Outline of Job Career and Key Performance Indicator

(5) Project Management

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Outline of Job Career
Project Management

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Outline of Project Management

Job Category	Project Management			
Specialty Field	System Development	IT Outsourcing	Network Services	Software Product Development
Level 7				
Level 6				
Level 5				
Level 4				
Level 3				
Level 2				
Level 1				

Description of Job category

Performs proposal, launch, planning, execution, monitoring and controlling, and closing of a project by utilizing project management related skill and business management technology. Has responsibility for the required quality, cost and delivery of scheduled deliverables and services.

In IT investment phases, strategic information plan (clarification and analysis of problems, (business, IT), solution design (structure, pattern)), development (component design (system, operation), solution construction (development, implementation)), and operation and maintenance (solution operation (system, operation), solution maintenance (system, operation)) are the main activity areas. Performs the following:

- Strategic information planning
  - Information planning (IT outsourcing and software product development specialty fields)
  - Formulation of project plans
- Development
  - Management and control of projects
- Operation, Maintenance
  - Management and control of projects

This job category is classified into the following specialty fields.

●System development

Performs project management for proposal, development, and maintenance of IT system (Develops software to realize required functions of IT system, and creates computer and network environment. Includes internet technology,.

●IT outsourcing

Performs project management for planning, creation, maintenance, system operation, support operation, and business operations for IT system, as an external organization, under customer business strategy

●Network services

Performs project management for design, installation, and management of the communications environment for data (LAN/WAN), image, video, and etc.

●Software product development

Performs project management for planning, design, development, improvement and maintenance of software products for general users

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Key Performance Indicator
Project Management

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Key Performance Indicator: Project Management

Specialty Field	System Development	Level 7

[Business Contribution]

●Responsibilities

Manages stakeholders and leads project members, as a person responsible for the whole project In the process of proposal, launch, plan formulation, implementation, monitoring and controlling, and closing of a project. Has experience and performance in achieving successful project with required quality, cost and delivery of planned deliverables and services three times or more (at least one project must meet the complexity and size of Level 7, others can be of the Level 6 or above)

●Complexity

Has experience and performance of achieving success in projects with three or more of following complexity criteria ("Global advanced project" is required.).

□International project (critical environment in cultural, social, international, and political aspects) □Global advanced project □Complicated migration requirements

□Complicated contract conditions (strict requirements on required quality, cost, and delivery, and etc.)

□Complex systems architecture requirements (performance, security, running and operational requirements, and etc.)

□Complex systems design (multi-platform, high availability, new product and technology, number and conditions of interfaces)

□Complex application requirements □Complex project structure (customer, subcontract, off-shore, cooperative business relationship, and related divisions)

●Size

Has experience and performance of proposing and achieving successful projects with either one of the following size.

□Project with 500 persons or more during peak periods, or an annual contract value of 1 billion yen or more

□Project with 50 or more but less than 500 persons during peak periods or an annual contract value of 500 million or more but less than 1 billion yen, and with five or more of above complexity criteria

[Professional Contribution]

-Has the high specialty in either one of the following project management areas sufficient to guide others and leads the industry.

□Project Integration Management □Project Scope Management □Project Time Management

□Project Cost Management □Project Quality Management □Project Human Resources Management

□Project Communications Management □Project Risk Management □Project Procurement Management

-Has performance in five or more items of following expertise succession.

□Activities in professional community such as academic society and committee □Publication of a book □Publication of a paper outside the company

□Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application

-Develops subordinates (by mentoring, coaching, and etc.)

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Key Performance Indicator: Project Management

Specialty Field	System Development	Level 6

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[Business Contribution]

●Responsibilities

Manages stakeholders and leads project members, as a person responsible for the whole project In the process of proposal, launch, plan formulation, implementation, monitoring and controlling, and closing of a project. Has experience and performance in achieving successful project with required quality, cost and delivery of planned deliverables and services three times or more (At least one project must meet the complexity and size of Level 6, and others can be of the Level 5 or above)

●Complexity

Has experience and performance of achieving success in projects with two or more of following complexity criteria.

