RegPM™ Certification

AIPM Professional Competency Standards
for
Project Management

Part F - Certified Practising Project Practitioner (CPPP)

Document control

Document information

Document title	AIPM Professional Competency Standards for Project Management – Project Practitioner
Authorising authority	AIPM

Version control

Version No	Date	Nature of Change
Version 3.0	1 Feb 2024	2024 Update

Proposals for amendment

Proposals for amendments or additions to this document should be sent to: regpm@aipm.com.au

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Introduction

These Competency Standards provide the basis for the development and assessment of Project Practitioners.

The Standards have been developed as generic standards with the objective of applicability across a wide range of industries and enterprises. They may be used by industries/enterprises as they stand or they may be used as a basis from which each industry or enterprise may contextualise the project management standards.

The Standards are described in terms of the units of project management. Within each unit, the Standards detail the elements of competency and associated performance criteria, range indicators, knowledge and skills, and evidence guides.

The Units are:
- Unit 1 - Apply Scope Management Techniques
- Unit 2 - Apply Time Management Techniques
- Unit 3 - Apply Cost Management Techniques
- Unit 4 - Apply Quality Management Techniques
- Unit 5 - Apply Human Resources Management Techniques
- Unit 6 - Apply Communications Management Techniques
- Unit 7 - Apply Risk Management Techniques
- Unit 8 - Apply Contract and Procurement Techniques

There is no Unit 9 - Integration, as competency in this area is expected at higher levels.

Work done at Project Practitioner Level

The Project Practitioner level allows early entry into the RegPM Program so that members start to participate in the Continuous Professional Development program and take up opportunities to develop their knowledge and skills.

Work done at this level is under the direction of a Project Manager, Project Director, or Executive Project Director.

An individual working at this level can identify and apply project management skills and knowledge to a wide variety of contexts with depth in some areas.

At this level Project Practitioners may be members of a project team but with no direct responsibility for the overall project outcomes. Under direction they utilise project management tools and methodologies.

As a Project Practitioner the individual will take responsibility for his/her own outputs in relation to specified quality standards.

As a Project Practitioner the individual will take limited responsibility for the quantity and quality of the output of junior team members, trainees or cadets.

The standards at the Project Practitioner level have been mapped to the Australian Qualification Framework Certificate IV level.

Assessment Requirements for Project Practitioner

The following is the minimum assessment requirement for Project Practitioner:

1. Demonstrate competency in the following 3 Units:
   - Unit 1 - Apply Scope Management Techniques
   - Unit 2 - Apply Time Management Techniques
   - Unit 4 - Apply Quality Management Techniques, and

2. Demonstrate competency in one of the following 5 Units
   - Unit 3 - Apply Cost Management Techniques
   - Unit 5 - Apply Human Resources Management Techniques
   - Unit 6 - Apply Communications Management Techniques
   - Unit 7 - Apply Risk Management Techniques
   - Unit 8 - Apply Contract and Procurement Techniques, and

3. Demonstrate knowledge, to the level defined, in the remaining 4 Units.

Relationship of the Units to Project Management

The discipline of Project Management is covered by these Standards. Each unit is a separate function of project management.

Range Indicators

The Standards contain Range Indicators that outline the circumstances within which the Performance Criteria apply. The Range Indicators:
   - frame the boundaries within which the competency unit and its associated criteria apply,
   - allow for variations in context between industries/enterprises and provide the basis for contextualisation for the specific industry/enterprise

The Standards in this document have been developed as generic standards with the objective of applicability across a wide range of industries and enterprises. The standards may be used by industries/enterprises as they stand or they may be used as a basis from which each industry or enterprise may contextualise the project management standards.

Range Indicators may include additional information such as:

> - relevant methodology and procedures and/or current industry/enterprise practices for project management;
> - identification of users, supporters and stakeholders for the project and how they are involved;
> - identification of what facilities and resources are available and their characteristics;
> - identification of what expertise/advice is available from within and, external to, the organisation;
> - identification of the organisational environments, both internal and external, and how they influence the project; and
> - information and communications systems utilised within the organisation.

Higher project authorities may be:

> - supervisors within the sub-project team (in large projects)
> - section leader
> - the project manager

Higher authorities would not normally be from outside the project

Stakeholders may be from: within the project, other projects affected by the project, the client/customer, and/or the parent organisation.

The client is the authority, or authorities, for whom the project is being undertaken. The client may be internal or external to the organisation. The client may be the customer, the owner, the sponsoring authority in the case of projects where a contract does not exist, or it may be an authority specifically designated as the client.

The **project lifecycle** starts at the time that a project is conceived and completes when the desired outcomes have been achieved.

