' chips? Help someone out with resources when yours are not too busy and collect those 'I owe you' credits!

I'm 80% Complete

Are you having a tough time getting a good approximation of work done? If some of your team members are often over estimating the % complete on their activities, then it is likely due to lack of skills, lack of attention to risk management, fear of honesty, or simply an overly optimistic outlook.

Here's a fast tip on what you can do to assess a more accurate picture. Instead of asking those team members with this repeated pattern what % complete they are, try asking them a different question 'Can you please tell me what work is still left to do on Activity xyz?' -- Notice the difference?

With this question, their more descriptive response will help you with just how much (or how little) has been done, plus it requires that person to do a 'mini plan' in their head in order to respond to your question. This is great for those team members who do not really plan ahead and like to 'wing it'.

Of course, you can also use a FIXED FORMULA for earning credit for work done. A fixed % complete amount is earned by reaching specific milestones. For short duration work, even the 50-50 formula can work. This means if they started, you will allocate 50% done and they stay at 50% done until they are 'done-done' -- ! This only works for short duration work!

Contributions

If you have a tip to share, please send it to information@PM1World.com for inclusion in a future newspaper.

Calm in the Eye of the Storm

Storm chasers are professionals (or should be) who watch for tornados and hurricanes during the summer months in the southern and Midwestern United States. Their goal is to get close enough to a storm to photograph and video it without incurring any harm to themselves. Some do it for the thrill, while others chase storms for legitimate research purposes. Though most are trained and experienced in what they do, they can in no way control the direction the storm will take (without warning, storms can often veer off in a new direction). One way to view the situation is as a high-stakes 'cat and mouse' game, with the participants risking injury or even death if they get caught in the path of the storm. To mitigate the risks, storm chasers rely on inputs (such as seismic data and weather predictions), using modern technology and expert judgment for the planning and execution of their work.

What does this have to do with program and project management? Well, aside from the obvious dangers that storm chasers face, one could say that these professionals deal with a high degree of complexity and ambiguity, much like many project managers. There is another similarity to which we will draw a comparison, having to do with the internal structure of the storm. Inside the tornados/hurricanes storm chasers are chasing, there is a calm environment known as 'the eye of the storm'. As the project manager, you must hypothetically keep yourself and your team positioned in a calm environment, even if and when serious issues arise and various chaotic events are 'swirling' around you. What steps and actions can you take in order to shield your team from the chaos, and ensure they stay in the calm eye of the storm when times are difficult? Although every situation on a project is different, below are our principle suggestions for dealing with the difficult situations on projects, garnered from our combined experience:

Follow the plans

At the start of the program or project, under your guidance, your team will have developed several project plans (risk, communication, schedule, success, cost, implementation, iteration, quality, training, perhaps safety, etc.) that, at the time they were created, were your team's best assessment of the work to be done and how it should be performed. We also assume that your customers and stakeholders have approved your plans so that you could begin to execute them. It is important to continually refer to those plans as your baseline for documenting gaps or deviations. Even simple things such as tracking milestone dates and showing missed or updated milestones are important to managing the plans. For example, if a milestone is missed, keep it in the document but mark it as 'crossed out' and insert the new date beneath the original milestone, or re-baseline in the schedule to reflect both the previous agreed date, and the new. This approach will keep all parties aware of and in tune with the plan versus reality.

Communicate non-emotively

It is widely agreed that communication comprises 90 per cent of project management. We believe how communications are delivered (the medium, tone, and expression) is just as, if not more, crucial as what is being communicated. When focusing your team and stakeholders, to remain within the eye of the storm, we believe it's best to follow some key principles:

- Deal with facts, not opinions.
- Summarise the detail for appropriate levels of management.
- Keep it timely, accurate and of a high quality.
- Follow a pattern - get people accustomed to your updates.
- Present Program/Project impacts and alternatives to Key stakeholders.
- Don't focus on blame if things go wrong - focus on solutions

Others will follow your example

At all times, remain calm. If you as the leader of the team begin to waver or fall apart, it will have a ripple effect throughout your team. Further, your stakeholders and customers will continue to believe in the team's success if confidence permeates team communications. Let people vent their emotions when necessary, when appropriate and in the right environment - negativity should be controlled. Allowing time for venting may serve no other purpose but to reduce the pressure or stress proportionally, but it will be appreciated later.

