



**Australian
Institute
of Project
Management**

AIPM Professional Competency Standards
for Project Management

Part D – Certified Practising Project Director (CPPD)





Document control

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Introduction

These Competency Standards provide the basis for the development and assessment of Project Directors (Program Managers). Applicants and assessors are to be familiar with the introduction to these Standards contained in Part A.

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 assessment approach consists of both a portfolio of evidence reviewed as part of an assessment, as well as a reflective review of projects managed, usually done as part of an interview. The specifics of these assessment approaches are detailed below.

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 – Plan, Manage, Direct and Review Program Scope
- Unit 2 – Plan, Manage, Direct and Review Program Time
- Unit 3 – Plan, Manage, Direct and Review Program Costs
- Unit 4 – Plan, Manage, Direct and Review Program Quality
- Unit 5 – Plan, Manage, Direct and Review Program Human Resources
- Unit 6 – Plan, Manage, Direct and Review Program Communications
- Unit 7 – Plan, Manage, Direct and Review Program Risk
- Unit 8 – Plan, Manage, Direct and Review Program Procurement
- Unit 9 – Plan, Manage, Direct and Review Program Integration

Work Done at Project Director Level

Work done by the Project Director is generally, but not always, performed under the direction of a senior executive. It may also rely on support from a Project Management Office (PMO)

At Project Director level the individual's primary role is program management. A program is a large body of work consisting of multiple subordinate projects each managed by a project manager under the direction of the program manager, in order to achieve a higher level benefit to the organisation. In their daily work, Project Directors rely on, extend and understand high level program and project management tools and methodologies. They ensure the appropriate program and project management methodologies are being applied and provide control over the management of scope, identification and escalation of issues, risks, budgets etc. Professionals operating at this level are involved in analysis, diagnosis, design, planning, execution and evaluation across a broad range of technical project



management areas and/or management functions including the development of new criteria or applications or knowledge or procedures relating to project management.

The standards at the Project Director level have been mapped to the Australian Qualification Framework Advanced Diploma level.

Relationship of the Units to Project Management

The discipline of Project Management is covered by these Standards. Each unit is a separate function of program/ project management, but a trained and experienced Project Director should be able to demonstrate competence in each of the Units.

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

Range Indicators may include additional information such as:

- relevant methodology and procedures and/or current industry/enterprise practices for program/ project management;
- identification of users, supporters and stakeholders for the program 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 program; and
- information and communications systems utilised within the organisation.

Higher project authorities may be:

- the client/customer
- Program Sponsor/ Steering Committee
- Portfolio Manager
- other personnel within the project/organisation designated specific authority over certain aspects of the project
- higher management within the organisation
- external authorities with a direct influence on project outcomes, such as legislative, industrial relations, environmental, financial and other regulatory bodies

Stakeholders may be from: within the program, subordinate projects affected, the parent organisation, the client/customer, and other external organisations such as government departments, professional institutions and public organisations affected by the program

The **client** is the authority, or are the 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.

Communication advice and assistance may be received from other project/program managers, departmental heads and/or specialists within the organisation. Advice and assistance may be provided to program team members, subordinate project managers, section leaders and/or organisation members

The **program life cycle** starts at the time that a program is conceived and completes when the desired outcomes have been achieved.

Information to be drawn on may include:

- organisational policy and guidance
- the Project Management Body of Knowledge
- the standards for Program Management
- legislation affecting project management practice
- other legislation related to particular occupations and industries
- international conventions in project or program management best practice

Prerequisite for entry into the RegPM program as a Project Director

A prerequisite for entry as a Project Director into the RegPM program is that the applicant must have managed one or more projects at a competency level equivalent to a Certified Practising Project Manager (CPPM). There is no requirement for the applicant to be assessed at the Project Manager level, but the assessor must be satisfied that the applicant has had experience in the management of such projects.

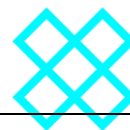


Project Director

Unit 1 - Plan, manage, direct and review program scope

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

	Element		Performance Criteria
1.1	Plan Program Scope	1.1.1	Develop and agree program objectives and scope in conjunction with stakeholders.
		1.1.2	Align the scope and objectives of the program with the appropriate program level benefits and strategic objective(s)
		1.1.3	Define and agree with stakeholders the contribution of individual projects to the overall program outcomes.
		1.1.4	Obtain approval of program scope and subordinate projects from higher program authority .
		1.1.5	Develop and agree the Program Scope Management Plan with stakeholders and higher project authority.
1.2	Manage Program Scope	1.2.1	Implement agreed scope management procedures and processes in accordance with the Program Scope Management Plan
		1.2.2	Regularly assess program scope to ensure alignment with strategic objective(s)
		1.2.3	Regularly monitor and document the progress/ achievement of benefits delivered by the program



	Element		Performance Criteria
1.3	Direct Project Scope Management	1.3.1	Direct the application of appropriate improvements from scope management lessons learned during the program for improved project outputs and program outcomes
		1.3.2	Authorise the scope of subordinate projects to ensure alignment with program scope and appropriate lessons learned are incorporated from previous projects.
1.4	Review Program Scope	1.4.1	Regularly review the deliverables and outputs of subordinate projects against program scope to assess their actual contribution to program outcomes.
		1.4.2	Review and recommend proposed subordinate projects to a higher program authority that are required to achieve program outcomes.