Participation/contribution may take the form

> - making decisions and acting within limits of authorisation in the individual's area of expertise
> - providing detailed input/advice in the individual's area of expertise
> - contributing general input in a team environment

Communication and reporting may involve:

> - other team members
> - project team leaders/coordinators
> - colleagues internal and/or external to the organisation
> - members of client organisation as authorised

Unit 1 - Apply scope management techniques

Definition: The scope of a project comprises a combination of the business planning process and its outcomes, the end products of the project and the work required to deliver the project deliverables required using systems thinking to ensure the definition and delivery of the required project outcomes. Scope management involves the initial justification of the project through the strategic planning process, the development of the business case, management of the initial project start-up activity followed up by the ongoing definition of the deliverables within project objectives and constraints. Project scope forms the foundation of the project plan, the basis from which all other project specific plans are developed and is the focus for an overall systems approach to project management.

Element		Performance Criteria
Contribute to scope definition	1.1.1	Contribute to the identification of project deliverables
	1.1.2	Support the establishment of the project lifecycle management process
	1.1.3	Contribute to the identification of project acceptance criteria
Apply project scope controls	1.2.1	Undertake work in accordance with the agreed business plan and/or project management plan to support effective change control and performance measurement processes and procedures
	1.2.2	Monitor assigned compliance areas associated with scope requirements and communicate shortfalls to the project manager
	1.2.3	Measure progress to determine potential, perceived and actual scope issues that may require formal scope change
	1.2.4	Contribute to reporting and recording of stakeholder agreed scope changes within assigned work responsibilities
	1.2.5	Support the application of the project monitoring and reporting systems for the purpose of enabling project performance evaluation
	1.2.6	Assist in the review of project outcomes to determine the effectiveness of initial and subsequent scope management approaches

Range indicators

Contribution and support will be consistent with a team member providing solutions that may be of a non-routine or contingency nature and information that has been evaluated or analysed.

Contribution and support may take the form
- making decisions and acting within limits of authorisation in the individual's area of expertise
- providing detailed input/advice in the individual's area of expertise
- contributing general input in a team environment

Compliance areas can include:
- compliance with the project management plan
- stakeholder documentation requirements
- contractual requirements

Stakeholders may be from: within the project, other projects affected by the project, the client/customer, and/or the parent organisation.

Project deliverables may include all products and services defined within the project scope.

Contribution to **scope management** may include input from area of expertise in:
- identifying project benefits and outcomes
- listing deliverables, tasks and activities
- contributing to the development of work, organisation or product breakdown structures
- listing measurable project outcomes

Change control procedures may be applied to:
- designated elements of project liable to change, e.g. engineering, finance
- designated project documentation, e.g. plans, schedules, directives, guidelines and instructions

Scope definition may include:
- Project Objectives
- Product Scope Description
- Project Requirements
- Project Boundaries
- Project Deliverables
- Product Acceptance Criteria
- Project Constraints and Assumptions
- Initial Project Organization
- Initial Defined Risks
- Schedule and Cost Factors
- Work Breakdown Structure
- Product Breakdown Structure

Underpinning knowledge and skills

General knowledge and understanding of:
- the need for scope definition during project start-up
- the importance of, and techniques related to, task definition
- the place of scope management in the context of the project life cycle
- an understanding of scope change controls
- methods to define products and activities, e.g. simple work breakdown structure

Skills
- planning
- monitoring and tracking
- teamwork and communication skills
- attributes include:
  - attention to detail
  - accuracy
  - critical thinking

Evidence guide

The following documentation or components of the documentation, completed by the individual, can provide supporting evidence:

- lists of project deliverables, constraints and outcomes
- task definition and resource allocation records
- progress reports
- scope change proposals
- project scope reviews
- records of major scope issues

Unit 2 - Apply time management techniques

Definition: Management of project time, through the management of planning and scheduling activities, relates to the activities associated with development, analysis, monitoring and control of project schedules. Meeting project objectives within the identified time frame is a critical factor in determining project success along with capability, cost and quality.

	Element		Performance Criteria
2.1	**Contribute to the development of project schedules**	2.1.1	Support the identification of duration and effort, sequence and dependencies of tasks to meet assigned project objectives.
		2.1.2	Contribute to the establishment of the Work Breakdown Structure in the context of the development of the project's schedule including consideration of risk and estimating impact(s).
		2.1.3	Identify schedule impact on cost estimating and risk identification
		2.1.4	Contribute to the development of the project schedule management plan
		2.1.5	Support the introduction of project planning and scheduling tools and techniques required for time management aspects of the schedule
2.2	**Monitor agreed schedule**	2.2.1	Record and report variance between actual and planned progress on allocated tasks within the project schedule,
		2.2.2	Contribute to identifying tasks which may be integral to the critical path(s)
		2.2.3	Support monitoring processes to identify deviations from the schedule which may impact on meeting project objectives
2.3	**Update agreed schedule**	2.3.1	Update the schedule and plans as directed to accommodate changing situations throughout the project life cycle
		2.3.2	Use scheduling tools to measure, record and report progress of activities in relation to agreed schedules and plans
		2.3.3	Contribute to forecasting the impact of changes on the schedule and the analysis of options

