

# **Competency Framework Alignment: Why Military Experience Provides Ideal Preparation for Project Management Professionals**

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**What is the current state of the  
military manning?**

**What is the current state of the  
Project Management Industry?**

**What is the current state of the  
military manning?**

**Crisis?**

**What is the current state of the  
Project Management Industry?**

# Research Questions

1. Is Project Management a natural career destination for veterans?
2. What are the competencies of successful Project Managers?
3. What are the competencies of the service components?
4. What is the overlap?
5. What is the gap?

# Research Questions

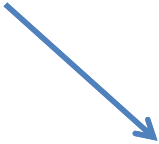
1. Is Project Management a natural career destination for veterans?
2. What are the competencies of successful Project Managers?

PMI Project Management Competency Development Framework (PMCD)

3. What are the competencies of the service components?  
Service Competencies Frameworks
4. What is the overlap?  
Evidence / predictor of success
5. What is the gap?  
Opportunity for the future

# Analysis

Military Leadership & Competencies



Compare with PMI Performance & Personal Competencies

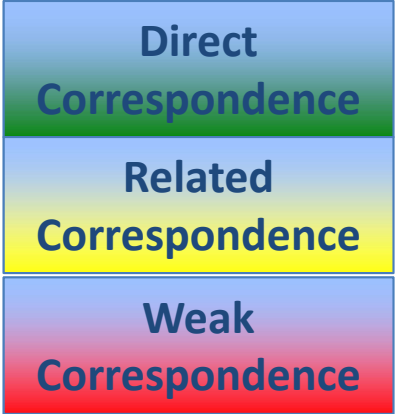
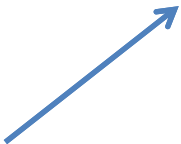


Identify strength of alignment

- 1. Does the alignment make sense?
- 2. Is it useful?
- 3. Is it practical?
- 4. Does it provide guidance?



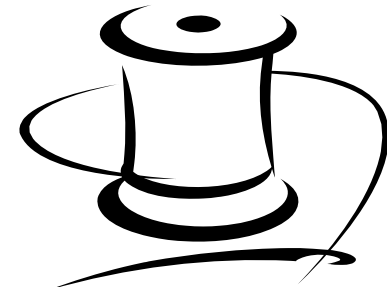
PMI Competency Development Framework



## At a glance: Branches of Service Summary

Organization	PMI	Army	Air Force	Navy*	Coast Guard	DoD
<b>Source</b>	Project Manager Competencies Development Framework	Army Doctrine Publication 6-22	Air Force Doctrine Document 1-1	Center for Professional Development	Commandant Instruction M5351.3	Department of Defense Instruction 1430.16
<b>Description</b>	3 dimensions, 2 competencies, 11 categories, 55 skills, knowledge, behavior (elements)	3 attributes, 3 leadership competencies, 23 behaviors or skills	2 categories, 3 core values, 3 personal leadership characteristics, 16 behaviors	5 competencies, 29 skills, behaviors and attitudes	4 Categories, 28 competencies	5 Core, 1 Technical, 2 Joint Competencies, 38 skills, behaviors, attitudes

1. What competencies are common to multiple branches of service?
2. How does the PMI Project Management Competency Development framework align with the “common threads”?



## Common to all branches

Marines	Army Leadership	Air Force	DoD CLDF	Coast Guard Leadership Competencies	NAVY
Keep Your Personnel Informed	Communicates	Foster effective communications	Oral/Written Communications	Effective Communications	Oral/Written Communications
Train Your Marines And Sailors As A Team	Leads, Build others, builds trust	Promote collaboration and teamwork	Team Building	Team Building	Team Building

**Aligns well with PMCDF  
Communicating, Leading, Managing  
and all Performance Competencies.**



## Common to five branches

Marines	Army Leadership	Air Force	DoD CLDF	Coast Guard Leadership Competencies	NAVY
	Warrior & service ethos	SERVICE BEFORE SELF	Customer service/ Public service orientation	Customer focus	Service motivation
Be Technically And Tactically Proficient	Expertise		Technical Credibility	Technical Proficiency	Technical Credibility

**Aligns well with PMCDF Cognitive ability, Professionalism, Industry specific skills, and all performance competencies.**

## Common to four branches

Marines	Army Leadership	Air Force	DoD CLDF	Coast Guard Leadership Competencies	NAVY
Decisiveness/ Make sound & timely decisions			Decisiveness	Decision-Making and Problem Solving	Decisiveness / Risk Management
Develop A Sense Of Responsibility Among Your Subordinates	Develops others	Influence through win/win solutions			Responsibility, Accountability, and Authority
Integrity	Character	INTEGRITY FIRST	Integrity/Honesty		
	Resilience	Adapt and perform under pressure	Resilience		Flexibility

