Development Project Manager

Bio-economy Skills Profile

BioTalent™
Canada

Building skills for Canada's bio-economy

About BioTalent Canada

Helping Canada's Bio-economy thrive globally

Canada is a world leader in biotechnology—the application of living organisms to industrial, agricultural, medical and other processes and products. To maintain and build on this leadership, the sector needs highly trained, job-ready people.

By acting as a national hub and central resource for employers, job-seekers, students, educators and government agencies, BioTalent Canada helps make this happen.

The opinions and interpretations expressed in this publication are those of the author and do not necessarily reflect those of the Government of Canada.

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About the BioTalent Canada bio-economy skills profiles

Biotechnology's fusion of science and business creates unique requirements for occupations in the sector. Executives and managers must have technical expertise; technical staff often need entrepreneurial skill sets. Occupational descriptions from other sources don't always fit the bio-economy context. That's why, in partnership with industry stakeholders, BioTalent Canada has developed skills profiles specific to the bio-economy including this description of the role development project manager.

Occupational Definition

Development project managers work with other departments in an organization and collaborate with external stakeholders and partners to help the business develop or improve products in line with market requirements and corporate strategies. This is achieved through interactions with marketing, regulatory affairs and government relations and other internal or external stakeholders. They're involved with managing projects in areas such as clinical/field trials and drug/medical device development processes. This may include participation in activities such as launching blockbuster drugs, and/or annual sales meetings. They manage multiple projects to successful and timely decision points from research through scale-up and commercialization. This often includes contract administration. They manage relationships with partners, research scientists, customers, vendors, and suppliers. Their role is to plan appropriately and oversee project execution to meet objectives and minimize problems, delays in development, unforeseen events, and cost overruns. The development project manager works with teams assigned for the duration of the project, guiding them through the project while paying strict attention to alignment with the business objectives, communications, and reporting. Development project managers work for Canadian biotechnology companies of different sizes (i.e., small, medium, large) and in various biotechnology areas such as:

- Agriculture
- Aquaculture
- Bioenergy
- Bioproducts
- Biosciences
- Environment
- Food Processing

- Human and Animal Health
- Industrial
- Life Sciences
- Medical Devices
- Nanotechnology
- Nutraceuticals
- Pharmaceuticals

Components of the skills profile

Every BioTalent Canada skills profile presents the areas of competence, tasks and sub-tasks associated with a specific occupation.

Area of competence (AC): This describes a major function or responsibility associated with the profession, trade or position.

Task: This is a specific, observable unit of work with definite start and end points. Tasks can be broken down into two or more steps and are generally performed in a limited period of time. Tasks and ACs are identified in behavioural terms, beginning with a verb that describes the applied behaviour.

Subtask: This is a distinct, observable activity that comprises the steps involved in a task.

Important Action/Performance Standard: This provides a criterion for assessing competence and may be used as a performance indicator.

Focus on competencies

The BioTalent Canada skills profiles are built around areas of competence because competencies are flexible, inclusive and linked directly to performance: they are the traits or qualities a professional must have to succeed in a given role within a given organization, and can be used for recruiting, professional development, curriculum planning and many other purposes.

How to use the profiles

The complete contents of this or any BioTalent Canada skills profile are unlikely to be used for any one position. Because they are comprehensive, they include every area of competence, task and subtask that could be required for a specific occupation. In reality, the definition of a given job will encompass a narrower subset of the profile. Hiring organizations must choose the elements of the profiles that are relevant to their businesses—and tailor those elements as necessary to more precisely describe their particular job requirements.

The profiles can be put to many uses:

- **Employers** can use them to develop job descriptions, performance evaluations, professional development, succession planning, team building, target skills needed, and recruitment plans.
- Job seekers can use them to tailor their resumes, prepare for interviews, see job descriptions and identify additional professional development needs.

- **Educators** can build industry-oriented curricula from the profiles to produce job-ready graduates.

- **Students** can enhance their understanding of employers' expectations and choose the right educational programs to equip themselves with the skills for success.

Scenario

The following illustrates how an employer might use the BioTalent Canada skills profiles to identify professional development priorities for his or her team.

Step 1

   The employer would review the ACs for each occupation and identify which apply to the related positions within his or her company, omitting those that are not relevant.

Step 2

   Under the selected ACs, the employer then notes which of the associated tasks, subtasks and important actions are relevant to that specific position within his or her business.