Focus on the key milestone dates

'Keep the eye on the prize' - remember that the agreed benefits are the reasons your program or project exists - and continue to drive to the next milestone date. Getting there will increase everyone's confidence and you can then do an impact analysis on the changes from baseline.

80/20 decision making

Don't wait on all facts to make an informed decision. When you have sufficient information - act upon it. Yes, it's a bit of a gamble but delaying action can also have the same negative impact. This is where experience, instinct, and 'gut feel' come into play. However things may turn out in the end, it will be the right action to do at the time. Sometimes mistakes may occur as a result, but you will learn from any mistakes made. By keeping focused on what you need to do, you will get there.

Clearly define success vs. time

If the benefits change during project execution, advise the appropriate stakeholder and customers accordingly so they can adjust their expectations. Ensure that they want to continue the effort. Accept discontinuation of the project if it gets to the point at which the costs (not just financial) outweigh the benefits. Always capture and record lessons learned, and agree on how to share them so that new programs and projects take them on board. Remember, as the project manager you are the leader and your team will tend to mimic your actions, particularly in a crisis or in times of stress. Follow the basics of keeping cool under pressure and maintain the 'calm eye of the storm' for your team. Remember, your program or project is a temporary endeavor and 'it too shall pass'.

Written: Gareth Byatt, Gary Hamilton, and Jeff Hodgkinson .

8 Tips on Delegating

1. State the desired outcome
2. Identify constraints and provide instructions. For example, where are the lines of accountability drawn? Can the person you've delegated to wait for your decisions or be proactive?
3. Include the person in the delegation process. Ask them whether they can do the job and when they can complete it by.
4. Match responsibility with authority. Delegating responsibility can take a load off your workload while helping another person grow. However, you will still be ultimately accountable for your decision.
5. Provide adequate support. Ongoing communication is critical to ensure the project's success. You should also monitor their work and provide suggestions where appropriate.
6. Concentrate on results. Instead of micromanaging people, it would be a lot more productive if you focus on the outcome rather than how the work was done. Each person has their own unique method of working.
7. Build motivation. What are the rewards of doing the work you've delegated? It is important to discuss financial compensation, informal recognition, and future opportunities that are related to doing the work.
8. Maintain control. This entails discussing the timelines and milestones. It is also your responsibility to review all submitted work for quality.
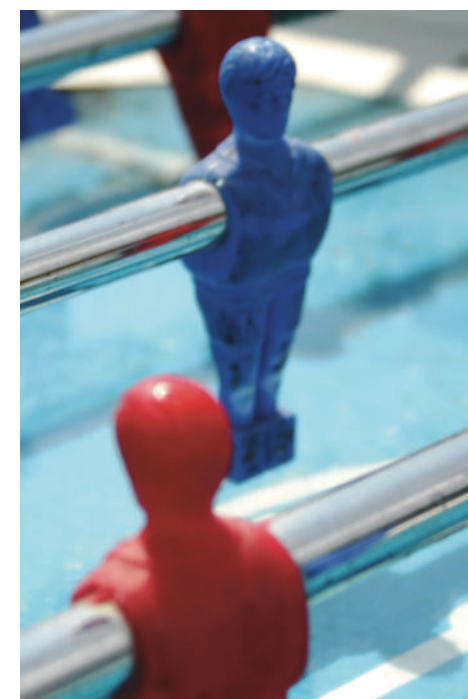
What is LNG?

LNG is natural gas (methane) chilled to -161ºC so that it becomes a liquid. Once it has been liquefied, the methane takes up much less space. Because LNG occupies about 1/600 the space of methane in its gaseous form it can be exported in purpose-built tanker ships.

LNG is driving an unprecedented level of investment in Australia.

Australia has four operating LNG projects. Another six LNG projects - representing a total investment of more than $180 billion - are now under development. Still more are on the drawing board.

Answer to Question on Page 3

D) Remove the discretionary dependencies and apply Fast Tracking.

