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Competency mapping in project management: An action research study in an engineering company

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Highlights

- â€¢ A seven-step method for the project management competency map is presented.
- â€¢ Four competencies categories were identified.
- â€¢ An action research involving 83 professionals is presented.
- â€¢ The iterative validation process with PMO and professionals was crucial.
- â€¢ The method helps to evaluate and design professional evolution trajectories.

Abstract

The present study proposes a seven-step method for the project management competency map. Additionally, the method helps to evaluate and design evolution trajectories based on organisational experience and challenges. This methodological approach merges literature reviews with qualitative and quantitative research methods. Data were collected in a large Brazilian engineering company through the analysis of documentation, behavioural event interviews, self-assessment surveys and statistical analyses. The proposed method is simple, replicable and insightful for managers across all industries and consists of the following: a description of competence and performance criteria, an assessment process, a diagnosis of the current proficiency level, the identification of competence levels that differentiate professional categories, the establishment of expected profiles, a gap analysis and the association between experience and competency development.



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Keywords

Project management; Individual competence; Competency management; Project manager

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