**Guide to Project Management Professionalization**

Version 1.0

**1.0 Purpose**

The purpose of this Guide is to support professionalization of the project management community including the 2019 Treasury Board President’s mandate commitment to ‘improve project management capabilities’ by ensuring project managers have the necessary skills, knowledge and competencies to effectively deliver projects given the risk and complexity. This includes requirements for mandatory training, approved in 2022 by the Secretary of the Treasury Board, and to be implemented within departments and agencies across the core public administration. This Guide presents minimum requirements which departments and agencies may increase, commensurate with the risk and complexity of projects within their organizations.

**2.0 Effective date**

This Guide is effective April 1, 2022. Departments and agencies will have until March 31, 2023, to implement the associated mandatory training requirements.

**3.0 Application**

Mandatory training applies to persons employed in the core public administration and to the organizations that make up the core public administration as defined in section 11 of the Financial Administration Act, unless otherwise stipulated within this Guide or excluded through specific acts, regulations, or orders-in-council.

**4.0 Background**

The Government of Canada (GC) has been making efforts to modernize operations and practices in project management. Since 2019, changes to the policy instruments were made to strengthen project leadership and decision making. These changes included recognizing project management as a functional community with requirements for Deputy Heads to ensure project management capacity within their organizations.

Specifically, the [Directive on the Management of Projects and Programmes](https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32594) outlines requirements for the Senior Designated Officials (SDOs) to ensure that project management resources have the ‘necessary knowledge, experience and skills in project and programme management’ ([Section 4.1.8](https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32594)) and for project sponsors to ‘exercise due care in the assignment of the project manager by ensuring the project manager has the required competencies and experience’ ([Section 4.2.11](https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32594)). In addition, the [2019 mandate commitment of the President of the Treasury Board of Canada](https://pm.gc.ca/en/mandate-letters/2019/12/13/president-treasury-board-mandate-letter) to ‘improving project management capabilities’ requires that ‘all major projects in government are to be led by a certified professional with at least five years of experience’. In the context of the mandate commitment, **major projects** were defined as those with a Project Complexity and Risk Assessment (PCRA) Level of 3 or 4 (or similar risk and complexity), and/or projects that require Treasury Board approval.

To support these requirements, a [Government of Canada Project Management Competency Framework](https://www.gcpedia.gc.ca/gcwiki/images/3/3b/GC_Project_Management_Competency_Framework_E_final.pdf) identifying thirteen (13) technical project management competencies was established and published by the Comptroller General of Canada in November 2020. The Competency Framework is not mandatory and suitable alternatives can be considered by departments and agencies. Building upon these competencies, mandatory training courses were identified and updated in collaboration with departments and agencies, and in consultation with the Office of the Chief Human Resources Officer, the Office of the Chief Information Officer, and bargaining agents to support departments and agencies in their responsibilities to ensure project management resources have the knowledge and competencies necessary to deliver projects.

**6.0 Training Requirements**

Mandatory and recommended training is based on the [Government of Canada’s Project Management Competencies](https://www.gcpedia.gc.ca/gcwiki/images/d/d0/Project_Management_Competencies_Bulletin_E.pdf) and supports a common understanding of the roles, responsibilities and key policy obligations within the federal government. Currently three courses (offered by the Canada School of the Public Service) have been approved by the Secretary of the Treasury Board as mandatory training. In addition, it is recommended that those leading projects with a PCRA Level of 3 or 4 (or similar risk and complexity) and/or those that require Treasury Board approval, would also hold a project management designation.

1. **Mandatory Training**

**Preamble:** Mandatory training for project managers has been implemented under [Section 2.3.1 of the Policy on People Management](https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32621&section=html).

**Purpose:** The completion of this mandatory training will provide project managers with a baseline of standardized knowledge and expectations as it relates to the Government of Canada project management environment.

**Course provider:** The courses are available through the Canada School of Public Service as online, self-directed courses. Courses represent approximately 1 day worth of training.

**Application: Mandatory** for all project managers within the federal government of Canada.Requirements for Level 1 training are to be made **post-recruitment.**

**Completion Deadline:** Existing project managers will need to complete the mandatory training by March 31, 2023, and within three (3) months for new project managers employees within the Government of Canada.

**Requirements:**

To successfully complete mandatory training requirements, project managers need to complete the following three (3) mandatory courses:

1. [**Introduction to Project Management (TRN322, formerly R200)**](https://catalogue.csps-efpc.gc.ca/product?catalog=TRN322&cm_locale=en)

**Purpose:** Provides general knowledge and covers the basics of project management.

**Application:** Required for project managers with less than one (1) year of project management experience or for those without any training in project management.

