

The 33rd IPMA World Congress

27.-29.11.2024 CAPE TOWN, SOUTH AFRICA
@ DHL STADIUM

IPMA[®]
33rd World
Congress
Cape Town
2024



*I'll be speaking at this event.
See you in Cape Town!*

TOPIC

How to develop project
planning competences
in your business
– learnings from
experience.



FRANCE

Agnes Roux-Kiener

IPMA Key Account Manager
IPMA



Leila-Celine Mechentel

Bid, Project, Planning Management Academy
& Certification Director
ALSTOM

»» Read more: hope.capetown

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SOUTH AFRICA

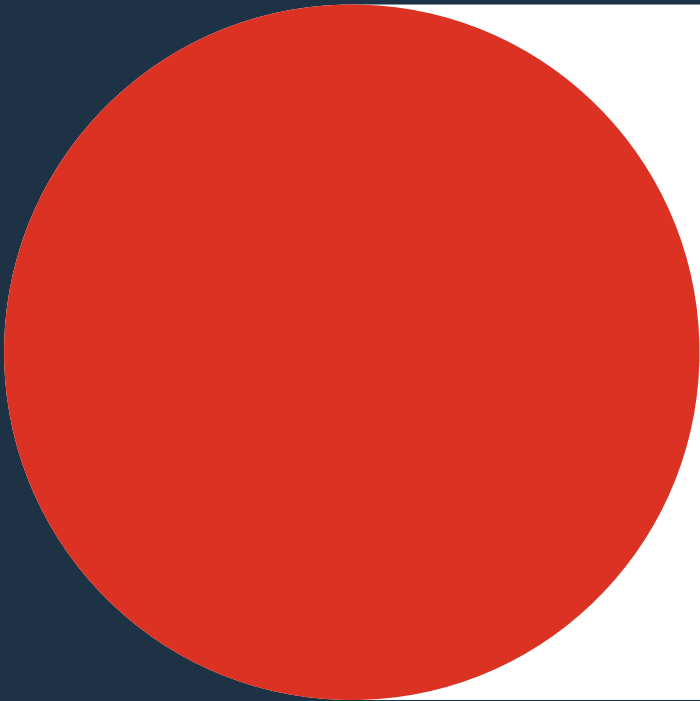
International
project
management
association

Agenda

- Introduction
- Alstom project organisation and project planning organisation
- Standard and certification for Project planners competence development
- Role of Alstom university and testimonials from Project planners

Background

- IPMA France (SMaP) developed a standard for competence development with French organisations operating WW and French University professors
- Several consultations with other IPMA organisations
- IPMA approved the new international standard: Competence reference guide, in June 2024
- Alstom has been working with this standard and certifying project planners
- New certification process submitted to vote to IPMA organisations December 1st

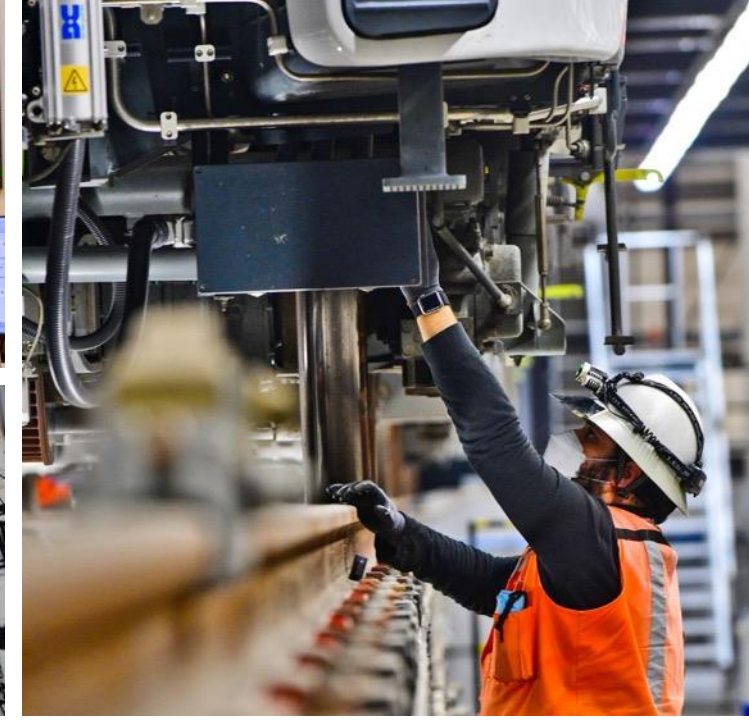


Welcome to Alstom:
Shaping tomorrow's mobility!



