



Public Sector Project Director Capability Framework



What is the Project Director Capability Framework (PDCF)?

Project leadership is complex. Successfully leading major infrastructure projects for the New Zealand Government demands an intricate balance of technical knowledge, organisational and sector-specific experience as well as, a strong focus on people and outcomes.

The framework establishes a **common language** and **consistent expectations** by highlighting the key attributes and capabilities that project leaders need to drive successful outcomes. It is structured to support leaders to deliver projects that meet timelines and budgets and, most importantly, achieve the promised benefits that stakeholders depend on.

The framework defines and organises the capabilities, and personal attributes required of Infrastructure Project Directors in the New Zealand Public Sector into three levels of proficiency. It provides a structured pathway for leaders to progress and refine their expertise, ensuring they can grow the skills needed to deliver complex projects that meet public needs, align with government priorities, and fulfill promised outcomes.



Who is it for and how can it be used?

Public Sector Infrastructure Project Directors

The framework provides a clear structure for identifying strengths and areas for growth, supporting professional development across current and future projects.

Future Public Sector Project Directors

The framework helps future leaders understand and prepare for the capabilities required for public sector infrastructure leadership.

Hiring Managers

The framework supports robust recruitment decisions and enables managers to develop and support leaders by setting clear expectations for the required capabilities and attributes.

Public Sector organisations

The framework enables organisations to strengthen recruitment, development, and performance management practices for Project Directors by setting clear expectations for the required capabilities and personal attributes.

Public Sector Infrastructure system

The framework sets common leadership standards across the public sector promoting collaboration, consistency, and capability. It supports cross-agency benchmarking, guides workforce policies and training investments, and fosters a cohesive approach to infrastructure leadership for better public project outcomes.



How does the PDCF fit into the broader context?

The **Project Director Capability Framework (PDCF)** is a component of the broader capability system.

While some infrastructure roles will have additional specialist requirements with specific capability needs, the PDCF provides a foundation that complements, rather than duplicates, existing public sector frameworks. It is shaped by broader public sector principles, with some intentional overlap where it adds value and ensures alignment with public sector expectations.

Other key frameworks must also be considered, including the Public Service Leadership Success Profile (LSP), Standards of Integrity and Conduct, public finance guidelines, procurement best practices, health and safety requirements, and Māori-Crown capability.



Leadership Success Profile (LSP)

Additionally, many organisations, functions, and professions have developed their own capability frameworks, which should be considered alongside the PDCF.



Defining the role of Project Director

The Capability Framework outlines the skills, knowledge and attributes required of an **Infrastructure Project Director** in the Public Sector (Public Sector as defined by PSC). Job titles, tiers and delegations vary across agencies and entities, but this is the role positioned between the Project Manager and the Project Sponsor/Senior Responsible Owner.