**Exemptions**: Deputy Heads may provide exemptions for existing project managers who have more than one (1) year of project management experience within the last three (3) years as of April 1, 2022 or who have completed project management training.

1. [**Project Management in a Government Context (TRN323, formerly R280)**](https://catalogue.csps-efpc.gc.ca/product?catalog=TRN323&cm_locale=en)

**Purpose:** Provides an understanding of policy obligations, key roles and responsibilities, and the governance framework for projects within the Government of Canada.

**Application:** Required for project managers with less than one (1) year of project management experience within the Government of Canada within the last three (3) years.

**Exemptions:**  Deputy Heads may provide exemptions for existing project managers who have more than one (1) year of project management experience within the last three (3) years within the Government of Canada as of April 1, 2022.

1. [**Overview of Procurement (COR403, formerly C235)**](https://catalogue.csps-efpc.gc.ca/product?catalog=COR403&cm_locale=en)

**Purpose:** Provides an overview of the procurement process within the Government of Canada.

**Application:** Required for project managers with less than one (1) year of procurement experience within the Government of Canada within the last three (3) years.

**Exemptions:**  Deputy Heads may provide exemptions for existing project managers who have more than one (1) year of procurement experience within the Government of Canada within the last 3 years.

1. **Recommended - Project Management Designation**

**Preamble:** Project Management Designation is intended to support departments and agencies in their responsibilities to ensure project managers have the ‘necessary knowledge, experience and skills in project management’ ([4.1.8 Directive](https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32594)) and to assign a project manager with the ‘required competencies and experience’ ([4.2.11 Directive](https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32594)).

**Purpose:** The completion of a Project Management designation will provide project managers with in-depth training and is aligned with the Government of Canada project management competencies.

**Course provider:** Courses are available through the Canada School of Public Service or through universities, colleagues or private service providers specializing in the professional development of project management.

**Application:** Completion is recommended for project managers leading projects with a PCRA Level 3 or 4 (or similar risk and complexity), and/or those that require Treasury Board approval. Flexibilities exist to allow Deputy Heads to adapt recommended training to meet their needs and environment. Requirements are to be made **post-recruitment.**

**Exemptions:**  Deputy Heads may provide exemptions for project management resources eligible to retire by April 1, 2027, subject to appropriate mitigation measures being put in place.

**Requirements:**

To successfully complete the recommended requirements, the project manager needs to complete one (1) of the following three (3) options and demonstrate that they have at least five (5) years of project management experience within the last 10 years (with a minimum of three (3) years of experience as the project manager of a project with a PCRA Level 2 or higher (or similar risk and complexity).

**Options\*:**

1. **Project management certification:** completion of project management certification from a globally recognized project management certification body such as the Project Management Institute, Axelos, etc.
2. **Project management education:** completion of project management education (e.g., an undergraduate or graduate degree in project management or graduate certificate in project management).
3. **Competency-based assessment:** a Government of Canada project management competency-based assessment may be completed for those with a combination of experience, knowledge, and education in project management. A proficiency of Level 3 – Expert, as outlined in the [Government of Canada Project Management Competencies framework](https://www.gcpedia.gc.ca/gcwiki/images/3/3b/GC_Project_Management_Competency_Framework_E_final.pdf), must be demonstrated.

*\*Depending on the option selected,* ***additional courses may be required*** *to ensure alignment with the Government of Canada’s Project Management Competency Framework. A competency-base assessment against the program selected in option 1 and/or 2 needs to be completed to determine competency gaps that may exist.*

**Maintenance requirements:** to maintain their skillsets, project managers are to demonstrate a commitment towards continuous learning and development in project management through a minimum of fifteen (15) hours a year of ongoing learning. This could be met in a variety of ways such as by completing supplemental training or self-study, participating in a working group, presenting at a conference or event, participating in coaching or mentoring, chairing or organizing an event, or through alternative ways to further enhance their project management knowledge, skills, competencies and experience, etc.

**8.0 Administration**

Deputy Heads are accountable for implementation within their organization.

**9.0 Reporting Obligations**

Departments and agencies may be requested to provide a status report or implementation update on a date determined by the Office of the Comptroller General of Canada.

**10.0 Inquiries**

For additional questions or inquiries, please contact [TBS Investment Management](mailto:tbs-sctinvestmentmanagement-gestiondesinvestissements@tbs-sct.gc.ca).