



**Registered
Project Manager
(RPM)**

**Assessment Record Book
(ARB)**

Version Control

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Amendments to current Version

Title	Page No.	Amendment Summary

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ROLES & RESPONSIBILITIES

Registered Project Manager (RPM)

The function of a REGISTERED PROJECT MANAGER is to work collaboratively with other Project Managers and key stakeholders either individually or within a program of projects, to ensure that the full scope of projects are known and understood before work gets underway, that plans for their management are clearly developed and agreed to by all key stakeholders and team members, and that each project achieves its original or re-negotiated objectives.

The application of the skills and knowledge in order to be deemed competent at this function will:

“... most likely be under broad guidance. The work of others may be supervised or teams guided and responsibility for the planning and management of the work of others may be involved.

Competency at this level involves the self-directed application of knowledge with substantial depth in some areas and a range of technical and other skills to tasks, roles and functions in both varied and highly specific contexts.

Competencies are normally used independently and both routinely and non-routinely. Judgement is required in planning and selecting appropriate equipment, services, techniques and work organisation for self and others.”

INTRODUCTION

This document has been prepared to assist Candidates in the assessment process to gain the professional status of **Registered Project Manager**.

It also provides guidelines to the candidate on the method of obtaining the appropriate evidence which demonstrates the candidate's competency at the level being assessed.

The intent of the document is to provide candidates with sufficient information in respect of the qualification in a number of areas, including:

- the definition of the qualification
- the JKR Competency Standards for Project Management
- the method of assessment to be undertaken
- details of the methods of collection and collation of evidence to be submitted for assessment

It is also intended that the document is used by the assessor in determining the candidate's level of competency. That is, this document has been prepared in a format which specifically refers to the requirements of the Malaysian Department of Public Works. The provision of evidence by the candidate in the format required is intended to assist the assessor, reduce the assessment period, and reduce the assessment cost.

Candidates for Certification will be required to demonstrate their competence in each of the 9 Core Units of project management. Confirmation of the level of competency will be undertaken by independent and qualified assessors within the JKR quality assurance process.

The benefits to be obtained from this Certification include:

- JKR project management competency recognition
- enhanced Construction industry recognition
- recognition by peers within the project management profession
- delineation of Certification holders from lesser-qualified project managers
- certification which is based on international best practice
- competencies which align with international standards

REGISTERED PROJECT MANAGER (RPM)

Certification as a Registered Project Manager is not an educational award granted by a training authority. The award is based on the candidate's ability to demonstrate competency against the JKR Certification established for competency evaluation. As a complementary benefit the certification aligns with the Australian Qualifications Framework (AQF) Diploma level (BSB5147), Diploma in Project Management. Competency at this level, by definition, involves the self-directed development of competency with substantial depth across a number of areas and/or mastery of a specialised area with a range of skills.

This award reflects the role of individuals who possess a sound theoretical knowledge base and use a range of specialised, technical or managerial competencies to plan, carry out and evaluate their own work and/or the work of a team in a project workplace environment.

Job Roles

Job roles and titles vary across different industry sectors. Possible job titles relevant to this qualification include:

- Senior Project Manager
- Project Manager
- Project Leader
- Project Management Facilitator
- Project or Program Administrator.

Pre-requisite requirements

There are no prerequisite requirements for individual units of competency.

Pathways into the certification

Preferred pathways for candidates considering this award include:

- have undertaken a competency based learning program in international best practice project management
- after achieving Qualified Project Practitioner certification or other relevant qualification/s
- through extensive vocational experience in project roles where they may have had some limited responsibility for the output of others, and without a formal project management qualification. Examples of indicative job roles for candidates seeking entry based upon their vocational experience include:
 - Project Coordinator
 - Project Management Officer
 - Project Team Member
 - Project or Program Administrator

This breadth of expertise may equate to the competencies required to undertake this qualification.

Pathways from the qualification

After achieving this award, candidates may later consider undertaking the Registered Program Director certification, an award involving the application of high level project and managerial skills at the program and portfolio management level.

Licensing, Legislative, Regulatory or Certification Considerations

While no licensing, legislative, regulatory or certification requirements apply holistically to this certification at the time of publication, relevant national or state legislation, regulations and codes of practice may impact upon this qualification.

LINK TO JKR COMPETENCY STANDARDS FOR PROJECT MANAGEMENT (The Standards)

Approval of the Standards

The Standards were issued and published on November 2010.

Levels of Competency

The Standards cover competence at Qualified Project Practitioner (QPP); / Registered Project Manager (RPM) and Registered Program Director (RPD) levels.

Design of the Standards

The Standards have been developed to apply specifically to JKR circumstances however the competencies align with those of the Construction Industries Board and have application to architectural and engineering based construction industries.

The Standards have been designed to:

- be simple to understand and straightforward to use
- Covers the range of competencies which project managers and project team members need to do their jobs

The design of the Standards reflects:

- input from JKR personnel
- input from the Australian Institute of Project Management
- the framework developed for the Project Management Body of Knowledge by the Project Management Institute in the USA
- the behavioural competencies identified and documented in the Body of Knowledge developed by the Association of Project Managers in the UK, and the International Project Management (IPMA) Europe

The nine units of competence outlined in the Standards reflect the main functions of project management and the key processes required to integrate them.

Each of these nine units of competence has then been broken down into a number of elements which contain the performance criteria and data which can be formally assessed. Each element covers a function or process of project management.

Structure of the Standards

The standards have been structured to cater for different levels of project management activity in the workplace.

The standards contain the following data:

- **Unit of competence** - Units of competence describe in broad terms what is expected of project management personnel in particular aspects of the job. A unit is able to stand alone as a complete function in the area of employment.
- **Element of competence** - Each unit consists of a number of elements which reflect the competencies that project management personnel are expected to possess at a particular level.
- **Performance criteria** - Each element is described by performance criteria which specify the outcomes to be achieved in order to demonstrate competent performance. Performance criteria form the basis on which evidence of competence is assessed.
- **Skills and knowledge** - This describes the required skills and knowledge to be displayed by project management personnel.