2.4	**Contribute to implementation of project schedules**	2.4.1	Contribute to review of progress against the schedule throughout the project life cycle
		2.4.2	Document project progress and schedule changes according to project documentation standards
		2.4.3	Monitor consistency of schedule changes with changing scope, objectives, constraints and risks
2.5	**Participate in assessing time management outcomes**	2.5.1	Assist in the review of project outcomes to determine the effectiveness of scheduling tools, techniques and approaches used
		2.5.2	Identify scheduling and time management issues for application to future projects

Range indicators

Contribution and support will be consistent with a team member providing solutions that may be of a non-routine or contingency nature and information that has been evaluated or analysed.

Contribution and support may take the form of
 - ➢ making decisions and acting within limits of authorisation in the individual's area of expertise
 - ➢ providing detailed input/advice in the individual's area of expertise
 - ➢ contributing general input in a team environment

Project schedule management plan identifies the scheduling methodology, scheduling tools, the format and criteria for developing and controlling the project schedule

Scheduling tools and techniques may include:
 - ➢ critical path diagrams
 - ➢ Gantt charts
 - ➢ project schedule network diagrams
 - ➢ Critical Chain management
 - ➢ industry standard project management planning and scheduling software tools

Time management activities may be undertaken:
 - ➢ within established organisational framework, procedures and routines
 - ➢ under limited guidance and supervision
 - ➢ within agreed authorisation and limits
 - ➢ in a multi-disciplinary environment subject to frequent change

Information to be drawn on may include:
- ➢ project guidelines and instructions
- ➢ designated standard operating procedures and regulations
- ➢ project management body of knowledge

Time management **tools and techniques** may involve:
- ➢ use of personal experience and subject matter experts
- ➢ assisting in qualitative and/or quantitative time analysis, such as schedule simulation, decision analysis, contingency planning, alternative strategy development
- ➢ using specialist time analysis tools to provide output to assist in the decision making process

Communication and reporting may involve:
- ➢ other team members
- ➢ project team leaders/coordinators
- ➢ colleagues internal and/or external to the organisation
- ➢ members of client organisation as authorised

Records may take the form of:
- ➢ lists of potential schedule events
- ➢ diaries, incident logs, occurrence reports and other such documentation
- ➢ project and/or organisation files and records

Project reviews may be undertaken on completion of:
- ➢ agreed major milestones, e.g. phases, sub-contracts
- ➢ delivery of major deliverables
- ➢ change of key personnel
- ➢ finalisation of project and other agreed milestones

Underpinning knowledge and skills

General knowledge and understanding of:
- ➢ the need for scheduling within the broad project management framework
- ➢ the application of scheduling tools and techniques within the individual's area of expertise
- ➢ how, when and why schedule identification, monitoring and reporting processes are implemented
- ➢ the importance of the individual's contribution to the cost management process
- ➢ concepts behind Work Breakdown Structure, dependencies, resource allocation, critical paths, Gantt charts and earned value
- ➢ concepts and skills to define and sequence activities, estimate activity resources and estimate activity duration
- ➢ concepts of and skills in developing baseline project schedules

Skills in
- ➢ time management
- ➢ planning
- ➢ monitoring and control
- ➢ analysis and evaluation
- ➢ attributes include:
- ➢ attention to detail
- ➢ accuracy
- ➢ critical thinking

Evidence guides

The following documentation or components of the documentation, completed by the individual, can provide supporting evidence:
- ➢ project baseline schedules
- ➢ lists of project activities, including schedule, resource and cost estimates
- ➢ records of progress and of deviations from the project schedule
- ➢ reports to higher project authority regarding project progress against the project schedule
- ➢ ongoing input to the project schedule
- ➢ contribution to project schedule review(s), including reports of lessons learned and recommendations
- ➢ the demonstration of use of scheduling tools and techniques

Unit 3 - Apply cost management techniques

Definition: The management of cost, cost estimating and project budgeting includes the processes required to identify, analyse and refine project costs, project billings and project cash to produce a project budget which is then used as the basis upon which to monitor and control project accounting. Cost management and budgeting are factors critical to the success of the project, along with capability, time management, planning and scheduling and quality.