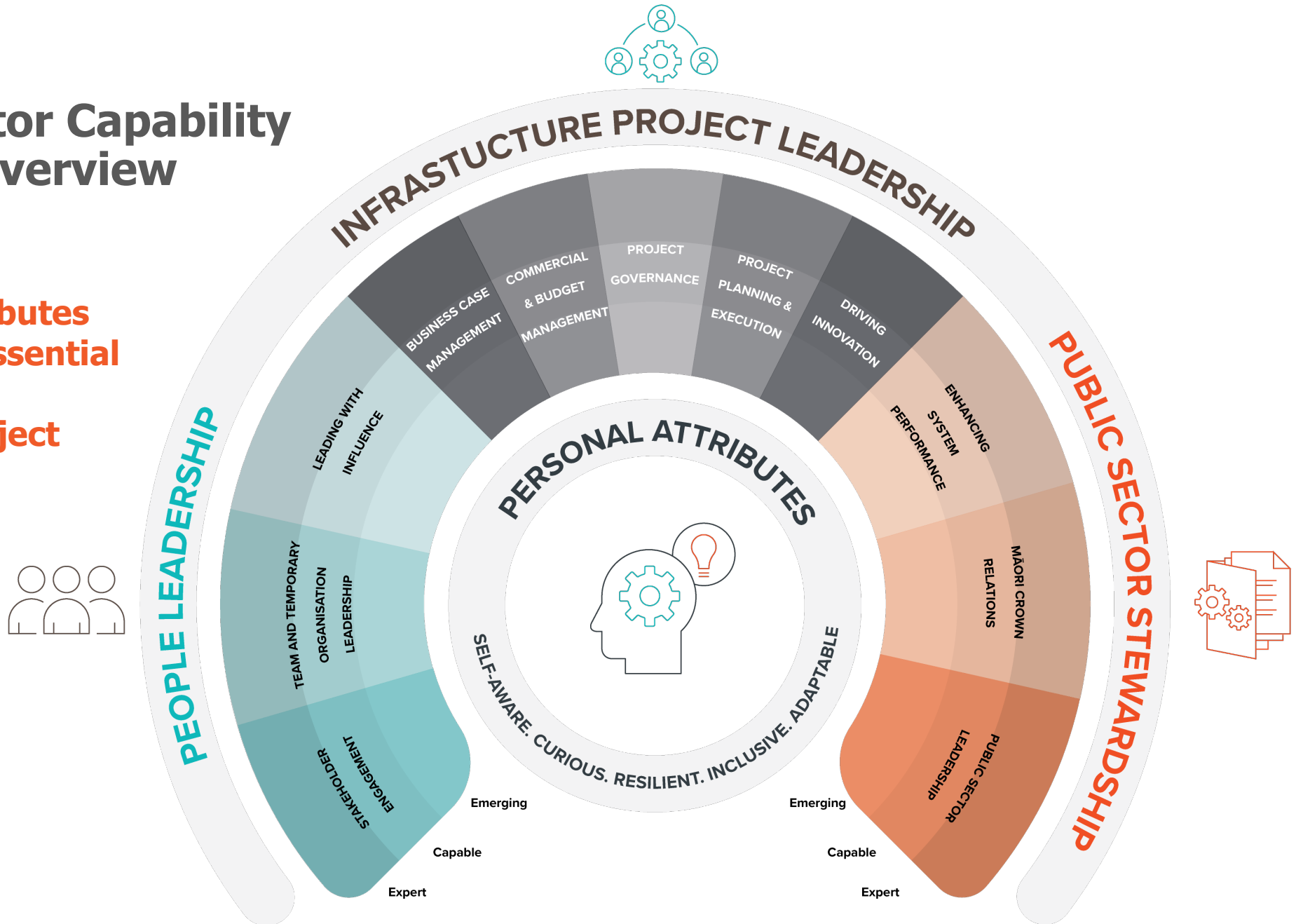
Sponsor/ Senior Responsible Owner is responsible for ensuring the project aligns with government / agency objectives, secures funding, approvals, and resources. Maintains strategic oversight and ensures that the project delivers public value and meets promised outcomes

Project Director is to oversee and direct the project/programme to ensure that it aligns with organisational goals and strategic objectives. They translate high-level organisational priorities into specific project goals, oversee financial management to ensure budget adherence, and identify, assess, and mitigate risks. Additionally, they maintain open communication with stakeholders, oversee project timelines and scope, and ensure compliance with relevant standards and regulations. Their role is to deliver the project on time, on budget and with the promised benefits.

Project Manager is responsible for the day-to-day operational management and execution of the project. Handles tasks such as coordinating teams, tracking progress, managing resources, and ensuring that deliverables are completed according to the plan.

Project Director Capability Framework Overview Diagram

The personal attributes and capabilities essential for successful infrastructure project delivery in the NZ Public Sector.