Step 3

   Now with a complete, tailored profile, the employer can assess employee performance. Needs areas are easily identified and defined—to a significant depth of detail.

Step 4

   Based on the needs analysis, the employer can either develop or seek out professional development programs that address employee needs areas.

Situational Analysis

A development project manager (DPM) helps biotechnology companies develop new products and bring them to market by managing and minimizing: problems; delays in development; unforeseen events; and cost overruns inherent in a development project. Managing complex development projects successfully requires that scientific research, product development, and manufacturing scale-up projects are completed within scope, on time, and within budget. DPMs provide leadership to multi-disciplinary and multi-functional teams. They collaborate with other internal or and external stakeholders guiding the project to a successful conclusion while aligning with the business objectives, communications, and reporting. DPMs are employed by companies across the bio-economy involved in the R&D and commercialization of new biotechnology products.

At the start of a project, a DPM identifies internal and external stakeholder needs, the scope of the project, the resources needed to complete the project and the timeline for the project. This information is put together to form a project plan. This must identify resources allocated for the project, identify tracking mechanisms and evaluation criteria, and timelines/expectations for project deliverables. Budget requirements should also be established as part of this plan. The DPM uses this plan to monitor progress of a project against timelines, budgets and milestones/deliverables and to identify changes/modifications required to improve the project process. It may also be used to develop accurate and timely progress reports to stakeholders.

On completion of a project, a DPM is responsible evaluating the overall performance of the project, identifying lessons learned and project successes and presenting a final project report to stakeholders. They also take the necessary actions to ensure the integrity of all project data – through effective storage and archiving and complete the process of disbanding their project team. This may include helping team members take on new roles within the organization or on other projects.

DPMs typically have extensive backgrounds in research and development, management and project management, complemented by relevant industry experience. Most positions require a university degree in a science/life sciences field, although some employers do ask for graduate level academic credentials. Depending on the nature of the project, requirements for experience range from 2-10 years in combined industry, R&D and management experience that is complemented by or includes 2-8 years of project management experience. Experience in R&D or management should be in a field relevant to the industry of employment. DPMs are expected to have a solid understanding of leading project management practices and tools, and may be certified as a Project Management Professional (PMP). A DPM must possess strong leadership competencies, be able to use persuasion and influence to direct progress of a project and to establish effective working relationships across functions in an organization. Often faced with challenging situations, a DPM must be able to solve problems effectively, demonstrate adaptability when confronted with changing priorities or objectives, maintain composure in stressful situations and be adept at negotiating fairly with a view to achieving their desired/required outcome. Well developed interpersonal and communication skills (both written and verbal) are critical to this occupation.

Essential Skills

The most important Essential Skill(s) for this Profile: ✓				
Reading Text	✓	Thinking Skills – Problem Solving	✓	Working With Others
Document Use		Thinking Skills – Decision Making		Computer Use
Writing		Thinking Skills – Critical Thinking		Continuous Learning
Numeracy	✓	Thinking Skills – Job Task Planning & Organizing		
Oral Communication		Thinking Skills – Significant Use of Memory		
		Thinking Skills – Finding Information		

Development project managers require strong thinking skills to plan and organize complex projects and to ensure that any problems arising are dealt with quickly and effectively so the projects are delivered as close as possible to the original plan. A well developed ability to work with others and communicate effectively is critical for success.

Language Benchmarks

The majority of communications tasks associated with the required competencies and activities of a competent development project manager were found to be between Canadian Language Benchmark levels 8 – 11. This finding is based on a limited sampling of representatives in industry. The actual language benchmark requirements for this occupation within an organization will be subject to the organization's requirements, and the definition of the occupational role within the organization.

Competency Profile

A Development Project Manager must be able to:

A. Develop networks

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Research and clarify the mandate	1.1. Develop an understanding of how the business is structured and run.	
	1.2. Identify internal stakeholders (research teams, other departments, committees, research programs, engineering, production/manufacturing or lines of business).	
	1.3. Identify external stakeholders (regulatory bodies, clients, associations, partners, interest groups etc).	
	1.4. Research stakeholder priorities, positions, concerns and issues.	
	1.5. Identify key individuals associated with each stream of work.	
	1.6. Work with key individuals to obtain stakeholder support.	
2. Organize the project core team	2.1. Confirm project objectives, scope and depth.	
	2.2. Assess work to be done.	
	2.3. Define the project core team structure.	
	2.4. Obtain Executive approval to proceed.	
	2.5. Build the core team.	
	2.6. Organize kick-off meeting.	
	2.7. Educate core team members regarding their roles and responsibilities on the project team.	
3. Develop standard project processes/procedures	3.1. Develop protocols for status reporting.	
	3.2. Develop protocols for risk management.	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	3.3. Develop the issue management process and supporting Standard Operating Procedures (SOPs).	
	3.4. Develop the standard operating procedures (SOPs) for managing work stream budgets.	
	3.5. Solicit review and feedback.	
	3.6. Update processes/procedures in light of review feedback.	
	3.7. Obtain Executive approval to implement protocols and procedures.	
4. Set up information management protocols (hard and soft copy)	4.1. Draft policies and guidelines for information/record management.	
	4.2. Oversee development of a framework to support the collection, storage, retrieval, access, disposition and archiving of project data and information (all media).	
	4.3. Circulate the draft framework for review and feedback.	
	4.4. Update framework based on feedback from review.	
	4.5. Present to the Executive for approval.	
	4.6. Address concerns and issues.	
	4.7. Obtain Executive approval to implement policies and framework.	
	4.8. Develop supporting standard operating procedures (SOPs).	
	4.9. Communicate requirements for information management.	
	4.10. Educate work stream leads and team members.	
5. Oversee development of project	5.1. Implement information management protocols.	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
information systems	5.2. Identify information/data needs of stakeholders.	
	5.3. Define project information requirements.	
	5.4. Integrate data requirements into documents/templates/forms.	
	5.5. Create, write and document edit checks pertaining to ensuring data quality.	
	5.6. Oversee creation of databases to support multiple initiatives/workstreams.	
	5.7. Develop standard operating procedures (SOPs) for data management and data collection.	
	5.8. Communicate the existence and planned use of the information systems.	
	5.9. Educate stakeholders on the use of the information systems/databases.	
	5.10. Establish security appropriate to protect the integrity of the information systems and data stored in them.	
6. Develop communication plan	6.1. Review stakeholders' communication needs.	
	6.2. Identify appropriate format and channel per stakeholder needs.	
	6.3. Define communication schedule and frequency.	
	6.4. Obtain approval as appropriate.	

A Development Project Manager must be able to:

B. Develop a consolidated development project plan

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Enable the development of individual project plans for each stream of work - R&D, manufacturing, technology transfer and scale-up	1.1. Discuss project plan requirements with Team Leads/Managers.	
	1.2. Offer assistance for development of the individual work stream project plans.	
	1.3. Reinforce use of standard project plan framework and standard operating procedures (SOPs).	
	1.4. Contribute to various work stream design/planning processes.	
	1.5. Receive copies of each final work stream project plan.	
2. Integrate work streams into the project plan	2.1. Align timelines.	
	2.2. Identify dependencies.	
	2.3. Clarify milestones.	
	2.4. Highlight points of convergence/divergence.	
	2.5. Define the critical path.	
	2.6. Work with plan owners to address and adapt individual plans.	
	2.7. Finalize timelines, milestones, dependencies, risks, etc. with plan owners.	
	2.8. Develop integrated project plan.	
	2.9. Develop key performance indicators.	
	2.10. Review the integrated project plan with the Executive.	
	2.11. Advise individual plan owners of Executive feedback.	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	2.12. Make adjustments to integrated plan as needed.	
	2.13. Obtain Executive approval.	
	2.14. Share the approved integrated project plan with all stakeholders.	
3. Set clear accountability for project deliverables	3.1. Identify individual work stream deliverables in the integrated plan.	
	3.2. Confirm scope of deliverables with key project stakeholders.	
	3.3. Clarify stakeholder responsibility and accountability for deliverables.	
	3.4. Communicate expectations for deliverables management.	
	3.5. Explain key performance indicators for the deliverables.	
4. Plan resources	4.1. Identify resources (equipment, people, skills, experience, schedule, level of effort) needed to complete each stream of work.	
	4.2. Estimate the value of resources needed for each work stream.	
	4.3. Confirm availability of required internal resources as necessary.	
	4.4. Identify the gaps.	
	4.5. Address the gaps with appropriate external resources.	
	4.6. Review the proposed resources with key project stakeholders	
	4.7. Refine the resource allocations.	
	4.8. Integrate into the budget planning process.	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
5. Establish budgets	5.1. Identify budget needed to complete each stream of work.	
	5.2. Estimate the level of investment for each work stream.	
	5.3. Consolidate the individual work stream resource requirements into a single budget estimate.	
	5.4. Identify and address areas of overlap/duplication.	
	5.5. Identify resources that can be shared across two or more work streams.	
	5.6. Identify gaps in the resource requirements estimates.	
	5.7. Review the proposed budget with key project stakeholders.	
	5.8. Refine the consolidated project budget.	
	5.9. Present the consolidated project budget to the Executive team.	
	5.10. Address concerns/issues.	
	5.11. Obtain approval for the level of resources requested.	
	5.12. Revise individual work stream budgets based on the approved consolidated budget.	
	5.13. Communicate budget/approved resourcing levels to individual work stream managers.	
B.6. Complete a preliminary risk assessment	6.1. Identify, qualify and quantify project risks.	
	6.2. Understand stakeholder risk tolerance.	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	6.3. Obtain legal counsel and insurance advice, as appropriate.	
	6.4. Identify the risk/benefit/cost proposition.	
	6.5. Develop contingency/remedial plans to mitigate/avoid risk.	
	6.6. Establish 'Go/No Go' decision criteria in relation to risks.	
	6.7. Communicate and facilitate a decision.	

