

1 **DRAFT (prior to public comment, review and approval) Addendum to**  
2 **Section 4 of the COV ITRM Project Manager Selection and Training**  
3 **Standard CPM 111-02**

4 This draft of the proposed addendum is intended to replace the entirety of Section 4 in the  
5 Project Manager Selection and Training Standard (CPM 111-02) with the following:

6 The Project Manager Selection and Training Standard may be accessed by clicking this  
7 link: [http://www.vita.virginia.gov/uploadedFiles/VITA\\_Main\\_Public/Library/PSGs/Project\\_Management\\_Selection\\_Training\\_Standard\\_CPM11102.pdf](http://www.vita.virginia.gov/uploadedFiles/VITA_Main_Public/Library/PSGs/Project_Management_Selection_Training_Standard_CPM11102.pdf)  
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9 The addendum is concurrently posted on ORCA for comment  
10 at: <http://apps.vita.virginia.gov/publicORCA/>. The review period will expire April 3.

11 This posting of the draft addendum is for the convenience of those individuals who are  
12 currently working towards Commonwealth Project Manager qualification for Major or Non-  
13 Major Projects.

14 If you wish to comment on the draft, please do so using ORCA at the above link.  
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16 **4. Project Manager Qualification Testing**

17 The COV ITRM Project Manager Selection and Training Standard for project managers  
18 requires the candidate to successfully pass two qualification exams – Level One and Two.  
19 Project Management Professional (PMP) certification supersedes this requirement.

20 The Commonwealth Project Manager Qualification Level One Exam is required for project  
21 managers who manage Commonwealth IT projects from Category 1 – 4. The quizzes are  
22 based on the Commonwealth methodology outlined in the COV ITRM Project Management  
23 Standard CPM 112-03.2 and COV ITRM Project Manager Selection and Training Standard  
24 CPM 111-02. The candidate must successfully complete Level One before taking the Level  
25 Two Exam.  
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27 The exam is provided over the Internet using a secure Learning Management System (LMS).  
28 The quizzes are open book and timed. Each exam is broken down into sections called  
29 quizzes. Each quiz has 16 multiple choice questions pulled randomly from a question pool.  
30 Project manager candidates must achieve a passing score for each quiz of 75% and an  
31 overall passing score to meet the qualification standard.

32 Level One includes 5 separate quizzes:  
33

- 34 1. Project Manager Qualification and Selection
- 35 2. Project Initiation
- 36 3. Project Planning
- 37 4. Project Execution and Control
- 38 5. Project Closeout  
39

40 The Commonwealth Project Manager Qualification Level Two Exam is required for project  
41 managers who manage Commonwealth IT projects from Category 1 – 3. The quizzes are  
42 based on A Guide to the Project management Body of Knowledge (PMBOK Guide) 5<sup>th</sup> Edition  
43 and practical experience. The candidate must successfully complete Level One before taking  
44 the Level Two Exam.  
45

46 The exam is provided over the Internet using a secure Learning Management System (LMS).  
47 The quizzes are open book and timed. Each exam is broken down into sections called  
48 quizzes. Each quiz has 16 multiple choice questions pulled randomly from a question pool.  
49 Project manager candidates must achieve a passing score for each quiz of 75% and an  
50 overall passing score to meet the qualification standard.

51 Level Two includes 8 separate quizzes:

- 52 1. Project Scope Management
- 53 2. Project Time Management
- 54 3. Project Cost Management
- 55 4. Project Quality Management
- 56 5. Project Communication Management
- 57 6. Project Risk Management
- 58 7. Project Procurement Management
- 59 8. Project Stakeholder Management

60 The following is a list of the recommended study material for project manager candidates:

61 Level One Exam:

- 62 • COV ITRM Project Manager Selection and Training Standard CPM 111-02.
- 63 • COV ITRM Project Management Standard CPM 112-03.2

64 Level Two Exam:

- 65 • A Guide to the Project Management Body of Knowledge (PMBOK Guide) 5<sup>th</sup> Edition

## 66 **Registration and Testing Process**

67 The Community College Workforce Alliance at Reynolds Community College is responsible  
68 for registration, maintenance and administration of the Level One and Two exams. The  
69 exams are provided over the Internet using a secure Learning Management System (LMS)  
70 at the Virginia Community College System. The tester is required to read and agree to an  
71 honor code before taking the exams. The process is as follows:

- 72 1. Candidate registers for the exam through the Community College Workforce  
73 Development Office. You will be charged a \$90.00 testing fee.
- 74 2. Candidates will receive a confirmation email with instruction language. The  
75 instruction language will include login information and link to testing site.
- 76 3. Candidate takes exam – quizzes for Level One/Two – score is immediately available  
77 to the tester on the final page.