	Element		Performance Criteria
3.1	**Contribute to the development of the project budget**	3.1.1	Estimate costs for tasks and activities and communicate to others for inclusion in project budget
		3.1.2	Map costs against duration/effort and allocated resources, and communicate to the project manager for inclusion in the project plan, project budget and associated billings, cost and cash profiles
		3.1.3	Seek and apply feedback on the appropriateness, validity and accuracy of estimates
		3.1.4	Seek clarification of estimates, and the degree of accuracy where required
		3.1.5	Contribute to improving the management of the project budget process
3.2	**Monitor project costs**	3.2.1	Contribute to the monitoring of billings, expenditure and cash against the agreed project plan and budget
		3.2.2	Use established project cost management methods, techniques and tools to identify and report variations in the budget to higher project authority for action
		3.2.3	Support the review and reporting on the budget to identify whether variations between planned and actual expenditure, revenue and cash are appropriate to current agreed Estimate At Completion
3.3	**Contribute to project budget reconciliation processes**	3.3.1	Assist in the processes of project budget reconciliation, finalisation and transfer of financial assets, liabilities and records to the client or to a designated stakeholder
		3.3.2	Assist in the review of project outcomes by use of project records to determine the effectiveness of initial and subsequent project accounting strategies and processes
		3.3.3	Report cost estimating, cost control and budgeting issues and responses to higher project authority for application in future projects
		3.3.4	Review project cost management and lessons learned and record in accordance with the cost management plan

Range indicators

Estimated costs may refer to:
- application and registration fees for intellectual property (IP) and patents etc.
- contingency (as outcome of risk assessment)
- facilities
- labour
- material
- project management overheads
- travel and subsistence
- logistic support

Estimating may include:
- Bottom-up estimating
- Cost of Quality (COQ)
- Parametric Estimating
- Reserve Analysis

Cost management techniques and tools may include:
- industry standard cost management software
- methodologies such as Earned Value Analysis, Cost Aggregation, Cost Change Control System

Cost control may include:
- Forecasting
- Performance Measurement Analysis
- Variance Management

Cost management activities may be undertaken:
- within established organisational framework, procedures and routines
- under limited guidance and supervision
- within agreed authorisation and limits
- in a multi-disciplinary environment subject to frequent change

Cost management plan identifies how costs will be controlled, estimates units of measure, estimating precision, permissible variance thresholds, earned value rules and reporting formats

Information to be drawn on may include:
- project guidelines and instructions
- designated standard operating procedures and regulations

Communication and reporting may involve:
  - ➢ other team members
  - ➢ project team leaders/coordinators
  - ➢ colleagues internal and/or external to the organisation
  - ➢ members of client organisation as authorised

Higher project authority may include:
  - ➢ Team Leader
  - ➢ Project Manager
  - ➢ Project Sponsor
  - ➢ Client

Processes may include:
  - ➢ measurement of actual progress against planned milestones
  - ➢ recording and reporting of variations
  - ➢ implementation of financial control mechanisms
  - ➢ communication with stakeholders, dispute resolution and modification procedures.

Overhead, profit and contingency would not normally be included at this level

Determining limits and extent of **financial authority** may be:
  - ➢ by designation by higher authority
  - ➢ in accordance with set organisational standards and procedures
  - ➢ in accordance with legal requirements

Records may take the form of:
  - ➢ lists of potential costs
  - ➢ invoice and payment records
  - ➢ cost verification and validation documentation
  - ➢ input to cost management plans
  - ➢ reports to higher authority
  - ➢ project and/or organisation files and records
  - ➢ cost management lessons learned

Underpinning knowledge and skills

General knowledge and understanding of:
  - ➢ the need for cost management within the broad project management framework
  - ➢ cost management process inputs, outputs, and tools & techniques
  - ➢ the place of cost management in the context of the project life cycle and other project management functions,
  - ➢ the application of cost management tools and techniques within the individual's area of expertise
  - ➢ how, when and why cost management processes are implemented
  - ➢ the importance of the individual's contribution to the cost management process
  - ➢ the concepts of estimating, budgeting and controlling costs
  - ➢ the concepts of planned value, earned value, actual costs and forecasting

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Evidence guide

The following documentation or components of the documentation, completed by the individual, can provide supporting evidence:

- ➢ evaluation of cost estimates in area of expertise
- ➢ documentation mapping costs against duration/effort and allocated resources
- ➢ use of cost management tools and techniques
- ➢ reports on cost variations
- ➢ review of records and reports of progress of cost activities
- ➢ implementation, maintenance and control functions of the cost management system
- ➢ cost review(s), including reports of lessons learned and recommendations for improvement
- ➢ review of communication to others of estimated costs for tasks and activities for inclusion in project budget
- ➢ evaluation of reporting on cost management issues and responses to project/program manager

Unit 4 - Apply quality management techniques

Definition: Project quality management comprises the activities required to optimise the implementation of the current quality policy and the required processes for the project. Quality management applies objective standards and processes to achieve the largely subjective goal of customer satisfaction through the continuous application of quality planning, quality control, quality assurance and continuous improvement throughout the project life cycle.

