Skill Area and Skill Proficiency

(5) Project Management

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Skill Area

Job category: Project Management

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Skill Area of Project Management

	Specialty field	Skill Item
Job category common skill item	All Specialty field	**●Project Integration Management** Develop Project Charter, Develop Preliminary Project Scope Statement, Develop Project Management Plan, Direct and Manage Project Execution, Monitor and Control Project Work, Integrated Change Control, Close Project **●Project Scope Management** Scope Planning, Scope Definition, Create WBS, Scope Verification, Scope Control **●Project Time Management** Activity Definition, Activity Sequencing, Activity Resource Estimating, Activity Duration Estimating, Schedule Development, Schedule Control **●Project Cost Management** Cost Estimating, Cost Budgeting, Cost Control **●Project Quality Management** Quality Planning, QA (Perform Quality Assurance), QC (Perform Quality Control) **●Project Human Resource Management** Human Resource Planning, Acquire Project Team, Develop Project Team, Manage Project Team **●Project Communications Management** Communications Planning, Information Distribution, Performance Reporting, Manage Stakeholders **●Project Risk Management** Risk Management Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, Risk Monitoring and Control **●Project Procurement Management** Plan Purchases and Acquisitions, Plan Contracting, Request Seller Responses, Select Sellers, Contract Administration, Contract Closure **●Analysis of Business Operations** Analysis of business operation requirement, Analysis of technical requirements, Informatization and management, etc. **●Utilization of Consulting Techniques** Selection and Utilization of consulting techniques, Understanding and utilization of analysis tools and models **●Knowledge Management and Utilization** Management and utilization of knowledge **●Leadership** Leadership **●Communication** 2-Way communication, Transmission of information, Organization and Analysis and retrieval of information **●Negotiation** Negotiation
Specialty field specific skill item	System development	**●Design and Development Management of IT solutions** Software engineering, Requirement definition techniques, Technical problem solving method, Latest technology trends, Latest trends in IT market, Latest Generic business trends, Latest trends in application package, Implementation and inspection of security systems, etc.
	IT outsourcing	**●Information System Management** System management system, Relationship management with user divisions, Planning of information systems, Systems development, Application for actual system, Information service support, information service offering, Information resources management, Requirement definition techniques, Technical problem solving method, etc.
	Network services	**●Communication Environment Design and Operation Management** Understanding of communications industry trends, Utilization and practice of network equipment related knowledge, Utilization and practice of network management technology, Utilization and practice of network protocol related knowledge, Understanding and utilization of network technology, Requirement definition techniques, etc.
	Software product development	**●Development of New Software and Improvement of Existing Software** Utilization and practice of software development techniques, Customer environment Management, Utilization and practice of software product and package software related knowledge, Software engineering, Requirement definition techniques, Management and utilization of knowledge, Technical problem solving method, etc.

<Note> Important skills and knowledge for IT professionals are marked with "X" in skill dictionary (corresponding table of ITEE) even if that skills and knowledge are not belonged to the specialty field in the job category as Project Management.

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Skill Proficiency/Knowledge Items

Job category: Project Management

Specialty field: System Development

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Specialty field:
System Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Integration Management [Knowledge Items] -Develop Project Charter -Develop Preliminary Project Scope Statement -Develop Project Management Plan -Direct and Manage Project Execution -Monitor and Control Project Work -Integrated Change Control -Close Project	Level 7	Able to perform the project successfully by carrying out Develop Preliminary Project Scope Statement, Develop Project Management Plan, Direct and Manage Project Execution, Monitor and Control Project Work, Integrated Change Control and Close Project under Project Charter, as a person responsible for the project with 500 or more persons during peak periods, or an annual contract value of 1 billion yen or more. In addition, able to present the related subjects at academic societies and symposia.
	Level 6	Able to perform the project successfully by carrying out Develop Preliminary Project Scope Statement, Develop Project Management Plan, Direct and Manage Project Execution, Monitor and Control Project Work, Integrated Change Control and Close Project under Project Charter, as a person responsible for the project with 50 or more but less than 500 persons during peak periods, or an annual contract value of 500 million yen or more.
	Level 5	Able to perform the project by carrying out Develop Preliminary Project Scope Statement, Develop Project Management Plan, Direct and Manage Project Execution, Monitor and Control Project Work, Integrated Change Control and Close Project under Project Charter, as a person responsible for the project with 10 or more but less than 50 persons during peak periods, or an annual contract value of 100 million yen or more.
	Level 4	Able to perform the project by carrying out Develop Preliminary Project Scope Statement, Develop Project Management Plan, Direct and Manage Project Execution, Monitor and Control Project Work, Integrated Change Control, Close Project under Project Charter, as a person responsible for the project with less than 10 persons during peak periods, or an annual contract value of less than 100 million yen.
	Level 3	

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Specialty field:
System Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Scope Management [Knowledge Items] -Scope Planning -Scope Definition -Create WBS -Scope Verification -Scope Control	Level 7	Able to perform the project successfully, by carrying out Scope Planning, Scope Definition, Create WBS, Scope Verification, and Scope Control, as a person responsible for the project with 500 or more persons during peak periods, or an annual contract value of 1 billion yen or more.
	Level 6	Able to perform the project successfully, by carrying out Scope Planning, Scope Definition, Create WBS, Scope Verification, and Scope Control, as a person responsible for the project with 50 but less than 500 persons during peak periods, or an annual contract value of 500 million yen or more.
	Level 5	Able to carry out Scope Planning, Scope Definition, Create WBS, Scope Verification, and Scope Control, as a person responsible for the project with 10 or more but less than 50 persons during peak periods, or an annual contract value of 100 million yen or more,
	Level 4	Able to carry out Scope Planning, Scope Definition, Create WBS, Scope Verification, and Scope Control, as a person responsible for the project with less than 10 persons during peak periods, or an annual contract value of less than 100 million yen.
	Level 3	Able to carry out Scope Planning, Scope Definition, Create WBS, Scope Verification, and Scope Control under the direction of the project manager (or leader), as a project member.

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Specialty field:
System Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Time Management [Knowledge Items] -Activity Definition -Activity Sequencing -Activity Resource Estimating -Activity Duration Estimating -Schedule Development -Schedule Control	Level 7	Able to perform the project successfully, by carrying out Activity Definition, Activity Sequencing, Activity Resource Estimating, Activity Duration Estimating, Schedule Development and Schedule Control, as a person responsible for the project with 500 or more persons during peak periods, or an annual contract value of 1 billion yen or more.
	Level 6	Able to perform the project successfully, by carrying out Activity Definition, Activity Sequencing, Activity Resource Estimating, Activity Duration Estimating, Schedule Development, and Schedule Control, as a person responsible for the project with 50 or more but less than 500 persons during peak periods or an annual contract value of 500 million yen or more.
	Level 5	Able to carry out Activity Definition, Activity Sequencing, Activity Resource Estimating, Activity Duration Estimating, Schedule Development, and Schedule Control, as a person responsible for the project with 10 or more but less than 50 persons during peak periods, or an annual contract value of 100 million yen or more.
	Level 4	Able to carry out Activity Definition, Activity Sequencing, Activity Resource Estimating, Activity Duration Estimating, Schedule Development, and Schedule Control, as a person responsible for the projects with less than 10 persons during peak periods, or an annual contract value of less than 100 million yen.
	Level 3	Able to carry out Activity Definition, Activity Sequencing, Activity Resource Estimating, Activity Duration Estimating, Schedule Development, and Schedule Control under the direction of the project manager (or leader), as a project member .

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Specialty field:
System Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Cost Management [Knowledge Items] -Cost Estimating -Cost Budgeting -Cost Control	Level 7	Able to perform the project successfully, by carrying out Cost Estimating, Cost Budgeting, and Cost Control, as a person responsible for the project with 500 or more persons during peak periods, or an annual contract value of 1 billion yen or more.
	Level 6	Able to perform the project successfully by carrying out Cost Estimating, Cost Budgeting, and Cost Control, as a person responsible for the project from 50 but less than 500 persons during peak periods, or an annual contract value of 500 million yen or more.
	Level 5	Able to carry out Cost Estimating, Cost Budgeting, and Cost Control, as a person responsible for the project with 10 or more but less than 50 persons during peak periods, or annual contract value of 100 million yen or more.
	Level 4	Able to carry out Cost Estimating, Cost Budgeting, and Cost Control, as a person responsible for the project with less than 10 persons during peak periods, or an annual contract value of less than 100 million yen.
	Level 3	Able to carry out Cost Estimating, Cost Budgeting, and Cost Control under the direction of project manager (or leader), as a project member.