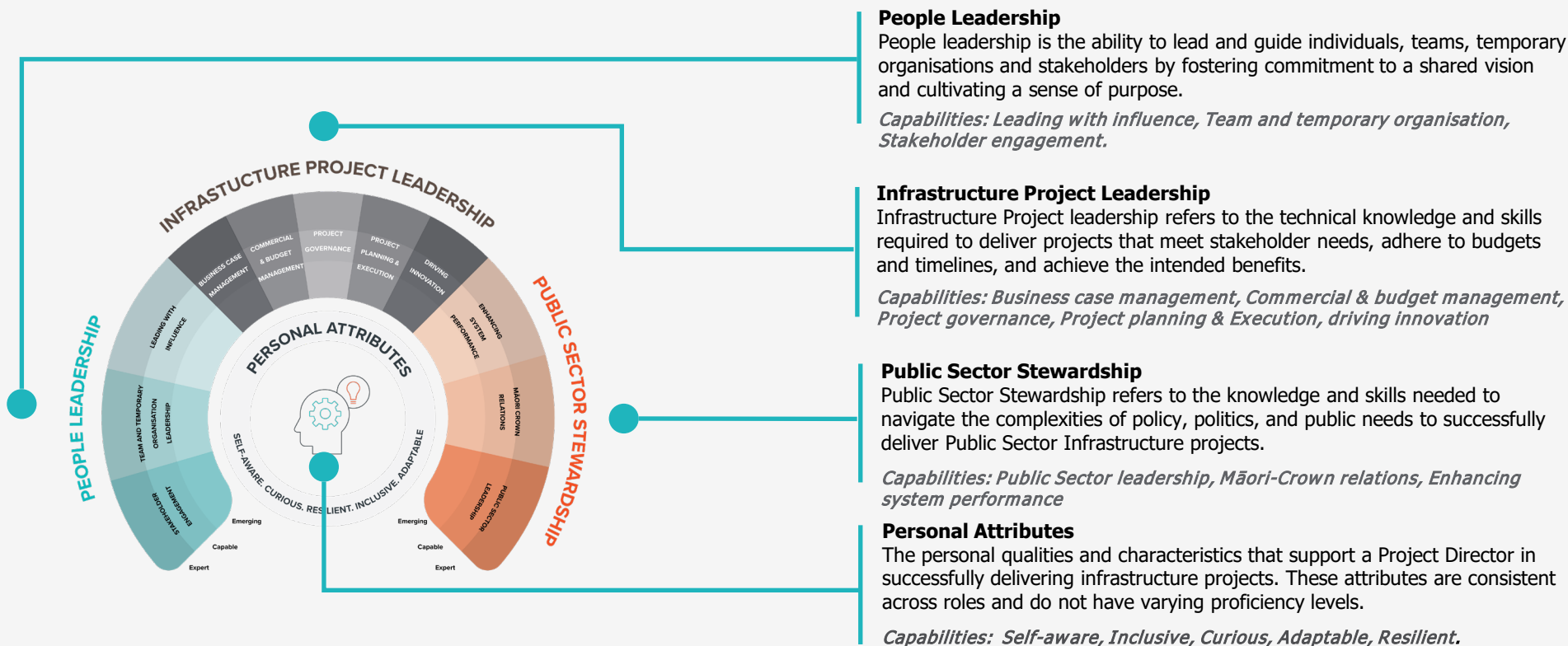




What are the elements?

The Capability Framework comprises 16 capabilities grouped into four themes: Personal Attributes, People Leadership, Infrastructure Project Leadership, and Public Sector Stewardship.

The themes of People Leadership, Infrastructure Project Leadership, and Public Sector Stewardship are organised into three levels of proficiency—Emerging, Capable, and Expert—reflecting a progressive increase in complexity and skill.



Note: Not all projects require **expert** proficiency in all areas. Typically, however, the more complex the project, the higher the proficiency that may be required. While these levels are generally aligned with the complexity of the project, the framework is intended to be used flexibly. It recognises that a leader's overall experience, including in areas outside the public sector, may qualify them for more complex projects, even if they are still developing certain capabilities within the public sector.

Project Director Capability Framework – Summary

The personal attributes and capabilities essential for successful infrastructure project delivery in the NZ Public Sector

People Leadership

Leading with influence

Articulates a clear and compelling vision for the project, communicating objectives in a way that builds trust and resonates with the team. Actively listens to feedback and fosters an environment where team members feel valued, motivated, and aligned toward the common goal.

Team and temporary organisation leadership

Leads diverse, integrated teams, fostering a positive, psychologically safe culture. Takes ownership of team performance and development, promoting growth through coaching, delegation, and feedback. Facilitates collaboration across multidisciplinary teams with clear communication to navigate change and drive high performance.

Stakeholder engagement

Recognises and values the different needs and objectives of all stakeholders, ensuring their active involvement in decision-making processes. Fosters an environment where different voices are heard and considered, enhancing stakeholder buy-in and commitment to the project.

Infrastructure Project Leadership

Business Case Management

Leads the development of robust, fit-for-purpose business cases that meet Cabinet expectations and adhere to NZ Treasury guidance. Ensures projects align with organisational objectives, incorporate whole-of-life asset management considerations, and deliver sustainable, long-term benefits. Revisits the investment case in response to evolving conditions to ensure continued value.

Project Governance

Implements robust project governance frameworks with clear roles, accountability, and timely decision-making. Monitors and proactively addresses risks, issues, and health and safety concerns. Ensures transparent, regular reporting to maintain trust while collaborating with senior leadership to ensure governance supports long-term goals.

Driving Innovation

Actively identifies emerging trends and evolving contexts, adjusting strategies to address changing infrastructure and workforce needs. Leads the adoption of modern design and construction techniques to enhance efficiency, sustainability, and to future-proof projects.

