Construction of Training System for Project Management Personnel
In QND Company Based On Competency

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Abstract: At present, the construction industry is facing increasingly fierce competition in China. Changing the management mode and improving the competency of project managers are essential for the construction enterprises to win in the incentive competition. Based on the investigation and analysis of the current training situation of QND company, this paper digs the existing problems in the training system of the company from the perspective of competency, analyzes the training needs, optimizes the training contents and methods, determines the training process, and constructs the training system for the project management personnel of QND company based on competency, It is Hoped to provide reference for the training of project managers in construction enterprises.

Keywords: training; project management personnel; competency

1. Analysis of problems in the training of project management personnel in QND company

QND company is a private enterprise in Jilin Province. Real estate and engineering construction are its important business. There are more than 200 project management personnel in the business segments. Building a reasonable training system for project management personnel has important significance for cultivating more talents who are competent for the responsibilities of project management personnel, promoting the business sectors, and even for the sustainable and healthy development of the company.

1.1 A Lack of Systematic Training For Project Management Personnel

Through the in-depth investigation of QND company, it is found that the project management personnel are required participate in standardized induction training when they are employed, and the main contents of the training are corporate culture, corporate rules and regulations, and job requirements. But in the long-term training of project management personnel, the training courses are scattered and poorly targeted; the training team is unstable and lacks the planning and organization of mechanism; the actual work does not match the training

objectives; project management personnel are inactively to participate in the training, and so on.

1.2 A Lack of Training Demand Analysis Based On Competency

Training demand analysis is to systematically compare the quality and ability of employees with the management requirements, development strategies and internal and external environment requirements of the enterprise, so as to analyze and determine whether the quality and ability of employees can meet the management requirements of the enterprise, whether they can meet the development strategies of the enterprise and the needs of internal and external environment changes, so as to determine the enterprise Training needs, contents of training courses and training methods.

Analyzing the training system of QND Company, it is found that the training courses for project management personnel are set up at will; the contents are relatively old and lack of objective analysis of willingness to learn. There is a lack of systematic comparison between the competency of management personnel and the development strategy of the enterprise. Training satisfaction is low.

1.3 A Lack of Pertinence in Training Content and Appropriate Training Method

At present, the training content of QND company mainly focuses on project development technology, financial management and other aspects, namely the training puts particular emphasis on skills, and the solution of common problems in daily financial work. There is little consideration on the competency determined by the leadership management ability, positive cognition and personal characteristics of project management personnel, that is, the competency level defect does not changed by the curriculum. Therefore, the training content in QND Company needs to be improved. Targeted training should be carried out according to the ability and quality of project management personnel and the development needs of the enterprise.

Training is mainly taught by means of centralized instructions and learning, which makes project management personnel lack the initiative and enthusiasm to participate in the training, so training gets little effect,

so the training mode of QND Company needs to be improved and innovated.

1.4 A Lack of Evaluation of Training

QND Company has not established a scientific and effective system to evaluate training for project management personnel, and there is no later assessment, so the enterprise does not understand the training effect and improvement direction. At the same time, there is no record to trace the training effect, and trainees also lack the initiative to improve behavior and performance, so the training is more formality, it is difficult to fundamentally improve the competency of project management personnel.

2 Analysis of training needs of project managers based on Competency

In order to construct the training system of project management personnel based on competency, it is necessary to find out the needs of enterprises and the training needs of personnel, to compare the enterprise needs with the quality and ability level of the project management personnel, to define the training needs, and then the specific training objectives, training contents and training methods are to be determined according to the training needs.

In the demand survey, the data were collected in the form of QHD project manager competency Self-Evaluation Questionnaire.
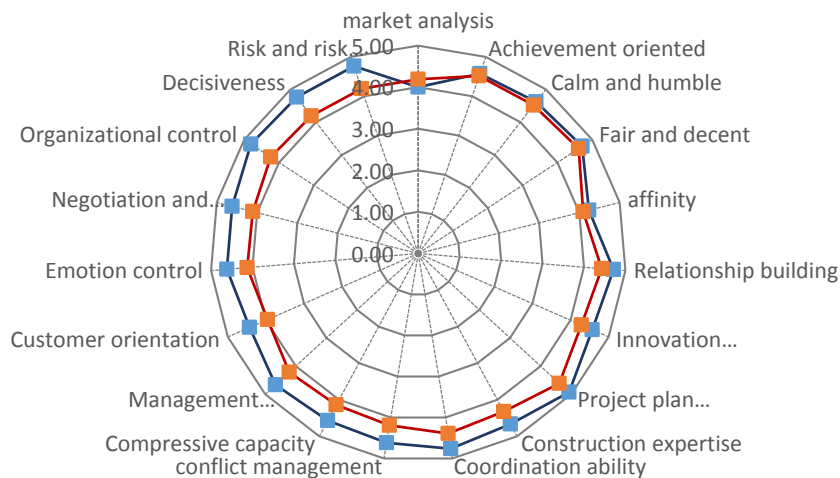

Figure 1. radar chart of competency gap of Project Manager

If the gap $> = 0.45$ According to the investigation and analysis of training needs, the competency of project management personnel of QND company are badly in need of improving   management knowledge, customer-oriented awareness, emotional control, communication, decision-making, pressure resistance, market information analysis and strategic awareness.