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Specialty field:
System Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Quality Management [Knowledge Items] -Quality Planning -Perform Quality Assurance -Perform Quality Control	Level 7	Able to perform the project successfully, by carrying out Quality Planning, Perform Quality Assurance, and Perform Quality Control as a person responsible for the project with 500 or more persons during peak periods, or an annual contract value of 1 billion yen or more.
	Level 6	Able to perform the project successfully by carrying out Quality Planning, Perform Quality Assurance, and Perform Quality Control, as a person responsible for the project with 50 or more but less than 500 persons during peak periods, or an annual contract value of 500 million yen or more,
	Level 5	Able to carry out Quality Planning, Perform Quality Assurance, and Perform Quality Control, as a person responsible for the project with 10 or more but less than 50 persons during peak periods, or an annual contract value of 100 million yen or more.
	Level 4	Able to carry out Quality Planning, Perform Quality Assurance, and Perform Quality Control, as a person responsible for the project with less than 10 persons during peak periods, or an annual contract value of less than 100 million yen.
	Level 3	Able to carry out Quality Planning, Perform Quality Assurance, and Perform Quality Control under the direction of the project manager (or leader), as a project member.

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Specialty field:
System Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Human Resource Management [Knowledge Items] -Human Resource Planning -Acquire Project Team -Develop Project Team -Manage Project Team	Level 7	Able to perform the project successfully by carrying out Human Resource Planning, Acquire Project Team, Develop Project Team, and Manage Project Team, as a person responsible for the project with 500 or more persons during peak periods, or an annual contract value of 1 billion yen or more.
	Level 6	Able to perform the project successfully by carrying out Human Resource Planning, Acquire Project Team, Develop Project Team, and Manage Project Team, as a person responsible for the project with 50 or more but less 500 persons during peak periods, or an annual contract value of 500 million yen or more,
	Level 5	Able to by carry out Human Resource Planning, Acquire Project Team, Develop Project Team, and Manage Project Team, as a person responsible for the project with 10 or more but less than 50 persons during peak periods, or an annual contract value of 100 million yen or more.
	Level 4	Able to carry out Human Resource Planning, Acquire Project Team, Develop Project Team, and Manage Project Team, as a person responsible for the project with less than 10 persons during peak periods, or an annual contract value of less than 100 million yen.
	Level 3	Able to act under the policy and instructions of the project manager (or leader) as a project member.

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Specialty field:
System Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Communications Management [Knowledge Items] -Communications Planning -Information Distribution -Performance Reporting -Manage Stakeholders	Level 7	Able to perform the project successfully by carrying out Communications Planning, Information Distribution, Performance Reporting, and Manage Stakeholders, as a person responsible for the project with 500 or more persons during peak periods, or an annual contract value of 1 billion yen or more.
	Level 6	Able to perform the project successfully by carrying out Communications Planning, Information Distribution, Performance Reporting, and Manage Stakeholders, as a person responsible for the project with 50 or more but less than 500 persons during peak periods, or an annual contract value of 500 million yen or more,
	Level 5	Able to carry out Communications Planning, Information Distribution, Performance Reporting, and Manage Stakeholders, as a person responsible for the project with 10 or more but less than 50 persons during peak periods, or an annual contract value of 100 million yen or more.
	Level 4	Able to carry out Communications Planning, Information Distribution, Performance Reporting, and Manage Stakeholders, as a person responsible for the project with less than 10 persons during peak periods, or an annual contract value of less than 100 million yen.
	Level 3	Able to carry out Information Distribution and Performance Reporting under the direction of the project manager (or leader) as a project member.

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Specialty field:
System Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Risk Management [Knowledge Items] -Risk Management Planning -Risk Identification -Qualitative Risk Analysis -Quantitative Risk Analysis -Risk Response Planning -Risk Monitoring and Control	Level 7	Able to perform the project successfully, by carrying out Risk Management Planning, Risk Identification Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, and Risk Monitoring and Control, as a person responsible for the project with 500 or more persons during peak periods, or an annual contract value of 1 billion yen or more,
	Level 6	Able to perform the project successfully, by carrying out Risk Management Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, and Risk Monitoring and Control, as a person responsible for the project with 50 or more but less than 500 persons during peak periods, or an annual contract value of 500 million yen or more.
	Level 5	Able to carry out Risk Management Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, and Risk Monitoring and Control, as a person responsible for the project with 10 or more but less than 50 persons during peak periods, or an annual contract value of 100 million yen or more.
	Level 4	Able to carry out Risk Management Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, and Risk Monitoring and Control, as a person responsible for the project with less than 10 persons during peak periods, or an annual contract value of less than 100 million yen.
	Level 3	Able to carry out Risk Monitoring and Control as a project member under the direction of the project manager (or leader).

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Specialty field:
System Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Procurement Management [Knowledge Items] -Plan Purchases and Acquisitions -Plan Contracting -Request Seller Responses -Select Sellers -Contract Administration -Contract Closure	Level 7	Able to perform the project successfully, by carrying out procurement management such as Plan Purchases and Acquisitions, Plan Contracting, Request Seller Responses, Select Sellers, Contract Administration, and Contract Closure, as a person responsible for the project with 500 or more persons during peak periods, or an annual contract value of 1 billion yen or more.
	Level 6	Able to perform the project successfully by carrying out procurement management such as Plan Purchases and Acquisitions, Plan Contracting, Request Seller Responses, Select Sellers, Contract Administration, and Contract Closure, as a person responsible for the project with 50 or more but less than 500 persons during peak periods, or an annual contract value of 500 million yen or more,.
	Level 5	Able to carry out procurement management such as Plan Purchases and Acquisitions, Plan Contracting, Request Seller Responses, Select Sellers, Contract Administration, and Contract Closure, as a person responsible for the project with 10 or more but less than 50 persons during peak periods, or an annual contract value of 100 million yen or more.
	Level 4	Able to carry out procurement management such as Plan Purchases and Acquisitions, Plan Contracting, Request Seller Responses, Select Sellers, Contract Administration, and Contract Closure, as a person responsible for the project with less than 10 persons during peak periods, or an annual contract value of less than 100 million yen.
	Level 3	Able to carry out procurement management such as Plan Purchases and Acquisitions, Plan Contracting, Request Seller Responses, Select Sellers, Contract Administration and Contract Closure under the direction of the project manager (or leader), as a project member .

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Specialty field:
System Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Analysis of Business Operations [Knowledge Items] -Analysis of business operation requirement -Analysis of technical requirements -Informatization and management -Industry knowledge -Generic business content -Latest generic business trends	Level 7	Able to carry out complex and advanced analysis of business operation and technical requirements from the perspective of industry and technical trends, as a person responsible for the project with 500 or more persons during peak periods, or an annual contract value of 1 billion yen or more.
	Level 6	Able to carry out complex and advanced analysis of business operation and technical requirements from the perspective of industry and technical trends, as a person responsible for the project from 50 or more but less than 500 persons during peak periods, or an annual contract value of 500 million yen or more.
	Level 5	Able to carry out analysis of business operation and technical requirements, as a person responsible for the project with10 or more but less than 50 persons during peak periods, or an annual contract value of 100 million yen or more.
	Level 4	Able to carry out analysis of business operation and technical requirements as a person responsible for the project with less than 10 persons during peak periods, or an annual contract value of less than 100 million yen.
	Level 3	Able to carry out analysis of business operation and technical requirements in the assigned area, as a project member.

