Outline of Job Career and Key Performance Indicator

(5) Project Management

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Outline of Job Career

Project Management

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Outline of Project Management

Job career	Project Management			
Specialty Field	System development	IT outsourcing	Network services	Software product development
Level 7				
Level 6				
Level 5				
Level 4				
Level 3				
Level 2				
Level 1				

Description of Job career

Performs proposing, initiation, planning, execution, monitoring and controlling, and closing of a project, by utilizing project management related skill and business management technology. Has responsibility in the completion of the planned deliverable and required quality of service, cost, and target date.

In the IT investment phases, Strategic informatization planning (clarification of problems and analysis (business/IT), Solution design (structure/pattern)), Development (Component design (system/application), Solution construction (development/implementation)), and Operation and maintenance (Solution operation (system/application), Solution maintenance (system/application)) are the main activity areas. Performs the following-

- Strategic informatization planning
  - Informatization planning (IT outsourcing and Software product development specialty fields)
  - Formulation of project plans
- Development
  - Management and control of projects
  - Operation and maintenance
  - Management and control of projects

This job career category is classified into the following specialty fields.

●System development

Performs project management for proposing, development, and maintenance of IT system. (Develops software and constructs computer and network environment, including using internet technology, to realize required functions of IT system).

●IT outsourcing

Performs project management for probing of customer specifications, construction, maintenance, system operation, support operation, and application operation, as an external organization, to meet customer's business strategy.

●Network services

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

●Software product development

Performs project management for probing of customer specifications, design, development, improvement, and maintenance of software products for generic users.

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Key Performance Indicator

Project Management

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Key Performance Indicator : Project Management

Specialty Field	System development	Level 7

[Contribution to business]

●Responsibilities

In the whole process areas of proposing, initiation, plan formulation, execution, monitoring and controlling, and closing of a project, acts as a project manager in charge of a project from beginning to end, by managing stakeholders and leading project members. Has experience in achieving successful results in the completion of the planned deliverable and required quality of service, cost, and target date, three times or more (at least one project must meet complexity and size of Level 7 or equivalent, and others can be of Level 6).

●Complexity

Has experience in achieving successful results in the completion of a project that meets three or more of the following complexity criteria ("Globally leading-edge project" is required for this level.).

□International project (in critical environment from cultural, social, international, and political aspects) □Globally leading-edge project □Complex migration requirements
□Complex contract conditions (strict requirements on required quality, cost, and target date, etc.)
□Complex systems construction requirements (performance, security, running and operational requirements, etc.)
□Complex systems design (multi-platform, high availability, new product and technology, number and conditions of interfaces) □Complex application requirements
□Complex project structure (customer, subcontract, off-shore, cooperative business relationship, and related divisions)

●Size

Has experience in achieving successful results in the completion of project that meets either one of the following size.

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

□In case of the project that meets five or more complexity criteria (above), from 50 but less than 500 persons during peak periods or an annual contract value from 500 million but less than 1 billion yen.

[Contribution to professional society]

-Holds the high specialty in either one or more of the following major themes of this Specialty Field sufficient enough to guide others and leads the industry.
□Project Integration Management □Project Scope Management □Project Time Management
□Project Cost Management □Project Quality Management □Project Human Resource Management
□Project Communications Management □Project Risk Management □Project Procurement Management
-Has recognized accomplishments five items or more in the area of technology succession.
□Professional community activities such as academic society and committee □Publication of a book □Publication of a paper outside the company
□Publication of a paper within the company □Invited to speak outside the company □Instructor within the company □Filing of a patent application
-Has accomplishments in developing subordinates (by mentoring, coaching, etc.)

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Key Performance Indicator : Project Management

Specialty Field	System development	Level 6

[Contribution to business]

●Responsibilities

In the whole process areas of proposing, initiation, plan formulation, execution, monitoring and controlling, and closing of a project, acts as a project manager in charge of a project from beginning to end, by managing stakeholders and leading project members. Has experience in achieving successful results in the completion of the planned deliverable and required quality of service, cost, and target date, three times or more (at least one project must meet complexity and size of Level 6 or equivalent, and others can be of Level 5).