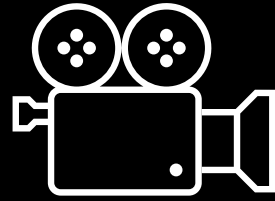
Shaping tomorrow's mobility

At Alstom, we create mobility solutions that offer enjoyable travel experiences and drive societies towards a low carbon future.



Moving people and goods in a safe, efficient and secure way.





ALSTOM



At Alstom, we create mobility solutions that offer enjoyable travel experiences and drive societies towards a low carbon future

Shift to a net zero future

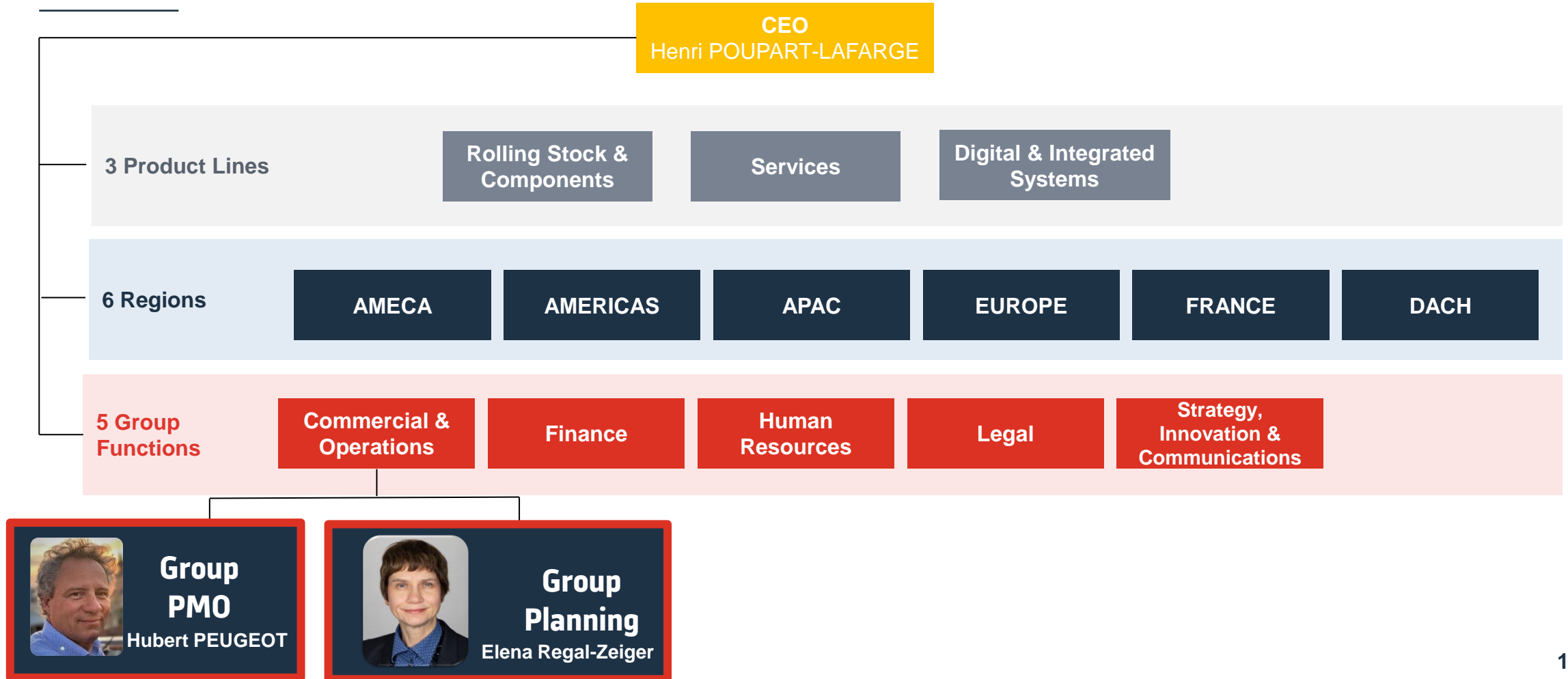


Pioneering a future of low emission travel, one journey at a time.



Dedicated Group Planning
Organization in addition to
Group Project Management Office

A centralized Group PMO and dedication Group Planning function to serve all regions and product lines globally

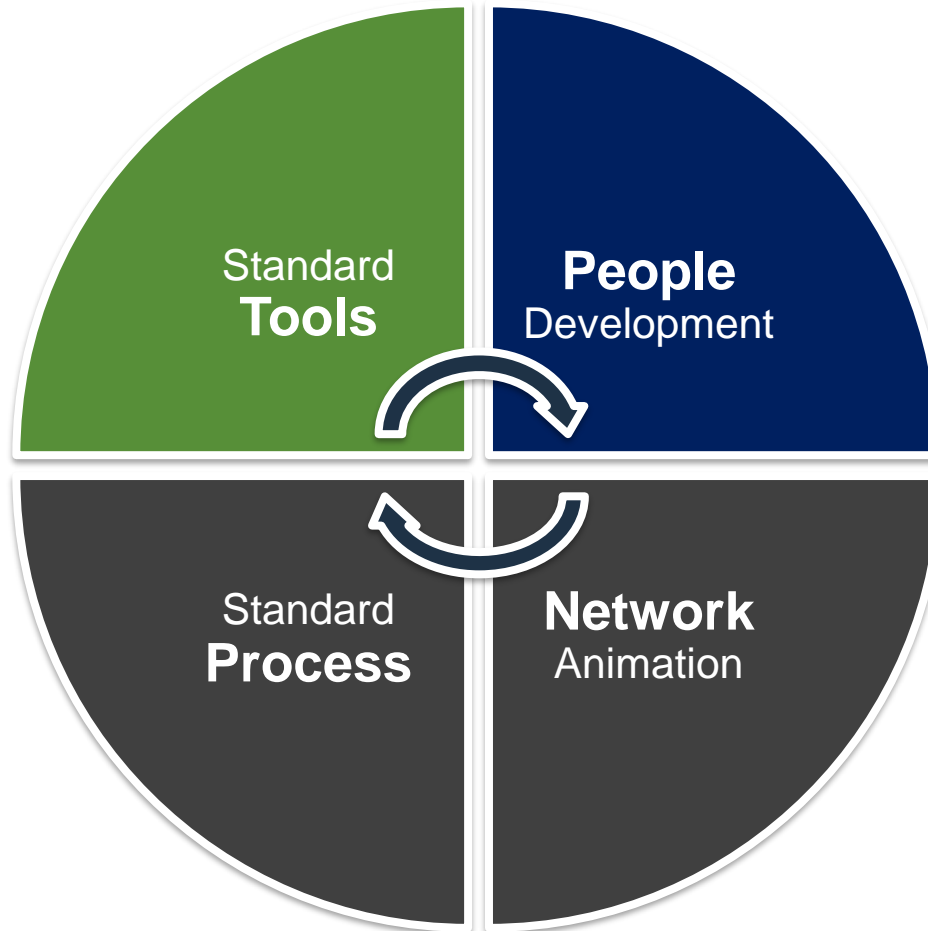


How to become a recognized Best In Class Bid & Project Management Community?