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Specialty field:
System Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Utilization of consulting techniques [Knowledge Items] -Selection and Utilization of consulting techniques -Understanding and utilization of analysis tools and models	Level 7	Able to perform the project successfully by carrying out selection and utilization of consulting techniques suitable for project characteristics, definition and practice of processes, definition and creation of deliverables, and application of consulting skills, as a person responsible for the project with 500 or more persons during peak periods, or an annual contract value of 1 billion yen or more.
	Level 6	Able to perform the project successfully by carrying out selection and utilization of consulting techniques suitable for project characteristics, definition and practice of processes, definition and creation of deliverables, and application of consulting skills, as a person responsible for the project with 50 or more but less than 500 persons during peak periods, or an annual contract value of 500 million yen or more
	Level 5	Able to perform the project by carrying out selection and utilization of consulting techniques suitable for project characteristics, definition and practice of processes, definition and creation of deliverables, and application of consulting skills, as a person responsible for the project with 10 or more but less than 50 persons during peak periods, or an annual contract value of 100 million yen or more,
	Level 4	Able to perform the project, by carrying out selection and utilization of consulting techniques suitable for project characteristics, definition and practice of processes, definition and creation of deliverables, and application of consulting skills, as a person responsible for the project with less than 10 persons during peak periods, or an annual contract value of less than 100 million yen
	Level 3	Able to perform the project by carrying out utilization of consulting skills as a project member

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Specialty field:
System Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Knowledge management and utilization [Knowledge Items] -Management and utilization of knowledge	Level 7	Able to perform the project effectively and with high quality by carrying out database creation of knowledge, its utilization, maintenance, and management, in the whole process from project preparation, start to completion, and post completion, as a person responsible for the project with 500 or more persons during peak periods, or an annual contract value of 1 billion yen or more.
	Level 6	Able to perform the project effectively and with high quality by carrying out database creation of intellectual property, its utilization, maintenance, and management, in the whole process from project preparation, start to completion, and post completion, as a person responsible for the project with 50 or more but less than 500 persons during peak periods, or an annual contract value of 500 million yen or more.
	Level 5	Able to perform the project effectively and with high quality, by carrying out database creation of knowledge, its utilization, maintenance, and management, in the whole process from project preparation, start to completion, and post completion, as a person responsible for the project with 10 or more but less than 50 persons during peak periods, or an annual contract value of 100 million yen or more.
	Level 4	Able to perform the project effectively and with high quality, by carrying out database creation of knowledge, its utilization, maintenance, and management, in the whole process from project preparation, start to completion, and post completion, as a person responsible for the project with less than 10 persons during peak periods, or an annual contract value of less than 100 million yen.
	Level 3	Able to perform database creation of knowledge, its utilization, maintenance, and management under the direction of the project manager (or leader), as a project member.

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Specialty field:
System Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Leadership [Knowledge Items] -Leadership	Level 7	Able to carry out the project by issuing instructions and orders, as a person responsible for the project with 500 or more persons during peak periods, or an annual contract value of 1 billion yen or more.
	Level 6	Able to carry out the project by issuing instructions and orders, as a person responsible for the project with 50 or more but less than 500 persons during peak periods, or an annual contract value of 500 million yen or more.
	Level 5	Able to carry out the project by issuing instructions and orders, as a person responsible for the project with 10 or more but less than 50 persons during peak periods, or an annual contract value of 100 million yen or more.
	Level 4	Able to carry out the project by issuing instructions and orders, as a person responsible for the project with less than 10 persons during peak periods, or an annual contract value of less than 100 million yen.
	Level 3	Able to participate in the project by understanding leadership fundamentals as a project member.

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Specialty field:
System Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Communication [Knowledge Items] -2-Way communication -Transmission of information -Organization, analysis, and retrieval of information	Level 7	Able to speak about the project and perform proper 2-way communication, information transmission, and organization, analysis, and retrieval of information with the person in charge of customer side, as a person responsible for the project with 500 or more persons during peak periods, or an annual contract value of 1 billion yen or more.
	Level 6	Able to carry out proper 2-way communication, information transmission, and organization, analysis, and retrieval of information with the person in charge of customer side, as a person responsible for the project with 50 or more but less than 500 persons during peak periods, or an annual contract value of 500 million yen or more.
	Level 5	Able to carry out proper 2-way communication, information transmission, and organization, analysis, and retrieval of information, with the person in charge of customer side, as a person responsible for the project with 10 or more but less than 50 persons during peak periods, or an annual contract value of 100 million yen or more.
	Level 4	Able to perform the project by keeping team communication with the project members, as a person responsible for the project with less than 10 persons during peak periods, or an annual contract value of less than 100 million yen.
	Level 3	Able to perform the project by keeping team communication with the project team members, as a member.

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Specialty field:
System Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Negotiation [Knowledge Items] -Negotiation	Level 7	Able to lead complicated negotiations about the project with the person in charge of customer side, as a person responsible for the project with 500 or more persons during peak periods, or an annual contract value of 1 billion yen or more.
	Level 6	Able to carry out negotiations and obtain an agreement on the project with the person in charge of customer side, as a person responsible for the project with 50 or more but less than 500 persons during peak periods, or an annual contract value of 500 million yen or more.
	Level 5	Able to carry out negotiations on the project with the person in charge of customer side, as a person responsible for the project with 10 or more but less than 50 persons during peak periods, or an annual contract value of 100 million yen or more.
	Level 4	Able to carry out negotiations on the project by keeping team communication with the project members, as a person responsible for the project with less than 10 persons during peak periods, or an annual contract value of less than 100 million yen.
	Level 3	Able to carry out negotiations across the project team as a project member.

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Specialty field:
System Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Specialty field specific skill item] ●Design and development management of IT solutions [Knowledge Items] -Software engineering -Utilization and practice of software development techniques -Requirement definition techniques -Technological problem solving method -Latest technology trends -Latest trends in IT market -Latest generic business trends -Latest trends in application package -Implementation and inspection of security systems	Level 7	Able to lead design and development management of IT solution, as a person responsible for the project with 500 or more persons during peak periods, or an annual contract value of 1 billion yen or more.
	Level 6	Able to lead design and development management of IT solution, as a person responsible for the project with 50 or more but less than 500 persons during peak periods, or an annual contract value of 500 million yen or more.
	Level 5	Able to lead design and development management of IT solution, as a person responsible for the project with 10 or more but less than 50 persons during peak periods, or an annual contract value of 100 million yen or more.
	Level 4	Able to lead design and development management of IT solution, as a person responsible for the project with less than 10 persons during peak periods, or an annual contract value of less than 100 million yen.
	Level 3	Able to perform design and development management of IT solution, as a project member.

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Skill Proficiency/Knowledge Items

Job category: Project Management

Specialty field: IT Outsourcing

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Specialty field:
IT Outsourcing

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Integration Management [Knowledge Items] -Develop Project Charter -Develop Preliminary Project Scope Statement -Develop Project Management Plan -Direct and Manage Project Execution -Monitor and Control Project Work -Integrated Change Control -Close Project	Level 7	Able to perform the project successfully by carrying out Develop Preliminary Project Scope Statement, Develop Project Management Plan, Direct and Manage Project Execution, Monitor and Control Project Work, Integrated Change Control and Close Project under Project Charter, as a person responsible for the project with a contract value of 10 billion yen, or a long term contract of over 10 years. In addition, able to present the related subjects at academic societies and symposia.
	Level 6	Able to perform the project successfully by carrying out Develop Preliminary Project Scope Statement, Develop Project Management Plan, Direct and Manage Project Execution, Monitor and Control Project Work, Integrated Change Control and Close Project. under Project Charter, as a person responsible for the project with a contract value of 1 billions yen, or a mid term contract of over 5 years.
	Level 5	
	Level 4	
	Level 3	

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Specialty field:
IT Outsourcing

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Scope Management [Knowledge Items] -Scope Planning -Scope Definition -Create WBS -Scope Verification -Scope Control	Level 7	Able to perform the project successfully by carrying out Scope Planning, Scope Definition, Create WBS (Work Breakdown Structure), Scope Verification, and Scope Control, as a person responsible for the project with a contract value of 10 billion yen, or a long term contract of over 10 years.
	Level 6	Able to perform the project successfully, by carrying out Scope Planning, Scope Definition, Create WBS (Work Breakdown Structure), Scope Verification, and Scope Control, as a person responsible for the project with a contract value of 1 billion yen, or a mid term contract of over 5 years.
	Level 5	
	Level 4	
	Level 3	

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Specialty field:
IT Outsourcing