Commercial and Budget Management

Manages contractual, commercial, and procurement processes, including complex supply chains, long-term service contracts and contractor relationships. Oversees budget planning, allocation, and cost management to deliver value for money. Proactively manages contractor performance, identifies and mitigates financial risks, and ensures compliance with policies and funding requirements.

Project Planning and Execution

Leads project planning, execution, and quality assurance by developing plans, managing resources, and tracking milestones for timely delivery within scope, to budget and with the promised benefits. Monitors and proactively addresses risks, issues, and health and safety concerns. Incorporates lessons learned to continuously improve and ensure high-quality outcomes aligned with project goals.

Public Sector Stewardship

Public Sector Leadership

Navigates government policy, political expectations, and public interest to deliver complex projects. Upholds public sector principles by prioritising transparency, responsible financial management, and social accountability, while fostering public trust.

Māori-Crown Relations

Fosters strong Māori-Crown partnerships, that respect The Treaty of Waitangi | Te Tiriti o Waitangi and support community needs, aspirations and goals.

Enhancing System Performance

Leads a collaborative, cross-sector approach by leveraging strong relationships across the public and private sectors. Takes a systems-focused view to address complex issues.

Personal attributes

Self-aware

Has a deep awareness of feelings, strengths, and weaknesses. Understands what is known and what is not, and actively seeks the right people to provide support and expertise.

Inclusive

Leads by example, embracing diverse perspectives, challenging biases, and fostering an environment where everyone feels valued, heard, and empowered.

Curious

Shows curiosity, flexibility and openness when analysing and integrating new ideas and information. Encourages a culture of inquiry and continuous learning.

Resilient

Establishes clear, healthy boundaries to sustain personal and team wellbeing and drives performance in demanding and dynamic environment.

Adaptable

Adapts approaches in response to changing situations or unforeseen challenges, maintaining effectiveness in ever-changing contexts and environments.



Project Director Capability Framework

DETAILED

People Leadership

	Descriptor	Emerging	Capable	Expert
Leading with influence	Articulates a clear and compelling vision for the project, communicating objectives in a way that builds trust and resonates with the team. Actively listens to feedback and fosters an environment where team members feel valued, motivated, and aligned toward the common goal.	• Builds and maintains professional relationships within the project team and with key individuals, fostering open lines of communication. • Contributes to shaping and articulating the project vision and objectives, ensuring clarity and understanding across the team. • Actively listens to feedback, fostering open communication, making sure team members are heard and informed. • Acts with empathy and focuses on solutions in communication and relationships. Begins building trust and relationships.	• Creates strong, collaborative relationships within the project team and across the wider project, ensuring alignment with the project vision and fostering teamwork. • Develops / updates a clear and compelling project vision, incorporating input from key individuals and considering the wider organisational context to ensure relevance and buy-in. • Actively listens to and integrates diverse perspectives, fostering a cohesive and inclusive team environment that promotes trust and mutual respect. • Manages emotions well, fosters trust through empathy. Influences others by promoting collaboration, resolving conflicts, and maintaining open communication.	• Fosters and leverages professional relationships across multidisciplinary teams, the organisation, and across the infrastructure sector. • Leads the development of a long-term, strategic vision for large or complex projects, aligning with organisational priorities and securing support from diverse stakeholders. • Delivers clear, concise, and impactful messages about project goals, status and updates to engage stakeholders, including executive leadership, contractors, and external partners. • Leverages strong emotional intelligence to guide team dynamics and strategic decisions, creating a culture of trust, collaboration, and high performance across multiple teams.