**Aligns well with PMCDF Leading, Managing, Effectiveness, professionalism, and all performance competencies.**

## Common to three branches

Marines	Army Leadership	Air Force	DoD CLDF	Coast Guard Leadership Competencies	NAVY
Bearing	Military and professional bearing/ presence				Professionalism
Judgment	Sound judgment	Exercise sound judgement			
Know Your People And Look Out For Their Welfare			Human Capital Management	Taking Care of People	
Seek Responsibilities And Take Responsibility		Responsibility		<i>Accountability and Responsibility</i>	
	Innovation		Creativity and innovation	Creativity and innovation	
	Interpersonal tact	Inspire trust	Interpersonal Skills		
	Extends influence beyond chain of command		Partnering/ Political Saavy		Influencing & negotiation/ Partnering

**Aligns well with PMCDF Leading, Managing, Effectiveness, Communication, Professionalism, and all performance competencies.**

## Common to two branches

Marines	Army Leadership	Air Force	DoD CLDF	Coast Guard Leadership Competencies	NAVY
Courage		Courage			
Enthusiasm	Military and professional bearing				
Know Yourself and Seek Self Improvement				Self-Awareness and Learning	
Set The Example	Leads by example				
Tact	Interpersonal tact				
Unselfishness		SERVICE BEFORE SELF			
	Army values			Aligning values	
	Discipline	Self-discipline			
	Fitness			Health and well-being	
	INTELLECT		Problem solving		
	Mental agility		Problem solving		
	Sound judgment	Exercise sound judgement			

**Aligns well with PMCDF Leading, Managing, Effectiveness, Communication, Professionalism, and all performance competencies.**

## Overall Observations

1. All branches either implicitly or explicitly promote **both leadership traits and PMCDF** personal competencies in the respective competency frameworks
2. There is **considerable overlap** in frameworks among the branches of service and the DoD
3. The alignments with PMCDF ***Personal competencies*** seem clear cut in most instances, while branches of service traits and personal competencies could well align with multiple PMCDF performance competencies depending upon the context.
4. ***The branches of service exist to support missions, and military missions have much in common with projects. It therefore follows that the service behaviors.***

***A mission is to a military professional, as a project is to a civilian project manager***

## Missions versus Projects

**mission** — 1. The task, together with the purpose, that clearly indicates the action to be taken and the reason therefore. 2. In common usage, especially when applied to lower military units, a duty assigned to an individual or unit; a task. 3. The dispatching of one or more aircraft to accomplish one particular task.