Group PMO

Group Planning

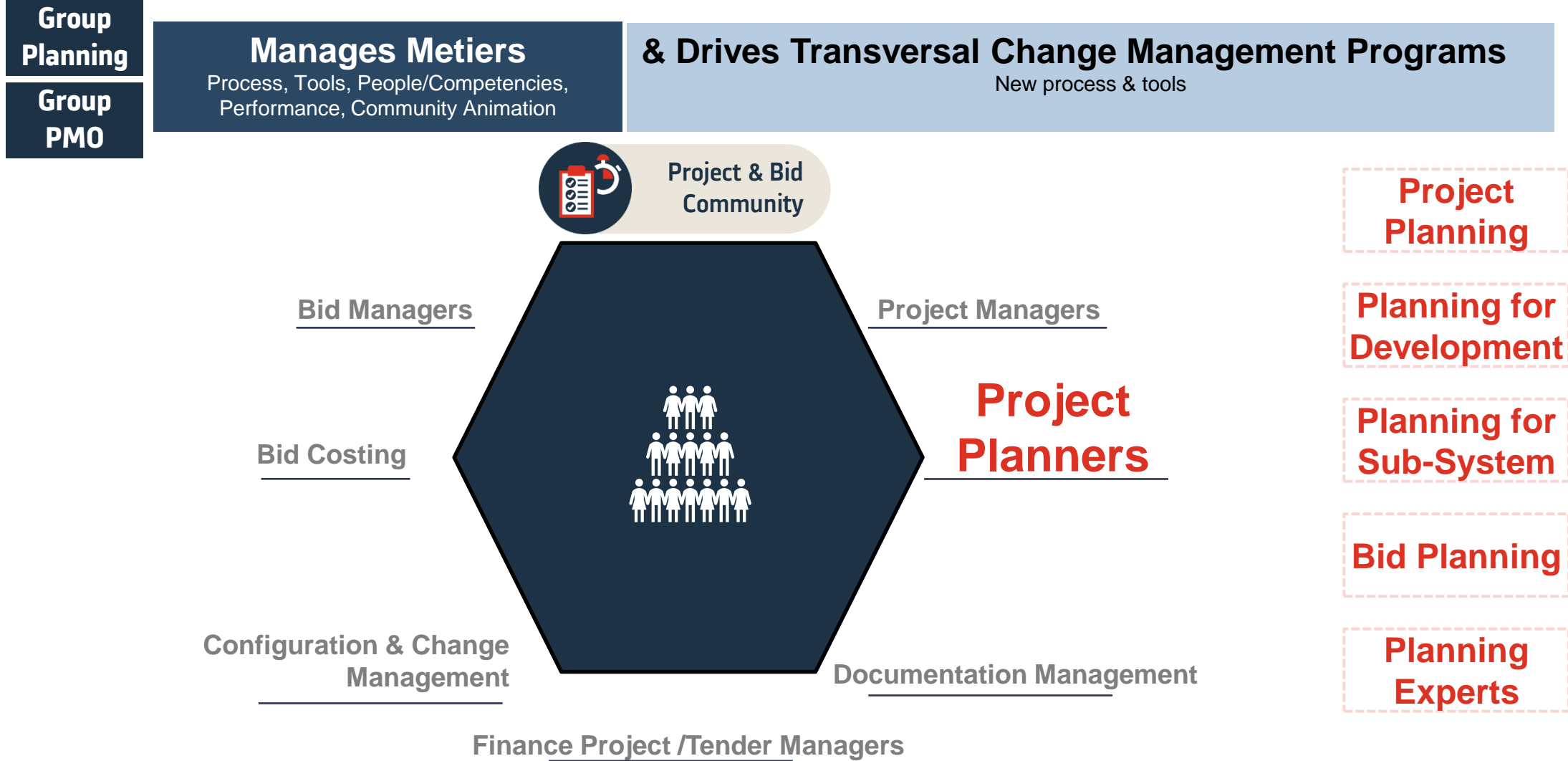
Manages Métiers (Roles) through:



& Drives Transversal Change Management Programs

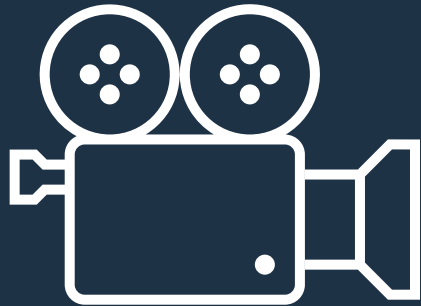
To deliver increasingly complex projects globally

Project & Bid Management Community at Alstom comprises of 6 Métiers (Roles)



Group Planning at Alstom and the need for a dedicated certification program

Let's hear from....