Since you must use your existing resources, you can't apply the Crashing technique. You can only apply Fast Tracking after removing the discretionary dependencies from the project. Crashing involves usually extra resources (at an extra cost normally). Fast tracking could add risk of rework, especially where dependencies are not discretionary, so be careful!

This is an example of what you would be learning and tested for the PMP Exam, CAPM Exam, and PMI-SP Exam.

ITER project: Australian physicists enlisted for fusion experiment to help clean energy research

A multi-million-dollar fusion energy experiment in France has brought Australian experts onboard as part of research that could one day help supply the world with clean, carbon-free energy. The ITER project, currently under construction in France, promises carbon-free clean power, by fusing hydrogen nuclei to form helium in high-temperature plasmas like the sun. The experiment is a collaboration between the European Union, the United States, India, Japan, China, Korea and Russia.

However Australian experts from the Australian Plasma Fusion Research Facility at the Australian National University were asked to design a system to monitor heat that escapes from the reactor. Asked to explain how the ITER works, ANU Professor John Howard told 666 ABC Canberra's Genevieve Jacobs the simplest example of a nuclear fusion reactor was the sun. "The material making up the sun is called a plasma. And a plasma is the fourth state of matter," he said. Professor Howard said the other three states of matter are solid, liquid and gas. "So if you take ice, and add heat, you get water, add more heat you turn it into steam, add more heat again and you turn it into plasma," he said.

"Basically, the atoms of the water break up into their constituent nuclei and electrons, and they're positively and negatively charged. They hold together like a plasma because of the electrical attraction."In the sun, that's all held together by gravity ... we have to use big containers with giant magnetic fields, that hold these charged particles together. "We add a lot of heat, as much heat as we can, as much heat as this plasma can tolerate until the pressure inside gets so much that we reproduce the reactions that make the sun burn." During unexpected turbulence the fusion plasma can inflict power fluxes onto the walls [of the reactor] comparable to those at the sun's surface. "Because the centre is so hot, there is a lot of leakage across the magnetic field boundary. And that flows down then into the walls," Professor Howard said. "One of the problems is to try and keep the walls sufficiently cool. In order to understand how to keep the walls cool, we also need to understand how fast the plasma - the escaped heat - is flowing into those walls." Which is where the ANU's expertise comes in. "At the ANU we've developed some interesting imaging technologies that are now being used on other fusion reactors around the world, for looking at the flows and the temperature of the exhaust plasma," Professor Howard said. "In the past, this was done using fairly expensive equipment [that was] only able to make measurements at a small number of points."

Professor Howard said the ANU Australian Plasma Fusion Research Facility's systems enabled them to use advanced camera technology to do two-dimensional imaging. The hope is that this technology can be used to photograph plasma temperature and flow in ITER. "And once you can do two-dimensional imaging that opens up the possibility to do things like CT [computed tomography] scanning, in human medicine for example, where you get so much information you can work backwards to figure out exactly what's going on in detail," Professor Howard said. "Once we can understand that, then we can understand how to control the heat."

Michael Walsh, head of diagnostics at ITER, said the project hoped to build stronger links to the ANU and its technology.

"This has been a missing piece of the jigsaw puzzle for some time," he said. The system developed by ANU focuses on the floor of the fusion reactor, known as the diverter. "Where the [plasma] edges touch the diverter it's like a welding arc," Professor Howard said. "During unexpected turbulence, the fusion plasma can inflict power fluxes onto the walls comparable to those at the sun's surface." Professor Howard said figuring out how to manage this heat flow was a major problem for ITER to solve. "No other system can meet ITER's requirements for measuring and understanding the flows in this region of the experiment," he said. From every 50 megawatts of power put in, the ITER machine is designed to produce 500 megawatts of fusion power. The ITER machine will test fusion reactor technologies and is a first step towards the creation of a power plant capable of capturing fusion energy for commercial use. Professor Howard will travel to France in June to meet with the ITER team.
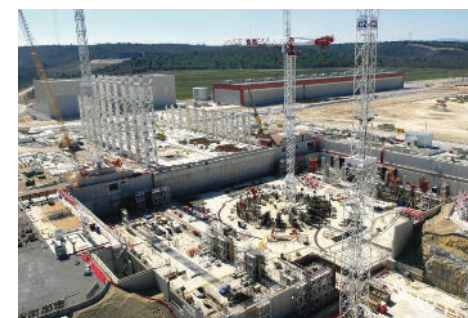

PHOTO: Australian National University (ANU) Australian Plasma Fusion Research Facility director Professor John Howard.(ABC News)

Who is PM1World

The Prince2 Method Complements the PMBoK!