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Time Management [Knowledge Items] -Activity Definition -Activity Sequencing -Activity Resource Estimating -Activity Duration Estimating -Schedule Development -Schedule Control	Level 7	Able to perform the project successfully by carrying out Activity Definition, Activity Sequencing, Activity Resource Estimating, Activity Duration Estimating, Schedule Development, and Schedule Control, as a person responsible for the project with a contract value of 10 billion yen, or a long term contract of over 10 years,
	Level 6	Able to perform the project successfully by carrying out Activity Definition, Activity Sequencing, Activity Resource Estimating, Activity Duration Estimating, Schedule Development, and Schedule Control, as a person responsible for the project with a contract value of 1 billion yen, or a mid term contract of over 5 years.
	Level 5	
	Level 4	
	Level 3	

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Specialty field:
IT Outsourcing

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Cost Management [Knowledge Items] -Cost Estimating -Cost Budgeting -Cost Control	Level 7	Able to perform the project successfully by carrying out Cost Estimating, Cost Budgeting, and Cost Control, as a person responsible for the project with a contract value of 10 billion yen, or long term contract of over 10 years.
	Level 6	Able to perform the project successfully by carrying out Cost Estimating, Cost Budgeting, and Cost Control, as a person responsible for the project with a contract value of 1 billion yen, or a mid term contract of over 5 years.
	Level 5	
	Level 4	
	Level 3	

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Specialty field:
IT Outsourcing

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Quality Management [Knowledge Items] -Quality Planning -Perform Quality Assurance -Perform Quality Control	Level 7	Able to perform the project successfully by carrying out Quality Planning, Perform Quality Assurance, and Perform Quality Control, as a person responsible for the project with a contract value of 10 billion yen, or a long term contract of over 10 years.
	Level 6	Able to perform the project successfully by carrying out Quality Planning, Perform Quality Assurance, and Perform Quality Control, as a person responsible for the project with a contract value of 1 billion yen, or a mid term contract of over 5 years.
	Level 5	
	Level 4	
	Level 3	

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Specialty field:
IT Outsourcing

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Human Resource Management [Knowledge Items] -Human Resource Planning -Acquire Project Team -Develop Project Team -Manage Project Team	Level 7	Able to perform the project successfully by carrying out Human Resource Planning, Acquire Project Team, Develop Project Team, and Manage Project Team, as a person responsible for the project with a contract value of 10 billion yen, or a long term contract of over 10 years.
	Level 6	Able to perform the project successfully, by carrying out Human Resource Planning, Acquire Project Team, Develop Project Team, and Manage Project Team, as a person responsible for the project with a contract value of 1 billion yen, or a mid term contract of over 5 years.
	Level 5	
	Level 4	
	Level 3	

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Specialty field:
IT Outsourcing

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Communications Management [Knowledge Items] -Communications Planning -Information Distribution -Performance Reporting -Manage Stakeholders	Level 7	Able to perform the project successfully, by carrying out Communications Planning, Information Distribution, Performance Reporting, and Manage Stakeholders, as a person responsible for the project with a contract value of 10 billion yen, or a long term contract of over 10 years.
	Level 6	Able to perform the project successfully, by carrying out Communications Planning, Information Distribution, Performance Reporting, and Manage Stakeholders, as a person responsible for the project with a contract value of 1 billion yen, or a mid term contract of over 5 years
	Level 5	
	Level 4	
	Level 3	

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Specialty field:
IT Outsourcing

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Risk Management [Knowledge Items] -Risk Management Planning -Risk Identification -Qualitative Risk Analysis -Quantitative Risk Analysis -Risk Response Planning -Risk Monitoring and Control	Level 7	Able to perform the project successfully, by carrying out Risk Management Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, and Risk Monitoring and Control, as a person responsible for the project with a contract value of 10 billion yen, or a long term contract of over 10 years.
	Level 6	Able to perform the project successfully, by carrying out Risk Management Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, and Risk Monitoring and Control, as a person responsible for the project with a contract value of 1 billion yen, or a mid term contract of over 5 years.
	Level 5	
	Level 4	
	Level 3	

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Specialty field:
IT Outsourcing

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Procurement Management [Knowledge Items] -Plan Purchases and Acquisitions -Plan Contracting -Request Seller Responses -Select Sellers -Contract Administration -Contract Closure	Level 7	Able to perform the project successfully, by carrying out procurement management such as Plan Purchases and Acquisitions, Plan Contracting, Request Seller Responses, Select Sellers, Contract Administration, and Contract Closure, as a person responsible for the project with a contract value of 10 billion yen, or a long term contract of over 10 years.
	Level 6	Able to perform the project successfully, by carrying out procurement management such as Plan Purchases and Acquisitions, Plan Contracting, Request Seller Responses, Select Sellers, Contract Administration, and Contract Closure, as a person responsible for the project with a contract value of 1 billion yen, or a mid term contract of over 5 years.
	Level 5	
	Level 4	
	Level 3	

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Specialty field:
IT Outsourcing

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Analysis of Business Operations [Knowledge Items] -Analysis of business operation requirements -Analysis of technical requirements -Informatization and management -Industry knowledge -Generic business content -Latest generic application trends	Level 7	Able to carry out complex and advanced analysis of business operations and technical requirements from the perspective of industry and technical trends, as a person responsible for the project with contract value of 10 billion yen, or a long term contract of over 10 years.
	Level 6	Able to carry out complex and advanced analysis of business operations and technical requirements from the perspective of industry and technical trends, as a person responsible for the project with contract value of 1 billion yen, or a mid term contract of over 5 years.
	Level 5	
	Level 4	
	Level 3	

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Specialty field:
IT Outsourcing

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Utilization of consulting techniques [Knowledge Items] -Selection and utilization of consulting techniques -Understanding and utilization of analysis tools and models	Level 7	Able to perform the project successfully, by carrying out selection and application of consulting techniques suitable for project characteristics, definition and practice of processes, definition and creation of deliverables, and application of consulting techniques, as a person responsible for the project with a contract value of 10 billion yen, or a long term contract of over 10 years.
	Level 6	Able to perform the project successfully, by carrying out selection and adaptation of consulting techniques suitable for project characteristics, definition and practice of processes, definition and creation of deliverables, and application of consulting techniques, as a person responsible for the project with a contract value of 1 billion yen, or a mid term contract of over 5 years.
	Level 5	
	Level 4	
	Level 3	

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Specialty field:
IT Outsourcing

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Knowledge management and utilization [Knowledge Items] -Management and utilization of knowledge	Level 7	Able to carry out the project effectively and with high quality, by carrying out database creation of knowledge, its utilization, maintenance, and management, in the whole process from project preparation, start to completion, and post completion, as a person responsible for the project with a contract value of 10 billion yen, or a long term contract of over 10 years.
	Level 6	Able to carry out the project effectively and with high quality, by carrying out database creation of intellectual property, its utilization, maintenance, and management, in the whole process from project preparation, start to completion, and post completion, as a person responsible for the project with a contract value of 1 billion yen, or a mid term contract of over 5 years
	Level 5	
	Level 4	
	Level 3	

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Specialty field:
IT Outsourcing

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Leadership [Knowledge Items] -Leadership	Level 7	Able to carry out the project by issuing instructions and orders, as a person responsible for the project with a contract value of 10 billion yen, or a long term contract of over 10 years.
	Level 6	Able to carry out the project by issuing instructions and orders, as a person responsible for the project with a contract value of 1 billion yen, or a mid term contract of over 5 years.
	Level 5	
	Level 4	
	Level 3	

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Specialty field:
IT Outsourcing

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Communication [Knowledge Items] -2-Way communication -Transmission of information -Organization, analysis, and retrieval of information	Level 7	Able to carry out proper 2-way communication with the person in charge of customer side, information transmission, and organization, analysis, and retrieval of information, as a person responsible for the project with a contract value of 10 billion yen, or a long term contract of over 10 years.
	Level 6	Able to carry out proper 2-way communication with the responsible person on customer side, information transmission, and organization, analysis, and retrieval of information, as a person responsible for the project with a contract value of 1 billion yen, or a mid term contract of over 5 years.
	Level 5	
	Level 4	
	Level 3	

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Specialty field:
IT Outsourcing

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Negotiation [Knowledge Items] -Negotiation	Level 7	Able to lead complicated negotiations on the project with the person in charge of customer side, as a person responsible for the project with 10 billion yen, or a long term contract of over 10 years.
	Level 6	Able to carry out negotiations on the project and obtain an agreement with the person in charge of customer side, as a person responsible for the project with a contract value of 1 billion yen or more, or a mid term contract of over 5 years.
	Level 5	
	Level 4	
	Level 3	