Range indicators

Program objectives

Program Objectives are determined at the beginning of the program and are aligned to achieve strategic business objectives/ goals.

Strategic objective(s)

Strategic objectives are developed by the organisation's executive management team to guide the direction of the organisation to achieve long term goals.

Higher program authority

Higher Program Authorities can be any person with the authority to direct action from the program manager in accordance with the governance framework (such as: Program Sponsor, Steering Committee, Portfolio Manager etc).

Program Scope management plan covers product/ service requirements, scope definition, the work breakdown structure, scope verification, scope control processes, scope baseline, project charter, project scope statement.

Lessons learned

Lessons learned are points that are discovered during the review of a project/ program which if documented and shared with others may assist the organisation to improve performance on future projects/ programs.



Subordinate projects

Programs consist of multiple subordinate projects which may be created at any stage across the program lifecycle. The Program Manager is responsible for allocation and direction of the subordinate project managers to ensure that they are effective in working towards the achievement of the program objectives.

Deliverables and outputs

Deliverables are products from a task within the program which will be passed onto the client. Outputs are products from a process or project which will be inputs into another task process or project within the Program.

Underpinning knowledge and skills

Detailed knowledge and understanding of:

- the place of scope management in the context of the program and subordinate project life, particularly the relationship between scope, performance, time, cost and quality
- the processes of justification and authorisation of project existence
- the importance of scope definition especially during project start-up, and ongoing throughout the project life cycle
- the importance of, and techniques related to, task definition
- the impact of project resource requirements on overall program and organisational objectives
- the principles of change management and their application
- appropriate scope management methodologies, techniques and tools, their applicability, capabilities and limitations

Skills

- high level literacy skills to review and amend project plans, to communicate decisions and to write quality reports
- technology skills to plan and document program scope
- high level communication skills to communicate with program stakeholders
- high level analysis, planning, organising, problem-solving and evaluating skills in relation to project scope management
- self-management skills to prioritise actions for successful outcomes
- advanced negotiation skills to control proposed changes in scope.



Evidence guide

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

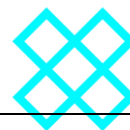
- requirements definition and needs analysis documentation
- project charter/directive
- project manager's terms of reference
- Program Scope Management Plan
- project definition studies
- established deliverables and measurable outcome criteria for each stage of each subordinate project
- communication with senior stakeholders
- work breakdown, product breakdown and organisation breakdown structures
- records of management of change management system and procedures
- records of scope lessons learned



Unit 2 - Plan, manage, direct and review program time

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

	Element		Performance criteria
2.1	Plan Program Time	2.1.1	Direct project managers in the use of time management methodologies, techniques and tools for program consistency.
		2.1.2	Direct the development of project schedules to ensure the delivery of outputs required for program outcomes.
		2.1.3	Determine the sequence, interdependencies and deliverables of resourced subordinate project plans to form the basis of the program schedule .
		2.1.4	Review and agree program schedule with the guidance of stakeholders and higher program authority.
		2.1.5	Develop and agree the program time management plan with stakeholders and higher project authority.
2.2	Manage Program Time	2.2.1	Implement, control and modify as necessary mechanisms to monitor, control, record and report actual progress against the program schedule.
2.3	Direct Project Time Management	2.3.1	Direct the application of appropriate improvements from time management lessons learned during the program for improved project outputs and program outcomes.
2.4	Review Program Time	2.4.1	Conduct ongoing analysis to identify and forecast schedule variances and trends so that appropriate actions can be taken to ensure the delivery of the program schedule as planned.



	Element		Performance criteria
		2.4.2	Review progress throughout the program and make necessary changes to the program schedule to align with approved changes.
		2.4.3	Analyse subordinate projects' schedule performance to determine the effectiveness of time management.