PRINCE2 (an acronym for **PR**ojects **IN** **C**ontrolled **E**nvironments) is a de facto process-based method for effective project management. Used extensively by the UK Government, PRINCE2 is also widely recognised and used in the private sector, both in the UK and internationally. The PRINCE2 method is in the public domain, and offers non-proprietorial best practice guidance on project management.

Key features of PRINCE2:

- Focus on business justification
- Defined organisation structure for the project management team
- Product-based planning approach
- Emphasis on dividing the project into manageable and controllable stages
- Flexibility that can be applied at a level appropriate to the project.

The PRINCE2 method addresses project management through the four integrated elements of principles, themes, processes and the project environment.

The PRINCE2 principles are:

1. Continued business justification - is there a justifiable reason for starting the project that will remain consistent throughout its duration?
2. Learn from experience - PRINCE2 project teams should continually seek and draw on lessons learned from previous work.
3. Defined roles and responsibilities - the PRINCE2 project team should have a clear organizational structure and involve the right people in the right tasks.
4. Manage by stages - PRINCE2 projects should be planned, monitored and controlled on a stage-by-stage basis.
5. Manage by exception- PRINCE2 project have defined tolerances for each project objective to establish limits of delegated authority.
6. Focus on products - PRINCE2 projects focus on the product definition, delivery and quality requirements.
7. Tailor to suit the project environment - PRINCE2 is tailored to suit the project's environment, size, complexity, importance, capability and risk

The PRINCE2 themes are as follows:

1. Business case - What value would delivering the project bring to the organization?
2. Organization - How will the project team's individual roles and responsibilities be defined in order for them to effectively manage the project?
3. Quality - What the quality requirements and measures are and how the project will deliver them.
4. Plans - The steps required to develop the plans and PRINCE2 techniques that should be used.
5. Risk - How the project management will address the uncertainties in its plans and the project environment.
6. Change - How the project management will assess and act on unforeseen issues or requests for change.
7. Progress - The ongoing viability and performance of the plans and how and whether the project should proceed.

Each process provides checklists of recommended activities, products and related responsibilities. The PRINCE2 Processes are as follows:

1. Starting up a project
2. Directing a project
3. Initiating a project
4. Controlling a stage
5. Managing product delivery
6. Managing stage boundaries
7. Closing a project

The Prince2 Method is an excellent complement to the PMBoK!

PRINCE2® is a registered trade mark of AXELOS Limited. ITIL® is a registered trade mark of AXELOS Limited. MSP® is a registered trade mark of AXELOS Limited.
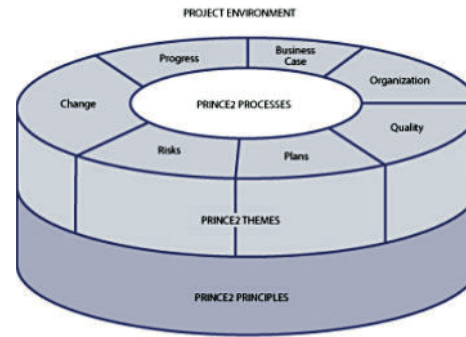
The Integrated Elements of Prince2

Purpose of the Foundation Qualification

The purpose of the foundation qualification is to confirm you have sufficient knowledge and understanding of the PRINCE2 method to be able to work effectively with, or as a member of, a project management team working within an environment supporting PRINCE2. The foundation qualification is also a prerequisite for the Practitioner qualification.

Target Audience

This qualification is aimed at project managers and aspiring project managers. It is also relevant to other key staff involved in the design, development and delivery of projects, including: Project Board members (e.g. Senior Responsible Ow ners), Team Managers (e.g. Product Delivery Managers), Project Assurance (e.g. Business Change Analysts), Project Support (e.g. Project and Programme Office personnel) and operational line managers/ staff.

