PROJECT MANAGEMENT AS A PREDICTOR OF HIRING SUCCESS

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Hypothesis

H_o = Project management certification increases the IT project manager hiring rate in the presence of other relevant hiring criteria.

H_a = Project management certification does not increase the IT project manager hiring rate in the presence of other relevant hiring criteria.

2-PHASED STUDY

- **PHASE 1**
  - Understanding of the recruitment process
  - Sampling of recruiters nationwide to determine common project management hiring criteria
  - Sample size = 32

2-PHASED STUDY

- **PHASE 2**
  - Compile Phase 1 criteria into a set of hiring factors.
  - Construct a survey containing applicant scenarios composed of candidates with different levels of these factors.
  - Sample corporate IT hiring managers to determine their applicant hiring preference.

SURVEY RESPONSES

- **PM Hiring Criteria**
  - Experience
  - Work history
  - Team size
  - Length of engagements
  - Ability to deal with ambiguity and change
  - Education
  - PMP Certification

SURVEY RESPONSES

- Communication at multiple levels
- Technical expertise
- Cultural fit
- Verbal and written skills
- Attitude
- Ability to complete projects
- Ability to escalate

SURVEY RESPONSES

- **Type of Industry**
  Important   = 68%
  Not important = 32%
- **Type of Project**
  Important   = 62%
  Not Important = 38%

SURVEY RESPONSES

- **Size of Project**
  Important   = 67%
  Not Important = 33%

- **Type of Technology Used**
  Important   = 62%
  Not Important = 38%

SURVEY RESPONSES

- **Experience**
  Important   = 70%
  Not Important = 30%

  "A recent PM is more valuable to me than someone that has 25+ years of experience."

  "Experience is very important to a PM's effectiveness. I will always take experience over credentials."

SURVEY RESPONSES

- **Experience**

"Experience can both negatively and positively affect a PM's effectiveness. Experienced PMs know what to expect and are better prepared. Some PMs with experience can be afraid to use new technology."

SURVEY RESPONSES

- **Education**

Important   = 87%
Not Important = 13%

"Education sets the foundation, provides a solid footing in the work force, but I also believe people without a formal education can be just as effective."

SURVEY RESPONSES

- **Education**

"It is all work experience and environment."

"Industry or software specific certifications are relevant. A degree will never teach you how to handle the pressures of delivering."

SURVEY RESPONSES

- **Education**
  "Education is very important. Not necessarily a degree. I have met a lot of degreed people who cannot manage projects, or even write programs. What is required is the ability to work well with others, even others who are intractable. That isn't taught in school. It takes strong problem-solving skills, and it takes strong technical skills."

SURVEY RESPONSES

- **Project Management Certification**

  Important   = 52%

  Not Important = 48%

  "I think any standard certification is important because it means that they have the basic knowledge and thus most likely are going to be more effective."

SURVEY RESPONSES

- **Project Management Certification**

  "In my opinion, I feel it is gives them a formal methodology to follow like making a cake. Projects get completed with less down time, quicker, less money spent and less "hair lost" by executive mgmt over the project."

  "PM certification is basically worthless. There is no correlation b/t a good pm and certification based on my 15 years of experience."

SURVEY RESPONSES

- **Project Management Certification**

  "It tells us they know the basics from at least a book perspective. I know many PMs who are PMPs and I wouldn't hire them because they haven't walked the walk."

  "PMPs need to be debrained from most of the stuff taught by PMI for IT projects. It is useful background info, but fresh PMPs want to ram that knowledge down clients' throats, and clients are not willing to pay for it."

SURVEY RESPONSES

- **Percent of Clients That Require Candidates to be PM Certified:**

  Greater than 50% of the clients = 37%

  50% of the clients   =   7%

  Less than 50% of the clients   = 48%