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Specialty field:
IT Outsourcing

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Specialty field specific skill item] ●Information System Management [Knowledge Items] -System management system -Relationship management with user divisions -Planning of information systems -Systems development -Application for actual system -Information service support -Information service offering -Information resources management -Requirement definition techniques -Technical problem solving method -Latest technology trends -Corporate accounting -Corporate management -Software engineering	Level 7	Able to perform the project successfully by carrying out management based on IT Service Management (ITSM), as a person responsible for the project with contract value of 10 billion yen, or long term contract of over 10 years.
	Level 6	Able to perform the project successfully, by carrying out of management based on IT Service Management (ITSM), as a person responsible for the project with contract value of 1 billions yen, or mid term contract of over 5 years.
	Level 5	
	Level 4	
	Level 3	

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Skill Proficiency/Knowledge Items

Job category: Project Management

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Specialty field:
Network Services

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Integration Management [Knowledge Items] -Develop Project Charter -Develop Preliminary Project Scope Statement -Develop Project Management Plan -Direct and Manage Project Execution -Monitor and Control Project Work -Integrated Change Control -Close Project	Level 7	
	Level 6	Able to perform the project successfully, by carrying out Project Integration Management such as Develop Preliminary Project Scope Statement, Develop Project Management Plan, Direct and Manage Project Execution, Monitor and Control Project Work, Integrated Change Control, Close Project under Project Charter, as a person responsible for the large-scale network project with 50 or more persons during peak periods, or 300 or more installation sites,
	Level 5	Able to perform the project successfully, by carrying out Project Integration Management such as Develop Preliminary Project Scope Statement, Develop Project Management Plan, Direct and Manage Project Execution, Monitor and Control Project Work, Integrated Change Control, Close Project under Project Charter, as a person responsible for the medium-scale network project with 10 or more persons during peak periods, or 100 or more installation sites.
	Level 4	Able to perform the project, by carrying out Project Integration Management such as Develop Preliminary Project Scope Statement, Develop Project Management Plan, Direct and Manage Project Execution, Monitor and Control Project Work, Integrated Change Control, Close Project under Project Charter, as a person responsible for the small-scale network project with less than 10 persons during peak periods, or less than 100 installation sites.
	Level 3	

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Specialty field:
Network Services

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Scope Management [Knowledge Items] -Scope Planning -Scope Definition -Create WBS -Scope Verification -Scope Control	Level 7	
	Level 6	Able to perform the project successfully, by carrying out Scope Planning, Scope Definition, Create WBS(Work Breakdown Structure), Scope Verification, and Scope Control, as a person responsible for the large-scale network project with 50 or more persons during peak periods, or 300 or more installation sites
	Level 5	Able to carry out Scope Planning, Scope Definition, Create WBS (Work Breakdown Structure), Scope Verification, and Scope Control, as a person responsible for the medium-scale network project with 10 or more but less than 50 persons during peak periods, or 100 or more but less than 300 installation sites.
	Level 4	Able to carry out Scope Planning, Scope Definition, Create WBS (Work Breakdown Structure), Scope Verification, and Scope Control, as a person responsible for the small-scale network project with less than 10 persons during peak periods, or less than 100 installation sites.
	Level 3	

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Specialty field:
Network Services

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Time Management [Knowledge Items] -Activity Definition -Activity Sequencing -Activity Resource Estimating -Activity Duration Estimating -Schedule Development -Schedule Control	Level 7	
	Level 6	Able to perform the project successfully, by carrying out Activity Definition, Activity Sequencing, Activity Resource Estimating, Activity Duration Estimating, Schedule Development, and Schedule Control, as a person responsible for the large-scale network project with 50 or more persons during peak periods, or 300 or more installation sites.
	Level 5	Able to carry out Activity Definition, Activity Sequencing, Activity Resource Estimating, Activity Duration Estimating, Schedule Development, and Schedule Control, as a person responsible for the medium-scale network project with 10 or more but less than 50 persons during peak periods, or 100 or more but less than 300 installation sites.
	Level 4	Able to carry out Activity Definition, Activity Sequencing, Activity Resource Estimating, Activity Duration Estimating, Schedule Development, and Schedule Control, as a person responsible for the small-scale network project with less than 10 persons during peak periods, or less than 100 installation sites.
	Level 3	

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Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Cost Management [Knowledge Items] -Cost Estimating -Cost Budgeting -Cost Control	Level 7	
	Level 6	Able to perform the project successfully by carrying out Cost Estimating, Cost Budgeting, and Cost Control, as a person responsible for of the large-scale network project with 50 or more persons during peak periods, or 300 or more installation sites,
	Level 5	Able to carry out Cost Estimating, Cost Budgeting, and Cost Control, as a person responsible for the medium-scale network project with 10 or more but less than 50 persons during peak periods, or 100 or more but less than 300 installation sites.
	Level 4	Able to carry out Cost Estimating, Cost Budgeting, and Cost Control, as a person responsible for the small-scale network project with less than 10 persons during peak periods, or less than 100 installation sites.
	Level 3	

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Specialty field:
Network Services

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Quality Management [Knowledge Items] -Quality Planning -Perform Quality Assurance -Perform Quality Control	Level 7	
	Level 6	Able to perform the project successfully, by carrying out Quality Planning, Perform Quality Assurance, and Perform Quality Control, as a person responsible for the large-scale network project with 50 or more persons during peak periods, or 300 or more installation sites.
	Level 5	Able to carry out Quality Planning, Perform Quality Assurance, and Perform Quality Control, as a person responsible for the medium-scale network project with 10 or more but less than 50 persons during peak periods, or 100 or more but less than 300 installation sites.
	Level 4	Able to carry out Quality Planning, Perform Quality Assurance, and Perform Quality Control, as a person responsible for the small-scale network project with less than 10 persons during peak periods, or less than 100 installation sites.
	Level 3	

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Specialty field:
Network Services

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Human Resource Management [Knowledge Items] -Human Resource Planning -Acquire Project Team -Develop Project Team -Manage Project Team	Level 7	
	Level 6	Able to perform the project successfully, by carrying out Human Resource Planning, Acquire Project Team, Develop Project Team, and Manage Project Team, as a person responsible for the large-scale network project with 50 or more persons during peak periods, or 300 or more installation sites.
	Level 5	Able to carry out Human Resource Planning, Acquire Project Team, Develop Project Team, and Manage Project Team, as a person responsible for the medium-scale network project with 10 or more but less than 50 persons during peak periods, or 100 or more but less than 300 installation sites.
	Level 4	Able to carry out Human Resource Planning, Acquire Project Team, Develop Project Team, and Manage Project Team, as a person responsible for the small-scale network project with less than 10 persons during peak periods, or less than 100 installation sites.
	Level 3	

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Specialty field:
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Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Communications Management [Knowledge Items] -Communications Planning -Information Distribution -Performance Reporting -Manage Stakeholders	Level 7	
	Level 6	Able to perform the project successfully, by carrying out Communications Planning, Information Distribution, Performance Reporting, and Manage Stakeholders, as a person responsible for the large-scale network project with 50 or more persons during peak periods, or 300 or more installation sites.
	Level 5	Able to carry out Communications Planning, Information Distribution, Performance Reporting, and Manage Stakeholders, as a person responsible for the medium-scale network project with 10 or more but less than 50 persons during peak periods, or 100 or more but less than 300 installation sites.
	Level 4	Able to carry out Communications Planning, Information Distribution, Performance Reporting, and Manage Stakeholders, as a person responsible for the small-scale network project with less than 10 persons during peak periods, or less than 100 installation sites.
	Level 3	

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Specialty field:
Network Services

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Risk Management [Knowledge Items] -Risk Management Planning -Risk Identification -Qualitative Risk Analysis -Quantitative Risk Analysis -Risk Response Planning -Risk Monitoring and Control	Level 7	
	Level 6	Able to perform the project successfully, by carrying out Risk Management Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, and Risk Monitoring and Control, as a person responsible for the large-scale network project with 50 or more persons during peak periods, or 300 or more installation sites.
	Level 5	Able to carry out Risk Management Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, and Risk Monitoring and Control, as a person responsible for the medium-scale network project with 10 or more but less than 50 persons during peak periods, or 100 or more but less than 300 installation sites.
	Level 4	Able to carry out Risk Management Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, and Risk Monitoring and Control, as a person responsible for the small-scale network project with less than 10 persons during peak periods, or less than 100 installation sites.
	Level 3	