□International project (critical environment in cultural, social, international, and political aspects) □Global advanced project □Complicated migration requirements

□Complicated contract conditions (strict requirements on required quality, cost, and delivery, and etc.)

□Complex systems architecture requirements (performance, security, running and operational requirements, and etc.)

□Complex systems design (multi-platform, high availability, new product and technology, number and conditions of interfaces)

□Complex application requirements □Complex project structure (customer, subcontract, off-shore, cooperative business relationship, and related divisions)

●Size

Has experience and performance of proposing and achieving successful projects with either one of the following size.

□Project with 50 persons or more during peak periods, or an annual contract value of 500 million yen or more

□Project with 10 or more but less than 50 persons during peak periods or an annual contract value of 100 million or more but less than 500 million yen, and with four or more of above complexity criteria.

[Professional Contribution]

-Has the high specialty in either one of the following project management areas sufficient to guide others and contributes to the industry.

□Project Integration Management □Project Scope Management □Project Time Management

□Project Cost Management □Project Quality Management □Project Human Resources Management

□Project Communications Management □Project Risk Management □Project Procurement Management

-Has performance in four or more items of following expertise succession.

□Activities in professional community such as academic society and committee □Publication of a book □Publication of a paper outside the company

□Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application

-Develops subordinates (by mentoring, coaching, and etc.)

Key Performance Indicator: Project Management

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Specialty Field	System Development	Level 5

[Business Contribution]

●Responsibilities

Leads project members, as a person responsible for the whole project In the process of proposal, launch, plan formulation, implementation, monitoring and controlling, and closing of a project. Has experience and performance of achieving successful project with required quality, cost and delivery of planned deliverables and services three times or more (At least one project must meet the complexity and size of Level 5, and others can be of the Level 4 or above).

●Complexity

Has experience and performance of achieving success in projects with two or more of following complexity criteria.

□International project (critical environment in cultural, social, international, and political aspects) □Global advanced project □Complicated migration requirements

□Complicated contract conditions (strict requirements on required quality, cost, and delivery, and etc.)

□Complex systems architecture requirements (performance, security, running and operational requirements, and etc.)

□Complex systems design (multi-platform, high availability, new product and technology, number and conditions of interfaces)

□Complex application requirements □Complex project structure (customer, subcontract, off-shore, cooperative business relationship, and related divisions)

●Size

Has experience and performance of achieving successful projects with either one of the following size.

□Project with 10 or more but less than 50 persons during peak periods, or an annual contract value of 100 million or more but less than 500 million yen.

□Project with less than 10 persons during peak periods or an annual contract value of less than 100 million yen, and with four or more of above complexity criteria.

[Professional Contribution]

-Has the high specialty in either one of the following project management areas sufficient to guide others and contributes to the company.

□Project Integration Management □Project Scope Management □Project Time Management

□Project Cost Management □Project Quality Management □Project Human Resources Management

□Project Communications Management □Project Risk Management □Project Procurement Management

-Has performance in three or more items of following expertise succession.

□Activities in professional community such as academic society and committee □Publication of a book □Publication of a paper outside the company

□Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application

-Develops subordinates (by mentoring, coaching, and etc.)

Key Performance Indicator: Project Management

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Specialty Field	System Development	Level 4

[Business Contribution]

●Responsibilities

Leads project members, as a person responsible for the whole project In the process of proposal, launch, plan formulation, implementation, monitoring and controlling, and closing of a project. Has experience and performance in achieving successful project with required quality, cost and delivery of planned deliverables and services two times or more (At least one project must meet the complexity and size of Level 4, others can be of the Level 3 or above).

●Complexity

Has experience and performance of achieving success in projects with two or more of following complexity criteria.

□International project (critical environment in cultural, social, international, and political aspects) □Global advanced project □Complicated migration requirements

□Complicated contract conditions (strict requirements on required quality, cost, and delivery, and etc.)