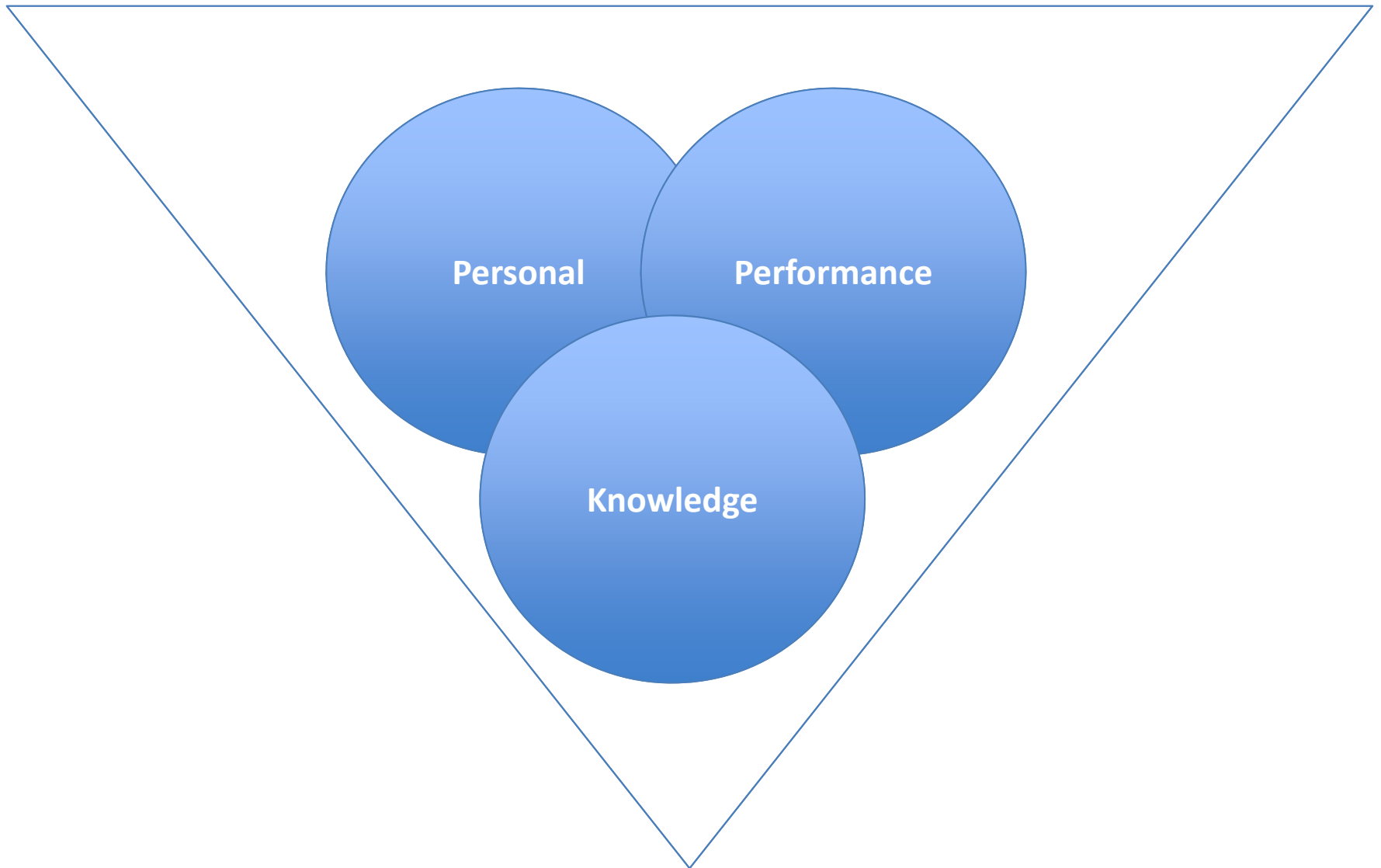
*-Military Terms and Definitions*

**project**-- A project is temporary in that it has a defined beginning and end in time, and therefore defined scope and resources.

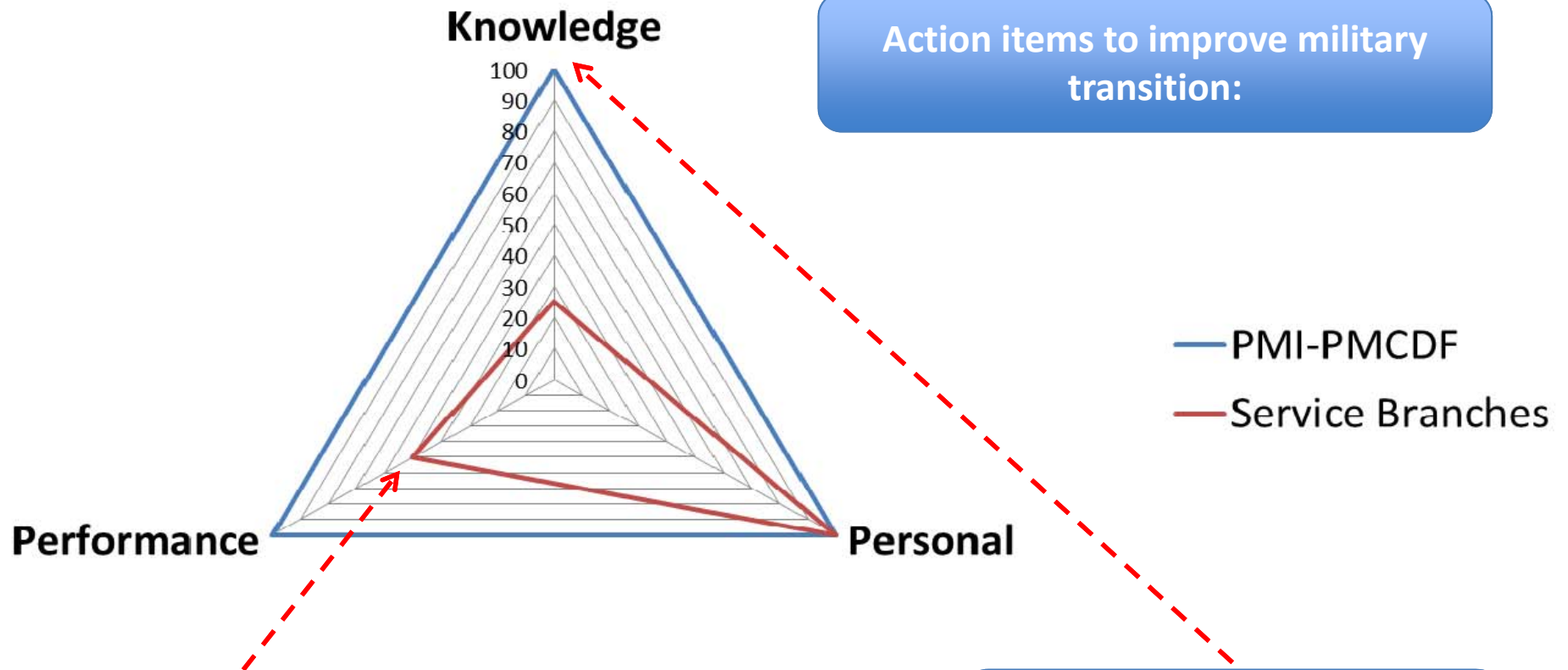
And a project is unique in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal. So a project team often includes people who don't usually work together – sometimes from different organizations and across multiple geographies.

*-Project Management Institute*

## PMI-PMCDF Components



# Service Branches Profile



Action items to improve military transition:

Process group training to identify applicable project management experience gained in service.

PMP training for certification purposes (improve Knowledge competency profile)



**Questions?**