

**Specialist competence matrix – to support applicants who work in project management**  
**PLEASE NOTE:** All applications will be assessed against the main competence matrix (P6 Applicant’s Guide) with the specialist matrix as an advisory document only.

	<b>Knowledge</b>	<b>Autonomy</b>	<b>Coping with complexity</b>	<b>Perception of context</b>
<b>Practitioner (PCIFA)</b>	<ul style="list-style-type: none"> <li>• Good general knowledge of recognised project management processes (such as P2, Agile, MoRPHE), project planning, assignment of roles and responsibilities and staged management.</li> <li>• Understanding of the role of the business case and principles of product-based planning, as well as the need for other project documentation.</li> <li>• Knowledge of risk and issue (change) management processes.</li> <li>• Knowledge of reporting and communications mechanisms to be used within projects and for the Project Board or client.</li> <li>• Knowledge of benefits review evaluation processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to work under supervision to compile project documents.</li> <li>• Ability to communicate to the project team and client within set limits of authority.</li> <li>• Understand how quality is managed and who is responsible for quality management.</li> <li>• Ability to initiate tasks and suggest new approaches.</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to manage projects involving a single stage or small number of stages and teams.</li> <li>• Ability to identify project risks and issues and suggest appropriate solutions using recognised project processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of the implications and benefits of a project for the organisation, client and the wider sector.</li> </ul>

	<b>Knowledge</b>	<b>Autonomy</b>	<b>Coping with complexity</b>	<b>Perception of context</b>
<b>Associate (ACIfA)</b>	<ul style="list-style-type: none"> <li>• Knowledge of how to apply recognised project management processes to a variety of types of projects, based on experience.</li> <li>• Understanding of how to produce a business case, product plans, and other project documentation.</li> <li>• Knowledge of the sorts of risks and issues (change) that will need to be managed.</li> <li>• Knowledge of which reporting and communications mechanisms work best in given situations.</li> <li>• Knowledge of how to carry out benefits review/evaluation from experience.</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to compile project documents for review by senior PM.</li> <li>• Ability to delegate to project team and communicate with client within set limits of authority.</li> <li>• Ability to oversee the quality management process.</li> <li>• Ability to initiate tasks and implement new approaches.</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to manage projects involving a multiple stages and teams.</li> <li>• Ability to identify project risks and issues and implement appropriate solutions using recognised project processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of the implications and benefits of a project well enough to suggest new projects or processes for the organisation, client and the wider sector.</li> <li>• Ability to use lessons learned from past projects to inform project decision making.</li> </ul>

	<b>Knowledge</b>	<b>Autonomy</b>	<b>Coping with complexity</b>	<b>Perception of context</b>
<b>Member (MCIfA)</b>	<ul style="list-style-type: none"> <li>• Authoritative understanding of recognised project management processes and how to adapt and improve processes if necessary.</li> <li>• Responsibility for producing the business case and (recommending) sign off of project documentation.</li> <li>• Authoritative knowledge of risk management processes.</li> <li>• Responsibility for reporting and benefits review.</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to compile project documentation and set direction of projects.</li> <li>• Ability to delegate to project team and communicate with Client directly.</li> <li>• Ability to assign roles and responsibilities and set limits of authority.</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to manage complex projects in a range of different environments</li> <li>• Ability to address project change using innovative means if necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to develop Stakeholder/Client relationships, and work within external project delivery teams.</li> <li>• Understanding of the implications and benefits of a project well enough to suggest new projects or processes for the organisation, client and the wider sector.</li> <li>• Ability to use lessons learned</li> </ul>

	<ul style="list-style-type: none"><li>• Knowledge of how to be a mentor to others in project processes.</li></ul>			from past projects to inform project planning.
--	---	--	--	--