Range indicators

Time management methodologies, techniques and tools may include:

- critical path diagrams
- rolling wave planning
- precedence diagramming method
- dependency determination
- resource levelling
- project schedule network diagrams
- Critical Chain management
- industry standard project management planning and scheduling software tools
- variance analysis
- schedule compression and analysis
- use of personal experience and/or subject matter experts,
- conducting or directing qualitative and/or quantitative time analysis, such as schedule simulation, decision analysis, contingency planning, alternative strategy development
- collating and using the products of specialist time analysis to make project-wide time management decisions
- assessing and reporting the potential impact of project time on the organisation
- setting, monitoring and adjusting key milestones
- measurement and analysis of actual progress against planned milestones
- recording, reporting and analysis of major variance and trends
- development and implementation of schedule control trigger mechanisms
- communication with stakeholders, dispute resolution, and modification procedures
- the management of earned schedules, earned value, critical chain and dependencies

The individual may be responsible and accountable for the outcome of **time management activities** throughout the program and subordinate project life cycles which may:

- be done independently or by taking the lead in a team environment
- involve consultation with and selective involvement of appropriate project stakeholders
- involve the selection, modification and supervision of the use of appropriate time management methods, processes, procedures, tools and techniques
- be conducted substantially non-routinely to meet complex, changing circumstances
- take into account the impact of organisational and environmental change on the project and vice versa



Program schedule is a master schedule of key (often higher level) project activities or milestones as well as program activities and tasks. This may utilise any type of scheduling tools and software depending on the needs and requirements of the organisation.

Program Time management plan identifies the scheduling methodology, scheduling tools, the format and criteria for developing and controlling the project schedule. It also includes: the project schedule and sub-schedules, important milestones, preferred and alternative schedule management strategies and actions, formal arrangements, responsibility assignment, contingency plans and assigned schedule management responsibilities.

Underpinning knowledge and skills

Detailed knowledge and understanding of:

- the principles of time management and their application
- organisational policies, guidance and attitudes to time management
- the relationship between time, cost and resources to the project and program management framework
- delegation and management of responsibilities for time management
- development of program master schedules
- use of the scheduling as a control mechanism
- appropriate time management and estimating methodologies, techniques and tools, their capabilities and limitations, applicability and outcomes
- the differences in work content, risk, processes, tools and techniques that apply in the various phases of the program life cycle

Skills

- high level leadership skills to inspire trust and confidence in all stakeholder groups
- literacy skills to communicate decisions and to write quality reports
- communication and interpersonal skills to convey expectations, negotiate, resolve conflict and motivate performance
- technology skills to oversee project schedule performance
- planning and organising skills to ensure that time lines are met across projects
- time management skills (of self and others)
- problem-solving skills to address time management issues.



Evidence guide

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

- application of lessons learned from previous project(s) in planning new project
- time management strategies
- time management analysis, forecasts and predictions
- analysis of options to identify variances and the forecast of the impact of changes on the schedule
- project work breakdown structure
- key activity schedule
- application of precedence and dependency principles to task definition and subordinate project schedules
- records of regular and ad hoc communication of schedules to stakeholders
- application of and modifications to monitoring, review and reporting mechanisms
- application of actual progress against planned progress
- records of corrective actions taken against variances in the program schedule
- records of lessons learned



Unit 3 - Plan, manage, direct and review program costs

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

	Element		Performance criteria
3.1	Plan program cost	3.1.1	Develop the Program Budget .
		3.1.2	Develop and agree the Program Cost Management Plan with stakeholders and higher project authority.
3.2	Manage Program Cost	3.2.1	Ensure cost systems are established to monitor Program costs to meet requirements of the program.
		3.2.2	Utilise Program cost management systems to control and adjust Program Budget.
3.3	Direct Project Cost Management	3.3.1	Direct the application of appropriate improvements from cost management lessons learned during the program for improved project outputs and program outcomes.
		3.3.2	Authorise subordinate projects' budgets and project cost management plans .
		3.3.3	Ensure subordinate projects conduct financial closeout effectively.
3.4	Review Program Costs	3.4.1	Conduct ongoing analysis to identify and forecast cost variances and trends so that appropriate actions can be taken to ensure the delivery of the program budget as planned.
		3.4.2	Review progress throughout the program and make necessary changes to the program budget to align with approved changes.
		3.4.3	Analyse subordinate projects' cost performance to determine the effectiveness of cost management.



Range indicators

Program Budget provides detail of details of all estimated cost breakdown for the program.

Program Cost management plan directs how costs will be controlled, relevant estimate units of measure, estimating precision, permissible variance thresholds, earned value rules and reporting formats across the program.

Cost systems include processes and tools used for cost estimating, budgeting and control.

Subordinate projects' budgets and project cost management plans identifies how costs will be controlled, estimate units of measure, estimating precision, permissible variance thresholds, earned value rules and reporting formats within a subordinate project.

Underpinning knowledge and skills

Detailed knowledge and understanding of:

- the principles of cost management and their application
- the principles and practice of earned value management
- the principles of planned value, actual costs and forecasting for cost control
- organisational policies, guidance and attitudes to cost management
- the relationship of cost, time and resources to the program management framework
- delegation and management of responsibilities for cost management
- the principles of risk and reward contracts administration
- development of program level budgets
- use of the budget as a control mechanism
- appropriate cost management and estimating methodologies, techniques and tools, their capabilities and limitations, applicability and outcomes
- the differences in work content, risk, processes, tools and techniques that apply in the various phases of the program life cycle

Skills

- technology skills to oversee project financial performance
- numeracy skills to develop and interpret project budgets and to provide financial information
- literacy skills to communicate decisions and to write quality reports
- leadership skills to inspire trust and confidence in teams, managers and stakeholders
- communication and interpersonal skills to convey expectations, resolve conflict and motivate performance
- planning skills to review project resource requirements and to cost estimates
- problem-solving skills to resolve costing issues.



