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
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-F7--Organization skills  
__PM-F8--Technical writing  
__PM-F9--Negotiation skills  
__PM-F10--Knowledge of current energy code  
__PM-F11--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

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