

At the AGM on December 5, 09 one of the speakers was Miles Shepherd who gave a talk on *Project Management as a Profession*. A topic of interest to many project managers. Miles started his speech with a timeline of the evolution of IPMA which started in 1964.

He talked about how today all projects are now expected to deliver. They are not expected to fail. When doing projects, you need to look at the views of the stakeholders. This can be difficult as there are now more people involved in projects.

Knowledge plays the following role in Project Management:

- Knowledge is seen as a key component in any profession.
- It is the theoretical base to a profession. We look to our national organizations for a base.
- So there is a role for the Bodies of Knowledge.

Project management has expanded over the last ten to fifteen years and it has expanded exponentially. When Miles started out in the military, you became a project manager by accident; you just progressed into the role. Things have changed and now people plan to become project managers. Project management has to get away from the accidental ones.

Accidental	Planned
Engineering based	Demand led
Built on technical knowledge	Independent of technical knowledge
Natural Progression	Planned progression
Suitable for	Suitable for
single discipline projects	multi-disciplinary projects
Non-complex projects	Complex projects

Education now trains people to be project managers. Engineers, architects, etc. graduate with the plan to be a project manager and not do any technical work.

Over the years the emphasis of project management has changed.

- In 1960 the central concept was scheduling
- In 1970 the central concept was teamwork
- In 1980 the central concept was uncertainty reduction
- In 1990 the central concept was simultaneity
- In 2000's the central concept is adaptation, strategic focus & globalization.

Miles talked about Haga's model that compared Cruciality vs. Mystique and where the different professions fit into the model.

Mystique			
Cruciality		Low	High
	Low	Maximum Constraint on aspirations to professional status E.g., public relations, librarians	Possess some form of mystery and are not among the irrevocably damned E.g., watchmaking, astrology, science at technical level
	High	The most active strivers. Lack perception of need for mystique.. E.g., teaching, journalism, business management	The true E.g., law , medicine, dentistry, architecture and accounting

Professionals, no matter what the background, typically:

- Are proficient at their chosen occupation
- Are interested in the intrinsic rewards and task performance of the occupation
- Conduct services requiring confidentiality and high trust.

Characteristics of a profession include:

- Exclusive control of esoteric body of knowledge
- Autonomy of practice
- Norm of altruism
- Authority over clients
- Distinctive occupational culture
- Individual recognition

There are six steps to professionalization which leads to Thomas's questions:

- professionalization of what
- professionalization of whom
- professionalization of where
- Impacts of professionalization on practice
- Role of professional association in a global profession.

Professional issues to be considered are:

- Control over the name
- Identify the field of practice
- Define the body of knowledge
- Education and training
- Lobby for recognition

Professions came about because the government wanted to control tasks in certain areas. The government then passed the control over to governing boards.

Miles advice for PMAC_AMPC is to look at other associations and see what they are doing. We do not want to reinvent the wheel. We should separate the training from the certification and we need to keep our standards up.

Both speeches were well received by those in attendance and everyone looks forward to next year's AGM.