Evidence guide

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

- application of lessons learned from previous project(s) in planning new projects within the program
- cost estimates at cost element and summary levels
- cost management plans, strategies, analysis, forecasts and predictions
- cost breakdown structures
- analysis and evaluation of options for responding to program/ project budget variations
- measures to maintain control over changing program/ project budget and cost objectives
- financial feasibility studies
- program budgets and expenditure forecasts
- cash flow profiles
- financial transition plans
- budget control mechanisms
- records of clearance of program liabilities and disposal of assets
- vendor cost management experience
- documented benefit realisation
- project and program finalisation reports
- records of cost management lessons learned
- financial audit documentation



Unit 4 - Plan, manage, direct and review program quality

Definition: Program quality management comprises the development or adoption of systems to optimise the effectiveness of the program and subordinate project activities. 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 program and subordinate project life cycle.

	Element		Performance criteria
4.1	Plan Program Quality	4.1.1	Establish the linkages between the expectations/ requirements of the program stakeholders and the quality standards.
		4.1.2	Develop and agree a Program Quality Management System to ensure the expectations of stakeholders are met.
4.2	Manage Program Quality	4.2.1	Implement quality control activities to determine Program performance against agreed quality standards.
4.3	Direct Project Quality Management	4.3.1	Direct Project Managers to develop and implement Project quality management plans in consultation with project Stakeholders.
		4.3.2	Direct the application of appropriate improvements from Quality Management lessons learned during the program for improved project outputs and program outcomes.
4.4	Review Program Quality	4.4.1	Identify cause(s) of unsatisfactory Program results and agree and implement corrective action(s) in consultation with relevant stakeholders.



Range indicators

Program Quality Management System will incorporate how quality policies are to be implemented, it covers quality control, quality assurance and continuous process improvement approaches across the entire program.

Quality control activities include the monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes.

Project quality management plans outline how quality policies are to be implemented, it covers quality control, quality assurance and continuous process improvement approaches for the project.

Underpinning knowledge and skills

Detailed knowledge and understanding of:

- the principles of quality management and their application
- the need for quality management in the program, subordinate projects and its place in the overall organisation
- the importance of quality in trade-offs with time, cost and performance
- quality policies and standards applicable in the program management environment
- quality management tools, including their capabilities, limitations, applicability and outcomes
- what are quality outcomes, critical success and failure criteria and quality performance measures
- global quality standards such as ISO 9000 Series, CMMI, COBBIT or SPICE

Skills

- leadership, communication and interpersonal skills to foster compliance with quality benchmarks
- literacy skills to communicate decisions and to write quality reports
- skills in analysing, interpreting and reviewing data to assess performance against quality benchmarks
- problem-solving skills to address gaps in quality assurance



Evidence guide

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

- lists of project quality stakeholders and quality objectives
- records of selection processes and use of quality tools
- the quality assurance framework for the program/ project
- the review and analysis of quality processes that determine compliance with quality standards
- 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
- documentation of causes of unsatisfactory outcomes that were submitted to a higher authority for continuous improvement purposes
- quality management plans
- records of inspections, modifications and quality outcomes
- records of selection, management and modifications of quality management system
- quality control, quality assurance and continuous improvement processes
- documentation of quality management lessons learned
- relation of project quality outcomes to the continuous improvement objectives of the organisation's overall quality management system



Unit 5 - Plan, manage, direct and review program human resources

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

	Element		Performance criteria
5.1	Plan Program HR	5.1.1	Determine program human resource requirements in consultation with stakeholders and appropriate subject matter experts.
		5.1.2	Establish an appropriate Program organisation structure in consultation with stakeholders.
		5.1.3	Determine any specific HR legislative or regulatory requirements for the program.
		5.1.4	Ensure systems and processes are established to source and allocate appropriate HR resources to meet requirements of the program.
		5.1.5	Develop and agree the program HR management plan with stakeholders and higher project authority.
5.2	Manage Program HR	5.2.1	Appoint program personnel and assign specific responsibilities based on individual competence, knowledge and experience.
		5.2.2	Manage the performance of Program human resources in accordance with the program HR management plan.
5.3	Direct Project HR Management	5.3.1	Ensure that appropriate HR management systems are adopted throughout the program.
		5.3.2	Direct the application of appropriate improvements from HR management lessons learned during the program for improved project outputs and program outcomes



	Element		Performance criteria
5.4	Review Program HR	5.4.1	Monitor and address any specific HR legislative or regulatory issues for the program.

Range indicators

Program human resource requirements includes planning for acquiring people with specific skills for the program, developing the project team and maintaining performance.