□Complex systems architecture requirements (performance, security, running and operational requirements, and etc.)

□Complex systems design (multi-platform, high availability, new product and technology, number and conditions of interfaces)

□Complex application requirements □Complex project structure (customer, subcontract, off-shore, cooperative business relationship, and related departments)

●Size

Has experience and performance of achieving successful projects with either one of the following size.

□Project with less than 10 persons during peak periods, or an annual contract value of 100 million yen.

[Professional Contribution]

-Has the high specialty in either one of the following project management areas sufficient to guide subordinates.

□Project Integration Management □Project Scope Management □Project Time Management

□Project Cost Management □Project Quality Management □Project Human Resources Management

□Project Communications Management □Project Risk Management □Project Procurement Management

-Has performance in one or more items of following expertise succession.

□Activities in professional community such as academic society and committee □Publication of a book □Publication of a paper outside the company

□Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application

-Develops subordinates (by mentoring, coaching and etc.)

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Key Performance Indicator: Project Management

Specialty Field	System Development	Level 3

[Business Contribution]

●Responsibilities

Has experience and performance of achieving successful project with required quality, cost and delivery of deliverables and services once or more, as a member of project team in the process of proposal, launch, plan formulation, implementation, monitoring and controlling, and closing of a project. (Projects must meet the complexity and size of Level 3)

●Complexity

Has experience and performance of achieving success in projects with either one of following complexity criteria.

□International project (critical environment in cultural, social, international, and political aspects) □Global advanced project □Complicated migration requirements
□Complicated contract conditions (strict requirements on required quality, cost, and delivery, and etc.)
□Complex systems architecture requirements (performance, security, running and operational requirements, and etc.)
□Complex systems design (multi-platform, high availability, new product and technology, number and conditions of interfaces)
□Complex application requirements □Complex project structure (customer, subcontract, off-shore, cooperative business relationship, and related departments)

●Size

Not specified.

[Professional Contribution]

-Has the specialty in either one or more of the following project management area and performs project management under guidance of project manager (or leader).

□Project Integration Management □Project Scope Management □Project Time Management
□Project Cost Management □Project Quality Management □Project Human Resources Management
□Project Communications Management □Project Risk Management □Project Procurement Management

〈Remarks〉

-By passing Applied ITEE (Information Technology Engineer Examination), individuals are regarded as attaining the minimum capability required in ITSS level 3.

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Key Performance Indicator: Project Management

Specialty Field	IT Outsourcing	Level 7

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[Business Contribution]

●Responsibilities

Manages stakeholders and leads project members, as a person responsible for the whole project In the process of planning, proposal, launch, plan formulation, implementation, monitoring and controlling, and closing of a project and operation process. Has experience and performance of achieving successful project with required quality, cost and delivery of planned deliverables and services three times or more (At least one project must meet the complexity and size of Level 7, and others can be of the Level 6 or above)

●Complexity

Has experience and performance of achieving success in projects with two or more of following complexity criteria.

□International project (critical environment in cultural, social, international, and political aspects) □Global advanced project □Complicated migration requirements

□Complicated contract conditions (strict requirements on required quality, cost, and delivery, and etc.)

□Complex systems architecture requirements (performance, security, running and operational requirements, and etc.)

□Complex systems design (multi-platform, high availability, new product and technology, number and conditions of interfaces)

□Complex application requirements □Complex project structure (customer, subcontract, off-shore, cooperative business relationship, and related divisions)

●Size

Has experience and performance of proposing and achieving successful projects with either one of the following size.

□Project with an annual contract value of 50 billion yen, or a long term contract of over 10 years.

□Project with an annual contract value of 5 billion yen, or a mid term contract of over 5 years, and with five or more of above complexity criteria.

[Professional Contribution]

-Has the high specialty in either one of the following project management areas sufficient to guide others and leads the industry.

