RegPM™ Certification

Certified Practising Project Manager (CPPM)

Competency Standards

Australian Institute of Project Management

Document control

Document information

Document title	AIPM Professional Competency Standards for Project Management – Certified Practising Project Manager (CPPM)
Authorising authority	AIPM

Version Control

Version No.	Date	Nature of change
Version 1.0	20 June 2008	Initial issue
Version 2.0	5 March 2021	Change to lifecycle model
Version 3.0	2nd February 2023	Current version. Amendments based on feedback from review and formatting.

Proposals for amendment

Proposals for amendments or additions to this document should be sent to: Head of Product and Member Experience, regpm@aipm.com.au

Table of contents

Introduction

These Competency Standards provide the basis for the development, assessment, and certification of practising Project Managers.

The broad concept of professional certification concerns the process through which an individual person's ability to perform tasks and duties is assessed to the standard of competence expected in the workplace. A competency is defined by the knowledge an individual brings to the application of those skills. A competence is why you acted in a certain way. This bi-dimensional approach encourages multi-skilling and enhances the ability to transfer competency to new situations, thereby leading to improved portability of skills across the workforce.

This AIPM Standard has been developed using generic language with the objective of applicability across a wide range of industries and enterprises. The Standard may be used by industries or enterprises as it stands, or it may be used as a basis from which an organisation may contextualise the content to suit their unique practices.

This Standard is thus described in terms of competences arranged within four generic, chronological groupings (modules) to align with common project lifecycle models, and for ready transferability across industry contexts.

The Modules are:

- Module 1 – Aligning and Initiating
- Module 2 – Planning and Developing
- Module 3 – Governing and Delivering
- Module 4 – Evaluating and Closing

Within each module, the Standards detail the competences expected to be performed by project professionals, supporting evidence and minimum requirements, and guidance for certification candidates. Although this standard comprises many discrete competences required for professional workplace performance, when applied in a work situation, each individual competence can logically stand alone and be assessed in isolation.

Work done at project manager level

Projects come in all shapes and sizes; they might involve a major engineering construction, the introduction of a pharmaceutical product, the writing of a book, or the introduction of a new organisational process or system.

Typical characteristics of projects include:

- Change is invariably involved.
- They are time limited.
- They are composed of several activities to produce agreed outputs.
- Multiple resources are involved.
- They are not part of general operational work.
- They have definable, measurable project outcomes.

Managerial emphasis is placed on completing projects within scope, time, and cost restraints, and to a predetermined level of quality.

Applying recognised project management systems can help with clarification of, and agreement to, objectives, identifying resources needed, ensuring accountability for results and performance, and fostering a focus on final outcomes to be achieved.

Professional Project Managers will typically manage project teams and have responsibility for overall project outcomes and utilise a range of project management tools and methodologies daily with a high degree of competence. The Project Manager employs the self-directed application of project management knowledge and

skills, with substantial depth in project management tools and methodologies where expert judgement is required in planning and selecting appropriate equipment, services, and techniques for themself and others.

At the individual level, Project Managers participate in the development of strategic initiatives, as well as having personal responsibility and autonomy in performing complex technical project management operations. They also lead teams of project personnel concerned with planning and evaluation functions for their project, which may fall under wider programs or portfolios.

Project managers come from a wide range of occupational backgrounds, from construction site workers and managers, teachers, health professionals, engineers, and architects to name but a few. There is no fundamental reason for project managers to have any specific background; however, an appropriate specialist background may be an advantage in some projects.

Work done at the Project Manager level is usually under the direction of a senior manager, Program Manager, or Project/Program Director.

Module 1 – Aligning and Initiating

All projects are delivered across a lifecycle of one form or another – regardless of the context, complexity, or potential cost of a given project, the client organisation's culture or the maturity of its project practices, or the extent of stakeholder requirements. The precise form of this lifecycle will be unique from project to project, with variable numbers of phases and gateways as needed to satisfy the project's particular governance requirements.

The goals of the initial lifecycle phase are to:

1. Ensure alignment of project objectives with organisational strategy.

2. Formally authorise the project manager to proceed with detailed project development activities.

The principal activities within the first phase of the lifecycle will entail identification and liaison with key stakeholders to confirm the scope of the project and determine the appropriate governance arrangements.