3   Construction of training system based on Competency

3.1 Setting Reasonable Training Courses Based On Competency Model

According to the selected competency elements that need to be improved urgently and the company' s goals, some project management personnel were organized to have a discussion. According to the feedback from the discussion, it is learned that most project management personnel have no professional background in management, finance and law, so some project management personnel need to increase certain professional knowledge in management, finance and law, while the lack of market information analysis stem from the reason which the project managers think that they are implementing the established project plan and the market information analysis needs are not important in the process, so they don' t pay attention to it. Like the customer

awareness and strategic awareness, they try their best not to pay attention to it subjectively, but not professionally. The four elements of communication, decision-making, emotional control and stress resistance are more personal characteristics These are the problems that should be noticed in the training. At the same time, the training should fully consider the talent strategic needs of enterprises.

3.2 Selection of Training Methods Based On Competency Model

Good training methods can not only improve knowledge, but also improve skills and knowledge. Therefore, this paper chooses different training methods for different indicators.

The main content of management knowledge training is the explanation of theory, method, problem solving steps, etc., so the training mode is more suitable for additional classroom teaching, some experience and method contents in the course are more suitable for the case teaching, and some practice in the project can be discussed and experience shared in class.

Training market information analysis are suitable for classroom teaching mode; while the   analysis frontier of industry and related industries, development statistics and

prediction; social, economic and financial development trend can be taught in case analysis and discussion.

In the training of communication, the cognitive content is beneficial to classroom teaching, while training the skill of observation and intuitive judgment, strategy, personnel, crisis, conflict and other decision-making are more suitable for the test, interaction and game.

Table 1. competency based training courses

Competency Elements	curriculum	objectives
Administration knowledge	Project progress, quality, cost, safety, finance and law	Methods and steps of project schedule management, theories and methods of project quality control, methods and experiences of cost management, main methods of safety management, opinions and experiences of financial management, legal knowledge and cases
Market information analysis	Market information analysis theory and method; industry and related industry development frontier, development statistics and prediction; social, economic and financial development trend	Master the methods and theories of market analysis; understand the development trend of society, economy, finance and Industry
Communicate ability	Communication ability of leaders; skills of communication ability of managers	Master the secret of efficient communication; Build influence quickly; Communicate effectively.
Decisiveness ability	Leadership decision training Principles and essentials training Observation and intuitive judgment training Decision making training on strategy, personnel, crisis, conflict, etc	Master the principle and essentials of judging priority, improve the ability of judging situation development, improve the ability of observation and intuition, and improve the ability of decision-making of different things
Customer guide	Customer oriented topics Analysis of the current situation and development trend of the industry Business strategy training	Enhance the awareness of customer orientation; enhance the ability of process management and organization management of "customer orientation"
innovate consciousness	Promotion of innovation awareness Technology and the future Special topics of innovation cases in construction industry	Enhance innovation awareness
emotion control	Emotion management Self-cognition Methods of emotion management Learn how to work happily.	Improve the ability to recognize, control their own emotional state, recognize others' emotions, and motivate themselves and others.

Customer orientation is mainly to improve the customer-oriented awareness. It is more suitable to take the form of teaching, discussion and case study to improve the customer-oriented awareness of project management personnel.

In training the innovation awareness, it is mainly to enhance the innovation awareness by sharing the anticipated development of science and technology society in the future and explaining the innovation cases in the construction industry, so the more suitable form is teaching and case sharing.

In training of emotion control and stress management, it is important for project managers to fully understand themselves and learn to control the methods of emotion, meditation, game and psychological test experience can be closed.

3.3 Training Management and Evaluation

Good system restriction is the key to ensure the training quality. So, it is necessary to gradually improve the training system, introduce corresponding rewards and punishments measures, supervise the training process, assess and evaluate and feedback after the training. The feedback shall include the feedback in the process and the feedback after the training. The personnel department and the training department shall be responsible for the feedback during the training, and summarize and analyze the curriculum, the mode of training, time and place determination, as well as the problems existing in the rules

and regulations. After the training, the effect feedback should be completed jointly by personnel department, business department and project management personnel. Personnel and business department also give feedback based on the results of performance evaluation. Project management personnel participating in the training activities should carry out self-evaluation in their work.

4 Concluding remarks:

Good organization construction is an important guarantee for the long-term and effective training of project management personnel. To implement the training of project management personnel, the corresponding organization construction must be put in the first place.

The implementation of the training system needs good system guarantee, and the perfect working system can make the training work have rules to follow. Enterprise development, industry and domestic economic and social development change day by day, the competency will change accordingly, and training will be different. Therefore, the determination of training of project management personnel should follow the development of enterprise and industry, constantly update training content, and ensure that the training keeps pace with the needs.

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