- **Range statement** - The range statement relates to the unit of competency as a whole and describes the instances and situations in which the elements of competence are applied.
- **Evidence guides** - Evidence guides provides advice on assessment and give an indication of the type and degree of evidence acceptable, by the industry/enterprise, to satisfactorily demonstrate competence in the unit being assessed. Evidence requirements may include demonstration of underpinning knowledge and understanding.

Descriptor

Certification at this level is defined as “reflecting the role of individuals who possess a sound theoretical knowledge base and use a range of specialised, technical or managerial competencies to plan, carry out and evaluate their own work and/or the work of a team.”

Work at this level is likely to be under broad guidance. The work of others may be supervised or teams guided. Responsibility for the planning and management of the work of others may be involved.

Competency at this level involves the self-directed application of knowledge with substantial depth in some areas, and a range of technical and other skills to tasks, roles and functions in both varied and highly specific contexts.

Competencies are normally used independently and both routinely and non-routinely. Judgement is required in planning and selecting appropriate equipment, services, techniques and work organisation for self and others.

METHOD OF ASSESSMENT

What is Assessment?

In a competency-based system, Assessment is defined as the process of collecting evidence and assessing an individual's performance against requirements described in a set of standards and, at an appropriate point, making a judgement of whether competency has been achieved.

Effective and objective assessment is vital in the successful implementation of competency standards in the workplace and in education. In this context, assessment is the judgement of performance and knowledge against national industry or enterprise-based competency standards.

Following assessment, a process of verification is used to apply appropriate quality monitoring and management to the assessment process through the JKR quality assurance process.

Verification is the continual process by which the quality of assessment is assured. It occurs through a variety of means including the:

- appointment and training of Assessors
- monitoring of assessments
- implementation and management of appropriate administrative systems
- regular overview of the assessment process by the registering body

Assessment Process

Applicants demonstrate their competence primarily by providing evidence of their performance in the workplace. The responsibility for demonstrating evidence of competence rests with the candidate. Some tasks may be assessed by observation in the workplace, while others will generate end-product evidence which can be assessed in a portfolio.

As well as assessment of direct performance evidence from tasks undertaken, candidates will also be assessed on their underpinning knowledge and understanding. An assessment of applicants underpinning knowledge and understanding will show that they have a grasp of why a task is carried out in a certain way, not just how.

Evidence is assessed only against the JKR requirements. This helps to ensure that assessment is as objective as possible and free from any assessor or industry bias.

Underlying Principles of Assessment

For effective assessment in a competency environment, 7 basic principles apply:

- **Validity** - The evidence must be a real measure of what the candidate has learnt and is clearly related to the units of competence.
- **Authenticity** - The evidence collected is authentic and is derived from valid workplace sources and is directly attributable to the candidate.
- **Reliability and Consistency** - The assessment used methods and procedures which ensure that the competency standards are interpreted and applied consistently from person to person and across the range of different workplace contexts. Evidence

should be drawn from a minimum of two projects which is then applied to each of the performance criteria within the JKR Competency Standard for Project Management.

- **Currency** - An effective assessment process must evaluate current competence. In a practical sense, evidence provided to demonstrate current competence will normally be generated no more than 5 years prior to the date of evidence provision. There may be specific situations where individual skills have not been directly applied for a longer period, but where these skills are in fact still held by the individual. In cases such as this, evidence from earlier periods may be admissible. This decision should be able to be made by an assessor within an appropriately flexible assessment process.
- **Sufficiency** - A tendency of many applicants is to provide a great deal more evidence than is actually required to prove competency against the standards. As a rule, evidence should be sufficient to show competence across the full set of performance criteria and other variables specified within the JKR Competency Standard for Project Management.
- **Flexibility** - Just as each applicant is unique, so every portfolio of applicant evidence is also unique. Each applicant will identify and develop his or her own specific set of evidence to prove competency against the standards. This set will be based on the workplace experience of the applicant and will comprise diverse types and forms of relevant and appropriate evidence. Assessors must be capable of taking a flexible approach to the assessment of these portfolios.

Clearly, this approach must always take time and cost into account - both from the point of view of the best use of assessor time and from the viewpoint of the applicant and his or her employer. Assessment must be flexible enough to evaluate the scope of knowledge and skills covered by the criteria - both performance (skill) and underpinning knowledge and understanding.

- **Fairness and Equity** - The assessment process must not disadvantage any person or organisation. All eligible candidates must be guaranteed access to assessment which does not discriminate on any basis.

Assessor Standards

All assessors used by JKR are independent of the training and hold either a JKR Certificate in Assessment or higher assessment qualifications. In addition all assessors are themselves certified Project Managers at least at the level being assessed.

Assessors are therefore expected to:

- meet or exceed the competency standards for project management at the level at which the candidate is being assessed
- know current industry practices for the job or role against which performance is being assessed
- practise the necessary interpersonal skills required in the assessment process.

ASSESSMENT RECORD BOOK

This certification Assessment Record Book is to:

- to assist Candidates in the assessment process to gain the professional Project Management award
- provide guidelines to the candidate on the method of obtaining the appropriate evidence which demonstrates the candidate's competency at the level being assessed
- to provide candidates with sufficient information in respect of the qualification in a number of areas
- be utilised by the assessor in determining the candidate's level of competency.

The format is based upon each unit and element of the standards and will, therefore, allow evidence generation to be undertaken on an element by element basis.

RECORDS OF EVIDENCE

Basic forms of performance evidence include:

- **Direct performance evidence from:**
 - extracted examples within the workplace
 - natural observation in the workplace
 - simulations including competency and skills tests, projects, and/or assignments
- **Historical and indirect evidence from:**
 - reports, documents and products of work
 - designs, computer programs
 - letters of validation from the workplace
 - certificates or statements of achievement
- **Supplementary evidence from:**
 - oral and written questioning
 - witness testimony

DOCUMENTARY EVIDENCE

It is preferred that the Assessor undertake assessments in the candidate's work environment examining documentation identified and tagged by the candidate within existing filing systems. These references are noted by the candidate in the ARB and sighted and signed off by the Assessor.

In some instances, for example where the candidate has sourced material not related to his/her current work environment or where the candidate's competencies are reviewed away from the workplace convenient access to tagged working file is not practicable.

In such a circumstance the Assessment Record Book is supplemented with an Evidence Log Book (ELB). The purpose of the ELB is to enable candidates to collect and file appropriate documentation on a progressive basis.