The Aligning and Initiating competences are:

1.1 Define and verify project scope.

1.2 Determine and agree project governance.

1.3 Identify and analyse stakeholders.

1.4 Obtain authorisation to proceed with detailed planning and developing activities.

The first competence will usually involve the development of a Project Charter or Project Brief or equivalent document; while the second competence might be addressed within the same document for simple projects, or a more comprehensive Project Governance Management Plan for more complex projects. Each of these competences is a mandatory input to the attainment of the fourth, i.e. the Project Charter/Brief and the Project Governance Management Plan will be presented together as part of the request for authorisation to proceed to the next phase.

Parallel to each of these competences is the ongoing identification and analysis of stakeholders and the development of an initial Stakeholder Register. This competence will endure as a continual process throughout the entire lifecycle.

Closing the Aligning and Initiating phase is an essential milestone that ensures that all elements of the phase have been completed and signed off by the Project Sponsor, that any relevant materials or documents have been appropriately dealt with, and that the Project Manager is properly prepared to proceed with detailed Planning and Developing activities.

1.1 Define and verify project scope

Definition: The scope of a project is derived from a combination of the business planning process and its outcomes, the end products of the project (the project deliverables), and the work required to deliver the project deliverables required to ensure the definition and delivery of the required project outcomes. The Project Scope is initially defined during the Aligning and Initiating stage, where it is usually presented as a Project Charter, Project Brief, or another scope document or scope statement. The Project Scope is further refined during the detailed Planning and Developing phase of the project (see Module 2), with the ongoing definition of the deliverables in accordance with defined project objectives and constraints. The refined Project Scope forms the foundation of the Project Management Plan when it becomes the basis from which all other project-specific plans are developed and is the focus for project execution, monitoring, and control— with the Project Manager working to achieve the project objective as efficiently and effectively as possible.

Supporting evidence: Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Project Charter or Project Brief
2. Project Scope or Statement of Work

1.2 Determine and agree project governance

Definition: The concept of "governance" in project management addresses a range of dimensions, including:

- The system of "good practice" through which the project is managed.
- Monitoring project processes and decisions to minimise the likelihood of inappropriate activities.
- Ensuring that project activities are undertaken only by competent persons.
- Ensuring that behaviour is ethical and transparent.

The approach to Project Governance is initially defined during this Aligning and Initiating stage, where it is typically presented within or alongside foundational documents such as a Project Charter or Project Brief. For most projects, the first act of "governance planning" will entail the appointment of a Project Sponsor; this person will provide critical guidance in determining or agreeing on the most suitable lifecycle model for the project and will act as the first point for authorisation lifecycle progression decisions.

Thorough governance planning will also establish a series of hold points, process triggers, and escalation pathways for the management of issues impacting agreed project performance and delivery baselines.

Supporting evidence: Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Project Charter or Project Brief
2. Project Governance Management Plan

1.3   Identify and analyse stakeholders

Definition: Among the first actions undertaken by a project manager will be the identification of key stakeholders — particularly those persons with a foundational interest in the project objectives, and those with influence and interest in the realisation of the project objectives.

During the Aligning and Initiating phase of a project, the project manager will first seek to identify influential stakeholders such as the client, sponsor, and other senior authorities that might provide information enabling the development of essential documents such as the Project Charter. These stakeholders will play a subsequent role in the authorisation of critical documents during the Planning and Developing phase, and progression through governance gateways throughout the project lifecycle.

Concurrently, persons (or groups of persons) with a potential interest in the project or the works to be undertaken during the project will also need to be identified and analysed in accordance with strategies developed within a project-specific Stakeholder Management Plan.

Supporting evidence: Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Stakeholder Engagement Strategy
2. Stakeholder Management Plan
3. Stakeholder Register
4. Senior stakeholder briefing evidence

1.4   Obtain authorisation to proceed with detailed planning and developing activities

Definition: A critical feature of the project governance process, when applied across a project lifecycle, is the periodic review of selected documents, authorisations, and outputs of activities completed in the current period. These reviews are commonly conducted at "phase gates" or "stage gates", i.e., hypothetical gateways or checkpoints comprising a predetermined list of mandatory checks to be completed before the project may proceed to the subsequent phase or stage.