□Project Integration Management □Project Scope Management □Project Time Management

□Project Cost Management □Project Quality Management □Project Human Resources Management

□Project Communications Management □Project Risk Management □Project Procurement Management

-Has performance in five or more items of following expertise succession.

□Activities in professional community such as academic society and committee □Publication of a book □Publication of a paper outside the company

□Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application

-Develops subordinates (by mentoring, coaching, and etc.)

Key Performance Indicator: Project Management

Specialty Field	IT Outsourcing	Level 6

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[Business Contribution]

●Responsibilities

Manages stakeholders and leads project members, as a person responsible for the whole project In the process of proposal, launch, plan formulation, implementation, monitoring and controlling, and closing of a project and operation process. Has experience and performance in achieving successful project with required quality, cost and delivery of planned deliverables and services three times or more (At least one project must meet the complexity and size of Level 6, others can be of the Level 5 or above)

●Complexity

Has experience and performance of achieving success in projects with two or more of following complexity criteria.

□International project (critical environment in cultural, social, international, and political aspects) □Global advanced project □Complicated migration requirements

□Complicated contract conditions (strict requirements on required quality, cost, and delivery, and etc.)

□Complex systems architecture requirements (performance, security, running and operational requirements, and etc.)

□Complex systems design (multi-platform, high availability, new product and technology, number and conditions of interfaces)

□Complex application requirements □Complex project structure (customer, subcontract, off-shore, cooperative business relationship, and related divisions

●Size

Has experience and performance of achieving successful projects with the following size.

□Project with an annual contract value of 5 billion yen, or a mid term contract of over 5 years.

[Professional Contribution]

-Has the high specialty in either one of the following project management areas sufficient to guide others and contributes to the industry.

□Project Integration Management □Project Scope Management □Project Time Management

□Project Cost Management □Project Quality Management □Project Human Resources Management

□Project Communications Management □Project Risk Management □Project Procurement Management

-Has performance in four or more items of following expertise succession.

□Activities in professional community such as academic society and committee □Publication of a book □Publication of a paper outside the company

□Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application

-Develops subordinates (by mentoring, coaching, and etc.)

Key Performance Indicator: Project Management

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Specialty Field	Network Service	Level 6

[Business Contribution]

●Responsibilities

Manages stakeholders and leads project members, as a person responsible for the whole project In the process of proposal, launch, plan formulation, implementation, monitoring and controlling, and closing of a project. Has experience and performance in achieving successful project with required quality, cost and delivery of planned deliverables and services three times or more (at least one project must meet the complexity and size of Level 6, others can be of the Level 5 or above)

●Complexity

Has experience and performance of achieving success in projects with two or more of following complexity criteria.

□International project (critical environment in cultural, social, international, and political aspects) □Global advanced project □Complicated migration requirements

□Complicated contract conditions (strict requirements on required quality, cost, and delivery, and etc.)

□Complex systems architecture requirements (performance, security, running and operational requirements, and etc.)

□Complex systems design (multi-platform, high availability, new product and technology, number and conditions of interfaces)

□Complex application requirements □Complex project structure (customer, subcontract, off-shore, cooperative business relationship, and related divisions

●Size

Has experience and performance of achieving successful projects with either one of the following size.

□Project with 50 persons or more during peak periods, or 300 or more installation sites

□Project with 10 or more but less than 50 persons during peak periods or100 or more but less than 300 installation sites, and with four or more of above complexity criteria.

[Professional Contribution]

-Has the high specialty in either one of the following project management areas sufficient to guide others and contributes to the industry.

□Project Integration Management □Project Scope Management □Project Time Management

□Project Cost Management □Project Quality Management □Project Human Resources Management

□Project Communications Management □Project Risk Management □Project Procurement Management

-Has performance in four or more items of following expertise succession.

□Activities in professional community such as academic society and committee □Publication of a book □Publication of a paper outside the company

□Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application

-Develops subordinates (by mentoring, coaching, and etc.)

