

Skills for “Energy Project/Program Management”

INSTRUCTIONS: Key activities have been identified for each Critical Work Function (A through H, below). Core Competencies/Skills (CC/S) are essential to perform the Key Activities. Indicate below which of the CC/Ss you will/have addressed in your course. Place an “x” in the blanks that apply. Submit this sheet along with your “NEW COURSE DEVELOPMENT OR EXISTING COURSE ASSESSMENT REPORT”

A. Manage People

Key activities include:

- Provide mentorship & training
- Fulfill staffing needs
- Coordinate stakeholders (vendors, clients, departments)
- Conduct project/program Support
- Perform problem solve/conflict resolution
- Supervise, delegate tasks, evaluate performance
- Manage 3rd parties

Core Competencies/Skills Include:

- PM-A1--Communication skills: presentation and writing
- PM-A2--Ability to estimate hours to perform tasks
- PM-A3--Time management (prioritize effectively)
- PM-A4--Accessibility (open door policy)
- PM-A5--Conflict resolution
- PM-A6--Ability to provide constructive feedback
- PM-A7--Recognize employees' performance
- PM-A8--Team building skills
- PM-A9--Leadership
- PM-A10--Motivate people
- PM-A11--Delegation
- PM-A12--Understanding personal work styles
- PM-A13--Counsel and advise
- PM-A14--People sense
- PM-A15--Technical competence
- PM-A16--Ability to identify staffing and skill gaps
- PM-A17--Strategic thinking
- PM-A18--Organizational skills
- PM-A19--Self-starter, self-motivated

B. Manage budgets

Key activities include:

- Achieve staffing, resource & equipment management
- Manage project schedule
- Forecast resource & budget impact
- Perform regular program/project Cost Analyses
- Evaluate effectiveness of project/program
- Prepare & manage 3rd party contracts

Core Competencies/Skills Include:

- PM-B1--Excel spreadsheet
- PM-B2--Estimating hours
- PM-B3--Technical competencies about the work
- PM-B4--Estimating costs
- PM-B5--Basic accounting skills
- PM-B6--Ability to identify gaps
- PM-B7--Math skills
- PM-B8--Communicating and documenting budgets
- PM-B9--Comparative analysis
- PM-B10--Understanding 3rd party capabilities
- PM-B11--Strategies to stay within budgets
- PM-B12--Market analysis

PM-B13--Matching employee skills to tasks

C. Develop & implement proposals:

Key activities include:

- Establish scope of work schedule & budget (define exclusions)
- Establish project goals, criteria, & deliverables
- Identify potential opportunities
- Write & present proposals
- State professional qualifications for proposal
- Coordinate Stakeholders (vendors, clients, departments)
- Facilitate project implementation

Core Competencies/Skills Include:

- PM-C1--Technical writing skills
- PM-C2--Research
- PM-C3--Systems knowledge
- PM-C4--Cost analysis
- PM-C5--Resource needs
- PM-C6--Technology knowledge
- PM-C7--Creative thinking
- PM-C8--Team coordination skills
- PM-C9--Strategic thinking
- PM-C10--Sales ability
- PM-C11--Concept development
- PM-C12--Stakeholder coordination skills
- PM-C13--Interviewing skills (as proposer)
- PM-C14--Presentation skills

D. Educate & Train:

Key activities include:

- Vendor education & information exchange about technologies
- Pursue professional development/licensure & certifications
- Train clients on installations/systems
- Conduct outreach & advocacy for energy conservation
- Mentor direct reports and colleagues
- Regularly assess & implement needed training

Core Competencies/Skills Include:

- PM-D1--Communication
- PM-D2--Presentation
- PM-D3--Technical expertise
- PM-D4--Organizational development
- PM-D5--Educational strategies
- PM-D6--Vendor relations
- PM-D7--Track technology trends
- PM-D8--Education resources and tools
- PM-D9--Ability to identify staff skill needs
- PM-D10--Multicultural understanding
- PM-D11--Coordination skills
- PM-D12--Post-training assessment

___ PM-D13--Provide feedback to employees

E. Direct research, analysis & assessment:

Key activities include:

- Walk through and visually assess sites (facilities/energy systems)
- Perform energy calculations
- Generate energy conservation measures.
- Conduct climate analysis
- Assess building operations using logger data
- Perform utility data analysis

Core Competencies/Skills Include:

- ___ PM-E1--Technical knowledge
- ___ PM-E2--Spreadsheet skills
- ___ PM-E3--Specialize software skills
- ___ PM-E4--Analytical skills
- ___ PM-E5--Math skills
- ___ PM-E6--Building systems technical knowledge
- ___ PM-E7--Applied physics
- ___ PM-E8--Brainstorming skills
- ___ PM-E9--Communication
- ___ PM-E10--Plan reading/understanding
- ___ PM-E11--Metering experience
- ___ PM-E12--Ability to use and maintain equipment
- ___ PM-E13--Economic analysis (LCCA)
- ___ PM-E14--Data management skills

F. Coordinate external funding & incentives:

Key activities include:

- Research public policy constraints and opportunities
- Organize available local & utility rebates & incentives
- Coordinate government resources and funding
- Leverage tax incentives
- Synchronize 3rd party bank financing

Core Competencies/Skills Include:

- ___ PM-F1--Communication
- ___ PM-F2--Financial acumen
- ___ PM-F3--Knowledge of funding programs
- ___ PM-F4--Math skills
- ___ PM-F5--Spreadsheet skills
- ___ PM-F6--Rapport with external parties
- ___ PM-F8--Organization skills
- ___ PM-F9--Technical writing skills
- ___ PM-F10--Negotiation skills
- ___ PM-F11--Knowledge of current energy code
- ___ PM-F12--Knowledge of policy context

G. Communicate:

Key activities include:

- Track & document work
- Perform internal & external Reporting
- Facilitate communication among stake holders
- Market & promote services and programs (internal & external)
- Ensure consistent messaging to clients and the public
- Build professional relationships (internal & external)
- Manage and document team meetings and actions.

Core Competencies/Skills Include:

- ___ PM-G1--Technical writing
- ___ PM-G2--Presentation skills
- ___ PM-G3--Ability to build and foster relationships
- ___ PM-G4--Email skills
- ___ PM-G5--Customer outreach
- ___ PM-G6--Phone skills
- ___ PM-G7--Listening skills
- ___ PM-G8--Organizational skills
- ___ PM-G9--Negotiation skills

H. Meet regulation policies, codes & standards (internal & external):

Key activities include:

- Assure quality control
- Promote safety awareness
- Develop standards & policies as needed
- Adhere to professional ethics & company expectations
- Promote awareness of regulations, policies, and standards among stakeholders

Core Competencies/Skills Include:

- ___ PM-H1--Knowledge of regulations
- ___ PM-H2--Knowledge of codes
- ___ PM-H3--Knowledge of standards
- ___ PM-H4--Research skills
- ___ PM-H5--Analysis and interpretation
- ___ PM-H6--Integrate into design/documentation
- ___ PM-H7--Corrective action
- ___ PM-H8--Negotiation skills
- ___ PM-H9--Communication
- ___ PM-H10--Presentation skills
- ___ PM-H11--Post-mortem training (lessons learned)
- ___ PM-H12--Understanding of industry best practices/benchmarking