The purpose of the gate review conducted at the end of the Aligning and Initiating phase of the project lifecycle is to ensure that all necessary activities have been completed and that relevant, higher authorities have provided their consent to proceed to the next phase and to expend resources with detailed planning and developing activities.

Supporting evidence: Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Gate review checklist
2. Gate review certificate indicating formal approval to the next phase

Note: the evidence in this section needs to correspond to the transition from the Aligning and Initiating phase to the Planning and Developing phase; this will therefore not be the same as the evidence needed for the transitioning across subsequent phases (even though the competence descriptors may be similar).

Module 2 – Planning and Developing

All project processes and activities must be planned, and appropriate tools developed prior to implementation. In a predictive (waterfall) lifecycle model, these activities might be undertaken within a single "planning" phase; equally, in an iterative (non-linear) lifecycle model, these functions might be undertaken as a progressive, rolling wave of planning and development activities.

The goals of this phase of the project lifecycle are to:

1. Refine the project scope to enable accurate and integrated estimation of project resource requirements.

2. Develop detailed plans for execution of project processes and delivery of defined benefits.

3. Develop a suite of documents and process resources for effective project governance.

4. Formally authorise the project manager to proceed with project delivery activities.

Regardless of the lifecycle model or complexity of the project, the principal activities within this phase (or sub-phase) of the project lifecycle will entail comprehensive planning and development of project documents, in consultation with key stakeholders, to ensure effective project delivery.

The Planning and Developing competences are:

2.1 Refine project scope

2.2 Undertake integrated estimation

2.3 Develop a project schedule

2.4 Develop a project budget

2.5 Identify and analyse risks

2.6 Plan quality assurance

2.7 Plan for resource and team management

2.8 Plan project communications

2.9 Plan and apply information security

2.10 Obtain authorisation to proceed with project delivery activities

These competences will typically be evidenced in two forms:

1. Context-specific, integrated management plans, which may be compiled as chapters within a single Project Management Plan for simple projects, or presented as a suite of separate but interdependent management plans that collectively form a comprehensive whole; and

2. Project documents such as templates, schedules, registers, etc. which will be continually updated throughout the project lifecycle.

Closing out Planning and Developing activities as a phase or sub-phase is an essential milestone that ensures that all elements of the work have been completed and signed off by the Project Sponsor, that any relevant materials or documents have been appropriately dealt with, and that the Project Manager is properly prepared to proceed with approved Governing and Delivering activities.

2.1   Refine project scope

Definition: The scope of a project comprises a combination of the business planning process and its outcomes, the end products of the project (the project deliverables), and the work required to deliver the project deliverables to ensure the definition and delivery of the required project outcomes.

The Project Scope should have been initially defined during the Aligning and Initiating stage (see Module 1) and presented as a Project Charter, Project Brief, or another definitive scope document/statement.

The project scope is further refined, in detail, during the Planning and Developing phase of the project, with ongoing definition and breakdown of deliverables in accordance with previously defined project objectives and constraints. The refined Project Scope forms the foundation of the Project Management Plan, when it becomes the basis from which all other project-specific plans are developed, as part of an overall integrated approach to project management.

Supporting evidence: Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Scope Management Plan
2. Delivery Options Analysis
3. Work Breakdown Structure (WBS) or Product Breakdown Structure (PBS)

2.2   Undertake integrated estimation

Definition: Project integration management begins when a project is conceived and continues throughout the planning, developing, delivering, and closure phases of the project lifecycle. The need for integration is evident wherever project information or activities overlap/ interact to form a balanced view of the project and make appropriate allowances in project planning.

Among the first set of interdependent processes are those required for effective project estimation because of the large range of factors that influence (for example) activity durations and costs associated with undertaking those activities.

Supporting evidence: Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Records showing the basis of estimates and how they were derived.

2.3 Develop a project schedule

Definition: Meeting project objectives within the identified and agreed time frames is a critical factor in determining project success, along with capability, cost, and quality. Project scheduling, therefore, encompasses a broad range of planning and governing activities, including those activities associated with the development, analysis, monitoring and control of project schedules.

The Project Schedule is initially developed during the detailed Planning and Developing phase of the project, normally presented in the form of a Gantt Chart with the Work Breakdown Structure (WBS) as the scope backbone that it correlates to. Once approved, the initial schedule becomes a baseline for assessment of subsequent schedule performance on the project.