Team and temporary organisation management	Leads diverse, integrated teams, fostering a positive, psychologically safe culture. Takes ownership of team performance and development, promoting growth through coaching, delegation, and feedback. Facilitates collaboration across multidisciplinary teams with clear communication to navigate change and drive high performance.	• Takes ownership of team performance by nurturing individual team members through guidance, feedback, and encouraging opportunities for learning and development. • Fosters an environment of coaching and open dialogue, ensuring that feedback is both given and received constructively. • Sets clear directions that align with the project’s goals and supports team members to work collaboratively to achieve them. • Guides teams through change and challenges, fostering a mindset of adaptability and learning.	• Leads diverse and integrated teams, taking ownership of team performance and actively supporting the development of individuals through coaching, mentorship and growth opportunities. • Establishes and maintains a positive and psychologically safe team culture. Ensures an environment where team members feel valued, heard, and empowered to express ideas. • Facilitates collaboration across multidisciplinary, dispersed teams by empowering members through clear communication, effective delegation, and constructive feedback. • Leads the team through changes and challenges, promoting a culture of adaptability and resilience.	• Leads large, multidisciplinary teams across multiple project phases. Drives team performance by taking full accountability for outcomes and cultivating a culture of continuous growth through coaching, mentorship, and tailored development opportunities. • Enables and role models a safe and innovative team culture that encourages feedback and promotes individual and team development and success. • Cultivates a collaborative, high-performing team culture that actively encourages cross-functional and cross-organisational collaboration for enhanced teamwork and results. • Navigates the complexities of leading teams in temporary, dynamic environments by instilling adaptability and flexibility as core team values.
Stakeholder engagement	Recognises and values the different needs and objectives of all stakeholders, ensuring their active involvement in decision-making processes. Fosters an environment where different voices are heard and considered, enhancing stakeholder buy-in and commitment to the project.	• Develops and implements stakeholder engagement and management in line with overall organisational vision and processes across small to medium projects. • Prioritises stakeholder needs and project delivery. Asks questions to clarify and understand stakeholder perspectives. • Responds to stakeholder risks as they emerge, pro-actively influencing to reduce conflict and increase alignment. • Involves key stakeholders in decision-making processes and works to find common ground to manage differences and advance the project.	• Leads the development and evolution of stakeholder engagement and management plans for medium to large projects/programmes. • Proactively reaches out to understand stakeholders’ context and market. Uses this information to help shape the delivery of outcomes and sustain effective relationships. • Tailors communication to different stakeholder groups, ensuring messages are relevant and clearly understood. Provides regular updates on project status and decisions, creating transparency and fostering trust. • Builds trusted relationships with stakeholders by involving them in decision-making and seeking mutually beneficial solutions.	• Defines and enables the vision and approach for stakeholder engagement across transitions in large projects or programme(s) of work. • Proactively identifies key stakeholders and communicates with authority and clarity. Anticipates their immediate and longer-term needs. Delegates management of other key stakeholders. • Cultivates and maintains trusted relationships with a broad network of stakeholders, navigating complex or politically sensitive environments with ease. Resolves conflicts by aligning stakeholder interests with project objectives. • Effectively balances stakeholder needs against project goals, negotiating solutions that secure ongoing buy-in and commitment.