A Development Project Manager must be able to:

C. Monitor the consolidated project plan

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Track progress of work stream initiatives	1.1. Monitor work stream workloads and resource utilization.	
	1.2. Reassess each work stream to ensure each is conducted according to established plan and budget.	
	1.3. Meet regularly to review work stream activities and progress and management strategies.	
	1.4. Ensure issues and risks are managed as they emerge.	
	1.5. Assist with resolution of technical and operational problems as appropriate.	
	1.6. Review quality and completion status of deliverables.	
	1.7. Integrate findings into regular consolidated development project reports.	
2. Manage project timelines	2.1. Verify with stakeholders and vendors that work streams are on schedule.	
	2.2. Investigate variances to the approved timelines.	
	2.3. Offer direction with regard to corrective actions to address variances.	
	2.4. Identify potential risks/issues and mitigation strategies that may impact timelines.	
	2.5. Make critical decisions in order to manage timelines to plan.	
	2.6. Make recommendations to improve timelines for work stream completion.	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	2.7. Integrate findings into regular consolidated project reports.	
3. Monitor risk	3.1. Review budgets, schedule, costs and identify risks	
	3.2. Identify the risk/benefit/cost proposition	
	3.3. Develop contingency/remedial plans to mitigate/avoid risk	
	3.4. Update the risk register	
	3.5. Review and assess the risk tolerance	
	3.6. Review and update mitigation strategies	
	3.7. Communicate to stakeholders and Executive	
4. Monitor work stream budgets	4.1. Review reports on work stream budgets.	
	4.2. Assess resource utilization and 'burn' rate for each work stream.	
	4.3. Forecast resource utilization and requirements through remainder of each work stream initiative.	
	4.4. Identify potential budget shortfalls (risk).	
	4.5. Develop options for addressing anticipated shortfalls (risk).	
	4.6. Facilitate the reallocation of resources as needed.	
	4.7. Assess impact on consolidated project budget.	
	4.8. Integrate findings into consolidated budget report.	
5. Manage quality of data and deliverables	5.1. Review, assess, and measure against established standards.	
	5.2. Identify and communicate variances to the owner of the deliverable.	
	5.3. Request corrective actions, as appropriate.	
	5.4. Ensure implementation as appropriate.	
6. Oversee vendor performance	6.1. Review vendor performance reports.	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	6.2. Identify budget, timeline, or quality commitment risks associated with vendors.	
	6.3. Assess impact of vendor performance on overall project plan and objectives.	
	6.4. Work with identified vendors to develop plan of action for meeting commitments with performance standards.	
	6.5. Readjust sourcing/supply arrangements to existing or new vendors, as appropriate.	
7. Manage changes	7.1. Advise work stream stakeholders of decisions affecting their relationship with vendor.	
	7.2. Integrate findings into consolidated development project report.	
	7.3. Ensure alignment to business strategy.	