Supporting evidence: Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Schedule Management Plan
2. Integrated Schedule

2.4 Develop a project budget

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.

The Project Budget is initially developed during the detailed Planning and Developing phase of the project; once approved, the initial budget becomes a baseline for assessment of subsequent financial performance.

Supporting evidence: Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Cost Management Plan
2. Project Budget

2.5 Identify and analyse risks

Definition: Risks are 'uncertainty factors' that might affect project outcomes, either positively or negatively. The way that risk is managed on projects should reflect the organisation's Risk Management Framework (if there is one); otherwise, risk management should align to the ISO31000 Standard for Risk Management. The risk/uncertainty management process consists of the following seven steps, to maximise opportunity and minimise the consequences of adverse events:

- Communicate and consult

- Establish the context

- Identify risk

- Analyse risk

- Evaluate risk

- Treat risk; and

- Monitor and review risk

Risk management within this phase is characterised through the conduct of meetings, reviewing the project plan for this project and for relevant past projects, developing a plan to manage risks on this project, and identifying and analysing any perceived project risks.

Supporting evidence:	Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Risk Management Plan
2. Risk and Issues Register(s)

2.6   Plan quality assurance

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 continual application of quality planning, quality control, quality assurance, and continual improvement throughout the project life cycle.
Supporting evidence:	Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Quality management plan
2. Quality register

2.7   Plan for resource and team management

Definition:	The process of project human resource management (HRM) involves sourcing appropriate project resources and developing a diverse group of individuals into a cohesive project team with the common purpose of meeting project objectives. Project HRM includes determining the resources required to manage project tasks, both within the core project team and the broader organisational matrix. Staff recruitment, selection, performance management, training, and development are conducted to accommodate change throughout the project life cycle.

Project leadership comprises the range of personal, inter-personal, and team management skills and knowledge required to lead a project team in a dynamic organisational context. It is expected that project managers have the ability to provide guidance to project team members in the management of diverse, ambiguous, and variable relationships and outcomes within a project. The project leadership context in the Planning and Developing phase of the project is oriented to the management of the project team and its focus on the development of a suite of management plans and related project documents.

Supporting evidence:	Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Resource management plan
2. Team management and leadership plan

2.8   Plan project communications

Definition: Project communications comprise the set of activities that provides a critical link between stakeholders, their 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.

Project communications planning is interdependent on the planning of stakeholder management. The key difference between these functions is that stakeholder planning is primarily concerned with identifying stakeholders and developing a strategic approach to stakeholder engagement, while communications management is more concerned with the mechanisms for communication of project information to key stakeholders (or key stakeholder groups).

Supporting evidence: Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Communications management plan
2. Communications register

2.9   Plan and apply information security

Definition: Project information will be collected, stored, and disseminated throughout a project's lifecycle, and subsequently archived at the completion of the project. In a general sense, most of the context-specific management plans developed as part of (or contributing to) a master "project management plan" will address the collection and distribution of information pertinent to those specific contexts.

Information security is concerned with the way that information is created, stored, and disseminated, and the controls that are applied to ensure the information is managed appropriately. Information security therefore entails:

- Accurate and consistent data capture.

- Generation of usable information from raw data.

- Secure storage and maintenance of information throughout the project lifecycle.

- Ensuring accessibility to support effective decision-making and communication when needed.

The Information Management Plan will therefore address each of these requirements, as well as detail the process for the eventual destruction of information (a period after project completion).

Supporting evidence: Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Information Management Plan
2. Information storage and access evidence

## 2.10 Obtain authorisation to proceed with project delivery activities

Definition: A critical feature of the project governance process, when applied across a project lifecycle, is the periodic review of selected documents, authorisations, and outputs of activities completed in the current period. These reviews are commonly conducted at phase or stage gates, i.e., gateways or checkpoints comprising a predetermined list of mandatory checks to be completed before the project may proceed to the subsequent phase or stage.

The purpose of the gate review conducted at the end of the Planning and Developing phase of the project lifecycle is to ensure that all necessary activities for the phase have been completed and that relevant, higher authorities have provided their consent to proceed with approved Governing and Delivering activities.