Elena Regal-Zeiger
VP Group Planning ALSTOM

Moving forward



Standard and Certification for Project planners

Why to develop project planners competences

For the organisation

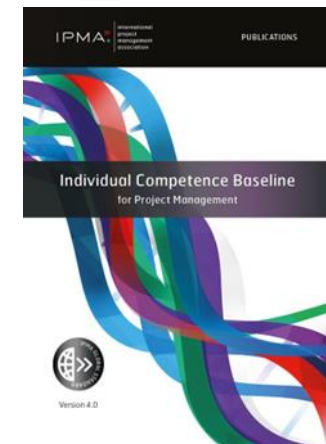
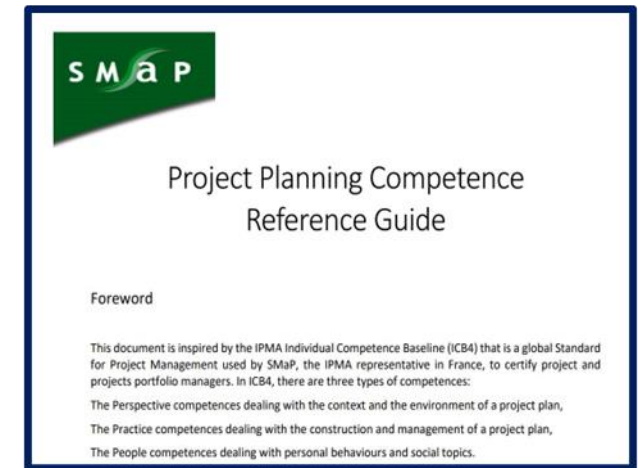
- Answering needs of more and more complex projects
- Developing a better understanding of project management within the planning community
- Identifying the competence gaps of your planners
- Offering a career in project planning in a context of market shortage of project planners

For the individuals

- Be recognised as important contributors to projects (partner to the PM)
- Opportunity for personal development
- Individual recognition at different stages of your career

Project Planning Competence Reference guide

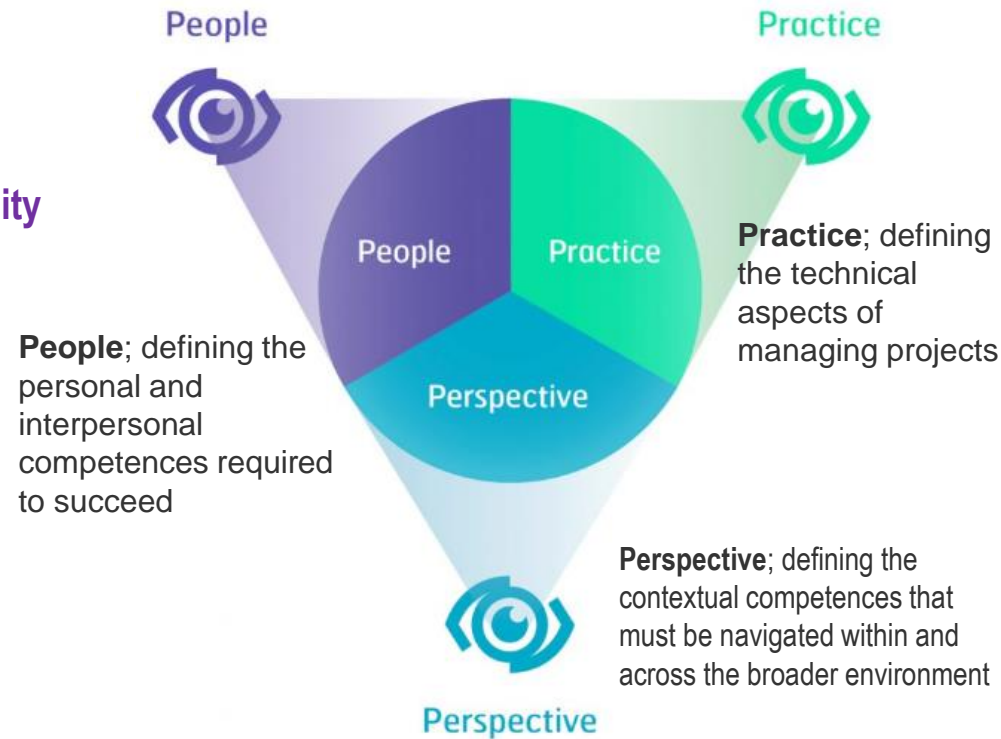
- Applicable to three levels of certification with experience
- People competences and Key Competence Indicators the same as for Project managers (ICB4)
- Perspective competences and KCIs the same as in ICB4 – Definitions, descriptions, knowledge, abilities and measures adapted to planning
- Practice competencies adapted to project planning