In circumstances where the assessment is undertaken away from the candidate's work location and is based on electronic exchanges, documentary evidence should be collected in the **Evidence Log Book**.

Material to be included in the Evidence Log Book may include:

- Evidence Log Book Index
- Project list (format included in document)
- References (format included in document)
- Current resume/curriculum vitae
- Professional endorsements or awards
- Copies of qualifications including certificates and statements of attainment from short training courses

This evidence will need to be collected and subsequently recorded in the Assessment Record Book or Evidence Log Book as required.

METHODOLOGY FOR ASSESSMENT

JKR's methodology for assessment is based on international best practice through the following:

- **Initial briefing on purpose, process and product.** The candidate, or group of candidates, is given a briefing on competency based assessment by a JKR Assessor who discusses the levels of competency and the type of evidence required in the candidate's context.

Each candidate then completes a self-analysis of competency at the appropriate level, to determine areas of competence and those areas that need focus to successfully complete the assessment.

Each candidate then discusses the level of assessment (using the self-analysis as a basis) with the JKR Assessor to determine whether the candidate has a suitable level of expertise and holds/has held an appropriate appointment as a Project Team Member, Manager or Director.

Benefits:

- Clearly identifies the Candidate's suitability and requirements for JKR certification
- Clearly identify coaching requirements (if necessary) to complete the assessment
- The Candidate is fully apprised of what is entailed in the process and what he/she needs to do to meet the competency standards. An outline schedule is compiled by the Candidate and Assessor to achieve the result
- The organisation is made aware of who is capable of completing the assessment, at what level, and what needs to be done to reach competency.
- An insight into Corporate Project Management capability is achieved by the Assessor
- **Process of Assessment.** Planning the assessment and setting the standard for compiling the portfolio of evidence by way of examples from her/his context, receipt and assessment of documentation (usually by electronic means), review and advice on suitability and sufficiency of evidence, advice on areas required to increase competence, interview/s at the workplace, discussions with Managers/Colleagues to determine competence (Third Party Referral), compiling and reviewing the final assessment report, and submission of the report and recommendation of level of attainment to JKR.

Benefits:

- The Candidate is able to send and review information with the assessor
- The Assessor is able to monitor and control progress, and validate the assessment by using a team approach and Third Party Referral
- Where commercial-in-confidence material is involved as evidence in the assessment, no documentation or evidence leaves the Candidate's workplace
- **Candidate Responsibilities.** The candidate is to provide up-to-date evidence of competence and complete this Assessment Record Book. Examples of the type of evidence which is required are provided against each element of competence. This is achieved by forwarding draft descriptions at element level to the Assessor (preferably electronically) for validation of content and approach. This is usually achieved in three parts (Units 2, 3, 4; Units 5, 6, 7; Units 8, 9, 1). The Candidate is to keep the Assessor informed on progress in accordance with the agreed schedule. The candidate is to seek advice for assistance in compiling the Assessment Record Book with internal Managers/Mentors/Colleagues.
- **Assessor responsibilities.** The Assessor is to interview the candidate on at least four occasions (initial planning & schedule session, first competency review, intermediate review, final competency review) to complete a full review of the documentation and performance in consultation with the Candidate's Managers / Colleagues / Witnesses.

Ideally at least one of these interviews is at the candidate's workplace. The Assessor assesses not only the reliability, sufficiency and quality of the Candidate's evidence, but also the underpinning knowledge and understanding. At least one (preferably two) referee letters are required attesting that the candidate is competent at the assessed level. A generic letter for this purpose is provided for the candidate to give to the appropriate Manager/Colleague.

The Assessor may contact the referee to acknowledge the Third Party Referral and to ask questions about the candidate's level of competence that is not easily assessed by documentation alone. The Assessor is to complete the documentation and prepare an Assessment Report recommending competency.

Note: In the event that the Candidate is not deemed competent, a plan will be compiled to achieve competence, or the Candidate's Manager will be informed that the assessment should not proceed.

OUTCOMES OF ASSESSMENT:

Final report and qualifications. As a result of the Assessor's report, JKR notifies the candidate of the results and issues the candidate with an appropriate JKR Project Management Certification Level and logs the results on the JKR Certification database. This step may be interrupted by JKR verifying that the Assessor's process of assessment meets the JKR Competency Standard for Project Management.

NOTES:

For performance criteria and range indicators refer to JKR Competency Standard for Project Management - Registered Project Manager (RPM).

Single pieces of evidence may serve multiple purposes; for example a Program or Project Completion Report may demonstrate evidence of finalisation and review against multiple units and elements.

Cross reference but do not duplicate information which may be presented in as hard copy documentary evidence.

Where substantial reports are evidenced, the candidate's direct contribution is the primary concern of the Assessor. Documentation may include cover and index and a statement from a senior officer confirming the claimed contribution.

Evidence may be examined by an assessor as follows:

- **In-office or as on-site reviews**
- **On screen documentation**
- **File presentation (tagged documentation)**
- **In an 'Evidence Folder'**
- **As substantial report as a consequence of investigations**
- **As part or whole periodic reports**

CERTIFICATION AND ASSESSMENT

Candidate Certification of Claims

I certify that all claims made by me concerning evidence of my competencies relevant to this assessment and in the documentary evidence shown to the Assessor are true and correct.

Candidate's name:Signature:

Date:

Division:

Address:

.....

E-mail:

Telephone:

Assessor

I certify that I have undertaken this assessment and concluded based on discussions with the candidate, discussions with others familiar with the candidate's work and through the documentary and other evidence provided to me by the candidate that (strike out sections not applicable):

- (a) I have assessed the candidate as competent at the JKR Competency Standard for Project Management - Registered Project Manager (RPM)
- (b) I have assessed the candidate as competent in the units noted hereunder and recommend the issue of an appropriate Statement of Attainment
- (c) I have assessed the Candidate as Not Yet Competent in the units noted hereunder. The candidate needs to provide additional information, evidence or undertake skill development before re-assessment

Assessor's name:Signature:

Date:

Organisation:

Address:

.....