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Specialty field:
Network Services

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Procurement Management [Knowledge Items] -Plan Purchases and Acquisitions -Plan Contracting -Request Seller Responses -Select Sellers -Contract Administration -Contract Closure	Level 7	
	Level 6	Able to perform the project successfully, by carrying out procurement management such as Plan Purchases and Acquisitions, Plan Contracting, Request Seller Responses, Select Sellers, Contract Administration, and Contract Closure, as a person responsible for the large-scale network project with 50 or more persons during peak periods, or 300 or more installation sites.
	Level 5	Able to carry out procurement management such as Plan Purchases and Acquisitions, Plan Contracting, Request Seller Responses, Select Sellers, Contract Administration, and Contract Closure, as a person responsible for the medium-scale network project with 10 or more but less than 50 persons during peak periods, or 100 or more but less than 300 installation sites.
	Level 4	Able to carry out procurement management such as Plan Purchases and Acquisitions, Plan Contracting, Request Seller Responses, Select Sellers, Contract Administration, and Contract Closure, as a person responsible for the small-scale network project with less than 10 persons during peak periods, or less than 100 installation sites.
	Level 3	

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Specialty field:
Network Services

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Analysis of Business Operations [Knowledge Items] -Analysis of business operation requirement -Analysis of technical requirements -Informatization and management -Industry knowledge -Generic business content -Latest generic business trends	Level 7	
	Level 6	Able to carry out complex and advanced analysis of business operation and technical requirements, from the perspective of industry and technical trends, as a person responsible for the large-scale network project of 50 or more persons during peak periods, or 300 or more installation sites.
	Level 5	Able to carry out analysis of business operation and technical requirements, as a person responsible for the medium-scale network project of 10 or more but less than 50 persons during peak periods, or 100 or more but less than 300 installation sites.
	Level 4	Able to carry out analysis of business operation and technical requirements, as a person responsible for the small-scale network project with less than 10 persons during peak periods, or less than 100 installation sites.
	Level 3	

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Specialty field:
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Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items		Skill Proficiency	
[Job category common skill item] ●Utilization of consulting techniques [Knowledge Items] -Selection and utilization of consulting techniques -Understanding and utilization of analysis tools and models		Level 7	
		Level 6	Able to perform the project successfully by carrying out selection and utilization of consulting techniques suitable for project characteristics, definition and practice of processes, definition and creation of deliverables, and application of consulting skills, as a person responsible for the large-scale network project with 50 or more persons during peak periods, or 300 or more installation sites.
		Level 5	Able to perform the project by carrying out selection and utilization application of consulting techniques suitable for project characteristics, definition and practice of processes, definition and creation of deliverables, and application of consulting skills, as a person responsible for the medium-scale network project with 10 or more but less than 50 persons during peak periods, or 100 or more but less than 300 installation sites.
		Level 4	Able to perform the project by carrying out selection and utilization of consulting techniques suitable for project characteristics, definition and practice of processes, definition and creation of deliverables, and application of consulting skills, as a person responsible for the small-scale network project with less than 10 persons during peak periods, or less than 100 installation sites,.
		Level 3	

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Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Knowledge management and utilization [Knowledge Items] -Management and utilization of knowledge	Level 7	
	Level 6	Able to perform out the project effectively and with high quality by carrying out database creation of knowledge, its utilization, maintenance, and management, in the whole process from project preparation, start to completion, and post completion, as a person responsible for the large-scale network project with 50 or more persons during peak periods, or 300 or more installation sites.
	Level 5	Able to perform the project effectively and with high quality by carrying out database creation of knowledge, its utilization, maintenance, and management, in the whole process from project preparation, start to completion, and post completion, as a person responsible for the medium-scale network project with 10 or more but less than 50 persons during peak periods, or 100 or more but less than 300 installation sites.
	Level 4	Able to perform the project effectively and with high quality, by carrying out database creation of knowledge, its utilization, maintenance, and management, in the whole process from project preparation, start to completion, and post completion, as a person responsible for the small-scale network project with less than 10 persons during peak periods, or less than 100 installation sites.
	Level 3	

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Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Leadership [Knowledge Items] -Leadership	Level 7	
	Level 6	Able to carry out the project by issuing instructions and orders, as a person responsible for the large-scale network project with 50 or more persons during peak periods, or 300 or more installation sites.
	Level 5	Able to carry out the project by issuing instructions and orders, as a person responsible for the medium-scale network project with 10 or more but less than 50 persons during peak periods, or 100 or more but less than 300 installation sites.
	Level 4	Able to carry out the project by issuing instructions and orders, as a person responsible for the small-scale network project with less than 10 persons during peak periods, or less than 100 installation sites.
	Level 3	

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Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Communication [Knowledge Items] -2-Way communication -Transmission of information -Organization, analysis, and retrieval of information	Level 7	
	Level 6	Able to carry out proper 2-way communication, transmission of information, and organization, analysis, and retrieval of information with the person in charge of customer side, as a person responsible for the large-scale network project with 50 or more persons during peak periods, or 300 or more installation sites.
	Level 5	Able to carry out proper 2-way communication, distribution of information, and organization, analysis, and retrieval of information with the person in charge of customer side, as a person responsible for the medium-scale network project with 10 or more but less than 50 persons during peak periods, or 100 or more but less than 300 installation sites.
	Level 4	Able to perform the project by keeping team communication with the project members, as a person responsible for the small-scale network project with less than 10 persons during peak periods, or less than 100 installation sites.
	Level 3	

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Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Negotiation [Knowledge Items] -Negotiation	Level 7	
	Level 6	Able to carry out negotiations on the project and obtain an agreement with the person in charge of customer side, as a person responsible for the large-scale network project with 50 or more persons during peak periods, or 300 or more installation sites.
	Level 5	Able to carry out negotiations on the project with the person in charge of customer side as a person responsible for the medium-scale network project with 10 or more but less than 50 persons during peak periods, or 100 or more but less than 300 installation sites.
	Level 4	Able to carry out negotiations on the project by keeping team communication with the project members, as a person responsible for the small-scale network project with less than 10 persons during peak periods, or less than 100 installation sites.
	Level 3	

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Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Specialty field specific skill item] ●Communication environment design and operation management [Knowledge Items] -Understanding of communications industry trends -Utilization and practice of knowledge equipment related knowledge -Utilization and practice of network management technology -Utilization and practice of network protocol related knowledge -Understanding and utilization of network technology -Requirement definition techniques -Network system Implementation technology -Operation, maintenance, and management of network systems -Network systems assessment -Network modeling techniques -Network standards -Technical problem solving method -Software engineering	Level 7	
	Level 6	Able to perform the project successfully by carrying out communication environment design, and operation management, as a person responsible for the large-scale network project with 50 or more persons during peak periods, or 300 or more installation sites.
	Level 5	Able to perform the project successfully by carrying out communication environment design, and operation management, as a person responsible for the medium-scale network project with 10 or more but less than 50 persons during peak periods, or 100 or more but less than 300 installation sites.
	Level 4	Able to perform the project successfully by carrying out communication environment design, and operation management, as a person responsible for the small-scale network project with less than 10 persons during peak periods, or less than 100 installation sites,.
	Level 3	

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Skill Proficiency/Knowledge Items