Supporting evidence: Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Gate Review Checklist (from the end of Planning and Developing Phase)
2. Gate Review Certificate indicating formal approval to proceed to the next phase

Note: the evidence in this session needs to correspond to the transition from the *Planning and Developing* phase to the *Governing and Delivering* phase; this will therefore not be the same as the evidence needed for the transitioning across predecessor or subsequent phases (even though the competence descriptors may be similar).
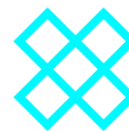
Module 3 – Governing and Delivering

All the project processes and planned activities authorised in the Planning and Developing phase(s) of the project lifecycle need to be undertaken in a timely, controlled manner in order to attain progressive realisation of defined project benefits. Projects generally operate in environments of varying degrees of uncertainty; thus, issues are likely to arise and exert pressure on baselined schedules and budgets. The project manager will continually monitor the project environment to detect and respond to these pressures and take appropriate actions to ensure successful project outcomes.

The goals of this phase of the project lifecycle are to:

1. Manage the execution of approved project processes.

2. Ensure the work performed aligns with the approved scope.

3. Ensure variations from approved baselines are managed effectively.

The principal activities within this phase (or sub-phase) of the lifecycle will entail diligent execution, monitoring and control of project activities to ensure effective project delivery and realisation of defined benefits.

The Governing and Delivering competences are:

3.1 Perform authorising activities.

3.2 Conduct reviews.

3.3 Manage deviations.

3.4 Apply project governance.

3.5 Apply integrated change control.

3.6 Control project quality.

3.7 Apply refinements to project plans.

3.8 Manage people and team performance.

3.9 Maintain stakeholder engagement.

3.10 Manage reporting and distribution.

3.11 Maintain information security.

3.12 Conduct handover activities.

3.13 Obtain authorisation to proceed with evaluation and closing activities.

These competences will typically be evidenced in the following forms:

1. Status reports and communications to higher authorities.

2. Audit trails of change requests, control processes, and process outcomes.

3. Updates to project documents such as registers and schedules.

4. Phase review and handover documentation.

Closing out Governing and Delivering activities is an essential milestone (or series of phase-linked milestones) that ensures that all elements of the work have been completed and signed off by the Project Sponsor, that any relevant materials or documents have been appropriately dealt with, and that the Project Manager is properly prepared to proceed with the Evaluating and Closing activities.

3.1   Perform authorising activities

Definition: A critical feature of the project governance process is the incremental authorisation of individual tasks and activities throughout the project lifecycle, with due consideration of factors such as the present project environment, completion of processor activities, formal contract approvals, etc.

The purpose of the individual task/activity authorisations is to ensure that all necessary pre-requisites have been completed, and that relevant, higher authorities have provided their consent to proceed with the task/activity. For example, a project team member's tasks might be authorised by the project manager, or commencement of a critical contractual task might be authorised by the project sponsor

Supporting evidence: Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1.   Email or other work/tasking authorisation document(s)

3.2   Conduct reviews

Definition: Reviews are conducted periodically throughout the project lifecycle to ensure that project processes and procedures have been conducted appropriately, and that project documents and products have been prepared or conducted in accordance with the approved plan. Periodic reviews ensure that governance requirements are being fulfilled and that variances are identified in a timely manner so that remedial or corrective actions can be applied if necessary.

Supporting evidence: Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1.   Status reports

3.3   Manage deviations

Definition: Deviations from the approved project baseline are likely to be encountered at some time in most projects; these deviations may be identified because of periodic reviews or other governance activities, or by the ad-hoc discovery at the time of occurrence. Each deviation should be dealt with in accordance with the relevant management plan(s) to ensure that governance requirements are being fulfilled and that remedial or corrective actions can be applied if necessary. The history, summary of the analysis, and status of each deviation will be recorded in a suitable register and reported to higher authorities as appropriate.

Supporting evidence: Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1.   Issues register (identifies issues and tracks actions and related outcomes).
2.   Action register* (identifies general actions and tracks progress and related outcomes).
3.   Status report (provides details of variances, outcomes, and present status).

* In some cases, the Action Register may be incorporated within the Issues Register.

3.4   Apply project governance

Definition: Management of "governance" in project contexts involves:

- Application of an agreed system of "good practice" throughout the project.

- Active monitoring of project processes and decisions to minimise the likelihood of inappropriate activities.

- Ensuring that project activities are undertaken only by competent persons.

- Ensuring that behaviour is ethical and transparent.