Program organisation structure is determined as the program is established to ensure that all program human resources are within a structure suited to the needs of the program to facilitate effective co-ordination and control of the program and subordinate projects.

HR legislative or regulatory requirements could include the following issues:

- anti-discrimination
- equal employment opportunity
- affirmative action
- occupational health and safety
- work place bargaining
- accepted work practices

Program HR management plan contains staff acquisition strategies, roles and responsibilities, reporting relationships, staff timetabling, staff release plan, training needs strategies, performance reward and recognition strategies, employment compliance approaches and OH&S policy and procedures relevant to the program.

HR management systems include any HRM methods, techniques and tools used in the management of project staff, such as:

- individual and group competency identification and development
- HRM forecasts, staffing plans and job descriptions
- staff recruitment and reallocation
- performance monitoring, assessment and reporting
- performance appraisals of individual performance against agreed targets and the development of skills and knowledge
- conflict resolution



Underpinning knowledge and skills

Detailed knowledge and understanding of:

- the importance of HRM in both the project and program management environment
- policies, standards and methods required to achieve HRM outcomes
- the use of HRM selection, assignment, training, performance evaluation and motivation tools, including their capabilities, limitations, applicability and outcomes
- the conflict and stress issues associated with individuals tasked with project management, especially within a human resource matrix management environment
- HRM outcomes, critical success and failure criteria and HRM performance measures
- the application of interpersonal skills
- assessment of interpersonal strengths and weaknesses
- application of relevant strategies, e.g. leadership, decision making, group dynamics, change management, learning/coaching
- issues and strategies associated with stakeholder management at senior executive levels
- the differences in work content, processes and risk that affect HRM requirements in the various phases of the project life cycle
- demonstrates knowledge of leadership styles and the effect of different leadership approaches
- understands the impact of organisational culture and cultural difference on leadership style
- is able to apply knowledge of team development and team dynamics
- the principles of group behaviour
- the professional application of ethical leadership
- the professional application of corporate responsibilities

Skills

- planning skills to identify human resource requirements across the program
- literacy skills to communicate decisions and to write quality reports at senior levels
- high level leadership skills to inspire trust and confidence in teams, managers and stakeholders
- communication and interpersonal skills to convey expectations, negotiate, resolve conflict and motivate performance
- problem-solving skills to address HRM issues across the program
- coaching and mentoring skills.



Evidence guide

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

- current and future requirements for competency within the program team
- assessment of skill levels for program personnel against task requirements
- job descriptions including measures of performance
- program organisation charts
- identification of staff skill sets for staff development and training outcomes
- staff recruitment and selection criteria
- team and individual responsibilities, levels of authority and performance assessment criteria
- responsibility assignment matrix
- HRM system, including performance measurement and reporting and conflict resolution procedures
- HRM plans, including training and development plans
- records of analysis of internal and external influences on HRM performance
- HRM lessons learned.
- the retention of highly skilled individuals within the team
- documented feedback to the project team and contractors on their progress
- staff schedules
- induction programs for new team members
- targets for productivity improvements such as reduced downtime, higher production levels, decreases in absenteeism
- testimonies on team cohesion from colleagues operating at the same level as the applicant
- successful outcomes of teams working under the applicant



Unit 6 - Plan, manage, direct and review program communication

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

	Element		Performance criteria
6.1	Plan program communications	6.1.1	Identify, document and analyse program and subordinate project information requirements, in consultation with appropriate stakeholders, and set as a basis for project and program communications planning.
		6.1.2	Plan and implement information systems to provide quality, validity, timeliness and integrity of information and communication across the program and within subordinate projects
6.2	Manage program communications	6.2.1	Manage stakeholder relationships beyond the delegated responsibility of project managers to ensure clarity of understanding of objectives and to minimise conflict throughout the program.
		6.2.2	Develop and manage formal and informal communication networks across the Program.
		6.2.3	Direct the generation, gathering, storage, retrieval, analysis and dissemination of information by program staff and stakeholders to improve decision making processes and organisational awareness
6.3	Direct project communications Management	6.3.1	Direct the development of communications management plans and associated activities to ensure clarity of understanding and achievement of program and subordinate project objectives at all levels throughout the life cycle
		6.3.2	Direct the development, management and modification of information validation processes to ensure consistent quality and accuracy of data across the program and within subordinate projects.



	Element		Performance criteria
		6.3.3	Direct program and subordinate project finalisation activities to ensure ownership of, and responsibility for, information outcomes
6.4	Review Program Communications	6.4.1	Review and analyse program and subordinate project outcomes to determine the effectiveness of management information and communications systems
		6.4.2	Direct the application of appropriate improvements from communications management lessons learned during the program for improved project outputs and program outcomes

Range indicators

Information Systems range from complex computer-based systems to simple manual systems. Selection and modification may be dependent on unique project circumstances that may be influenced by:

- organisational policy
- project complexity
- available/emerging technology
- financial constraints
- legal/ethical constraints
- user capabilities

Project Management Information Systems (PMIS) may include:

- networks structure, processes and procedures for storage and communication of information
- individual and group authority and responsibilities
- hierarchy of decision making responsibility/authority
- limitations and restrictions on subject matter and methods of communication
- types, responsibilities, distribution and regularity of reports, as well as follow-up procedures

Informal communication may be: within the project, across the organisation, with external stakeholders, with the client and/or with the general public. The individual may communicate directly or monitor and control communication between project team members and the client and/or stakeholders.