A Development Project Manager must be able to:

D. Communicate performance to plan

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Prepare budget report	1.1. Provide budget forecasts for remainder of work stream plans and consolidated development project plan.	
	1.2. Highlight anticipated overages/shortfalls.	
	1.3. Request additional investment or reallocation as appropriate.	
	1.4. Circulate, review and update draft report to Core Team.	
	1.5. Submit budget report and present recommendations to the Executive.	
2. Prepare the consolidated development project report	2.1. Summarize progress/results for all work streams against consolidated development project plan.	
	2.2. Discuss issues/challenges and steps taken to mitigate same.	
	2.3. Develop forecast timeline for remainder of consolidated plan.	
	2.4. Detail gaps and impacts on individual work stream plans as well as overall consolidated plan.	
	2.5. Develop the recommendations for addressing identified gaps and staying/returning to approved timelines.	
	2.6. Define the impact of the recommendation - additional investment, more people, overtime, expanded scope etc.	
	2.7. Circulate for review and update the report.	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	2.8. Submit/present consolidated development report to the Executive.	
3. Communicate performance and results to stakeholders	3.1. Manage stakeholder expectations	
	3.2. Present report and recommendations to stakeholders.	
	3.3. Address concerns/questions.	
	3.4. Obtain approval to proceed.	
	3.5. Communicate approval of recommendation	
	3.6. Implement the recommended course(s) of action.	
	3.7. Update work stream project plans as per approvals and budgets.	

A Development Project Manager must be able to:

E. Close the project

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1.Confirm deliverables meet expectations	1.1. Compare plan requirements to actual deliverables.	
	1.2. Identify any variances and review with stakeholders.	
	1.3. Negotiate revisions if possible.	
	1.4. Make closing presentations to stakeholders.	
	1.5. Obtain stakeholder sign-off on deliverables.	
2. Oversee the closing of project infrastructure	2.1. Confirm receipt of project documentation/files from each work stream project office.	
	2.2. Verify returned documents/files/records are complete.	
	2.3. Investigate and resolve situations where returned documents/files/records are found to be incomplete.	
	2.4. Archive returned documents/files/records in accordance with information management protocols.	
3. Preserve data integrity	3.1. Confirm database(s) for the work stream initiatives have been locked down on 'decommissioning' date.	
	3.2. Confirm limited access is available to the shared data/information.	
	3.3. Verify data in database has not been corrupted	
	3.4. Archive work stream data in accordance with information management protocols.	
	3.5. Implement appropriate security access and protocols to ensure data integrity.	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
4. Identify lessons learned	4.1. Organize a 'lessons learned' session.	
	4.2. Identify what worked well and what didn't.	
	4.3. Gather suggestions/ideas for improvements and corrective action.	
	4.4. Document and circulate the session discussions as appropriate.	
	4.5. Update the session report based on review feedback/contributions.	
5. Prepare final reports	5.1. Complete final evaluations of individual work streams and consolidated initiative progress and results.	
	5.2. Determine final budget and expenses for each work stream and the consolidated initiative.	
	5.3. Document final assessment of vendors supporting the project.	
	5.4. Prepare Lessons Learned report including recommendations for enhanced management of future initiatives.	
	5.5. Contribute any required information for inclusion in the registration dossier.	
	5.6. Distribute reports in accordance with company policies and procedures.	
6. Disband the project team	6.1. Ensure financial records (including accounts receivable (AR) and accounts payable (AP) records) are transferred to Finance department.	
	6.2. Advise Information Technology (IT) of effective date to change staff system access/security to project files/applications.	
	6.3. Archive project office records in accordance with information management protocols.	
	6.4. Celebrate success as appropriate.	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	6.5. Oversee the release/return of resources as per negotiated agreements and corporate policies.	

A Development Project Manager must be able to:

F. Provide expert/advisory services

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Serve as an in-house consultant	1.1. Maintain networks with other experts in the product development/project management fields.	
	1.2. Stay current with pertinent legislation and regulations.	
	1.3. Share 'lessons learned' (both positive and negative) from past projects.	
	1.4. Communicate leading practices with respect to project management and product development.	
	1.5. Keep abreast of developments in your field.	
2. Mentor and coach peers and the management team	2.1. Share expert knowledge and experience.	
	2.2. Provide guidance and support.	
	2.3. Provide contacts and open networks.	
	2.4. Offer positive reinforcement and recognition.	
	2.5. Provide specialized training in an area of product development/project management.	