Job category: Project Management

Specialty field: Software Product Development

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Specialty field:
Software Product Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Integration Management [Knowledge Items] -Develop Project Charter -Develop Preliminary Project Scope Statement -Develop Project Management Plan -Direct and Manage Project Execution -Monitor and Control Project Work -Integrated Change Control -Close Project	Level 7	Able to perform the project successfully by carrying out Develop Preliminary Project Scope Statement, Develop Project Management Plan, Direct and Manage Project Execution, Monitor and Control Project Work, Integrated Change Control and Close Project under Project Charter, as a person responsible for the project with 500 or more persons during peak periods. In addition, able to present the related subjects at academic societies, community and symposia.
	Level 6	Able to perform the project successfully by carrying out Develop Preliminary Project Scope Statement, Develop Project Management Plan, Direct and Manage Project Execution, Monitor and Control Project Work, Integrated Change Control and Close Project under Project Charter, as a person responsible for the project with 50 or more persons during peak periods.
	Level 5	Able to perform the project by carrying out Develop Preliminary Project Scope Statement, Develop Project Management Plan, Direct and Manage Project Execution, Monitor and Control Project Work, Integrated Change Control and Close Project under Project Charter, as a person responsible for the project with 10 or more but less than 50 persons during peak periods.
	Level 4	Able to perform the project by carrying out Develop Preliminary Project Scope Statement, Develop Project Management Plan, Direct and Manage Project Execution, Monitor and Control Project Work, Integrated Change Control and Close Project under Project Charter, as a person responsible for the project with less than 10 persons during peak periods.
	Level 3	

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Specialty field:
Software Product Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Scope Management [Knowledge Items] -Scope Planning -Scope Definition -Create WBS -Scope Verification -Scope Control	Level 7	Able to perform the project successfully by carrying out Scope Planning, Scope Definition, Create WBS (Work Breakdown Structure), Scope Verification, and Scope Control, as a person responsible for the project with 500 or more persons during peak periods.
	Level 6	Able to perform the project successfully, by carrying out Scope Planning, Scope Definition, Create WBS (Work Breakdown Structure), Scope Verification, and Scope Control, as a person responsible for the project with 50 or more persons during peak periods.
	Level 5	Able to carry out Scope Planning, Scope Definition, Create WBS (Work Breakdown Structure), Scope Verification, and Scope Control, as a person responsible for the project with 10 or more but less than 50 persons during peak periods.
	Level 4	Able to carry out Scope Planning, Scope Definition, Create WBS (Work Breakdown Structure), Scope Verification, and Scope Control, as a person responsible for the project with less than 10 persons during peak periods.
	Level 3	Able to carry out Scope Planning, Scope Definition, Create WBS (Work Breakdown Structure), Scope Verification, and Scope Control under the direction of project manager (or leader) as a project member.

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Specialty field:
Software Product Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Time Management [Knowledge Items] -Activity Definition -Activity Sequencing -Activity Resource Estimating -Activity Duration Estimating -Schedule Development -Schedule Control	Level 7	Able to perform the project successfully by carrying out Activity Definition, Activity Sequencing, Activity Resource Estimating, Activity Duration Estimating, Schedule Development, and Schedule Control, as a person responsible for the project with 500 or more persons during peak periods,
	Level 6	Able to perform the project successfully by carrying out Activity Definition, Activity Sequencing, Activity Resource Estimating, Activity Duration Estimating, Schedule Development, and Schedule Control, as a person responsible for the project with 50 or more persons during peak periods,.
	Level 5	Able to carry out Activity Definition, Activity Sequencing, Activity Resource Estimating, Activity Duration Estimating, Schedule Development, and Schedule Control, as a person responsible for the project with 10 or more but less than 50 persons during peak periods.
	Level 4	Able to carry out Activity Definition, Activity Sequencing, Activity Resource Estimating, Activity Duration Estimating, Schedule Development and Schedule Control, as a person responsible for the project with less than 10 persons during peak periods.
	Level 3	Able to carry out Activity Definition, Activity Sequencing, Activity Resource Estimating, Activity Duration Estimating, Schedule Development and Schedule Control under the direction of the project manager (or leader) as a project member.

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Specialty field:
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Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Cost Management [Knowledge Items] -Cost Estimating -Cost Budgeting -Cost Control	Level 7	Able to perform the project successfully by carrying out Cost Estimating, Cost Budgeting and Cost Control, as a person responsible for the project with 500 or more persons during peak periods.
	Level 6	Able to perform the project successfully by carrying out Cost Estimating, Cost Budgeting and Cost Control, as a person responsible for the project with 50 or more persons during peak periods,
	Level 5	Able to carry out Cost Estimating, Cost Budgeting, and Cost Control, as a person responsible for the project with10 or more but less than 50 persons during peak periods.
	Level 4	Able to carry out Cost Estimating, Cost Budgeting, and Cost Control, as a person responsible for the project with less than 10 persons during peak periods.
	Level 3	Able to carry out Cost Estimating, Cost Budgeting, and Cost Control under the direction of the project manager (or leader), as a project member.

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Specialty field:
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Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Quality Management [Knowledge Items] -Quality Planning -Perform Quality Assurance -Perform Quality Control	Level 7	Able to perform the project successfully by carrying out Quality Planning, Perform Quality Assurance and Perform Quality Control, as a person responsible for the project with 500 or more persons during peak periods,
	Level 6	Able to perform the project successfully, by carrying out Quality Planning, Perform Quality Assurance and Perform Quality Control, as a person responsible for the project with 50 or more persons during peak periods.
	Level 5	Able to carry out Quality Planning, Quality Assurance and Quality Control, as a person responsible for the project with 10 or more but less than 50 persons during peak periods.
	Level 4	Able to carry out Quality Planning, Quality Assurance and Quality Control, as a person responsible for the project with less than 10 persons during peak periods.
	Level 3	Able to carry out Quality Planning, Perform Quality Assurance, and Perform Quality Control under the direction of the project manager (or leader) as a project member.

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Specialty field:
Software Product Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Human Resource Management [Knowledge Items] -Human Resource Planning -Acquire Project Team -Develop Project Team -Manage Project Team	Level 7	Able to perform the project successfully by carrying out Human Resource Planning, Acquire Project Team, Develop Project Team, and Manage Project Team, as a person responsible for the project with 500 or more persons during peak periods.
	Level 6	Able to perform the project successfully by carrying out Human Resource Planning, Acquire Project Team, Develop Project Team, and Manage Project Team, as a person responsible for the project with 50 or more persons during peak periods.
	Level 5	Able to carry out Human Resource Planning, Acquire Project Team, Develop Project Team, and Manage Project Team, as a person responsible for the project with 10 or more but less than 50 persons during peak periods.
	Level 4	Able to carry out Human Resource Planning, Acquire Project Team, Develop Project Team, and Manage Project Team, as a person responsible for the project with less than 10 persons during peak periods.
	Level 3	Able to act under the policy and instructions of the project manager (or leader) as a project member.

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Specialty field:
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Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Communications Management [Knowledge Items] -Communications Planning -Information Distribution -Performance Reporting -Manage Stakeholders	Level 7	Able to perform the project successfully by carrying out Communications Planning, Information Distribution, Performance Reporting, and Manage Stakeholders, as a person responsible for the project with 500 or more persons during peak periods.
	Level 6	Able to perform the project successfully by carrying out Communications Planning, Information Distribution, Performance Reporting, and Manage Stakeholders, as a person responsible for the project with 50 or more persons during peak periods,.
	Level 5	Able to carry out Communications Planning, Information Distribution, Performance Reporting, and Manage Stakeholders, as a person responsible for the project with 10 or more but less than 50 persons during peak periods.
	Level 4	Able to carry out Communications Planning, Information Distribution, Performance Reporting, and Manage Stakeholders, as a person responsible for the project with less than 10 persons during peak periods.
	Level 3	Able to carry out Information Distribution and Performance Reporting under the direction of the project manager (or leader) as a project member.

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Specialty field:
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Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Risk Management [Knowledge Items] -Risk Management Planning -Risk Identification -Qualitative Risk Analysis -Quantitative Risk Analysis -Risk Response Planning -Risk Monitoring and Control	Level 7	Able to perform the project successfully by carrying out Risk Management Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, and Risk Monitoring and Control, as a person responsible for the project with 500 or more persons during peak periods,.
	Level 6	Able to perform the project successfully, by carrying out Risk Management Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, and Risk Monitoring and Control, as a person responsible for the project with 50 or more persons during peak periods
	Level 5	Able to carry out Risk Management Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, and Risk Monitoring and Control, as a person responsible for the project with 10 or more but less than 50 persons during peak periods.
	Level 4	Able to carry out Risk Management Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, and Risk Monitoring and Control, as a person responsible for the project with less than 10 persons during peak periods.
	Level 3	Able to carry out Risk Monitoring and Control under the direction of the project manager (or leader), as a project member.