●Complexity

Has experience in achieving successful results in the completion of project that meets two or more of the following complexity criteria.

□International project (in critical environment from cultural, social, international, and political aspects) □Globally leading-edge project □Complex migration requirements

□Complex contract conditions (strict requirements on required quality, cost, and target date, etc.)

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

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

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

●Size

Has experience in achieving successful results in the completion of project that meets either one of the following size.

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

□In case of the project that meets four or more complexity criteria (above), from 10 but less than 50 persons during peak periods or an annual contract value from 100 million but less than 500 million yen.

[Contribution to professional society]

-Holds the high specialty in either one or more of the following major themes of this Specialty Field sufficient enough to guide others and contributes to the industry.

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

□Project Cost Management □Project Quality Management □Project Human Resource Management

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

-Has recognized accomplishments four items or more in the area of technology succession.

□Professional community activities such as academic society and committee □Publication of a book □Publication of a paper outside the company

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

-Has accomplishments in developing subordinates (by mentoring, coaching, etc.)

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Key Performance Indicator : Project Management

Specialty Field	System development	Level 5

[Contribution to business]

●Responsibilities

In the whole process areas of proposing, initiation, plan formulation, execution, monitoring and controlling, and closing of a project, acts as a project manager in charge of a project from beginning to end, by leading project members. Has experience in achieving successful results in the completion of the planned deliverable and required quality of service, cost, and target date, three times or more (at least one project must meet complexity and size of Level 5 or equivalent, and others can be of Level 4).

●Complexity

Has experience in achieving successful results in the completion of project that meets two or more of the following complexity criteria.

□International project (in critical environment from cultural, social, international, and political aspects) □Globally leading-edge project □Complex migration requirements

□Complex contract conditions (strict requirements on required quality, cost, and target date, etc.)

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

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

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

●Size

Has experience in achieving successful results in the completion of project that meets either one of the following size.

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

□In case of the project that meets four or more complexity criteria (above), less than 10 persons during peak periods, or an annual contract value of less than 100 million yen.

[Contribution to professional society]

-Holds the high specialty in either one or more of the following major themes of this Specialty Field sufficient enough to guide others and contributes to the company.

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

□Project Cost Management □Project Quality Management □Project Human Resource Management

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

-Has recognized accomplishments three items or more in the area of technology succession.

□Professional community activities such as academic society and committee □Publication of a book □Publication of a paper outside the company

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

-Has accomplishments in developing subordinates (by mentoring, coaching, etc.)

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Key Performance Indicator : Project Management

Specialty Field	System development	Level 4

[Contribution to business]

●Responsibilities

In the whole process areas of proposing, initiation, plan formulation, execution, monitoring and controlling, and closing of a project, acts as a project manager in charge of a project from beginning to end, by leading project members. Has experience in achieving successful results in the completion of the planned deliverable and required quality of service, cost, and target date, two times or more (equivalent to complexity and size of Level 4).

●Complexity

Has experience in achieving successful results in the completion of project that meets two or more of the following complexity criteria.

□International project (in critical environment from cultural, social, international, and political aspects) □Globally leading-edge project □Complex migration requirements

□Complex contract conditions (strict requirements on required quality, cost, and target date, etc.)

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

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

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

●Size

Has experience in achieving successful results in the completion of project that meets either one of the following size.

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

[Contribution to professional society]

-Holds the high specialty in either one or more of the following major themes of this Specialty Field and guides subordinates.

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

□Project Cost Management □Project Quality Management □Project Human Resource Management

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

-Has recognized accomplishments one item or more in the area of technology succession.

□Professional community activities such as academic society and committee □Publication of a book □Publication of a paper outside the company

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

- Has accomplishments in developing subordinates (by mentoring, coaching, etc.)

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Key Performance Indicator : Project Management

Specialty Field	System development	Level 3

[Contribution to business]

●Responsibilities

In the whole process areas of proposing, initiation, plan formulation, execution, monitoring and controlling, and closing of a project, acts as a project member. Has achievement once or more planned deliverable and required quality of service, cost, and target date?