	Element		Performance Criteria
4.1	**Contribute to quality planning**	4.1.1	Contribute to quality planning and communicate in a manner appropriate to the intended audience
		4.1.2	Contribute to establishing quantifiable quality criteria for project outcomes and objectives
		4.1.3	Contribute to the establishment of quality requirements in the project plan and processes
4.2	**Apply quality policies and procedures**	4.2.1	Implement quality assurance within the project as directed and in accordance with agreed quality standards and guidelines
		4.2.2	Maintain records and documentation in accordance with set procedures
		4.2.3	Evaluate and document results of project activities and product performance to determine compliance with agreed quality standards
		4.2.4	Report shortfalls in quality outcomes to the project manager
4.3	**Contribute to continuous improvement process**	4.3.1	Assist in the ongoing review of project outcomes to determine the effectiveness of quality management activities
		4.3.2	Seek opportunities to contribute to the continuous improvement of project systems, plans and processes
		4.3.3	Check plans, processes and outcomes regularly for quality and completion against established criteria
		4.3.4	Contribute to stakeholder satisfaction analysis and report to higher project authorities
		4.3.5	Contribute to lessons learned activities by reporting quality assurance issues and responses to higher project authorities for application in future projects

Quality Control Tools may include:
  - ➢ Cause and effect diagram (fishbone, Ishikawa)
  - ➢ Control charts
  - ➢ Flowcharting
  - ➢ Histogram
  - ➢ Pareto chart
  - ➢ Run Chart
  - ➢ Scatter Diagram

Quality management activities may include approaches such as; Total Quality Management, Lean Management and Six Sigma

Continuous improvement methodologies may include:
  - ➢ Organisational Project Management Maturity Model (OPM3), Capability Maturity Model (CMM), Capability Maturity Model Integrated (CMMI)

Quality management activities may be undertaken:
  - ➢ within established organisational framework, procedures and routines
  - ➢ under limited guidance and supervision
  - ➢ within agreed authorisation and limits
  - ➢ in a multi-disciplinary environment subject to frequent change

Information to be drawn on may include:
  - ➢ project guidelines and instructions
  - ➢ designated standard operating procedures and regulations
  - ➢ quality standards and guidelines
  - ➢ organisation and project standards

Quality Control activities may include monitoring conformance with the specification, reporting of variances, recommending ways to eliminate causes of unsatisfactory performance of products or processes. Quality control activities may involve regular inspection by the individual or the monitoring of inspections by internal or external agents.

Quality Assurance incorporates inspections and audits in compliance with quality control guidelines.

Underpinning knowledge and skills

General knowledge and understanding of:
- ➢ quality processes, quality planning, perform quality assurance, perform quality control
- ➢ the need for quality management within the broad project management framework
- ➢ the place of quality management in the context of the project life cycle and other project management functions
- ➢ knowledge of quality auditing processes and requirements
- ➢ the application of quality management tools and techniques within the applicant's area of expertise
- ➢ how, when and why quality management processes are implemented
- ➢ the importance of the individual's contribution to the quality management process

Evidence guide

The following documentation or components of the documentation, completed by the individual, can provide supporting evidence:
- ➢ documented quality requirements in the project plan and processes
- ➢ documentation on results of project activities and product performance that identify compliance with agreed quality standards
- ➢ application of quality management and continuous improvement techniques
- ➢ records of input to identification of quality stakeholders, quality objectives, standards and levels
- ➢ records of input to the quality management plan
- ➢ records of use of quality management tools
- ➢ records of inspections and reports on quality outcomes
- ➢ reports of progress on quality issues
- ➢ reports on stakeholder satisfaction analysis
- ➢ input to quality reviews, including reports of lessons learned and recommendations for improvement

Unit 5 - Apply human resource management techniques

Definition: The process of Human Resource Management (HRM) involves the development of individuals into a cohesive project team with the common purpose of meeting project objectives. HRM includes determining the resources required to manage project tasks, both within the core project team and the broader organisational matrix. Staff recruitment, selection, training and development are conducted to accommodate change throughout the project life cycle.

	Element		Performance Criteria
5.1	**Assist with determination of human resource requirements**	5.1.1	Contribute to the analysis the work break down structure and the organisational structure to determine human resource requirements
		5.1.2	Contribute to definition of resources required to undertake project tasks
		5.1.34	Contribute to analysis of stakeholders expectations to determine human resource requirements
5.2	**Establish and maintain productive working relationships**	5.2.1	Actively seek the views and opinions of team members during task planning and implementation
		5.2.2	Undertake duties and accept responsibilities in a positive manner and in a way that promotes cooperation and good relationships in the team
		5.2.3	Communicate with others using styles and methods appropriate to the situation and desired outcome
		5.2.4	Communicate information and ideas to others in a logical, concise and understandable manner
		5.2.5	Regularly seek feedback on the nature and quality of working relationships, and use the feedback as the basis for individual improvement and development
		5.2.6	Encourage and develop team activities, goals and cohesion
5.3	**Contribute to team building**	5.3.1	Enhance team effectiveness in achievement of project objectives through individual and team development opportunities
5.4	**Assist with human resource control**	5.4.1	Facilitate stakeholder participation in the project in an open and ethical manner
		5.4.2	Undertake work in a multi disciplinary environment in accordance with established HRM plans, practices, guidelines and procedures to achieve designated project objectives