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Specialty field:
Software Product Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Project Procurement Management [Knowledge Items] -Plan Purchases and Acquisitions -Plan Contracting -Request Seller Responses -Select Sellers -Contract Administration -Contract Closure	Level 7	Able to perform the project successfully by carrying out procurement management such as Plan Purchases and Acquisitions, Plan Contracting, Request Seller Responses, Select Sellers, Contract Administration and Contract Closure, as a person responsible for the project with 500 or more persons during peak periods.
	Level 6	Able to perform the project successfully by carrying out procurement management such as Plan Purchases and Acquisitions, Plan Contracting, Request Seller Responses, Select Sellers, Contract Administration and Contract Closure, as a person responsible for the project with 50 or more persons during peak periods,.
	Level 5	Able to carry out procurement management such as Plan Purchases and Acquisitions, Plan Contracting, Request Seller Responses, Select Sellers, Contract Administration and Contract Closure, as a person responsible for the project with 10 or more but less than 50 persons during peak periods.
	Level 4	Able to carry out procurement management such as Plan Purchases and Acquisitions, Plan Contracting, Request Seller Responses, Select Sellers, Contract Administration, and Contract Closure, as a person responsible for the project with less than 10 persons during peak periods.
	Level 3	Able to carry out procurement management such as Plan Purchases and Acquisitions, Plan Contracting, Request Seller Responses, Select Sellers, Contract Administration, and Contract Closure under the direction of the project manager (or leader), as a project member.

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Specialty field:
Software Product Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Analysis of Business Operations [Knowledge Items] -Analysis of business operation requirement -Analysis of technical requirements -Informatization and management -Industry knowledge -Generic business content -Latest generic business trends	Level 7	Able to carry out complex and advanced analysis of business operation and technical requirements from the perspective of industry and technical trends, as a person responsible for the project with 500 or more persons during peak periods.
	Level 6	Able to carry out complex and advanced analysis of business operation and technical requirements from the perspective of industry and technical trends, as a person responsible for the project with 50 or more persons during peak periods.
	Level 5	Able to carry out analysis of business operation and technical requirements, as a person responsible for the project with10 or more but less than 50 persons during peak periods.
	Level 4	Able to carry out analysis of business operation and technical requirements, as a person responsible for the project with less than 10 persons during peak periods.
	Level 3	Able to carry out analysis of business operation and technical requirements in the assigned area, as a project member.

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Specialty field:
Software Product Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items		Skill Proficiency	
[Job category common skill item] ●Utilization of consulting techniques [Knowledge Items] -Selection and utilization of consulting techniques -Understanding and utilization of analysis tools and models		Level 7	Able to perform the project successfully by carrying out selection and application of consulting techniques suitable for project characteristics, definition and practice of processes, definition and creation of deliverables, and application of consulting skills, as a person responsible for the project with 500 or more persons during peak periods.
		Level 6	Able to perform the project successfully by carrying out selection and application of consulting techniques suitable for project characteristics, definition and practice of processes, definition and creation of deliverables, and application of consulting skills, as a person responsible for the project with 50 or more persons during peak periods,.
		Level 5	Able to perform the project by carrying out selection and application of consulting techniques suitable for project characteristics, definition and practice of processes, definition and creation of deliverables, and application of consulting skills, as a person responsible for the project with 10 or more but less than 50 persons during peak periods,.
		Level 4	Able to perform the project by carrying out selection and application of consulting techniques suitable for project characteristics, definition and practice of processes, definition and creation of deliverables, and application of consulting skills, as a person responsible for the project with less than 10 persons during peak periods,
		Level 3	Able to perform the project by carrying out application of consulting techniques as a project member.

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Specialty field:
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Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Knowledge management and utilization [Knowledge Items] -Management and utilization of knowledge	Level 7	Able to perform the project effectively and with high quality by carrying out database creation, utilization, maintenance, and management of knowledge in the whole process from project preparation, start to completion, and post completion, as a person responsible for the project with 500 or more persons during peak periods.
	Level 6	Able to perform the project effectively and with high quality by carrying out database creation, utilization, maintenance, and management of knowledge in the whole process from project preparation, start to completion, and post completion, as a person responsible for the project with 50 or more persons during peak periods,.
	Level 5	Able to perform the project effectively and with high quality by carrying out database creation, utilization, maintenance, and management of knowledge in the whole process from project preparation, start to completion, and post completion, as a person responsible for the project with 10 or more but less than 50 persons during peak periods
	Level 4	Able to perform the project effectively and with high quality, by carrying out database creation, utilization, maintenance, and management of knowledge, in the whole process from project preparation, start to completion, and post completion, as a person responsible for the project with less than 10 persons during peak periods.
	Level 3	Able to carry out database creation, utilization, maintenance, and management of knowledge under the direction of project manager (or leader), as a project member.

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Specialty field:
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Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Leadership [Knowledge Items] -Leadership	Level 7	Able to carry out the project by issuing instructions and orders, as a person responsible for the project with 500 or more persons during peak periods.
	Level 6	Able to carry out the project by issuing instructions and orders, as a person responsible for the project with 50 or more persons during peak periods.
	Level 5	Able to carry out the project by issuing instructions and orders, as a person responsible for the project with 10 or more but less than 50 persons during peak periods.
	Level 4	Able to carry out the project by issuing instructions and orders, as a person responsible for the project with less than 10 persons during peak periods.
	Level 3	Able to understand leadership fundamentals and to participate in the project as a project member.

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Specialty field:
Software Product Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Communication [Knowledge Items] -2-Way communication -Transmission of information -Organization, analysis, and retrieval of information	Level 7	Able to carry out proper 2-way communication, transmission of information, and organization, analysis, and retrieval of information with the person in charge of customer side, as a person responsible for the project with 500 or more persons during peak periods, or an annual contract value of 1 billion yen or more.
	Level 6	Able to carry out proper 2-way communication, transmission of information, and organization, analysis, and retrieval of information with the person in charge of customer side, as a person responsible for the project with 50 or more persons during peak periods.
	Level 5	Able to carry out proper 2-way communication, transmission of information, and organization, analysis, and retrieval of information with the person in charge of customer side, as a person responsible for the project with 10 or more but less than 50 persons during peak periods.
	Level 4	Able to carry out the project by keeping team communication with the project members, as a person responsible for the project with less than 10 persons during peak periods.
	Level 3	Able to perform the project by keeping team communication with the project members, as a member.

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Specialty field:
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Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Job category common skill item] ●Negotiation [Knowledge Items] -Negotiation	Level 7	Able to lead complicated negotiations on the project with the person in charge of customer side, as a person responsible for the project with 500 or more persons during peak periods.
	Level 6	Able to carry out negotiations on the project and obtain an agreement with the person in charge of customer side, as a person responsible for the project with 50 or more persons during peak periods.
	Level 5	Able to carry out negotiations on the project with the person in charge of customer side, as a person responsible for the project with 10 or more but less than 50 persons during peak periods.
	Level 4	Able to carry out negotiations on the project by keeping team communication with the project members, as a person responsible for the project with less than 10 persons during peak periods.
	Level 3	Able to obtain information and data required for the project through negotiations by keeping team communication with the project members, as a member.

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Specialty field:
Software Product Development

Skill Proficiency/Knowledge Items of Project Management

Skill Item and Knowledge Items	Skill Proficiency	
[Specialty field specific skill item] ●Development of New Software and Improvement of Existing Software [Knowledge item] -Utilization and practice of software development techniques -Customer environment management -Utilization and practice of software product and package software related knowledge -Software engineering -Requirement definition techniques -Management and utilization of knowledge -Technical problem solving method	Level 7	Able to perform the project of development of new software and improvement of existing software successfully, as a person responsible for the project with 500 or more persons during peak periods.
	Level 6	Able to perform the project of development of new software, and improvement of existing software successfully, as a person responsible for the project with 50 or more persons during peak periods.
	Level 5	Able to perform the project of development of new software, and improvement of existing software successfully, as a person responsible for the project with 10 or more but less than 50 persons during peak periods.
	Level 4	Able to perform the project of development of new software, and improvement of existing software successfully, as a person responsible for the project with less than 10 persons during peak periods.
	Level 3	Able to participate in the project of development of new software, and improvement of existing software, as a project member.

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