- 78 4. Candidates that meet the minimum requirement on every quiz of 75% can print a  
79 certificate after completing the exam.  
80 5. Candidates that are not successfully need to contact CCWA to register for the quiz or  
81 quizzes retake. You will be charged a \$45.00 retake fee.  
82 6. Final scores will be submitted to the Commonwealth Project Management Division for  
83 entry into your PM qualification record.

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85 **4.1 Project Manager Qualification Exam Level One**

86 Level One Objectives cover project activities that must be performed in the same sequence  
87 on most projects, and may be repeated several times during the project. The Level One  
88 Knowledge Standards identify the minimum competencies that should be possessed by all  
89 Commonwealth Project Managers concerning these activities. Five related competencies are  
90 presented under the following headings:

91 **4.1.1 Project Manager Qualification and Selection**

92 The project manager candidate will be able to apply the:

- 93 • Commonwealth methodology for project manager qualifications
- 94 • roles and responsibilities of the designated PM as defined in the standard

95 **4.1.2 Project Initiation**

96 The project manager candidate will be able to apply the:

- 97 • Commonwealth methodology for initiation of projects
- 98 • research and formalization of the CTP forms required for project initiation

99 **4.1.3 Project Planning**

100 The project manager candidate will be able to apply the:

- 101 • Commonwealth methodology for detail planning of projects
- 102 • requirements for CTP forms and project document related to detail planning

103 **4.1.4 Project Execution and Control**

104 The project manager candidate will be able to apply the:

- 105 • responsibilities of a project manager during project execution
- 106 • key control issues and the techniques employed to manage them
- 107 • use of the typical measurements and calculations to evaluate project progress
- 108 • frequency of status reporting (CTP) based on project Category identified in the  
109 Standard

110 **4.1.5 Project Closeout**

111 The project manager candidate will be able to apply the:

- 112 • tasks associated with project closeout
- 113 • schedule and plans that support project closeout
- 114 • collection and documentation of lessons learned
- 115 • formalization of the project closeout report and the post implementation review

116

117 **4.2 Project Manager Qualification Exam Level Two**

118 Level Two Objectives cover project activities that are performed intermittently throughout  
119 the project to support the Level One processes, depending on the nature of the project.  
120 The Eight Level Two related competencies are presented under the following headings:

121 **4.2.1 Project Scope Management**

122 The project manager candidate will be able to:

- 123 • Convey the relationship between scope and project failure
- 124 • Communicate how projects are initiated and selected
- 125 • Outline activities, inputs, and outputs of scope initiation, planning, definition,  
126 verification
- 127 • Formulate a project charter and WBS

128 **4.2.2 Project Time Management**

129 The project manager candidate will be able to:

- 130 • Establish the policies, procedures, and documentation for planning, developing,  
131 managing, executing, and controlling the project schedule.
- 132 • Provide guidance and direction on how the project schedule will be managed.
- 133 • Examine the different types of cost estimates and methods for preparing them
- 134 • Calculate earned value as it applies to time management

135 **4.2.3 Project Cost Management**

136 The project manager candidate will be able to:

- 137 • Convey the importance of project cost management
- 138 • Apply basic project cost management principles, concepts, and terms
- 139 • Examine the different types of cost estimates and methods for preparing them
- 140 • Calculate earned value as it applies to cost management

141 **4.2.4 Project Quality Management**

142 The project manager candidate will be able to:

- 143 • List and explain common principles of quality management (QM)
- 144 • List, distinguish between, and describe the processes and tools of Quality Planning,  
145 Assurance, and Control
- 146 • Apply QM principles to Project Management

147 **4.2.5 Project Communication Management**

148 The project manager candidate will be able to:

- 149 • List and describe project communication processes, inputs, outputs, and tools
- 150 • List and apply project communication skills and methods

- 151 • Compare methods of information distribution
- 152 • Explain the purposes of Administrative Closure

#### 153 **4.2.6 Project Risk Management**

154 The project manager candidate will be able to:

- 155 • List and describe risk management planning, identification, analysis, response
- 156 planning and monitoring and control on a project
- 157 • Apply best practices to increase the probability and impact of positive events and
- 158 decrease the probability and impact of negative events

#### 159 **4.2.7 Project Procurement Management**

160 The project manager candidate will be able to:

- 161 • List and describe activities, inputs, outputs, and tools of the 5 procurement
- 162 management processes
- 163 • Describe and contrast the types of contracts
- 164 • Define and describe: SOW, RFQ, RFP
- 165 • List potential mistakes in managing procurement contracts and list guidelines for
- 166 preventing them

#### 167 **4.2.8. Project Stakeholder Management**

168 The project manager candidate will be able to:

- 169 • Identify the people, groups, or organizations that could impact or be impacted by the
- 170 project.
- 171 • Analyze stakeholder expectations and their impact on the project
- 172 • Develop appropriate management strategies for effectively engaging stakeholders in
- 173 project decision and execution