Infrastructure Project Leadership

	Descriptor	Emerging	Capable	Expert
Business case management	Leads the development of robust, fit-for-purpose business cases that meet Cabinet expectations and adhere to NZ Treasury guidance. Ensures projects align with organisational objectives, incorporate whole-of-life asset management considerations, and deliver sustainable, long-term benefits. Revisits the investment case in response to evolving conditions to ensure continued value.	- Supports the development of business cases, aligning projects with organisational objectives, Treasury and Cabinet expectations, and potential long-term benefits. - Supports in defining project scope and variations, ensuring alignment with initial goals while managing benefits and risks. - Proactively identifies risks and opportunities early, taking steps to minimise the impact of risks on project outcomes. - Communicates scope and variations changes, ensuring alignment with project objectives and minimising potential issues.	- Develops and revisits business cases that meet Cabinet expectations and Treasury guidance, adapting to changes while maintaining alignment with organisational objectives. - Defines and manages project scope and variations, aligning with objectives, value for money, and whole-of-life asset management principles. - Proactively manages risks, using financial trade-offs to address scope changes and safeguard outcomes in line with long-term value and investment drivers. - Communicates scope and variation changes clearly and early, ensuring stakeholder alignment and minimising scope creep.	- Leads complex business cases that meet Cabinet expectations, NZ Treasury guidance, and multi-stakeholder priorities, ensuring long-term value and alignment with public interest. - Incorporates whole-of-life asset management principles to optimise sustainability, value for money, and benefits realisation. - Anticipates and manages risks and changes, refining business cases to adapt to evolving conditions, priorities, and opportunities. - Provides strategic advice and engages stakeholders early to define outcomes, prevent scope creep, and ensure transparent communication.
Commercial & Budget management	Manages contractual, commercial, and procurement processes, including complex supply chains, long-term service contracts and contractor relationships. Oversees budget planning, allocation, and cost management to deliver value for money. Proactively manages contractor performance, identifies and mitigates financial risks, and ensures compliance with policies and funding requirements	- Understands commercial, contractual, government procurement and supply chain management to effectively oversee the procurement of goods and services. - Monitors project budgets, ensuring they are on track, compliant, remain financially feasible, and deliver project outcomes. - Reviews contracts and monitors contractor performance to ensure delivery of required outcomes and alignment on scope. Actively works to mitigate scope creep. - Supports supplier and contractor relationships through clear and regular communication.	- Applies commercial, contractual, procurement, and supply chain management expertise to lead procurement processes, negotiate contracts, and ensure value for money. - Oversees budget planning, allocation and cost control, ensuring financial feasibility. Proactively mitigates potential issues and trade offs to ensure successful delivery. - Understands the contracting industry and holds suppliers to account. Regularly reviews contracts to ensure delivery of outcomes, preventing scope creep. - Manages supplier and contractor relationships to develop trust and mutual understanding.	- Leads procurement, contractual, and complex supply chains, ensuring alignment with organisational goals and maximising value for money. - Oversees large project budgets, providing expert guidance to deliver strategic outcomes. Identifies potential issues early and drives improvements, balancing investment drivers and return on investment. - Proactively evaluates contract progress and contractor performance to prevent scope creep. Communicates trade-offs to maintain alignment with project objectives. - Leads strategic supplier and contractor relationships to develop strong relationships and partnerships.
Project governance	Implements robust project governance frameworks with clear roles, accountability, and timely decision-making. Monitors and proactively addresses risks, issues and health & safety concerns. Ensures transparent, regular reporting to maintain trust while collaborating with senior leadership to ensure governance supports long-term goals.	- Follows established governance processes and roles, ensuring compliance and adherence to guidelines with support. - Recognises potential risks and escalates them to senior leaders, following standard escalation processes. - Prepares reports on project status and risks, ensuring communication within the governance framework is clear and timely. - Communicates updates to senior leadership and contributes to discussions, ensuring awareness of project risks and governance actions.	- Implements governance frameworks, ensuring clear roles and accountability. Facilitates timely decision-making aligned with project objectives and policies. - Identifies risks early, escalating issues appropriately and resolving them to minimise impact on project outcomes. - Ensures regular and clear monitoring and reporting, providing updates on project progress, risks, and governance decisions to maintain alignment and trust. - Collaborates with senior leadership to provide strategic oversight and ensure that governance processes align with long-term project goals.	- Leads governance frameworks for complex projects, ensuring robust decision-making, accountability, and compliance. - Anticipates and mitigates complex risks early, adjusting governance frameworks to meet evolving demands. Prioritises health and safety, ensuring regulations and proactive measures are updated as conditions change. - Oversees and delivers comprehensive reporting, ensuring transparency, alignment, and trust across all project layers. - Works closely with senior leadership to align governance strategies with long-term project and organisational goals.