		5.4.3	Resolve potential and actual conflicts in accordance with agreed dispute resolution processes or report to others for resolution
5.5	**Contribute to conclusion of human resource practices**	5.5.1	Contribute to the assessment of the overall effectiveness of project HRM and document lessons learned
		5.5.2	Report human resource issues to others to aid the continuous improvement process

Range indicators

Definition of resources may utilise a responsibility matrix, responsibility assignment matrix, project organisation charts

HRM plans may contain staff acquisition strategies, roles and responsibilities, staff timetabling, staff release plan, training needs strategies, performance reward and recognition strategies, employment compliance approaches and OH&S policy and procedures

Work guidelines and procedures may be in accordance with:
- project human resources management plan
- organisation project management procedures
- staffing plan/job description
- industrial relations agreements and guidelines
- professional operating standards

Human resource development and training may be undertaken formally or informally, and may include:
- action learning sets
- coaching and mentoring
- performance feedback
- team building and group activities
- networking
- training and seminars
- specialist/professional skills and career progression
- interpersonal communications
- team building and group activities

Underpinning knowledge and skills

General knowledge and understanding of:
- human resource development practices such as mentoring, coaching, etc.
- the need for human resources management within the broad project management framework
- the place of human resources management in the context of the project life cycle and other project management functions,
- the application of human resources management tools and techniques within the applicant's area of expertise
- how, when and why human resources management processes are implemented
- the importance of the individual's contribution to the human resources management process
- how individuals and teams contribute and create synergy
- conflict resolution principles and practices

Skills
- teamwork
- good communications skills
- analysis skills

Evidence guide

The following documentation or components of the documentation, completed by the individual, can provide supporting evidence:
- use of work breakdown structures in human resource project planning
- assessment of skill levels for project personnel against project task requirements
- input to the human resources management plan
- involvement in team building processes and practices
- records of contribution to team activities, including team training and development
- conflict resolution records
- records of individual's responsibilities, authority and personal performance measurement criteria
- records of individual career development and training activities
- assessment of the overall effectiveness of project HRM and document lessons learned

Unit 6 - Apply communication management techniques

Definition: Project communications management provides a critical link between people, ideas and information at all stages in the project life cycle. Project communications management ensures the timely and appropriate generation, collection, dissemination, storage and disposition of project information via formal structures and processes to aid the achievement of project objectives.

	Element		Performance Criteria
6.1	**Contribute to communications planning**	6.1.1	Identify requirements and source relevant information to contribute to initial project documentation
		6.1.2	Contribute to the development and implementation of the communications management plan and communications networks
6.2	**Conduct information management activities**	6.2.1	Gather, validate, store, retrieve, filter and disseminate information as directed, within agreed procedures, to aid decision making processes
		6.2.2	Maintain information in an agreed manner to ensure the data is secure and auditable
		6.2.3	Write clear and succinct reports that contain all of the required information, and are prepared in accordance with the project communications management plan
6.3	**Communicate project information**	6.3.1	Communicate within project team and stakeholders using agreed networks, processes and procedures to ensure clarity of understanding
		6.3.2	Write and release reports as directed, or draft for release by higher project authorities
		6.3.3	Seek information and advice from appropriate project authorities when in doubt
		6.3.4	Contribute to project performance reports and communicate to project stakeholders as directed
6.4	**Contribute to assessment of communications management outcomes**	6.4.1	Assist in the ongoing review of project outcomes to determine the effectiveness of communications management activities
		6.4.2	Provide feedback on the success or otherwise of the implementation and continued appropriateness of the project communication plan
		6.4.3	Report communications management issues and responses and lessons learned to higher project authorities for application in future projects

Range indicators

Communications management plan may list which team member is response for particular communication activities, what stakeholders need what information, when information is communicated and distributed, the protocols for communicating information and methods of distribution

Performance reports may include: updating stakeholders with various types of performance data such as project status, earned value, variance, trends, progress, etc

Communication may be **undertaken:**
> - within established organisational framework, procedures and routines
> - under limited guidance and supervision
> - within agreed authorisation and limits
> - in a multi-disciplinary environment subject to frequent change

Communication by the individual may be **in the form of:**
> - written reports, briefs, minutes, letters and other such documentation
> - oral briefings, advice and conversations, telephone calls
> - computer generated, e.g. electronic data transfer, Internet