●Complexity

Has experience in achieving successful results in the completion of project that meets either one of the following complexity criteria.

□International project (in critical environment from cultural, social, international, and political aspects) □Globally leading-edge project □Complex migration requirements

□Complex contract conditions (strict requirements on required quality, cost, and target date, etc.)

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

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

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

●Size

Not specified.

[Contribution to professional society]

-Holds the specialty in either one or more of the following major themes of this Specialty Field under guidance of project manager (leader) and practices project management.

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

□Project Cost Management □Project Quality Management □Project Human Resource Management

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

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Key Performance Indicator : Project Management

Specialty Field	IT outsourcing	Level 7

[Contribution to business]

●Responsibilities

In the whole process areas of planning, proposing, initiation, plan formulation, execution, monitoring and controlling, and closing of a project, and operation process, acts as a project manager in charge of a project from beginning to end, by managing stakeholders and leading project members. Has experience in achieving successful results in the completion of the planned deliverable and required quality of service, cost, and target date, three times or more (at least one project must meet complexity and size of Level 7 or equivalent in IT outsourcing, and others can be of Level 6 regardless of the Specialty Field s).

●Complexity

Has experience in achieving successful results in the completion of project that meets three or more of the following complexity criteria ("Globally leading-edge project" is required for this level.).

□International project (in critical environment from cultural, social, international, and political aspects) □Globally leading-edge project □Complex migration requirements

□Complex contract conditions (strict requirements on required quality, cost, target date and SLA, etc.)

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

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

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

●Size

Has experience in achieving successful results in the completion of project that meets either one of the following size.

□Contract value of 50 billion yen, or long term contract of over 10 years

□In case of the project that meets five or more complexity criteria (above), with contract value of 5 billion yen, or mid term contract of over 5 years.

[Contribution to professional society]

-Holds the high specialty in either one or more of the following major themes of this Specialty sufficient enough to guide others and leads the industry.

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

-Has recognized accomplishments five items or more in the area of technology succession.

□Professional community activities such as academic society and committee □Publication of a book □Publication of a paper outside the company
□Publication of a paper within the company □Invited to speak outside the company □Instructor within the company □Filing of a patent application

-Has accomplishments in developing subordinates (by mentoring, coaching, etc.)

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Key Performance Indicator : Project Management

Specialty Field	IT outsourcing	Level 6

[Contribution to business]

●Responsibilities

In the whole process areas of planning, proposing, initiation, plan formulation, execution, monitoring and controlling, and closing of a project, and operation process, acts as a project manager in charge of a project from beginning to end, by managing stakeholders and leading project members. Has experience in achieving successful results in the completion of the planned deliverable and required quality of service, cost, and target date, three times or more (at least one project must meet complexity and size of Level 6 or equivalent in IT outsourcing and others can be of Level 5 regardless of the Specialty Fields).

●Complexity

Has experience in achieving successful results in the completion of project that meets two or more of the following complexity criteria.

□International project (in critical environment from cultural, social, international, and political aspects) □Globally leading-edge project □Complex migration requirements
□Complex contract conditions (strict requirements on required quality, cost, and target date, etc.)
□Complex systems construction requirements (performance, security, running and operational requirements, etc.)
□Complex systems design (multi-platform, high availability, new product and technology, number and conditions of interfaces) □Complex application requirements
□Complex project structure (customer, subcontract, off-shore, cooperative business relationship, and related divisions)

●Size

Has experience in achieving successful results in the completion of project that meets either one of the following size.

□Contract value of 5 billion yen, or mid term contract of over 5 years.

[Contribution to professional society]

-Holds the high specialty in either one or more of the following major themes of this Specialty Field sufficient enough to guide others and contributes to the industry.

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

-Has recognized accomplishments four items or more in the area of technology succession.