Formal communication may be conducted by the individual on behalf of the project or organisation to: seek advice, inform, explain, discuss, warn, recommend, praise, summarise, or report to higher project authorities, project team members, stakeholders, the client or the public, regularly or by exception.

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.

Information Validation may be influenced by:

- age of the information
- level of detail of information (too much or too little)
- language (translated or converted data may need special attention)
- changes to standards, regulations or limits since information was compiled
- degree of exposure to misinformation and disinformation
- potential impact of the information on the project outcome
- cost of the validation process

Underpinning knowledge and skills

Detailed knowledge and understanding of:

- the principles of communications management and their application
- the importance of communications at all levels and at all times in the life cycle and its relationship with other project management functions
- establishment and maintenance of structured communication networks in a rapidly evolving technological environment involving computer-based, interpersonal and media-based methods of communication
- appropriate communication management technologies; their capabilities, limitations, applicability and contribution to program outcomes
- drafting or delegating others to draft, vetting, endorsing and forwarding of reports to higher authority

Skills

- technology skills to direct the management and flow of project information and communications
- planning skills to identify project and program information requirements
- literacy skills to communicate decisions and to write quality reports
- problem-solving skills to address communication management problems
- interpersonal skills to communicate with customers and to manage customer relationships and networks
- analytical skills to review and analyse project outcomes.



Evidence guide

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

- communications management plans and strategies
- program management information system
- progress reports upwards and downwards within the program organisation structure
- records of meetings, outcomes and actions
- communications with program stakeholders
- formal briefs, presentations, media releases, newsletters
- records of collection, validation, storage, retrieval, analysis and/or dissemination of information
- validation processes and post-validation modifications
- formal and informal communication networks
- records of communications problems, analysis and solutions
- records of communications management lessons learned



Unit 7 - Plan, manage, direct and review program risk

Definition: Risks are factors that might affect program outcomes. Risk management at Program Level involves both managing program level risks and ensuring that Project Managers are adequately managing project level risks. The Risk management process consists of seven steps: communicate and consult; establish the context; identify risk; analyse risk; evaluate risk; treat risk and monitor and review in order to maximise opportunity and minimise 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	Plan program risk	7.1.1	Identify, document and analyse risk events, in consultation with program staff and stakeholders to determine the overall impact on the program.
		7.1.2	Identify and select appropriate risk management methods , techniques and tools to analyse information, evaluate options and determine preferred risk approaches within the overall program and subordinate project environments.
		7.1.3	Develop and agree the Program Risk Management Plan with stakeholders and higher program authority.
7.2	Manage Program risk	7.2.1	Review risks for progress, analyse variance and initiate responses to support program and subordinate project objectives in changing environments.
7.3	Direct project risk Management	7.3.1	Direct the development, communication and implementation of project risk management plans and strategies throughout the program.
		7.3.2	Direct the monitoring of risks that have the potential to impact on the program and initiate remedial actions to achieve project and program objectives.
		7.3.3	Direct the identification and analysis of residual risk on subordinate Project and Program completion to ensure the effective transfer and ownership of residual risks by the organisation.



	Element		Performance criteria
		7.3.4	Direct the application of appropriate improvements from risk management lessons learned during the program for improved project outputs and program outcomes.
7.4	Review Program Risk	7.4.1	Review and analyse program outcomes and subordinate project outputs to assess the effectiveness of the risk management system.

Range indicators

Risk analysis;

- risk probability and impact assessment
- probability and impact matrix
- risk data quality assessment
- risk categorization
- risk urgency assessment

Risk Management methods includes the use of any tools and techniques to conduct:

- risk identification
- risk analysis
- risk response development
- risk response control

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 and tracking of risk.

Underpinning knowledge and skills

Detailed knowledge and understanding of:

- uncertainty and the means of measurement
- organisational policies, guidance and attitudes to risk management
- personal attitudes to uncertainty and risk, and how they might impact on the program's and organisation's approach to risk management
- the place of risk management in the program life cycle and other program management functions
- types of risk, including: OH&S, environmental, fiduciary, governance, boundary management etc
- appropriate risk management methodologies, their capabilities, limitations, applicability and outcomes e.g.: SW tools, risk management methods,
- the differences in work content, risk, processes, tools and techniques that apply in the various phases of the life cycle



Skills

- analytical skills to plan and review risk management approaches
- literacy skills to communicate decisions and to write quality reports
- initiative to identify and address risks leading to negative consequences for the program
- problem-solving skills to initiate risk responses in changing environments

Evidence guide

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

- records of risk management lessons learned and application in other programs and projects
- collated lists of potential risk events
- records of identification and prioritisation of risk events
- detailed records of risk analysis, forecasts and predictions and reappraisal
- communication with stakeholders
- risk management plans
- details of development and management of risk management system
- details of modifications to risk management system, plans and procedures
- documentation of formal risk management arrangements e.g. contract
- risk management lessons learned



Unit 8 - Plan, manage, direct and review program procurement

Definition: Program 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. Program procurement management concludes with contractual aspects of the program/ 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 program management processes would normally apply.

