

## Project Management Competencies

|    | Core Competency                                                                                                                                                                                          | Entry level                                                                                                                                                | Full-Performance Level                                                                                                                                                                                                                                                                                                                                                        | Expert Level                                                                                                                                                                                                                                                                                                            |
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| 12 | <b>Budgeting + Milestones:</b><br>Develop and implement project management plans and budgets that communicate milestones and are clear, effective, and are flexible to emerging needs and opportunities. | Understand project budget, milestones, and funding sources. Track project time and costs. Provide timely updates on progress and potential delays.         | Develop and execute a project management plan that includes estimated costs and milestones. Communicate project budget and milestones to employees, specialists, contractors, and decision-makers. Track project costs including staff time, contract expenditures, supplies and equipment.                                                                                   | Provide oversight and guidance for a portfolio of projects, ensuring coordination of milestones and resources among staff, partners, and contractors. Direct long-term funding strategies, evaluate contractor proposals, track, record, and report on accomplishments, and conduct other project management tasks.     |
| 13 | <b>Facilitation:</b> Structure and guide projects in a way that promotes shared learning, collaboration, and meaningful outcomes.                                                                        | Identify facilitation processes and tools to achieve stated objectives of a meeting or process. Support the development of facilitation agendas and plans. | Plan, design, and lead engaging and productive sessions (e.g., meetings, work groups, workshops) with affected parties/communities, Tribes, partners, and/or staff. Lead the development of facilitation agendas or plans. Use facilitation tools and techniques that cater to the group's needs.                                                                             | Plan and lead complex sessions (e.g., multi-day events, multi-jurisdictional gatherings) with diverse audiences. Use advanced skills such as active listening, reflection, inquiry, and guided group process to foster inclusive, safe, and productive gatherings that achieve meaningful outcomes.                     |
| 14 | <b>Implementation + Monitoring:</b><br>Maintain project momentum, meet identified goals, and support compliance with applicable laws, policies, and guidance.                                            | Explain project goals and compliance requirements. Assist with inspections, monitoring, and project implementation.                                        | Identify and communicate project implementation requirements including any environmental or cultural resource review, applicable permits, and monitoring requirements. Coordinate with specialists and local, county, state and federal agencies to ensure compliance with laws, policies, and guidance. Conduct regular status checks to ensure goals and timelines are met. | Integrate knowledge of applicable laws, policies, and guidance into project planning and implementation to support a systems approach. Identify and anticipate risks to natural and cultural resources, visitor experiences, and public health and safety and collect additional data or resource surveys if necessary. |

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| 15 | <p><b>Outreach + Public Input:</b> Foster collaboration among interested parties with meaningful opportunities to be informed, share input, provide feedback, collaborate, partner, and share leadership on recreation projects.</p> | <p>Describe the unit or project's public outreach strategy and assist with engagement efforts. Conduct regular status checks to ensure goals and timelines are met.</p> | <p>Develop outreach and public engagement strategies in collaboration with public affairs and communication staff. Engage with affected parties/communities, users, and others. Communicate project purpose clearly, describe how feedback is used, and identify opportunities for leadership to engage directly.</p> | <p>Lead and model authentic approaches for meaningful collaboration with a variety of affected parties and communities. Incorporate feedback into planning and decision-making and develop shared leadership for implementation, monitoring, and evaluation.</p> |
| 16 | <p><b>Technical Writing:</b> Convey complex written information simply and clearly to key audiences.</p>                                                                                                                             | <p>Describe project purpose and goals and use succinct and effective language to convey them to specialists, partners, and interested parties.</p>                      | <p>Develop and design technical documents, presentation materials, and other communication tools to convey complex recreation management goals, desired conditions, technical procedures, science, and strategies used in planning and decision-making.</p>                                                           | <p>Provide guidance and recommendations within your organization on conveying complex written information using plain language, visuals, and data. Train people in how to effectively convey complex and technical information.</p>                              |