E-mail:Telephone:

UNIT 1

PLAN AND MANAGE SCOPE

Description

This unit describes the performance outcomes, skills and knowledge required to determine and manage project outcomes. It covers project authorisation, developing a scope management plan, and managing the application of project scope controls. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Elements

This Unit comprises three (3) Elements:

- 1.1 Establish project authorisation
- 1.2 Define project scope
- 1.3 Implement scope controls

EVIDENCE REQUIREMENTS

This element should be assessed in projects that are conducted in stable and controlled environments.

Underpinning knowledge:

- A broad knowledge and understanding of the organisational processes leading to project authorisation, start-up and designation of Registered Project Manager
- A broad knowledge and understanding of the methods to define products and activities
- A broad knowledge and understanding of the methods of assessing project progress and the outcome of activities

should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Performance reviews, project scope documentation including plans, schedules, statements, directives, guidelines and instructions
- Performance reviews, project scope management, including plans, schedules, statements, directives, guidelines and instructions, records of control of scope changes
- Performance reviews, schedule/s of scope management review, records of where and how scope changes are carried out, records of scope lessons learned and recommendations made

EVIDENCE REVIEW**UNIT 1: PLAN AND MANAGE SCOPE**

DOCUMENTARY EVIDENCE	LOCATION	SIGHTED
1.1: Establish project authorisation		
Appointment Letter		<input type="checkbox"/>
Client Project Brief		<input type="checkbox"/>
Signed off document		<input type="checkbox"/>
Email assigning or giving ok to begin project work.		<input type="checkbox"/>
Minutes of meeting - authority given to continue.		<input type="checkbox"/>
Appointment Letter		<input type="checkbox"/>
1.2: Define project scope		
Scope of work document - may be called different things. (e.g. Business Case, Project Charter, Project Brief)		<input type="checkbox"/>
Project scope documentation, including plans, schedules, statements, directives & guidelines		<input type="checkbox"/>
Cost /Benefit Analysis documentation		<input type="checkbox"/>
Feasibility Studies & recommendations		<input type="checkbox"/>
Concept Design Brief		<input type="checkbox"/>
Design Review Checklist		<input type="checkbox"/>
Preliminary Design Drawing Register		<input type="checkbox"/>
Minutes of Pre Construction Meeting		<input type="checkbox"/>
Minutes of Technical Meeting		<input type="checkbox"/>
Project Brief Guideline		<input type="checkbox"/>
Technical Design Brief		<input type="checkbox"/>
1.3: Implement scope controls		
Change register		<input type="checkbox"/>
Change requests or change documents		<input type="checkbox"/>
Records of where and how scope change execution,		<input type="checkbox"/>
Status reports		<input type="checkbox"/>
Performance reviews		<input type="checkbox"/>
Minutes of control or coordination meetings		<input type="checkbox"/>
Schedule/s of scope management review		<input type="checkbox"/>
Performance reviews		<input type="checkbox"/>
Post implementation reviews		<input type="checkbox"/>
Records of scope lessons learned and recommendations		<input type="checkbox"/>

ADDITIONAL EVIDENCE

Note below any additional evidence you consider relevant to the Unit such as examples of performance outcomes and success; specific projects to which these competences were/are applied, the number of occasions and working circumstances or locations.

ASSESSMENT (Assessor use only)
UNIT 1: PLAN AND MANAGE SCOPE

<p>Work environment reviewed</p> <p>Knowledge reviewed</p> <p>RPL reviewed</p> <p>Statements reviewed</p> <p>Competencies examined</p> <p>Evidence sighted</p> <p>Other observations</p>	<p style="text-align: center;">ASSESSOR COMMENTS</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p>
<p>ASSESSMENT OUTCOME</p>	<p>Elements</p> <p><input type="checkbox"/> Competent Element 1.1 Establish project authorisation</p> <p><input type="checkbox"/> Competent Element 1.2 Define project scope</p> <p><input type="checkbox"/> Competent Element 1.3 Implement scope controls</p>
<p>Assessor signature:</p>	<p>_____ Date _____</p>
<p>The candidate is NOT YET COMPETENT</p>	<p>Gaps in performance identified and a program for competency development and reassessment.</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p><input type="checkbox"/> Date for reassessment _____</p> <p>_____ Date _____</p>

UNIT 2

PLAN AND MANAGE TIME

Description

This unit describes the performance outcomes, skills and knowledge required to manage time within projects. It covers determining and implementing the project schedule, and assessing time management outcomes. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Elements

This Unit comprises three (3) Elements:

- 2.1 Determine project schedule
- 2.2 Implement project schedule
- 2.3 Assess time management outcomes

EVIDENCE REQUIREMENTS

This element should be assessed in projects that are conducted in stable and controlled environments.

Underpinning knowledge:

- A broad knowledge and understanding of the development of project schedules, and any appropriate time management methodologies, their capabilities, limitations, application
- A broad knowledge and understanding of the use of the schedule as a control mechanism should be assessed using written or oral questions

should be assessed using written or oral questions

Supporting evidence may take the form of:

- project work breakdown structure and
- key activity schedules and/or project schedule
- regular schedule reports to stakeholders and higher authority
- evidence of application of monitoring, review and reporting mechanisms
- evidence of assessment and analysis of actual progress against planned progress
- records of recommendations for and corrective actions taken against variances in the project schedule
- records of lessons learned and recommendations made
- records of recommendations for and corrective actions taken against variances in the project schedule