Project Planning Reference guide

28 competences

- 1) Self-reflection and self management
- 2) Personal integrity and reliability
- 3) Personal communication
- 4) Relations and engagement
- 5) Leadership
- 6) Teamwork
- 7) Conflict and crisis
- 8) Resourcefulness
- 9) Negotiation
- 10) Results orientation



- 1) Project planning design and requirements
- 2) Project planning organisation, Information and communication
- 3) Contracts and project delays
- 4) Project scope, deliverables and structure
- 5) Project scheduling
- 6) Project Time and milestones management
- 7) Project resource allocation
- 8) Project resource optimisation
- 9) Monitoring project progress
- 10) Planning risks and opportunities
- 11) Planning steering and control
- 12) Planning stakeholders
- 13) Change / transformation management

1) Strategy

2) Governance

3) Compliance

4) Power and interest

5) Culture and values

Examples of Practice competencies (1/2)

Project scheduling

1. Identify links between tasks or WPs and create the tasks network
2. Verify the tasks network
3. Verify consistency between tasks network and WBS
4. Optimise the tasks network

Project Time and milestones management

1. Estimate / review task durations and dates necessary to manage project milestones
2. Consolidate tasks durations and dates necessary to manage project milestones
3. Make calculations necessary to manage project milestones
4. Build the project Gantt chart
5. Analyse and optimise the project Gantt chart

Examples of Practice competencies (2/2)

Contract and project delays

1. Contribute to the contract drafting and validation
2. Review contract and propose / include contractual obligations in schedule model
3. Communicate different schedules and related comments
4. Organise and implement project delay analysis
5. Audit and analyse subcontractors' schedules

Project Planners certification process

Level D PM certification to be used as first level for junior planners of simple projects

For upper levels, same process as for PM's

- All certification steps and regulations for Project Planners certification and recertification are the same as for Project Managers