□Professional community activities such as academic society and committee □Publication of a book □Publication of a paper outside the company
□Publication of a paper within the company □Invited to speak outside the company □Instructor within the company □Filing of a patent application

-Has accomplishments in developing subordinates (by mentoring, coaching, etc.)

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Key Performance Indicator : Project Management

Specialty Field	Network services	Level 6

[Contribution to business]

●Responsibilities

In the whole process areas of proposing, initiation, plan formulation, execution, monitoring and controlling, and closing of a project, acts as a project manager in charge of a project from beginning to end, by managing stakeholders and leading project members. Has experience in achieving successful results in the completion of the planned deliverable and required quality of service, cost, and target date, three times or more (at least one project must meet complexity and size of Level 6 or equivalent, and others can be of Level 5).

●Complexity

Has experience in achieving successful results in the completion of project that meets two or more of the following complexity criteria.

□International project (in critical environment from cultural, social, international, and political aspects) □Globally leading-edge project □Complex migration requirements

□Complex contract conditions (strict requirements on required quality, cost, and target date, etc.)

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

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

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

●Size

Has experience in achieving successful results in the completion of project that meets either one of the following size.

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

□In case of the project that meets four or more complexity criteria (above), from 10 but less than 50 persons during peak periods, or from 100 but less than 300 installation sites.

[Contribution to professional society]

-Holds the high specialty in either one or more of the following major themes of this Specialty Field sufficient enough to guide others and contributes to the industry.

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

-Has recognized accomplishments four items or more in the area of technology succession.

□Professional community activities such as academic society and committee □Publication of a book □Publication of a paper outside the company
□Publication of a paper within the company □Invited to speak outside the company □Instructor within the company □Filing of a patent application

-Has accomplishments in developing subordinates (by mentoring, coaching, etc.)

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Key Performance Indicator : Project Management

Specialty Field	Network services	Level 5

[Contribution to business]

●Responsibilities

In the whole process areas of proposing, initiation, plan formulation, execution, monitoring and controlling, and closing of a project, acts as a project manager in charge of a project from beginning to end, by leading project members. Has experience in achieving successful results in the completion of the planned deliverable and required quality of service, cost, and target date, three times or more (at least one project must meet complexity and size of Level 5 or equivalent, and others can be of Level 4).

●Complexity

Has experience in achieving successful results in the completion of project that meets two or more of the following complexity criteria.

□International project (in critical environment from cultural, social, international, and political aspects) □Globally leading-edge project □Complex migration requirements

□Complex contract conditions (strict requirements on required quality, cost, and target date, etc.)

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

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

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

●Size

Has experience in achieving successful results in the completion of project that meets either one of the following size.

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

□In case of the project that meets four or more complexity criteria (above), with less than 10 persons during peak periods, or less than 100 installation sites.

[Contribution to professional society]

-Holds the high specialty in either one or more of the following major themes of this Specialty Field sufficient enough to guide others and contributes to the company.

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

-Has recognized accomplishments three items or more in the area of technology succession.

□Professional community activities such as academic society and committee □Publication of a book □Publication of a paper outside the company
□Publication of a paper within the company □Invited to speak outside the company □Instructor within the company □Filing of a patent application

-Has accomplishments in developing subordinates (by mentoring, coaching, etc.)

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Key Performance Indicator : Project Management

Specialty Field	Network services	Level 4

[Contribution to business]

●Responsibilities

In the whole process areas of proposing, initiation, plan formulation, execution, monitoring and controlling, and closing of a project, acts as a project manager in charge of a project from beginning to end, by leading project members. Has experience in achieving successful results in the completion of the planned deliverable and required quality of service, cost, and target date, two times or more (equivalent to complexity and size of Level 4).

●Complexity

Has experience in achieving successful results in the completion of project that meets two or more of the following complexity criteria.

□International project (in critical environment from cultural, social, international, and political aspects) □Globally leading-edge project □Complex migration requirements

□Complex contract conditions (strict requirements on required quality, cost, and target date, etc.)

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

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

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

●Size

Has experience in achieving successful results in the completion of project that meets either one of the following size.