EVIDENCE REVIEW**UNIT 2: PLAN AND MANAGE TIME**

DOCUMENTARY EVIDENCE	LOCATION	SIGHTED
2.1: Determine project schedule		
Contractor's Work Program		<input type="checkbox"/>
Work Programme Schedule (MS Project)		<input type="checkbox"/>
PMP - (refer to schedule)		<input type="checkbox"/>
Q,D or C Plans		<input type="checkbox"/>
Project work breakdown structure and		<input type="checkbox"/>
Key activity schedules and/or project schedule		<input type="checkbox"/>
Dated schedules		<input type="checkbox"/>
2.2: Implement project schedule		
Construction Plan (C-Plan)		<input type="checkbox"/>
EOT Register		<input type="checkbox"/>
Response Letter to EOT Claim		<input type="checkbox"/>
Updated Gantt charts		<input type="checkbox"/>
Progress reports		<input type="checkbox"/>
Meeting minutes		<input type="checkbox"/>
Schedule related emails/letters		<input type="checkbox"/>
Change requests		<input type="checkbox"/>
Approval/sign off document		<input type="checkbox"/>
Regular schedule reports to stakeholders and higher authority		<input type="checkbox"/>
Evidence of application of monitoring, review and reporting mechanisms		<input type="checkbox"/>
Evidence of assessment and analysis of actual progress against planned progress		<input type="checkbox"/>
Records of recommendations for and corrective actions taken against variances in the project schedule		<input type="checkbox"/>
2.3: Assess time management outcomes		
Post implementation review		<input type="checkbox"/>
Lessons learned		<input type="checkbox"/>
Review of schedule		<input type="checkbox"/>
Records of recommendations for and corrective actions taken against variances in the project schedule		<input type="checkbox"/>
Records of lessons learned; recommendations made		<input type="checkbox"/>
Sign-off document		<input type="checkbox"/>
Project Completion Report		<input type="checkbox"/>

ADDITIONAL EVIDENCE

Note below any additional evidence you consider relevant to the Unit such as examples of performance outcomes and success; specific projects to which these competences were/are applied, the number of occasions and working circumstances or locations.

ASSESSMENT (Assessor use only)
UNIT 2: PLAN AND MANAGE TIME

<p>Work environment reviewed</p> <p>Knowledge reviewed</p> <p>RPL reviewed</p> <p>Statements reviewed</p> <p>Competencies examined</p> <p>Evidence sighted</p> <p>Other observations</p>	<p style="text-align: center;">ASSESSOR COMMENTS</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p>
<p>ASSESSMENT OUTCOME</p>	<p>Elements</p> <p><input type="checkbox"/> Competent Element 2.1 Determine project schedule</p> <p><input type="checkbox"/> Competent Element 2.2 Implement project schedule</p> <p><input type="checkbox"/> Competent Element 2.3 Assess time management outcomes</p>
<p>Assessor signature:</p>	<p>_____ Date _____</p>
<p>The candidate is NOT YET COMPETENT</p>	<p>Gaps in performance identified and a program for competency development and reassessment.</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p><input type="checkbox"/> Date for reassessment _____</p>
<p>Participant signature:</p>	<p>_____ Date _____</p>

UNIT 3

PLAN AND MANAGE COSTS

Description

This unit describes the performance outcomes, skills and knowledge required to identify, analyse and refine project costs to produce a budget, and to use this budget as the principal mechanism to control project cost. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Elements

This Unit comprises three (3) Elements:

- 3.1 Determine project costs
- 3.2 Monitor and control project costs
- 3.3 Conduct financial completion activities

EVIDENCE REQUIREMENTS

This element should be assessed based on projects that are conducted in stable and controlled environments.

Underpinning Knowledge:

- A broad knowledge and understanding of the development of project budgets and expenditure forecasts, and appropriate cost management methodologies, their capabilities, limitations, application and outcomes
- A broad knowledge and understanding of the organisation's procedures pertaining to the use of the budgets and expenditure forecasts as control mechanisms should be assessed using written or oral questions

Supporting evidence may take the form of:

- The creation, management and analysis of project schedules
- Negotiation, agreement and implementation of project schedules
- records of feedback given during schedule agreement or rejection
- records of schedule discussions between stakeholders and the manager
- records of written or verbal reasons for schedule agreement or rejection
- feedback from others on appropriateness of project schedule processes and outcomes
- procedures developed by the candidate for reporting and dealing with issues arising out of the implementation and management of schedules and resource allocation
- records of actions taken to correct schedule slippage
- feedback from others on appropriateness of schedule management activities.
- Finalisation documentation
- feedback from others on appropriateness and quality of schedule finalisation activities

EVIDENCE REVIEW**UNIT 3: PLAN AND MANAGE COSTS**

DOCUMENTARY EVIDENCE	LOCATION	SIGHTED
3.1: Determine project costs		
Budget estimation		<input type="checkbox"/>
Preliminary Detailed Abstract (PDA)		<input type="checkbox"/>
Letter of Approval (Client/SBU Director)		<input type="checkbox"/>
Letter of Confirmation of Funds		<input type="checkbox"/>
As Tendered Detail Abstract (ATDA)		<input type="checkbox"/>
Minutes of Meetings		<input type="checkbox"/>
3.2: Monitor and control project costs		
Budget estimation		<input type="checkbox"/>
Cost review against program		
Preliminary Detailed Abstract (PDA)		<input type="checkbox"/>
Letter of Approval (Client/SBU Director)		<input type="checkbox"/>
As Tendered Detail Abstract (ATDA)		<input type="checkbox"/>
Contract Variations Register		<input type="checkbox"/>
Standard Response Letter to Claims		<input type="checkbox"/>
Variations (JKR Variation Procedure)		<input type="checkbox"/>
SKALA Report		<input type="checkbox"/>
Minutes of meetings		<input type="checkbox"/>
3.3: Conduct financial completion activities		
Review of Tendered Detail Abstract (ATDA)		<input type="checkbox"/>
Review of Contract Variations Register		<input type="checkbox"/>
Review of Variations (JKR Variation Procedure)		<input type="checkbox"/>
Approved Statement of Final Account		<input type="checkbox"/>
As Completed Detailed Abstract (ACDA)		<input type="checkbox"/>
SKALA Report		<input type="checkbox"/>
Minutes of meetings		<input type="checkbox"/>
Project Completion Report		<input type="checkbox"/>

ADDITIONAL EVIDENCE

Note below any additional evidence you consider relevant to the unit such as examples of performance outcomes and success; specific projects to which these competences were/are applied, the number of occasions and working circumstances or locations.