Two regulations specific to this certification

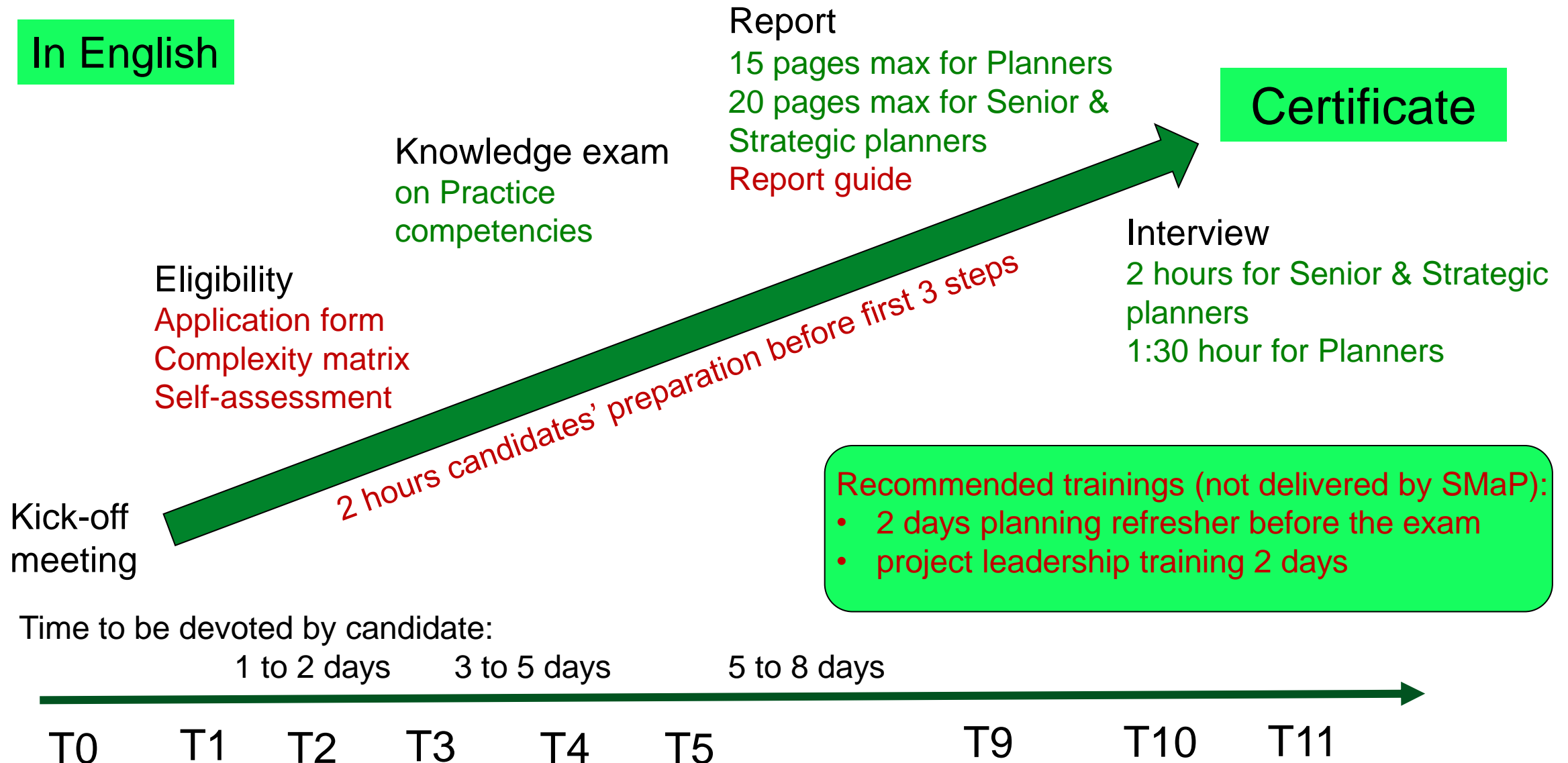
- Knowledge exam to be on Practice competencies only
- One assessor to be a Planning expert and one assessor a Project Management expert

Eligibility criteria

Criteria	Strategic level	Senior level	Planner level
Project criticality / complexity	Very complex for 5 years out of which 3 years strategic	Complex for 3 years and medium complexity for 2 years	Medium complexity for 3 years
Scope of responsibilities	Accountable for the planning of a very complex and strategic project or portfolio	Accountable for the planning of a complex project or of a WP of a very complex project	Accountable for the planning of a project with medium complexity or of a WP of a complex project
Number of schedules	More than 5	More than 5	Less than 5
Leadership of other planners	More than 5 planners from different cultures	From 3 to 5 planners from different cultures	Few or none
Customer relationship	complex and frequent - difficult interfaces with customer planning	Frequent interventions (e.g. manage customer schedule and narrative)	Few or none
Supplier / contractor relationship	complex and frequent, leading to interventions and audits	Frequent interventions	Some interventions

French certification process

In English



Why this standard and not another one?