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Key Performance Indicator: Project Management

Specialty Field	Network Service	Level 5

[Business Contribution]

●Responsibilities

Leads project members, as a person responsible for the whole project In the process of planning, proposal, launch, plan formulation, implementation, monitoring and controlling, and closing of a project. Has experience and performance in achieving successful project with required quality, cost and delivery of planned deliverables and services three times or more (At least one project must meet the complexity and size of Level 5, others can be of the Level 4 or above).

●Complexity

Has experience and performance of achieving success in projects with two or more of following complexity criteria.

□International project (critical environment in cultural, social, international, and political aspects) □Global advanced project □Complicated migration requirements

□Complicated contract conditions (strict requirements on required quality, cost, and delivery, and etc.)

□Complex systems architecture requirements (performance, security, running and operational requirements, and etc.)

□Complex systems design (multi-platform, high availability, new product and technology, number and conditions of interfaces)

□Complex application requirements □Complex project structure (customer, subcontract, off-shore, cooperative business relationship, and related divisions

●Size

Has experience and performance of achieving successful projects with either one of the following size.

□Project with 10 or more but less than 50 persons during peak periods, or 100 or more but less than 300 installation sites

□Project with less than 10 persons during peak periods, or less than 100 installation sites, and with four or more of above complexity criteria.

[Professional Contribution]

-Has the high specialty in either one of the following project management areas sufficient to guide others and contributes to the company.

□Project Integration Management □Project Scope Management □Project Time Management

□Project Cost Management □Project Quality Management □Project Human Resources Management

□Project Communications Management □Project Risk Management □Project Procurement Management

-Has performance in three or more items of following expertise succession.

□Activities in professional community such as academic society and committee □Publication of a book □Publication of a paper outside the company

□Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application

-Develops subordinates (by mentoring, coaching, and etc.)

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Specialty Field	Network Service	Level 4

[Business Contribution]

●Responsibilities

Leads project members, as a person responsible for the whole project In the process of proposal, launch, plan formulation, implementation, monitoring and controlling, and closing of a project. Has experience and performance in achieving successful project with required quality, cost and delivery of planned deliverables and services two times or more (Projects must meet the complexity and size of Level 4 or more).

●Complexity

Has experience and performance of achieving success in projects with two or more of following complexity criteria.

□International project (critical environment in cultural, social, international, and political aspects) □Global advanced project □Complicated migration requirements

□Complicated contract conditions (strict requirements on required quality, cost, and delivery, and etc.)

□Complex systems architecture requirements (performance, security, running and operational requirements, and etc.)

□Complex systems design (multi-platform, high availability, new product and technology, number and conditions of interfaces)

□Complex application requirements □Complex project structure (customer, subcontract, off-shore, cooperative business relationship, and related divisions

●Size

Has experience and performance of achieving successful projects with either one of the following size.

□Project with less than 10 persons during peak periods, or less than 100 installation sites

[Professional Contribution]

-Has the high specialty in either one of the following project management areas sufficient to guide subordinates.

□Project Integration Management □Project Scope Management □Project Time Management

□Project Cost Management □Project Quality Management □Project Human Resources Management

□Project Communications Management □Project Risk Management □Project Procurement Management

-Has performance in one or more items of following expertise succession.

□Activities in professional community such as academic society and committee □Publication of a book □Publication of a paper outside the company

□Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application

-Develops subordinates (by mentoring, coaching, and etc.)

Key Performance Indicator: Project Management

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Specialty Field	Software Product Development	Level 7

[Business Contribution]

●Responsibilities

Manages stakeholders and leads project members, as a person responsible for the whole project in the process of planning, proposal, launch, plan formulation, implementation, monitoring and controlling, and closing of a project, and maintenance. Has experience and performance in achieving successful project with required quality, cost and delivery of planned software products three times or more (At least one project must meet the complexity and size of Level 7, others can be of the Level 6 or above)

●Complexity

Has experience and performance of achieving success in projects with three or more of following complexity criteria ("Global advanced project" is required.).