ASSESSMENT (Assessor use only)

UNIT 3: PLAN AND MANAGE COSTS

	<p align="center">ASSESSOR COMMENTS</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p>Elements</p> <p><input type="checkbox"/> Competent Element 3.1 Determine project costs</p> <p><input type="checkbox"/> Competent Element 3.2 Monitor and control project costs</p> <p><input type="checkbox"/> Competent Element 3.3 Conduct financial completion activities</p> <p>_____ Date _____</p> <p>Gaps in performance identified and a program for competency development and reassessment.</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p><input type="checkbox"/> Date for reassessment _____</p> <p>_____ Date _____</p>
<p>Work environment reviewed</p> <p>Knowledge reviewed</p> <p>RPL reviewed</p> <p>Statements reviewed</p> <p>Competencies examined</p> <p>Evidence sighted</p> <p>Other observations</p> <p>ASSESSMENT OUTCOME</p> <p>Assessor signature:</p> <p>The candidate is NOT YET COMPETENT</p> <p>Participant signature:</p>	

UNIT 4

PLAN AND MANAGE QUALITY

Description

This unit describes the performance outcomes, skills and knowledge required to manage quality within projects. It covers determining quality requirements, implementing quality assurance processes, and using review and evaluation to make quality improvements in current and future projects.

Elements

This Unit comprises five (5) Elements:

- 4.1 Determine project requirements
- 4.2 Implement quality management
- 4.3 Implement project quality improvements
- 4.4 JKR Specific - Environmental Quality Plan for a project
- 4.5 JKR Specific - Implementation of an Environmental Management Plan

EVIDENCE REQUIREMENTS

This element should be assessed in projects that are conducted in stable and controlled environments.

Underpinning knowledge:

A broad knowledge and understanding of:

- the principles of quality management and its application,
- the use of quality management systems and standards, and appropriate quality management methodologies; their capabilities, limitations, applicability and contribution to project outcomes
- the causes of quality failures and their impact on project management plans; the issues relevant to quality management
- quality finalisation and issues relevant to quality finalisation should be assessed using written or oral questions

Supporting evidence may take the form of:

- quality criteria as established, and agreed, with key stakeholders
- lists of quality objectives, standards, levels and measurement criteria
- application of quality control, quality assurance and continuous improvement processes
- records of inspections, recommended rectification actions and quality outcomes
- lists of lessons learned and recommended improvements
- Project EMP documentation and responsibility assignment
- Register of NCR and Close out report
- Records of EMP review
- Audit reports and records on the corrective actions taken
- examples of quality management system and quality management plans
- program quality management plan/s
- feedback from others on appropriateness of quality management or EMP activities

- quality criteria as established by the candidate
- communications regarding quality
- project sign-off documentation relating to quality management or EMP

EVIDENCE REVIEW**UNIT 4: PLAN AND MANAGE QUALITY**

DOCUMENTARY EVIDENCE	LOCATION	SIGHTED
4.1 Determine project requirements		
SPK JKR documentation and reports		<input type="checkbox"/>
Q-Plan		<input type="checkbox"/>
D-Plan		<input type="checkbox"/>
C-Plan		<input type="checkbox"/>
Environmental Management Plan		<input type="checkbox"/>
Minutes of Meetings		<input type="checkbox"/>
4.2 Implement quality management		
SPK JKR documentation and reports		<input type="checkbox"/>
Review of Quality Assurance requirements (Product)		<input type="checkbox"/>
Confirmation of QA requirements		<input type="checkbox"/>
Promotion of QA requirements		<input type="checkbox"/>
C-Plan		<input type="checkbox"/>
Construction Quality Reports		<input type="checkbox"/>
Progress Reports		<input type="checkbox"/>
Report of Pre-Handover Inspection		<input type="checkbox"/>
Standard Joint Inspection checklist		<input type="checkbox"/>
Review of Contractor's Maintenance Plan- Checklist		<input type="checkbox"/>
Standard Final Inspection checklist		<input type="checkbox"/>
Contractor's Performance Report		<input type="checkbox"/>
Minutes of Meetings		<input type="checkbox"/>
Independent Audit Reports		<input type="checkbox"/>
Instruction to Project Team		<input type="checkbox"/>
4.3 Implement project quality improvements		
Review C-Plan		<input type="checkbox"/>
Reviews of Construction Quality Reports		<input type="checkbox"/>
Progress Reports		<input type="checkbox"/>
Review of Defects List Process		<input type="checkbox"/>
Report of Pre-Handover Inspection		<input type="checkbox"/>
Standard joint inspection checklist		<input type="checkbox"/>
Evaluation of Contractor Maintenance Plans		<input type="checkbox"/>
Standard final inspection checklist		<input type="checkbox"/>
Client feedback		<input type="checkbox"/>
Contractor's Performance Report		<input type="checkbox"/>
Minutes of Meetings		<input type="checkbox"/>

4.4 JKR Specific - Environmental Quality Plan for a project		
SPK JKR documentation and reports		<input type="checkbox"/>
C-Plan		<input type="checkbox"/>
Construction Quality Reports		<input type="checkbox"/>
Environmental Management Plan		<input type="checkbox"/>
Progress Reports		<input type="checkbox"/>
Client feedback		<input type="checkbox"/>
Contractor's Performance Report		<input type="checkbox"/>
Minutes of meetings		<input type="checkbox"/>
ESCP- Mandatory Requirement (MASMA Guideline)		<input type="checkbox"/>
4.5 JKR Specific - Implementation of an Environmental Management Plan		
SPK JKR Documentation and Reports		<input type="checkbox"/>
C-Plan		<input type="checkbox"/>
Construction Quality Reports		<input type="checkbox"/>
Environmental Management Plan		<input type="checkbox"/>
Progress Reports		<input type="checkbox"/>
Standard joint inspection checklist		<input type="checkbox"/>
Standard final inspection checklist		<input type="checkbox"/>
Client feedback		<input type="checkbox"/>
Complaint Resolution		<input type="checkbox"/>
Contribution Lessons Learned Web Page		<input type="checkbox"/>

ADDITIONAL EVIDENCE

Note below any additional evidence you consider relevant to the Unit such as examples of performance outcomes and success; specific projects to which these competences were/are applied, the number of occasions and working circumstances or locations.