The approach to Project Governance is initially defined during the Aligning and Initiating stage, after which the Project Manager provides oversight of hold points, process triggers, and management of issues impacting agreed project performance and delivery baselines.

Supporting evidence: Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Emails, reports, minutes, or other documents

3.5   Apply integrated change control

Definition: Project Integration Management begins when a project is conceived and continues throughout the planning, developing, delivering, and closure phases of the project lifecycle. The need for integration is evident wherever project information or activities overlap/interact—this is particularly true when the project encounters an impetus for change, such as a response to unexpected environmental conditions, contractual issues, stakeholder directives, or realisation of a pre-identified risk.

Accordingly, an integrated approach to change control will consider the impact of the change on factors such as the project scope, schedule, budget, quality, risk, etc., and subsequently apply the most appropriate course of action to respond to the change.

Supporting evidence: Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Application of Change Control Process (various artefacts that collectively demonstrate how the impact of an actual change request was managed)
2. Change Control form (or Change Request form)
3. Change Register

3.6   Control project quality

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 continual application of quality planning, quality control, quality assurance, and continual improvement throughout the project life cycle.

Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Test and inspection result evidence

3.7 Apply refinements to project plans

Definition: The foundations of the Project Management Plan begin to form during the Aligning and Initiating phase of a project, with the development of a Project Governance Management Plan. Subsequent activities conducted throughout the Planning and Developing phase are largely oriented to the development of a series of context-specific management plans that may be presented as a suite of separate but interdependent documents, or as a master, integrated management plan.

However, as the project progresses through its lifecycle, new data becomes available and additional information is generated or discovered. Some of this information will be consistent with expectations and managed in accordance with the approved plan(s); however, there is also likely to be information that challenges the boundaries of the approved plan(s) and may lead to revisions or refinements of approved plans or baselines (subject to due consideration in accordance with the Project Governance Management Plan).

Supporting evidence: Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Lessons learned register
2. Change control form
3. Updated project documentation

3.8 Manage people and team performance

Definition: The process of project human resource management (HRM) involves the development of individuals into a cohesive project team with the common purpose of meeting project objectives. During the Planning and Developing phase, project HRM entails determining the resources required to manage project tasks, both within the core project team and the broader organisational matrix. During the Governing and Delivering phase, the HRM context focuses on matters such as performance management, training, and development as needed to accommodate change throughout the project life cycle.

Project leadership comprises the range of personal, interpersonal, and team management skills and knowledge required to lead a project team in a dynamic organisational context. It is expected that project managers can provide guidance to project team members in the management of diverse, ambiguous, and variable relationships and outcomes within a project. The project leadership context in the Governing and Delivering phase of the project is oriented to the management of the project team and its focus on performing, monitoring, and controlling project activities in accordance with approved management plans.

| Supporting evidence: | Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation: |

1. Induction evidence
2. Work performance evaluations (individual
3. Personal leadership and team development records (various documents, may include meeting minutes, case records, etc.)

3.9 Maintain stakeholder engagement

| Definition: | During the Aligning and Initiating phase of a project, persons (or groups of persons) with a potential interest in the project or the works to be undertaken during the project are identified and analysed in accordance with strategies developed within a project-specific Stakeholder Management Plan. |

As the project moves through its lifecycle, some of the stakeholders/groups may change, and new stakeholders will need to be identified. Concurrently, the level of engagement of identified stakeholders may change, thus necessitating a review of the specific engagement strategy for that stakeholder/group.

| Supporting evidence: | Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation: |

1. Stakeholder register (updates)

3.10 Manage reporting and distribution

| Definition: | Project communications comprise the set of activities that provides a critical link between stakeholders, their ideas, and information at all stages in the project life cycle. Therefore, the primary role of the communication function is the timely and appropriate collation and dissemination of project information to key stakeholders and stakeholder groups, in accordance with the Stakeholder and Communication Management Plans. |

| Supporting evidence: | Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation: |

1. Status reports
2. Steering committee report
3. Communications register

3.11 Maintain information security

| Definition: | Project information that has been collected, stored, and disseminated throughout the project's lifecycle needs to be managed securely, in accordance with an approved Information Management Plan. Application of appropriate information security processes will ensure that: |

- Data capture is accurate and consistent

- Usable information is generated from the raw data

- Information is securely stored and maintained throughout the project lifecycle while ensuring it is accessible to support effective decision-making and communication when needed

Supporting evidence: Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Email(s), written account(s) of situation, etc

3.12   Conduct handover activities

Definition: The "handover" milestone entails a formal transfer of the ownership of a specified project deliverable (i.e., a product or service to be delivered to the user or customer). For projects with multiple deliverables or significant work packages, there may also be corresponding, multiple handovers, which might be staged over a period.

