## New Zealand qualifications in Project Management Level 4 and Level 5

This document only shows the graduate profile outcomes of the project management qualifications and unpacks why amendments to the graduate profile outcomes have occurred. Please refer to the qualification document for full review of changes.

### Level 4

The qualification has been repositioned to focus on “introduction to project management” to set clear expectations. The title, purpose, and wording of the graduate outcomes have been amended to reflect this view.

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| **Project Management graduate profile outcomes** | **What do we mean by that?** | |
| **Shared across all GPOS** | **Unique to each** |
| * Support a project(s) through its life cycle through the selection and application of project management knowledge, tools, and techniques. | * Cultural competency in the context of the qual * Critical thinking * Problem-solving & discovery * Adaptability | * Project Management disciplines * Triple constraints – time, budget, and scope * Clear deliverables * Project lifecycle * Methods and tools * Stakeholder identification, management, and engagement * Closing and learning * Ways of working (agile/hybrid, business casing) * Leverage team(s) strengths * Understand what is important to people/teams involved in project * Relationship building * Communication skills (messaging, building confidence in project manager & team * Risk and issue management * Contingency planning and building resilience * Measure impact monitoring and reporting * Sustainability for staffing, time, resources, budget from a monitoring and reporting context * Organisational changes and project changes – change control from a monitoring and reporting context * Remote working – how to manage own technology and engagement with other teams * Using A.I and technology to support project management * Ability to communicate considering scope of project and audience |
| * Take responsibility and lead aspects of a project(s) under broad guidance. | * Clear planning and execution | take people on the journey * Accountability and responsibility * Software proficiency * Finance acumen: Introduce, understand, and awareness, practices – monitoring & reporting * Business disruption as a norm from a monitoring and reporting on project context * Environmental management from a monitoring and reporting on project context * Budget management and forecasting from a monitoring and reporting context |
| * Behave professionally, ethically and in an inclusive manner to support the performance of the project. |  |

### Level 5

The qualification has been repositioned to focus on enhancing the skills of junior or emerging project managers or project coordinators. This qualification has been reviewed to remove the perception that graduates are expert project managers.

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| **Project Management graduate profile outcomes** | **What do we mean by that?** | |
| **Shared across all GPOS** | **Unique to each** |
| Manage projects throughout their life cycle, including change control, using project management knowledge, tools, and techniques | * Project Management disciplines * Triple constraints – time, budget, and scope * Clear deliverables * Project lifecycle * Methods and tools * Analytics * Clear planning and execution | take people on the journey * Change principles, agile * Change management skills * Stakeholder identification, management, and engagement * Initiation phase is extensive (including business casing​​ * Closing and learning​ * PMI principles:   + Ways of working (agile/hybrid, business casing)   + power skills (Leadership and soft skills)   + business acumen​​ * Critical thinking * Problem-solving & discovery * Adaptability * Software proficiency * Finance acumen influence and responsibility to the budget * Negotiation skills * Ability to receive feedback * Seek out feedback * Scale of project | * Risk and issue management * Contingency planning and building resilience * Measure impact: management, leadership and strategies * Business disruption as a norm: management, leadership and strategies * Sustainability for staffing, time, resources, budget: management, leadership and strategies * Environmental management: management, leadership and strategies * Organisational changes and project changes – change control: management, leadership and strategies |
| Collaborate with teams across different contexts throughout the project’s life cycle | * Leverage team(s) strengths * Accountability and responsibility * Understand what is important to people/teams involved in project * Relationship building * Leadership and influence * Communication skills (messaging, building confidence in project manager & team) * Conflict resolution: Full responsibility for outputs, not for outcomes * Cultural competency in the context of the qual * Examples of projects: Community-based projects * Relationship management extending into tikanga of rangatiratanga, relevance to Aotearoa * Understanding language: delivering to marae is different from corporate.   Knowing your audience   * Influence * Communication skills to manage teams * Remote working – how to manage own technology and engagement with other teams () * Using A.I and technology to support project management () |
| Manage stakeholder engagement throughout the project’s life cycle |  |
| Communicate information with diverse audiences throughout the project’s life cycle |  |
| Complete closing processes including evaluating the success of the project, and identifying improvements for personal, professional, and entity development in project management. |  |