- Measuring not only knowledge but also capability
- Importance of behavioural (people) and contextual (perspective) competencies for project planners
- Recognition of three levels above level D knowledge level
- Similar process to Project Managers
 - speaking the same language
 - Visible sign that Project planners are also key to project success



A global learning offer to grow
competencies at Alstom validated
by a Project Planning Management
Certification Program

A dedicated formal learning platform to grow competencies to the expected level and to master key knowledge areas



Full Training Offer available by selecting your Métier (Role)



Structured Learning Paths per job roles/experience

Competency Oriented Learning programs

Engaging Onboarding program for Newcomers

Dynamic and Digital Trainings

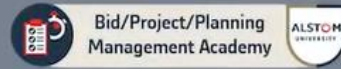
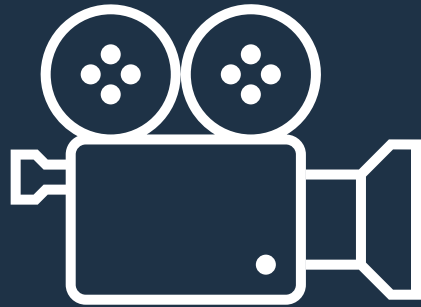
Competency development through a strong functional academy assessed on a yearly basis at Alstom complemented by an external Project Planning Management Certification Program





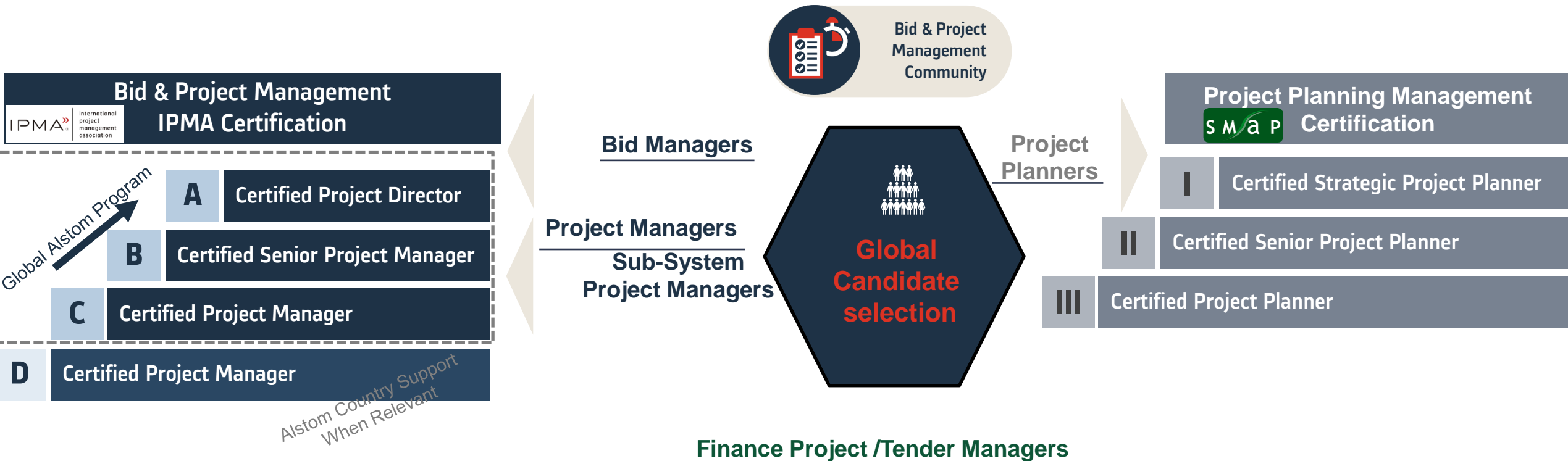
Let's hear from Project Planning
Management certified at Alstom!

Let's hear from Project Planning Management certified at Alstom!



Project Planning Management Certified
Testimonials

A Bid & Project Management Community recognizing both Knowledge and Experience in **2 global certification programs**





Q & A