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

[Contribution to professional society]

-Holds the high specialty in either one or more of the following major themes of this Specialty Field and guides subordinates.

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

□Project Cost Management □Project Quality Management □Project Human Resource Management

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

-Has recognized accomplishments one item or more in the area of technology succession.

□Professional community activities such as academic society and committee □Publication of a book □Publication of a paper outside the company

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

- Has accomplishments in developing subordinates (by mentoring, coaching, etc.)

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Key Performance Indicator : Project Management

Specialty Field	Software product development	Level 7

[Contribution to business]

●Responsibilities

In the whole process areas of planning, proposing, initiation, plan formulation, execution, monitoring and controlling, and closing of a project, and maintenance, acts as a project manager in charge of a project from beginning to end, by managing stakeholders and leading project members. Has experience in achieving successful results in the completion of the planned software products and required quality of cost, and target date, three times or more (at least one project must meet complexity and size of Level 7 or equivalent, and others can be of Level 6).

●Complexity

Has experience in achieving successful results in the completion of a project that meets three or more of the following complexity criteria ("Globally leading-edge project" is required for this level.).

□International project (in critical environment from cultural, social, international, and political aspects) □Globally leading-edge project □Complex conditions for ensuring complicated compatibility

□Complex contract conditions (strict requirements on required quality, cost, and target date, etc.)

□Complex systems construction requirements (performance, security, running and operational, maturity of technology, countermeasures against failure, operability, maintainability, development cycle, etc.)

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

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

●Size

Has experience in achieving successful results in the completion of project that meets either one of the following size.

□Project with 500 persons or more during peak periods.

□In case of the project that meets five or more complexity criteria (above), from 50 but less than 500 persons during peak periods.

[Contribution to professional society]

-Holds the high specialty in either one or more of the following major themes of this Specialty Field sufficient enough to guide others and leads the industry.

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

-Has recognized accomplishments five items or more in the area of technology succession.

□Professional community activities such as academic society and committee □Publication of a book □Publication of a paper outside the company
□Publication of a paper within the company □Invited to speak outside the company □Instructor within the company □Filing of a patent application

-Has accomplishments in developing subordinates (by mentoring, coaching, etc.)

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Key Performance Indicator : Project Management

Specialty Field	Software product development	Level 6

[Contribution to business]

●Responsibilities

In the whole process areas of planning, proposing, initiation, plan formulation, execution, monitoring and controlling, and closing of a project, and maintenance, acts as a project manager in charge of a project from beginning to end, by managing stakeholders and leading project members. Has experience in achieving successful results in the completion of the planned software products and required quality of cost, and target date, more than three times (at least one project must meet complexity and size of Level 6 or equivalent, and others can be of Level 5).

●Complexity

Has experience in achieving successful results in the completion of project that meets two or more of the following complexity criteria.

□International project (in critical environment from cultural, social, international, and political aspects) □Globally leading-edge project □Complex conditions for ensuring complicated compatibility

□Complex contract conditions (strict requirements on required quality, cost, and target date, etc.)

□Complex systems construction requirements (performance, security, running and operational, maturity of technology, countermeasures against failure, operability, maintainability, development cycle, etc.)

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

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

●Size

Has experience in achieving successful results in the completion of project that meets either one of the following size.

□Project from 50 but less than 500 persons during peak periods.

□In case of the project that meets four or more complexity criteria (above), from 50 but less than 500 persons during peak periods.

[Contribution to professional society]

-Holds the high specialty in either one or more of the following major themes of this Specialty Field sufficient enough to guide others and contributes to the industry.

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

-Has recognized accomplishments four items or more in the area of technology succession.

□Professional community activities such as academic society and committee □Publication of a book □Publication of a paper outside the company
□Publication of a paper within the company □Invited to speak outside the company □Instructor within the company □Filing of a patent application

-Has accomplishments in developing subordinates (by mentoring, coaching, etc.)