A Development Project Manager must be able to:

G. Demonstrate generally accepted management capabilities

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Apply generally accepted management principles and techniques	1.1. Align management and leadership style with the corporate culture and objectives.	
	1.2. Ensure that project team uses accepted management principles and techniques	
	1.3. Create opportunities for information sharing across the project team (e.g. regular meetings, governance structure).	
	1.4. Comply with corporate policies and guidelines.	
	1.5. Make sure the standard processes, procedures and instructions are in place for consistent project management practices across the initiative.	
	1.6. Plan and implement strategically.	
	1.7. Confirm the execution of approved strategies and tactics.	
	1.8. Establish the appropriate benchmarks and indicators for evaluating performance.	
	1.9. Apply project management leading practices.	
2. Identify and protect intellectual property	2.1. Understand and follow corporate policies, guidelines and procedures pertaining to intellectual property.	
	2.2. Identify work considered to be intellectual property.	
	2.3. Work with legal department with regard to sensitive and confidential information.	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
3. Protect sensitive/confidential information	3.1. Identify those records which meet the definition of sensitive information under the *Personal Information Protection and Electronic Documents* Act (PIPEDA)	
	3.2. Assure maintenance of confidentiality of the information.	
	3.3. Identify personnel with access to sensitive information.	
	3.4. Communicate confidential information appropriately to those who have a functional 'need to know'.	
	3.5. Store and secure confidential information in observance of applicable laws and company policies/procedures.	
4. Use computers to manage research and study data	4.1. Use computers to collect, analyze and interpret complex data.	
	4.2. Establish a formal system for computerized data/information collection, storage, access, retrieval, archiving and disposition.	
	4.3. Use databases to organize data/information	
	4.4. Apply advanced computer skills, including use of MS Word, Excel and PowerPoint to analyze data, generate reports and create presentations, posters and manuscripts.	
5. Establish effective working relationships	5.1. Work effectively with team members and others	
	5.2. Share current knowledge with new colleagues.	
	5.3. Recognize the skills and abilities of others.	
	5.4. Show respect.	
	5.5. Accept and appreciate different ways of doing things.	
6. Encourage team building	6.1. Facilitate team planning efforts.	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	6.2. Work towards measurable objectives.	
	6.3. Implement changes, as required.	
	6.4. Assign responsibilities appropriately (level, background/experience, expertise).	
	6.5. Empower people.	
	6.6. Promote accountability.	

A Development Project Manager must be able to:

H. Manage team members

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Recruit team members	1.1. Develop and maintain job descriptions and salary ranges.	
	1.2. Know the laws.	
	1.3. Interview and evaluate and select candidates.	
	1.4. Establish a employment agreement.	
2. Assign work and responsibilities	2.1. Assign tasks and responsibilities appropriately (based on level, background/experience, expertise).	
	2.2. Provide instruction as to what is to be done, approach to be used, procedures/guidelines that are applicable to the work to be done.	
	2.3. Define expectations of team members in terms of work quality and outcomes, in line with job descriptions and corporate guidelines.	
	2.4. Communicate expectations regarding work quality and outcomes to team members.	
	2.5. Recognize work efforts that meet or exceed expected results.	
	2.6. Address situations where work quality, outcomes and assumption of responsibilities do not meet expectations.	

A Development Project Manager must be able to:

I. Manage project change

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Manage and control project change	1.1. Identify, assess and manage changes to project scope.	
	1.2. Identify, assess and manage changes to vendors supporting the project	
	1.3. Identify, assess and manage changes to project resources	
	1.4. Identify, assess and manage changes to project budgets	
	1.5. Advise work stream stakeholders of decisions relating to project changes that affect their work streams	

A Development Project Manager must be able to:

J. Apply professional practices

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Comply with all applicable regulations and legislation	1.1. Know and understand applicable rules, regulations and legislation.	
	1.2. Work within regulatory framework	
	1.3. Identify situations that do not align with the regulatory framework.	
	1.4. Report identified situations on non-conformance, estimated impact and proposed corrective actions.	
	1.5. Implement approved corrective actions.	
	1.6. Update development plan(s) if necessary	
2. Demonstrate project management capabilities	2.1. Apply project management knowledge to complete projects of diverse scope and complexity.	
	2.2. Show financial acumen in the planning and oversight of project budgets and valuations.	
3. Demonstrate product development and commercialization knowledge and understanding	3.1. Demonstrate understanding of external customer needs and impact on business unit products and services.	
	3.2. Demonstrate understanding of product development life cycle.	
	3.3. Drive all aspects of product development from Concept, through Product Development and Scale up to Product Launch and finally Project Closure.	
	3.4. Lead program/project teams through the product commercialization process.	
	3.5. Ensure teams follow product development best practices.	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	3.6. Ensure teams adhere to specific regulatory requirements (as needed).	
4. Demonstrate medical/scientific/regulatory knowledge and understanding	4.1. Apply background knowledge and experience to extract in-depth information from the experts.	
	4.2. Exploit knowledge of global pharmaceutical regulatory requirements where appropriate (Food and Drug Act (FDA), International Conference on Harmonization (ICH) etc).	
	4.3. Use understanding of regulatory requirements to provide sound input to project plans.	
	4.4. Apply experience working with the product development life cycle to management of project lifecycle.	
5. Demonstrate professional integrity	5.1. Report results and progress accurately and honestly.	
	5.2. Take responsibility for actions and decisions	
	5.3. Accept accountability for outcomes of actions and decisions.	
	5.4. Maintain high standards in practice.	
	5.5. Demonstrate openness, transparency and fairness.	
	5.6. Show respect for team members, peers and other individuals.	
	5.7. Act with regard to corporate ethics and values.	

A Development Project Manager must be able to:

K. Demonstrate personal competencies

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Demonstrate leadership	1.1. Look at the big picture.	
	1.2. Focus on goals and objectives.	
	1.3. Demonstrate commitment.	
	1.4. Promote and demonstrate ethical behaviour and integrity.	
	1.5. Show and promote mutual respect.	
	1.6. Promote trust and honesty.	
	1.7. Set an example.	
2. Display strategic planning capabilities	2.1. Anticipate future trends and developments.	
	2.2. Align research objectives with organizational direction and goals.	
	2.3. Assess the consequences and future implications of plans and actions.	
	2.4. Recommend actions or options to mitigate or prevent negative consequences.	
	2.5. Develop contingency plans.	
3. Influence decisions	3.1. Define the best approach to promote a position.	
	3.2. Articulate the position with clarity.	
	3.3. Explore the positions of the other parties.	
	3.4. Promote the benefits of preferred position.	
	3.5. Identify the shortcoming/drawbacks of the other parties' positions.	
	3.6. Show how preferred position addresses shortcomings in other parties' positions.	
4. Build networks	4.1. Communicate well, clearly, and in a timely manner both verbally and in writing.	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	4.2. Listen.	
	4.3. Ensure awareness of differences, treat everyone fairly/equitably and accommodate to special needs.	
	4.4. Recognize the skills and abilities of others.	
	4.5. Use various approaches in response to different individual styles.	
5. Solve problems	5.1. Identify the problem and causes.	
	5.2. Involve experts and apply the science or the technology relevant to the problem or issue.	
	5.3. Apply knowledge, training and creativity to determine the appropriate course of action including conflict resolution.	
	5.4. Assess the effectiveness of the selected course of action.	
6. Set priorities	6.1. Reference critical information when setting priorities.	
	6.2. Establish criteria such as risk, time-sensitivity, investment required, etc. to facilitate priority setting.	
	6.3. Determine available resources and redistribute work/assignments, as appropriate.	
	6.4. Maintain awareness of time-sensitive issues and critical deadlines.	
	6.5. Keep goals and objectives in mind.	
	6.6. Multi-task where possible and practical.	
	6.7. Communicate priorities to team members/relevant personnel.	
7. Negotiate fairly	7.1. Define the best approach to promote a position.	
	7.2. Articulate the position with clarity.	
	7.3. Confirm the positions of the other parties.	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	7.4. Develop a structured analytical approach to identified issues to reach consensus.	
	7.5. Compromise to reach core goals, if necessary.	
	7.6. Achieve an outcome that is mutually accepted by all parties.	
8. Communicate effectively	8.1. Demonstrate an ability to clearly articulate complex issues orally and in writing.	
	8.2. Explain point of view clearly and concisely.	
	8.3. Deliver and adapt message for appropriate audiences.	
	8.4. Use appropriate terminology.	
	8.5. Translate, simplify and explain terms when speaking with parties who may not be familiar with the terminology.	
9. Embrace continuous learning and development	9.1. Allocate time for continuous learning.	
	9.2. Identify opportunities for continuous learning.	

Strong Board of Directors

The Board of Directors is composed of experts in the field of HR, CEOs, CFOs and CSOs from across Canada with extensive financial and industry experience representing companies and organizations in Canada's bio-economy. BioTalent Canada is not a membership organization and therefore relies on the guidance provided by its dedicated volunteer Board of Directors.

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