Infrastructure Project Leadership

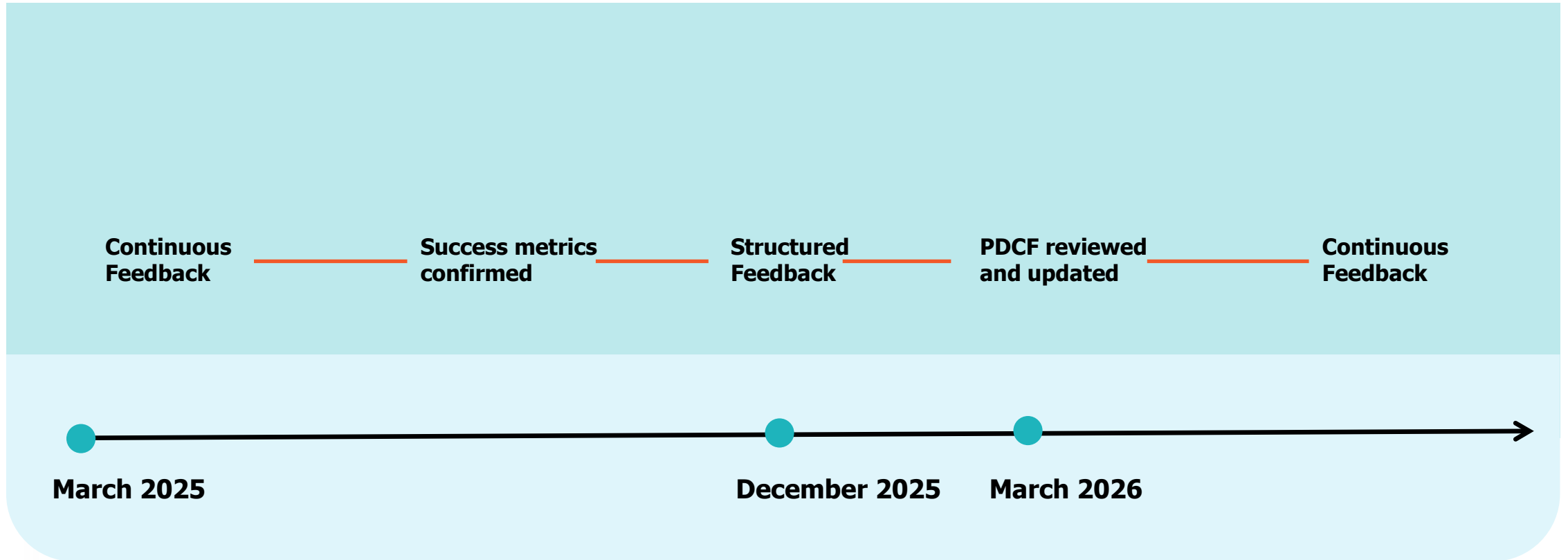
	Descriptor	Emerging	Capable	Expert
Project Planning & Execution	Leads project planning, execution, and quality assurance by developing plans, managing resources, and tracking milestones for timely delivery within scope, to budget and with the promised benefits. Monitors and proactively addresses risks and issues. Incorporates lessons learned to continuously improve and ensure high-quality outcomes aligned with project goals.	• Supports the creation of project plans, ensuring alignment with scope, timelines, and budgets while making informed decisions on resource allocation and adjusting as necessary. • Follows established quality and safety protocols, assisting in identifying risks and issues, and escalates health and safety concerns as required. • Ensures the maintaining of quality standards, regularly reviewing deliverables and addressing deviations from expectations. • Encourages the identification and suggestion of improvements, contributing initial insights to enhance project delivery based on observed challenges.	• Develops and manages project plans, budgets, and milestones to deliver projects on time, within budget, and with the promised benefits. • Identifies and resolves risks early, ensuring teams have the tools and strategies needed to mitigate issues before they impact delivery. • Monitors quality and safety independently throughout the project, identifying and addressing issues, and health and safety concerns ensuring a safe working environment. • Applies lessons learned to improve processes, ensuring project outcomes are aligned with objectives and high standards.	• Leads project teams in the development of strategic project plans, aligning resources and objectives to ensure the complex project is on time, to budget and with the promised benefits. • Oversees comprehensive risk management across multiple projects, anticipating challenges and guiding project managers in implementing advanced mitigation strategies. • Leads the monitoring of quality and safety standards across complex projects, proactively anticipating risks and implementing mitigation strategies. • Leads continuous improvement across multiple projects, using data-driven insights to optimise processes and ensure efficiency.
Driving innovation	Actively identifies emerging trends and evolving contexts, adjusting strategies to address changing infrastructure and workforce needs. Leads the adoption of modern design and construction techniques to enhance efficiency, sustainability and to future-proof projects.	• Helps teams identify emerging trends in the sector, technology, and market, offering insights on their potential impact on project delivery. • Encourages consideration of risks and opportunities in decisions, supporting innovation while seeking guidance when needed. • Assists in making decisions with incomplete information, adjusting as new details emerge. • Promotes an open environment where ideas are shared, enabling adaptation to changing project needs.	• Leads efforts to recognise and integrate sector, technology, and market trends, adjusting strategies to leverage emerging opportunities. • Fosters a culture that integrates risks and opportunities into decisions, promoting innovation across projects especially the adoption of sustainable practices. • Guides agile decision-making in uncertain conditions, adjusting strategies as project circumstances evolve. • Anticipates skill needs, developing strategies to equip individuals for short- and long-term objectives.	• Drives strategic integration of sector, technology, and market innovations into long-term organisational goals to future-proof projects and ensure alignment with evolving industry demands and opportunities. • Builds a culture that embraces innovation while managing risks, driving both creativity and project sustainability. • Makes high-level decisions in uncertain environments, ensuring quick adaptation to changing conditions • Fosters a collaborative environment where teams evolve together, ensuring project alignment with future needs.