Project Management Information Systems (PMIS) range from complex computer-based systems to simple manual systems. Use of the PMIS would normally be within established guidelines and procedures and clearly defined lines of authority

Underpinning knowledge and skills

General knowledge and understanding of:
> - basic knowledge of knowledge management in relation to the storage and retrieval of information
> - the need for communications management within the broad project management framework
> - the place of communications management in the context of the project life cycle and other project management functions
> - the application of communications management tools and techniques within the individual's area of expertise
> - drafting, obtaining endorsement and forwarding of reports to higher authority
> - how, when and why communications management processes are implemented
> - the importance of the individual's contribution to the communications management process

Skills
> - writing skills to generate reports and project communications for stakeholders
> - teamwork and communication skills to acquire and disseminate relevant project information
> - organisational skills to sort and prioritise information and ideas
> - technological skills to manage information storage and retrieval.

Evidence guides

The following documentation or components of the documentation, completed by the individual, can provide supporting evidence:

- ➤ Contribution to the development of the communications management plan
- ➤ Communication of project activities to the project stakeholders
- ➤ input to lists of project information requirements
- ➤ input to the communications management plan
- ➤ records of use of formal and informal communication networks
- ➤ records of collection, validation, storage, retrieval, analysis and/or dissemination of information
- ➤ records and reports of significant communication issues
- ➤ records of drafting, obtaining endorsement and forwarding of reports to higher authority
- ➤ input to communications review(s), including reports of lessons learned and recommendations for improvement

Unit 7 - Apply risk management techniques

Definition: Risks are factors that might adversely affect project outcomes. Risk management includes the processes concerned with identifying, analysing and minimising the consequences of adverse events. The risk management process is completed through review of the plan and recording of lessons learned.

	Element		Performance Criteria
7.1	**Assist with risk analysis and planning**	7.1.1	Contribute to the identification and prioritisation of potential risks throughout the project life cycle
		7.1.2	Contribute to the development of risk management strategies and risk management plans within established guidelines
		7.1.3	Use established risk analysis methods, techniques and tools to assist in the analysis of risks
		7.1.4	Contribute to the development and implementation of risk reporting mechanisms
7.2	**Perform risk control activities**	7.2.1	Monitor risks in accordance with agreed project and risk management plans and advise project manager of changing circumstances
		7.2.2	Regularly review progress and future activity for the purpose of identifying potential and actual risks and opportunities
		7.2.3	Contribute to the implementation of agreed risk management approaches and the amendment of plans to reflect the changing environment
		7.2.4	Contribute to corrective action on risks in accordance with the risk management plan and delegated authority
		7.2.5	Contribute to the review of contingency plans on an ongoing basis and, where required, ensure tasks allocated to individuals and/or team are clarified with the project manager before implementation
		7.2.6	Apply and monitor risk contingency measures in accordance with the risk management plan
		7.2.7	Identify and report opportunities in the same way as risks
7.3	**Contribute to assessing risk management outcomes**	7.3.1	Contribute to the ongoing review of project outcomes to determine the effectiveness of risk management activities by accessing records and other available information
		7.3.2	Contribute to the reporting of risk management issues and responses to higher project authority for application in future projects

Range indicators

Risk management strategies include; transferring risk to another party, avoiding the risk, reducing the negative effect of the risk, and accepting some or all of the consequences of a particular risk

Risk management plans contain information on; identified risks, methodologies, tools, roles and responsibilities in regard to risk management, risk categories and priorities, definitions of risk probability and impact, stakeholder tolerances, risk management strategies, tracking of risk

Risk analysis methods include:
- risk probability and impact assessment
- probability and impact matrix
- risk data quality assessment
- risk categorization
- risk urgency assessment

Risk management approaches cover;
- risk identification
- risk quantification
- risk response development
- risk response control

Monitor risks
- Risk Reassessment
- Risk Audits
- Variance and Trend Analysis
- Technical Performance Information
- Reserve Analysis
- Status Meetings
- variance and trend analysis
- risk register and updates
- requested changes
- recommended corrective actions
- recommended preventative actions

Risk management activities may be undertaken:
- within established organisational framework, procedures and routines
- under limited guidance and supervision
- within agreed authorisation and limits
- in a multi-disciplinary environment subject to frequent change

Project reviews may be undertaken on completion of:
- agreed major milestones, e.g. phases, sub-contracts
- delivery of major deliverables
- change of key personnel
- finalisation of project and other agreed milestones

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Risk management **tools and techniques** may involve:
- ➢ calling upon personal experience and/or subject matter experts
- ➢ assisting in qualitative and/or quantitative risk analysis, such as schedule simulation, decision analysis, contingency planning, alternative strategy development
- ➢ using specialist risk analysis tools to provide output to assist in the decision making process