	Element		Performance criteria
8.1	Plan program procurement	8.1.1	Direct, with input from appropriate stakeholders, the identification, analysis and prioritisation of procurement needs at program and subordinate project levels, as the basis for developing a Program Procurement Management Plan .
		8.1.2	Secure approval to the Program Procurement Management Plan from higher program authorities.
8.2	Manage Program Procurement	8.2.1	Direct the establishment of program procurement processes , procedures, templates and systems appropriate to the needs of the Program Procurement Management Plan .
		8.2.2	Direct program personnel to execute the Program Procurement Management Plan with involvement from relevant stakeholders.
8.3	Direct Project procurement Management	8.3.1	Direct program and project personnel to use the purchasing methods as per the approved Procurement Management Plan .
		8.3.2	Direct program personnel to protect the achievability of target program outcomes through appropriate and effective contract negotiation and consultation with stakeholders.



	Element		Performance criteria
		8.3.3	Direct appropriate program personnel to manage contracts in accordance with the contract, and legal and organisational requirements.
		8.3.4	Direct appropriate program personnel to ensure contract requirements and performance criteria are understood by all relevant stakeholders.
8.4	Review Program Procurement	8.4.1	Direct program personnel to ensure that deliverables are in accordance with program and procurement requirements as part of finalisation.
		8.4.2	Direct program personnel to monitor and review the effectiveness of procurement activities and take appropriate authorised corrective action to ensure these support Program outcomes.
		8.4.3	Direct the application of appropriate improvements from procurement management lessons learned during the program for improved project outputs and program outcomes.

Range indicators

Program Procurement Management Plans outline the types of contracts to be 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 across the entire Program.

Procurement management plans may include:

- contract performance plans and an associated performance monitoring processes
- contractor and sub-contractor responsibilities, controls and reporting relationships
- vendor management and outsourcing arrangements
- procurement, test and acceptance procedures and payment schedules
- conflict resolution processes
- explanatory information (e.g. background, restrictions or expectations) relating to special terms and conditions
- planning for long lead-time items and critical project components
- transition plans

Procurement processes include; processes: planning purchases and acquisitions, planning contracting, requesting seller responses, selecting sellers, contract administration and contract closure.



Procurement administration tools such as:

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

The individual may be responsible and accountable for the outcome of **procurement management activities** throughout the project life cycle that may:

- be done independently or by taking the lead in a team environment
- involve consultation with and selective involvement of appropriate project stakeholders
- involve the selection, modification and supervision of the use of appropriate procurement management methods, processes, procedures, tools and techniques
- be conducted substantially non-routinely to meet complex, changing circumstances
- take into account the impact of organisational and environmental change on the project and vice versa

Project personnel may include project managers working on subordinate projects within a program or team leaders within a project.

Contracts or formal arrangements may require a single contract or several contracts. Project phases may be treated as separate contracts in their own right, e.g. concept development, project definition study, prototype development, full scale production and shut-down/finalisation; or there may be a prime contract integrated with a number of sub-contracts. In some instances, for example, between government departments, the contract may be in the form of an agreement such as a Memorandum of Understanding, or possibly an informal undertaking to provide a service or product to another department. Selection of appropriate formal arrangements and the legal implications of such agreements may require sound judgement and complex analytical and communication skills.

Underpinning knowledge and skills

Detailed knowledge and understanding of:

- the principles of procurement management and their application
- the principles of contracts and contractual legal requirements from the program management perspective
- contract types, their capabilities, limitations, applicability and outcomes
- the principles of risk and reward contracts administration
- personal and team oriented contract negotiation skills
- procurement management processes and procedures



Skills

- literacy skills to communicate decisions, to comprehend complex contractual provisions and to write quality reports
- negotiation skills to set up contracts, to agree prices and terms, and to resolve disputes
- planning and organising skills to ensure procurement processes are properly established and sequenced
- analytical skills to review program performance and to recommend improvements
- managing expectations of stakeholders and clients

Evidence guide

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

- program procurement management plan, strategies and documented processes
- product specifications
- records of analysis, evaluation of options, procurement strategy development
- communications with stakeholders and suppliers
- contractor identification, evaluation and selection records
- tendering documentation, evaluation criteria and selection processes
- contract negotiation documentation, e.g. contract negotiation strategies, plans, team and individual directives or working documents
- progress measurement and conflict resolution process records
- records of development and management of contract change procedures
- records of test and acceptance procedures
- records of contract discharge procedures and documentation
- records of procurement management lessons learned and application in other projects



Unit 9 - Plan, manage, direct and review program integration

Definition: Integration is the management of the overall program and all subordinate projects, within internally and externally mandated business rules, governance and stakeholder requirements, within agreed baselines for the achievement of supplier/client requirements. Integration involves the management of the other eight functions of project management, making trade-offs among competing objectives and alternatives in order to meet and/or exceed project objectives throughout the life cycle ensuring at all times that the program/ project is on track to meet desired strategic objectives established within the strategic business plan.