□International project (critical environment in cultural, social, international, and political aspects) □Global advanced project □Complicated compatibility guarantee requirement

□Complicated contract conditions (strict requirements on required quality, cost, and delivery, and etc.)

□Complex systems architecture requirements (performance, security, running and operational requirements, and etc.)

□Complex systems design (multi-platform, high availability, new product and technology, number and conditions of interfaces)

□Complex application requirements □Complex project structure (customer, subcontract, off-shore, cooperative business relationship, and related divisions

●Size

Has experience and performance of proposing and achieving successful projects with either one of the following size.

□Project with 500 persons or more during peak periods

□Project with 50 or more but less than 500 persons during peak periods, and with five or more of above complexity criteria

[Professional Contribution]

-Has the high specialty in either one of the following project management areas sufficient to guide others and leads the industry.

□Project Integration Management □Project Scope Management □Project Time Management

□Project Cost Management □Project Quality Management □Project Human Resources Management

□Project Communications Management □Project Risk Management □Project Procurement Management

-Has performance in five or more items of following expertise succession.

□Activities in professional community such as academic society and committee □Publication of a book □Publication of a paper outside the company

□Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application

-Develops subordinates (by mentoring, coaching, and etc.)

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Specialty Field	Software Product Development	Level 6

[Business Contribution]

●Responsibilities

Manages stakeholders and leads project members, as a person responsible for the whole project In the process of planning, proposal, launch, plan formulation, implementation, monitoring and controlling, and closing of a project and maintenance. Has experience and performance in achieving successful project with required quality, cost and delivery of planned software products three times or more (At least one project must meet the complexity and size of Level 6, others can be of the Level 5 or above)

●Complexity

Has experience and performance of achieving success in projects with two or more of following complexity criteria.

□International project (critical environment in cultural, social, international, and political aspects) □Global advanced project □Complicated compatibility guarantee requirement

□Complicated contract conditions (strict requirements on required quality, cost, and delivery, and etc.)

□Complex systems architecture requirements (performance, security, running and operational requirements, and etc.)

□Complex systems design (multi-platform, high availability, new product and technology, number and conditions of interfaces)

□Complex application requirements □Complex project structure (customer, subcontract, off-shore, cooperative business relationship, and related divisions

●Size

Has experience and performance of proposing and achieving successful projects with either one of the following size.

□Project with 500 persons or more during peak periods

□Project with 50 or more but less than 500 persons during peak periods, and with four or more of above complexity criteria

[Professional Contribution]

-Has the high specialty in either one of the following project management areas sufficient to guide others and contributes to the industry.

□Project Integration Management □Project Scope Management □Project Time Management

□Project Cost Management □Project Quality Management □Project Human Resources Management

□Project Communications Management □Project Risk Management □Project Procurement Management

-Has performance in four or more items of following expertise succession.

□Activities in professional community such as academic society and committee □Publication of a book □Publication of a paper outside the company

□Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application

-Develops subordinates (by mentoring, coaching, and etc.)

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Key Performance Indicator: Project Management

Specialty Field	Software Product Development	Level 5

[Business Contribution]

●Responsibilities

Leads project members, as a person responsible for the whole project In the process of planning, proposal, launch, plan formulation, implementation, monitoring and controlling, and closing of a project and maintenance. Has experience and performance of achieving successful project with required quality, cost and delivery of planned software products three times or more (At least one project must meet the complexity and size of Level 5, others can be of the Level 4 or above).

●Complexity

Has experience and performance of achieving success in projects with two or more of following complexity criteria.

□International project (in critical environment in cultural, social, international, and political aspects) □Global advanced project □Complicated compatibility guarantee requirement

□Complicated contract conditions (strict requirements on required quality, cost, and delivery, and etc.)

□Complex systems architecture requirements (performance, security, running and operational requirements, and etc.)

□Complex systems design (multi-platform, high availability, new product and technology, number and conditions of interfaces)

□Complex application requirements □Complex project structure (customer, subcontract, off-shore, cooperative business relationship, and related divisions

●Size

Has experience and performance of proposing and achieving successful projects with either one of the following size.