Examination Format

- Multiple choice examination questions
- 75 questions per paper
- Five questions to be trial and not counted in scores
- 35 marks required (out of 70 available) to pass - 50%
- Closed book.

Purpose of the Practitioner Qualification

The purpose of the Practitioner qualification is to confirm w hether the candidate has achieved sufficient understanding of how to apply and tailor PRINCE2 in a scenario situation. A successful Practitioner candidate should, w ith suitable direction, be able to start applying the method to a real project but may not be sufficiently skilled to do this appropriately for all situations. Their individual project management expertise, complexity of the project and the support provided for the use of PRINCE2 in their w ork environment w ill all be factors that impact w hat the Practitioner can achieve.

Target Audience

This qualification is aimed at project managers and aspiring project managers. It is also relevant to other key staff involved in the design, development and delivery of projects, including: Project Board members (e.g. Senior Responsible Ow ners), Team Managers (e.g. Product Delivery Managers), Project Assurance (e.g. Business Change Analysts), Project Support (e.g. Project and Programme Office personnel) and operational line managers/ staff.

Prerequisites

In order to sit the PRINCE2 Practitioner examination you must provide proof of having passed one of the following:

- PRINCE2 Foundation
- Project Management Professional (PMP)
- Certified Associate in Project Management (CAPM)
- IPMA Level A® (Certified Projects Director)
- IPMA Level B® (Certified Senior Project Manager)
- IPMA Level C® (Certified Project Manager)
- IPMA Level D® (Certified Project Management Associate)

Training & Certification

Contact Information@PM1World.com for details and pricing

Instructor Led WEBINAR

Classroom Courses	Jun-Jul	Aug-Sep	Oct-Nov
PMP/CAPM Exam Preparation *Brisbane*	29-30 July		2-5 November
PMI-ACP Agile Certified Practitioner *Brisbane*		3-4 September	
PfMP - Portfolio Management Professional *Brisbane*	22-25 June 13,14,27,28 July		
PMP/CAPM Exam Preparation *Sydney*		23 August, 30 August, 6 September, 13 September	
Prince2 Training Brisbane, Sydney, Melbourne	**Contact Information@PM1World.com for Dates and Details**		

Web Based Courses

PMP Exam Preparation Course E-Learning	**Start Anytime - Complete E-Learning Program**		
CAPM Exam Preparation E-Learning	**Start Anytime - Complete E-Learning Program**		
PfMP - Portfolio Management			3 October, 10 October, 17 October, 24 October, 31 October, 7 November

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Free Career Advice

With project management emerging as one of the fastest-growing fields in the country, many professionals are exploring a project manager career path. The Project Management Institute (PMI®) studies paint a very bright picture for those who plan on carving out a career as a project manager.

Project Manager Jobs and Salaries Are on the Rise

A recent PMI report indicates that 25% of companies that have reduced their headcounts in other specialties will still be hiring project managers, while an Anderson Economic Group study projected that approximately 1.2 million project management jobs will need to be filled each year through 2016.

The availability of open positions is just part of the appeal of a project management career path; the substantial salaries are another enticement. According to the Project Management Institute (PMI), the average annual salary for PMP® certified Project Managers in the U.S. is $111,824, almost $14,000 more than the salary of those without PMP® certification.*

Career opportunities and potential earnings are two of the most important factors that individuals must consider before choosing a career path, and the field of project management scores well on both points.

Project Managers Have a Place in Every Industry

Professionals who have embarked on a project management career path possess skills that can be used in virtually any industry - from information technology to consumer goods to business services. This career mobility ensures that project managers can readily find work, even if their current industry is affected by an economic downturn or cyclical demand.

Skills Required for a Project

Manager Career Path

Before embarking on a project manager career path, you need to ask yourself whether or not you have a passion and aptitude for this type of work. If you're up to the challenge overseeing the contributions of a diverse team and managing the expectations of key stakeholders, this may be the position for you. A project manager career path requires strong communication and organizational skills, the ability to juggle multiple tasks simultaneously and an understanding of the functional roles of departments throughout the organization.

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