	Element		Performance criteria
9.1	Plan Program Integration	9.1.1	Identify and analyse program stakeholders to determine their influence and impact on the program.
		9.1.2	Develop the program organisation structure to establish governance and integrate subordinate projects.
		9.1.3	Identify organisational change requirements and opportunities to meet the needs of the program in consultation with stakeholders.
		9.1.4	Develop and agree the Program change management strategy with higher Program Authority.
		9.1.5	Analyse the requirements of all subordinate projects and identify, rationalise and integrate the interdependencies across the program.
		9.1.6	Develop and agree the Program management plan with stakeholders and higher project authority.
9.2	Manage Program Integration	9.2.1	Manage the integration of all project management functions within the program context.
		9.2.2	Maintain alignment between program, subordinate projects and organisational requirements.



	Element		Performance criteria
		9.2.3	Implement the Program change management strategy.
9.3	Direct Project Integration Management	9.3.1	Direct the project managers to adopt project management systems and methodologies as prescribed in the Program Management Plan.
		9.3.2	Direct project managers to establish and implement finalisation plans .
9.4	Review Program Integration	9.4.1	Monitor and control program performance against program baselines.
		9.4.2	Review program progress towards benefit realisation at agreed program milestones.
		9.4.3	Monitor and resolve conflicts between subordinate projects.

Range indicators

Program stakeholders have an impact on or are impacted by the program scope. They will include higher level representatives from the project stakeholders within subordinate projects.

Program organisation structure is determined as the program is established to ensure that all program human resources are within a structure suited to the needs of the program to facilitate effective co-ordination and control of the program and subordinate projects.

Governance is the guidance, authorisation, structure and processes that are applied through the organisation structure of the program and higher organisation to ensure that the program is controlled legitimately to achieve the organisations' strategic intent.

Organisational change requirements and opportunities Programs and projects are mainly developed in response to some organisational need to change an aspect of the organisation currently operates to a new direction. Work needs to be done to ensure that the requirements and any potential opportunities are captured to ensure that the need for the program is properly scoped.

Program change management strategy is developed so that change requirements and opportunities are mapped to program elements (subordinate projects) and communicated



to stakeholders to ensure that the program does have a positive impact upon the organisation in a way that they need.



Program management plan provides guidance on the governance system to be used on the program and integrates the requirements of the nine functions of project management to be used to ensure appropriate control is maintained across the entire Program. Each Project may then establish a subordinate Project Management Plan.

Finalisation plans provide the detailed plans to ensure that the program is efficiently and effectively wound down and closed off without negatively affecting the delivery of benefits to the organisation.

Finalisation activities may include:

- transition of responsibility/ownership of project deliverables/products
- transfer of assets to the client or originating owner
- warranty requirements
- project evaluation
- final audit/reconciliation
- settling of financial liabilities
- finalisation of account codes and other financial documentation
- forwarding finalisation report to higher project authority

Benefit realisation is a clear responsibility within program management as project deliverables are taken from projects many of them can achieve the required benefits during the life of the program. A benefits realisation plan would be developed detailing the expected benefits to be realised from a program and how these benefits are to be achieved.

Underpinning knowledge and skills

Detailed knowledge and understanding of:

- the program and project management process, life-cycle and the relationship between project and programs
- planning and control procedures, resource management and risk management
- a range of suitable methodologies, techniques and tools available to program/ project managers
- the need for and application of leadership and management within a program environment
- internal and external environment factors that may affect the program
- issue resolution process

Skills

- high level leadership skills to gain confidence and trust from people working on all levels
- literacy skills to communicate decisions and to write quality reports
- high level prioritising, planning and organising skills
- innovation skills to develop new and better systems for managing in complex situations
- problem-solving skills to deal with project management issues



Evidence guide

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

- records of rationalisation/integration processes to determine achievable program and project objectives
- program management plans and sub-plans covering the nine functions of project management
- maintenance of processes for linking and co-ordination of program control mechanisms
- records of organisational and other environmental impact analysis
- records of co-ordination and implementation of subordinate projects and milestones
- records of establishment, measurement and reporting of progress in relation to baselines
- finalisation plans
- evaluations of completed projects
- lists of integration management lessons learned

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