ASSESSMENT (Assessor use only)
UNIT 4: PLAN AND MANAGE QUALITY

<p>Work environment reviewed</p> <p>Knowledge reviewed</p> <p>RPL reviewed</p> <p>Statements reviewed</p> <p>Competencies examined</p> <p>Evidence sighted</p> <p>Other observations</p> <p>ASSESSMENT OUTCOME</p> <p>Assessor signature:</p> <p>The candidate is NOT YET COMPETENT</p> <p>Participant signature:</p>	<p style="text-align: center;">ASSESSOR COMMENTS</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p>Elements</p> <p><input type="checkbox"/> Competent Element 4.1 Determine project requirements</p> <p><input type="checkbox"/> Competent Element 4.2 Implement quality management</p> <p><input type="checkbox"/> Competent Element 4.3 Implement project quality improvements</p> <p><input type="checkbox"/> Competent Element 4.4 Environmental Quality Plan for a project</p> <p><input type="checkbox"/> Competent Element 4.5 JKR Specific - Implementation of an Environmental Management Plan</p> <p>_____ Date _____</p> <p>Gaps in performance identified and a program for competency development and reassessment.</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p><input type="checkbox"/> Date for reassessment _____</p> <p>_____ Date _____</p>
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UNIT 5

PLAN & MANAGE HUMAN RESOURCES

Description

This unit describes the performance outcomes, skills and knowledge required to undertake human resource management (HRM) within projects. It involves planning for human resources, implementing staff training and development, and managing the project team and stakeholders. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement

Elements

This Unit comprises five (5) Elements:

- 5.1 Implement HRM planning activities
- 5.2 Implement staff training and development
- 5.3 Guide the project team
- 5.4 Identify opportunities for improvement in HR planning & management
- 5.5 JKR Specific - Establish & implement Health & Safety Plan

EVIDENCE REQUIREMENTS

This element should be assessed in projects that are conducted in stable and controlled environments.

Underpinning knowledge:

- A broad knowledge and understanding of the how skills and knowledge are defined, and any established organisational policies, standards and methods relevant to HRM
- A broad knowledge and understanding of the methods for identifying training needs and competencies, and staff training and development methods
- A broad knowledge and understanding of the use of motivation, the application of interpersonal skills, and the assessment of interpersonal strengths and weaknesses
- A broad knowledge and understanding of how groups work together in the achievement of task objectives
- A broad knowledge and understanding of the issues relevant to health and safety should be assessed using written or oral questions

Supporting evidence may take the form of:

- HRM plans and procedures, details of team and individual responsibilities, levels of authority and performance assessment criteria
- current and future requirements for competency within the project team
- Work Breakdown Schedules in which resources (particularly human resources) are allocated (responsibility assignment matrix)
- job descriptions including measures of performance
- staffing levels, matrixes and competencies related to task developed by the candidate
- job descriptions including measures of performance
- staffing levels and competencies related to task; staff recruitment records, briefing reports, training records; records of meetings and minutes

- records of inspections, recommended rectification actions and quality outcomes
- records of interviews, performance appraisals, project finalisation
- The Health and Safety Plan which includes Policy statements by JKR, Responsibility assignment matrix for H&S, Work method statements and checklist
- Minutes of meeting, Non conformance reports and Remedial action reports, Accident reports, Police reports, Near miss reports,
- H&S Plan review reports and lessons learnt

EVIDENCE REVIEW**UNIT 5: PLAN & MANAGE HUMAN RESOURCES**

DOCUMENTARY EVIDENCE	LOCATION	SIGHTED
5.1 Implement HRM planning activities;		
Determine Resources Requirements		<input type="checkbox"/>
Review Organisational Structure		<input type="checkbox"/>
Evaluate Training Needs		<input type="checkbox"/>
Recommendations re Consultant Recruitment		<input type="checkbox"/>
Recommendations re Staff recruitment		<input type="checkbox"/>
Appointments Letters		<input type="checkbox"/>
Organizational Charts		<input type="checkbox"/>
Workload Distribution Schedule		<input type="checkbox"/>
Job Lists		<input type="checkbox"/>
5.2 Implement staff training and development; and		
Responsibility Assignment Matrix		<input type="checkbox"/>
Proposed Training Schedule		<input type="checkbox"/>
Authorise Training Program		<input type="checkbox"/>
Performance Evaluations		<input type="checkbox"/>
Staff Competency Assessment		<input type="checkbox"/>
Performance Report		<input type="checkbox"/>
Minutes of Meetings		<input type="checkbox"/>
Safety Risk Identification & Assessment		<input type="checkbox"/>
Safety Management Plan		<input type="checkbox"/>
5.3 Guide the project team.		
Responsibility Assignment Matrix		<input type="checkbox"/>
Program / Project Briefings		<input type="checkbox"/>
Evaluate Team Leader competencies		<input type="checkbox"/>
Minutes of Meetings		<input type="checkbox"/>
5.4 Identify opportunities for improvement in HR planning & management		
Review of organisational &/or team structures		<input type="checkbox"/>
Competency gap analysis & training reviews		<input type="checkbox"/>
Participation in higher level HR reviews		<input type="checkbox"/>
Participation in HR planning workshops		<input type="checkbox"/>
Minutes of Meetings		<input type="checkbox"/>

5.5 JKR Specific - Establish & implement Health & Safety Plan		
Responsibility Assignment		<input type="checkbox"/>
Safety Risk Identification & Assessment		<input type="checkbox"/>
Safety Management Plan		<input type="checkbox"/>
Accident/Emergency Response Plan		<input type="checkbox"/>
Occupational Safety and Health Management Plan		<input type="checkbox"/>
Occupational Safety and Health Procedure		<input type="checkbox"/>
Minutes of Meetings		<input type="checkbox"/>

ADDITIONAL EVIDENCE

Note below any additional evidence you consider relevant to the Element such as examples of performance outcomes and success; specific projects to which these competences were/are applied, the number of occasions and working circumstances or locations.