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Key Performance Indicator : Project Management

Specialty Field	Software product development	Level 5

[Contribution to business]

●Responsibilities

In the whole process areas of planning, proposing, initiation, plan formulation, execution, monitoring and controlling, and closing of a project, and maintenance, acts as a project manager in charge of a project from beginning to end, by leading project members. Has experience in achieving successful results in the completion of the planned software products and required quality of cost, and target date, three times or more (at least one project must meet complexity and size of Level 5 or equivalent, and others can be of Level 4).

●Complexity

Has experience in achieving successful results in the completion of project that meets two or more of the following complexity criteria.

□International project (in critical environment from cultural, social, international, and political aspects) □Globally leading-edge project □Complex conditions for ensuring complicated compatibility

□Complex contract conditions (strict requirements on required quality, cost, and target date, etc.)

□Complex systems construction requirements (performance, security, running and operational, maturity of technology, countermeasures against failure, operability, maintainability, development cycle, etc.)

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

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

●Size

Has experience in achieving successful results in the completion of project that meets either one of the following size.

□Project from 10 but less than 50 persons during peak periods.

□In case of the project that meets four or more complexity criteria (above), with less than 10 persons during peak periods.

[Contribution to professional society]

-Holds the high specialty in either one or more of the following major themes of this Specialty Field sufficient enough to guide others and contributes to the company.

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

-Has recognized accomplishments three items or more in the area of technology succession.

□Professional community activities such as academic society and committee □Publication of a book □Publication of a paper outside the company
□Publication of a paper within the company □Invited to speak outside the company □Instructor within the company □Filing of a patent application

-Has accomplishments in developing subordinates (by mentoring, coaching, etc.)

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Key Performance Indicator : Project Management

Specialty Field	Software product development	Level 4

[Contribution to business]

●Responsibilities

In the whole process areas of planning, proposing, initiation, plan formulation, execution, monitoring and controlling, and closing of a project, and maintenance, acts as a project manager in charge of a project from beginning to end, by leading project members. Has experience in achieving successful results in the completion of the planned software products and required quality of cost, and target date, two times or more (equivalent to complexity and size of Level 4).

●Complexity

Has experience in achieving successful results in the completion of project that meets two or more of the following complexity criteria.

□International project (in critical environment from cultural, social, international, and political aspects) □Globally leading-edge project □Complex conditions for ensuring complicated compatibility

□Complex contract conditions (strict requirements on required quality, cost, and target date, etc.)

□Complex systems construction requirements (performance, security, running and operational, maturity of technology, countermeasures against failure, operability, maintainability, development cycle, etc.)

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

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

●Size

Has experience in achieving successful results in the completion of project that meets either one of the following size.

□Project with less than 10 persons during peak periods.

[Contribution to professional society]

-Holds the high specialty in either one or more of the following major themes of this Specialty Field and guides subordinates.

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

□Project Cost Management □Project Quality Management □Project Human Resource Management

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

-Has recognized accomplishments one item or more in the area of technology succession.

□Professional community activities such as academic society and committee □Publication of a book □Publication of a paper outside the company

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

-Has accomplishments in developing subordinates (by mentoring, coaching, etc.)

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Key Performance Indicator : Project Management

Specialty Field	Software product development	Level 3

[Contribution to business]

●Responsibilities

In the whole process areas of planning, proposing, initiation, plan formulation, execution, monitoring and controlling, and closing of a project, and maintenance, acts as a project member. Has an achievement once or more planned deliverable and required quality of service, cost, and target date.

●Complexity

Has experience in achieving successful results in the completion of project that meets either one of the following complexity criteria.

□International project (in critical environment from cultural, social, international, and political aspects) □Globally leading-edge project □Complex conditions for ensuring complicated compatibility

□Complex contract conditions (strict requirements on required quality, cost, and target date, etc.)

□Complex systems construction requirements (performance, security, running and operational, maturity of technology, countermeasures against failure, operability, maintainability, development cycle, etc.)

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

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

●Size

Not specified.

[Contribution to professional society]

-Holds the specialty in either one or more of the following major themes of this Specialty Field under guidance of project manager (leader) and practices project management.

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

□Project Cost Management □Project Quality Management □Project Human Resource Management

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

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