□Project with 10 or more but less than 50 persons during peak periods

□Project with less than 10 persons during peak periods, and with four or more of above complexity criteria.

[Professional Contribution]

-Has the high specialty in either one of the following project management areas sufficient to guide others and contributes to the company.

□Project Integration Management □Project Scope Management □Project Time Management

□Project Cost Management □Project Quality Management □Project Human Resources Management

□Project Communications Management □Project Risk Management □Project Procurement Management

-Has performance in three or more items of following expertise succession.

□Activities in professional community such as academic society and committee □Publication of a book □Publication of a paper outside the company

□Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application

-Develops subordinates (by mentoring, coaching, and etc.)

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Key Performance Indicator: Project Management

Specialty Field	Software Product Development	Level 4

[Business Contribution]

●Responsibilities

Leads project members, as a person responsible for the whole project In the process of planning, proposal, launch, plan formulation, implementation, monitoring and controlling, and closing of a project and maintenance. Has experience and performance in achieving successful project with required quality, cost and delivery of planned deliverables and services three times or more (Projects must meet the complexity and size of Level 4 or above).

●Complexity

Has experience and performance of achieving success in projects with two or more of following complexity criteria.

□International project (in critical environment in cultural, social, international, and political aspects) □Global advanced project □Complicated compatibility guarantee requirement

□Complicated contract conditions (strict requirements on required quality, cost, and delivery, and etc.)

□Complex systems architecture requirements (performance, security, running and operational requirements, and etc.)

□Complex systems design (multi-platform, high availability, new product and technology, number and conditions of interfaces)

□Complex application requirements □Complex project structure (customer, subcontract, off-shore, cooperative business relationship, and related divisions

●Size

Has experience and performance of proposing and achieving successful projects with either one of the following size.

□Project with less than 10 persons during peak periods

[Professional Contribution]

-Has the high specialty in either one of the following project management areas sufficient enough to guide subordinates.

□Project Integration Management □Project Scope Management □Project Time Management

□Project Cost Management □Project Quality Management □Project Human Resources Management

□Project Communications Management □Project Risk Management □Project Procurement Management

-Has performance in one or more items of following expertise succession.

□Activities in professional community such as academic society and committee □Publication of a book □Publication of a paper outside the company

□Publication of a paper within the company □Instructor outside the company □Instructor within the company □Filing of a patent application

-Develops subordinates (by mentoring, coaching, and etc.)

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Key Performance Indicator: Project Management

Specialty Field	Software Product Development	Level 3

[Business Contribution]

●Responsibilities

Has experience and performance in achieving successful project with required quality, cost and delivery of deliverables and services once or more, as a member of project team in the process of planning, proposal, launch, plan formulation, implementation, monitoring and controlling, and closing of a project and maintenance.

●Complexity

Has experience and performance of achieving success in projects with either one of following complexity criteria.

□International project (in critical environment in cultural, social, international, and political aspects)
□Global advanced project
□Complicated compatibility guarantee requirement
□Complicated contract conditions (strict requirements on required quality, cost, and delivery, and etc.)
□Complex systems architecture requirements (performance, security, running and operational requirements, and etc.)
□Complex systems design (multi-platform, high availability, new product and technology, number and conditions of interfaces)
□Complex application requirements
□Complex project structure (customer, subcontract, off-shore, cooperative business relationship, and related divisions

●Size

Not specified.

[Professional Contribution]

-Has the specialty in either one or more of the following project management area and performs project management under guidance of project manager (or leader).

□Project Integration Management
□Project Scope Management
□Project Time Management
□Project Cost Management
□Project Quality Management
□Project Human Resources Management
□Project Communications Management
□Project Risk Management
□Project Procurement Management

〈Remarks〉

-By passing Applied ITEE (Information Technology Engineer Examination), individuals are regarded as attaining the minimum capability required in ITSS level 3

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