Public Sector Stewardship

Descriptor	Emerging	Capable	Expert	
Public Sector Leadership	Navigates government policy, political expectations, and public interest to deliver complex projects. Upholds public sector principles by prioritising transparency, responsible financial management, and social accountability, while fostering public trust	- Follows public policy and machinery of government expectations to work within the political and social environment. - Identifies and meets statutory obligations and community expectations with transparency. - Demonstrates awareness of political expectations and seeks guidance on managing conflicting demands. - Communicates with transparency to meet community expectations and statutory obligations for financial and social responsibility.	- Adapts to government policies and political expectations, aligning project goals with public priorities while anticipating and responding to policy changes. - Balances political expectations with project delivery, engaging stakeholders to find common ground while preserving project integrity. - Maintains transparency in decision-making, clearly communicating risks and outcomes, while upholding accountability to build public trust. - Actively incorporates social responsibility into decision-making, ensuring projects deliver positive societal impacts and are aligned with public sector principles.	- Navigates complex political landscapes and policy frameworks, influencing decision-makers and ensuring that projects align with evolving government priorities and public expectations. - Models ethical, legal and social leadership, and actively mentors and/or coaches other professionals to help develop their leadership behaviours. - Leads by example in maintaining transparency and fostering public trust, ensuring that all actions are aligned with the highest standards of accountability. - Embeds social responsibility within all aspects of project delivery, ensuring that the project creates lasting positive impacts for the community.
Māori-Crown relations	Fosters strong Māori-Crown partnerships, that respect The Treaty of Waitangi Te Tiriti o Waitangi and support community needs, aspirations and goals.	- Preserves and maintains an environment that enables Māori to thrive now and in the future. - Follows kawa (policies, practices) and tikanga (principles) when engaging with iwi and mana whenua. - Engages with iwi and mana whenua to protect Māori rights and interests, and fosters sustainable partnerships where Māori can live, thrive and flourish as Māori. - Recognises community needs and strives to understand their goals, working to align these with project objective.	- Promotes an environment that ensures kaitiakitanga (guardianship) and sustainable practices now and in the future. - Applies kawa (policies, practices) and tikanga (principles) when engaging with iwi and mana whenua. - Engages with iwi and mana whenua to protect Māori rights and interests, and fosters sustainable partnerships where Māori can live, thrive and flourish as Māori. - Actively aligns project outcomes with community aspirations and ensures they are integrated into delivery.	- Creates and promotes an environment that ensures kaitiakitanga (guardianship) and sustainable practices now and in the future. - Promotes and embeds kawa (policies, practices) and tikanga (principles) when engaging with iwi and mana whenua. - Engages with iwi and mana whenua to protect Māori rights and interests, and fosters sustainable partnerships where Māori can live, thrive and flourish as Māori. - Incorporates the principles of Te Tiriti o Waitangi, involving Māori in key decisions on natural resources, land use, and community development.
Enhancing system performance	Leads a collaborative, cross-sector approach by leveraging strong relationships across the public and private sectors. Takes a systems-focused view to address complex issues.	- Builds relationships across infrastructure, public, and private sectors, establishing trust and mutual respect to achieve common goals. - Concentrates on achieving project-specific objectives while adhering to established processes for consistent outcomes. - Understands how the public, private, and infrastructure sectors operate and interact, recognising mutual interests and shared goals. - Addresses challenges that emerge from cross-sector collaboration, leveraging available resources to resolve issues.	- Builds relationships across infrastructure, public, and private sectors, fostering collaboration around a shared strategic purpose. - Defines and communicates a shared purpose, aligning objectives across sectors to create buy-in for collaborative goals. - Ensures consistent project delivery by coordinating cross-sector efforts, identifying gaps, and addressing issues that could impact system performance. - Resolves cross-sector challenges, fostering joint problem-solving to maintain alignment with shared goals.	- Builds lasting partnerships across infrastructure, public, and private sectors, fostering collaboration around a shared strategic purpose. - Leads cross-sector collaboration, encouraging innovation, efficiency, and mutually beneficial solutions. - Aligns public and private sector strategies to ensure common goals and long-term success, anticipating and addressing challenges proactively. - Manages conflicts and drives continuous improvement to ensure successful project delivery.



How will we review and improve the framework





What's next

Recruitment Guide:

The Recruitment Best Practice Guide will align hiring practices for Project Directors using the PDCF, ensuring that selection criteria reflect the required capabilities and proficiency levels.

Self-Assessment Tool:

A self-assessment tool will be created to enable Project Directors to evaluate their current capabilities against the framework, identifying strengths and areas for targeted growth.

Development Suggestions:

Specific development suggestions will be provided to help Project Directors address identified gaps, offering resources and learning activities tailored to each proficiency level.

Accreditation Pathway:

An accreditation pathway will be explored to formalise and recognise Project Directors' capabilities, setting sector-wide standards and providing a structured path for professional advancement.

Q4
FY25

Q3
FY26

Q2
FY26

TBC