Records may take the form of:
- ➢ lists of potential risk events
- ➢ risk analysis and reappraisal
- ➢ risk management plans
- ➢ risk diaries, incident logs, occurrence reports and other such documentation
- ➢ project and/or organisation files and records
- ➢ risk management lessons learned

Underpinning knowledge and skills

General knowledge and understanding of:
- ➢ risk response planning covering, avoidance, transfer, mitigation, acceptance and exploiting, enhancing, sharing, acceptance
- ➢ risk management planning, risk identification, qualitative risk analysis, quantitative risk analysis, risk response planning, risk monitoring and control
- ➢ the need for risk management within the broad project management framework
- ➢ the place of risk management in the context of the project life cycle and other project management functions
- ➢ the application of risk management tools and techniques within the applicant's area of expertise
- ➢ how, when and why risk identification, monitoring and reporting processes are implemented
- ➢ the importance of the individual's contribution to the risk management process

Evidence guide

The following documentation or components of the documentation, completed by the individual, can provide supporting evidence:
- ➢ documents that identify and prioritise potential risks
- ➢ records of input to risk management strategies and risk management plan
- ➢ reports identifying potential and actual risks and opportunities
- ➢ lists of perceived, potential or actual risk events
- ➢ risk management reports
- ➢ records of input to project risk reviews, including reports of lessons learned and recommendations for improvement

Unit 8 - Apply contract and procurement management techniques

Definition: Project procurement management involves the management of contracting activities from formation, such as product and contract definition, market analysis through the tendering process up to contract formation, to contract performance, management and administration after contract award. Project procurement management concludes with contractual aspects of the project finalisation processes. Procurement activities are normally defined and planned early and refined throughout the project lifecycle to ensure changing project objectives are met. Whether involvement in the procurement process is as the client, the prime contractor, or as a sub-contractor, may influence the perspective from which the procurement activities are addressed, however similar project management processes would normally apply.

	Element		Performance Criteria
8.1	**Assist with contract and procurement planning**	8.1.1	Contribute to the establishment of procurement requirements and the development of the procurement plan
		8.1.2	Contribute to the establishment of the project procurement management process
8.2	**Contribute to contractor selection process**	8.2.1	Undertake work in accordance with the agreed procurement plan
		8.2.2	Contribute to the development of a contingency based procurement strategy
		8.2.3	Contribute to ensuring that procurement procedures and contracts satisfy probity and governance requirements
8.3	**Conduct contracting and procurement activities or services**	8.3.1	Operate procurement process within governance requirements
		8.3.2	Undertake contracting or procurement activities or services work according to higher project authority requirements
8.4	**Conduct finalisation activities**	8.4.1	Support the testing and acceptance of supplies
		8.4.2	Contribute to lessons learned in the procurement management area and identify possible improvements for incorporation in future projects

Range indicators

Procurement plan may include types of contracts used, contract administration, contract closure, acquisition criteria, procurement statements of work, selection criteria, preferred suppliers and it describes how procurement will be managed and executed

Procurement administration tools
- Contract Change Control System
- Buyer-Conducted Performance Reviews
- Inspections and Audits
- Performance Reporting
- Payment System
- Claims Administration
- Records Management System

Procurement management activities may be undertaken:
- within established organisational framework, procedures and routines
- under limited guidance and supervision
- within agreed authorisation and limits
- in a multi-disciplinary environment subject to frequent change

Project reviews may be undertaken on completion of:
- agreed major milestones, e.g. phases, sub-contracts
- delivery of major deliverables
- change of key personnel
- finalisation of project and other agreed milestones

Procurement activities may include:
- obtaining quotes from potential suppliers
- confirming details
- obtaining approvals from higher project authorities
- formally receipting goods and services
- conducting test and acceptance procedures
- maintaining registers and lists
- processing payment documentation
- liaising with client, contractors and sub-contractors, and other stakeholders
- conducting transfer and disposal actions

Procurement records may take the form of:
- lists of potential suppliers
- procurement logs, registers
- quotes, invoices and receipts
- test and acceptance results,
- assets and disposal actions
- procurement reports

Underpinning knowledge and skills

General knowledge and understanding of:
- ➢ the need for procurement management within the broad project management framework
- ➢ the place of procurement management in the context of the project life cycle and other project management functions,
- ➢ the application of procurement management tools and techniques within the applicant's area of expertise,
- ➢ how, when and why procurement management processes are implemented, and
- ➢ the importance of the individual's contribution in the procurement management process

Evidence guide

The following documentation or components of the documentation, completed by the individual, can provide supporting evidence:
- ➢ input to procurement management plans
- ➢ records of potential suppliers
- ➢ records of input to the contractor evaluation and selection process
- ➢ procurement logs, registers and other such records of quotes, invoices, receipts, test and acceptance results, assets and disposal actions
- ➢ procurement reports
- ➢ records of input to procurement reviews, including reports of lessons learned and recommendations for improvement