The handover process should include the following key activities:

- Confirmation that all the predetermined acceptance criteria have been met.

- Transfer of pertinent responsibilities, authorities, and delegations.

- Dissemination of knowledge gained while performing work pertinent to the handover deliverable.

Supporting evidence: Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Handover readiness review
2. Handover report

3.13   Obtain authorisation to proceed with evaluation and closing activities

Definition: A critical feature of the project governance process, when applied across a project lifecycle, is the periodic review of selected documents, authorisations, and outputs of activities completed in the current period. These reviews are commonly conducted at "phase gates" or "stage gates", i.e., hypothetical gateways or checkpoints comprising a predetermined list of mandatory checks to be completed before the project may proceed to the subsequent phase or stage.

The purpose of the gate review conducted at the end of the Governing and Delivering phase of the project lifecycle is to ensure that all necessary activities for the phase have been completed and that relevant, higher authorities have provided their consent to proceed with detailed Evaluating and Closing activities.

Supporting evidence: Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Gate Review Checklist
2. Gate Review Certificate (or an equivalent document) indicating formal approval to proceed to the next phase

Note: the evidence in this section needs to correspond to the transition from the *Governing and Delivering* phase to the *Evaluating and Closing* phase; this will therefore not be the same as the evidence needed for the transitioning across predecessor or subsequent phases (even though the competence descriptors may be similar).

Module 4 – Evaluating and Closing

Project Evaluation is key to ensuring continual improvement during the project lifecycle and should be carried out by various stakeholders for their own means and as a way of sharing lessons with others so that gradual and meaningful improvements can be made on the current project, future projects, and perhaps organisational operations.

Evaluation does not only occur at the end of the project but also at various stages and phases where lessons may be available. It is therefore essential not only that an end-of-project evaluation is conducted by the project team to capture relevant information on project performance, compare that against the intended approach/plan and determine the level of project performance against stated baselines and performance targets, but also those periodic evaluations are conducted throughout the project lifecycle.

Closing the project is also an essential activity to ensure that all elements of the project have been completed and signed off, and any relevant materials or documents have been appropriately dealt with.

The goals of this phase of the project lifecycle are to:

1. Manage the evaluation of project activities and reporting of outcomes.

2. Ensure the work performed aligns with the approved scope.

3. Ensure variations from approved baselines have been managed effectively.

4. Ensure lessons learned have been captured appropriately.

5. Formally close out the project (or project phase).

The principal activities within this phase (or sub-phase) of the lifecycle will entail evaluation of project process performance, verification of outcomes, and administrative closure activities.

The Evaluating and Closing competences are:

4.1 Evaluate project performance.

4.2 Conduct project close-out.

4.3 Obtain authorisation to formally close the project or phase.

These competences will typically be evidenced in the following forms:

1. Records of lessons learned and transmittal to a lesson learned repository.

2. Records of financial closure and associated reports.

3. Finalisation of project documents such as registers and schedules.

4. Project (or phase) review and handover documentation.

4.1   Evaluate project performance

Definition: Project Evaluation involves the collection of data and analysis of the 'planned versus actual' situations to determine what the strengths and weaknesses of the project were. Evaluation is conducted throughout the project lifecycle and is something that should be carried out by various stakeholders as a way of sharing lessons with others, so that gradual and meaningful improvements can be made on the current project, future projects, and perhaps organisational operations.

Therefore, project evaluation also includes those processes that see logged project issues translated into recommendations for organisational process changes.

Supporting evidence: Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Project Evaluation Report
2. Lessons Learned Register

4.2   Conduct project close-out

Definition: Project Closeout is the process of completing and checking all project-related work so that the project can be formally closed with an appropriate transition to the receiving organisation or team (with confidence that there will be no need to come back later to finish anything off).

Projects can be very complex, and it is easy to miss items within the project, so project closeout needs to be very thorough, including the development and handover of plans to deal with long drawn-out aspects such as defects liability periods (if applicable).

Insights gained from project delivery need to be appropriately captured so that they can be found and factored into subsequent project deliveries by the organisation.

Lastly: all project—and any related contract—documentation needs to be finalised and archived for future reference.

Supporting evidence: Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Closeout Plan
2. Financial Closeout
3. Team Disbandment
4. Administrative Closeout

4.3 Obtain authorisation to formally close the project or phase

Definition: For projects to be closed a decision needs to be made by a relevant authority (normally the Project Sponsor) after a request is made from the Project Manager. It is essential that projects receive authorisation to close so that everyone involved in the project knows of the outcome and can stop work/action on the project.

There may be formal documentation used for the request or it may be via emails.

Supporting evidence: Demonstration of competence in this element of the role requires presentation of the following project documents or equivalent / alternative documentation:

1. Request to close the project

Schedule A – Table of competencies and supporting evidence

Module	Definition	Competence	Supporting evidence
Module 1. Aligning and Initiating	Define the project's scope, timings, and cost. Identify the stakeholders, the team, goals and objectives and deliverables.	Define and verify project scope	Project Charter or Brief
			Project Scope or Statement of Work
		Determine and agree project governance	Project Charter or Brief
			Project Governance Management Plan
		Identify and analyse stakeholders	Stakeholder Engagement Strategy
			Stakeholder Management Plan
			Stakeholder Register
			Senior stakeholder briefing evidence
		Obtain authorisation to proceed with detailed planning and developing activities	Gate Review Checklist
			Gate Review Certificate
Module 2. Planning and Developing	Development of a project plan that illustrates the project phases, key project activities and their start and end dates, project tools, and project milestones.	Refine project scope	Scope Management Plan
			Delivery Options Analysis
			Work Breakdown Structure (WBS) or Product Breakdown Structure (PBS)
		Undertake integrated estimation	Records showing the basis of estimates
		Develop a project schedule	Schedule Management Plan
			Integrated Schedule
		Develop a project budget	Cost Management Plan
			Project Budget
		Identify and analyse risks	Risk Management Plan
			Risk and Issues Register(s)
		Plan quality assurance	Quality Management Plan
			Quality Register
		Plan for resource and team management	Resource Management Plan
			Team Management and Leadership Plan
		Plan project communications	Communications Management Plan
			Communications Register
		Plan and apply information security	Information Management Plan
			Information storage and access evidence
		Obtain authorisation to proceed with project delivery activities	Gate Review Checklist
			Gate Review Certificate
Module 3. Governing and Delivering	Involves diligent project execution, monitoring and control of project activities to ensure effective project delivery and realisation of defined benefits.	Perform authorising activities	Email or other work authorisation document
		Conduct reviews	Status Reports
		Manage deviations	Issue Register
			Action Register
			Status Report
		Apply project governance	Emails, reports, minutes, or other documents
		Apply integrated change control	Application of Change Control Process

Module	Definition	Competence	Supporting evidence
			Change Control/Request Form
			Change Register
		Control project quality	Test and inspection result evidence
		Apply refinements to project plans	Lessons Learned Register
			Change Control Form
			Updated project documentation
		Manage people and team performance	Induction evidence
			Work performance evaluations (individual)
			Personal leadership and team development records (various)
		Maintain stakeholder engagement	Stakeholder Register (updates)
		Manage reporting and distribution	Status reports
			Steering Committee Report
			Communications Register
		Maintain information security	Email(s) or other written account(s)
		Conduct handover activities	Handover Readiness Review
			Handover Report
		Obtain authorisation to proceed with evaluation and closing activities	Gate Review Checklist
			Gate Review Certificate
Module 4. Evaluating and Closing	Project evaluation ensures continual improvement during the project lifecycle. Evaluation is carried out by a variety of stakeholders and the project team to determine project performance.	Evaluate project performance	Project Evaluation Report
			Lessons Learned Register
		Conduct project close-out	Closeout Plan
			Financial Closeout (Cost account closure request)
			Team Disbandment (various)
			Administrative Closeout (Various documentation)
		Obtain authorisation to formally close the project or phase	Request to close the project

Level 23, 100 Miller Street
North Sydney, NSW 2060

+61 2 8288 8700
info@aipm.com.au