ASSESSMENT (Assessor use only)

UNIT 5: PLAN & MANAGE HUMAN RESOURCES

	<p align="center">ASSESSOR COMMENTS</p>
Work environment reviewed	<input type="checkbox"/>
Knowledge reviewed	<input type="checkbox"/>
RPL reviewed	<input type="checkbox"/>
Statements reviewed	<input type="checkbox"/>
Competencies examined	<input type="checkbox"/>
Evidence sighted	<input type="checkbox"/>
Other observations	<input type="checkbox"/>
ASSESSMENT OUTCOME	<p>Elements</p> <p><input type="checkbox"/> Competent Element 5.1 Implement HRM planning activities</p> <p><input type="checkbox"/> Competent Element 5.2 Implement staff training and development</p> <p><input type="checkbox"/> Competent Element 5.3 Guide the project team</p> <p><input type="checkbox"/> Competent Element 5.4 Identify opportunities for improvement in HR planning & management</p> <p><input type="checkbox"/> Competent Element 5.5 JKR Specific - Establish & implement Health & Safety Plan</p>
Assessor signature:	<p>_____ Date _____</p> <p>Gaps in performance identified and a program for competency development and reassessment.</p> <p>_____</p> <p>_____</p> <p>_____</p> <p><input type="checkbox"/> Date for reassessment _____</p>
The candidate is NOT YET COMPETENT	
Participant signature:	<p>_____ Date _____</p>

UNIT 6: PLAN AND MANAGE COMMUNICATIONS

Description

This unit describes the performance outcomes, skills and knowledge required to link people, ideas and information at all stages in the project life cycle. Project communications management ensures the timely and appropriate generation, collection, dissemination, storage and disposal of project information through formal structures and processes. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Elements

This Unit comprises six (6) Elements:

- 6.1 Implement communications planning processes
- 6.2 Plan & manage information Management
- 6.3 Implement project reporting processes
- 6.4 Assess communications management outcomes
- 6.5 JKR Specific – Dispute Management: Avoid from letting issues develop into disputes
- 6.6 JKR Specific – Dispute Management: Administer dispute

EVIDENCE REQUIREMENTS

This element should be assessed in projects that are conducted in stable and controlled environments.

Underpinning knowledge:

- A broad knowledge and understanding of the principles of communications management and their application to the candidate's project/s, their capabilities, limitations, applicability and contribution to project outcomes
- A broad knowledge and understanding of the maintenance of project management information systems and communications networks
- A broad knowledge and understanding of interpersonal relationships and the development, use and implementation of networks
- A broad knowledge and understanding of the methods of encouraging and gaining feedback
- A broad knowledge and understanding about issue management and processes
- A broad knowledge and understanding of the issues arising out of poor dispute management processes

should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Project Management Information Systems (if applicable) structure and procedures
- progress reports & records of meetings
- communications management plans and communications networks
- records of communications problems and solutions
- progress reports including records of collection, validation, storage, retrieval, analysis and/or dissemination of information

- Documents and procedures reviewed based on the recommendation of lessons learned from completed similar projects
- Records on the clarification of ambiguities in the contract documents and /or drawings and agreement reached
- Procedures for early notification of issues and records of informing the procedures to all relevant parties, record of analysis on issues, issue resolution, issue escalation rules
- Record of analysis on disputes and arbitration process, S.O decisions on disputes to the other parties.

EVIDENCE REVIEW**UNIT 6: PLAN AND MANAGE COMMUNICATIONS**

DOCUMENTARY EVIDENCE	LOCATION	SIGHTED
6.1 Implement communications planning processes		
Program Network Diagram		<input type="checkbox"/>
Establish Communication Processes		<input type="checkbox"/>
Stakeholder Management Plan		<input type="checkbox"/>
Communication Matrix		<input type="checkbox"/>
Minutes of Coordination Meetings		<input type="checkbox"/>
Correspondence (Client/Authority)		<input type="checkbox"/>
Minutes of Construction Meetings		<input type="checkbox"/>
6.2 Plan & manage information management		
Communication Matrix		<input type="checkbox"/>
Client/Authority relationship		<input type="checkbox"/>
Contact Tracking		<input type="checkbox"/>
Coordination Meetings Minutes		<input type="checkbox"/>
Handover and Maintenance Proposals		<input type="checkbox"/>
Review of Communications process		<input type="checkbox"/>
File Management System (hard / soft)		<input type="checkbox"/>
6.3 Implement project reporting processes		
Review Communication Matrix		<input type="checkbox"/>
Review client relationship arrangements		<input type="checkbox"/>
Review of Handover Schedules		<input type="checkbox"/>
Client Letter of Confirmation.		<input type="checkbox"/>
Client Feedback Report		<input type="checkbox"/>
Client Letter of Approval		<input type="checkbox"/>
Coordination Meetings Minutes		<input type="checkbox"/>
Lessons Learned		<input type="checkbox"/>
6.4 Assess communications management outcomes		
Review of Procedures & Protocols		<input type="checkbox"/>
Issues Review		<input type="checkbox"/>
Communications Management Reports		<input type="checkbox"/>
Minutes - Review Meetings		<input type="checkbox"/>
Completion Report		<input type="checkbox"/>

6.5 JKR Specific - Dispute management: Avoid from letting issues develop into dispute		
Issues Procedures & Work Instructions		<input type="checkbox"/>
Issues Register		<input type="checkbox"/>
Issues Resolution Delegation		<input type="checkbox"/>
Issues Management Plans		<input type="checkbox"/>
Minutes - Coordination Meetings		<input type="checkbox"/>
Minutes - Technical Meetings		<input type="checkbox"/>
6.6 JKR Specific - Dispute management: Administer dispute		
Dispute Procedures & Work Instructions		<input type="checkbox"/>
Dispute Register		<input type="checkbox"/>
Minutes Dispute Outcomes		<input type="checkbox"/>
Minutes - Coordination Meetings		<input type="checkbox"/>
Lessons Learned		<input type="checkbox"/>

ADDITIONAL EVIDENCE

Note below any additional evidence you consider relevant to the Element such as examples of performance outcomes and success; specific projects to which these competences were/are applied, the number of occasions and working circumstances or locations.

ASSESSMENT (Assessor use only)
UNIT 6: PLAN AND MANAGE COMMUNICATIONS

<p>Work environment reviewed</p> <p>Knowledge reviewed</p> <p>RPL reviewed</p> <p>Statements reviewed</p> <p>Competencies examined</p> <p>Evidence sighted</p> <p>Other observations</p>	<p style="text-align: center;">ASSESSOR COMMENTS</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p>
<p>ASSESSMENT OUTCOME</p>	<p>Elements</p> <p><input type="checkbox"/> Competent Element 6.1 Implement communications planning processes</p> <p><input type="checkbox"/> Competent Element 6.2 Plan & manage information Management</p> <p><input type="checkbox"/> Competent Element 6.3 Implement project reporting processes</p> <p><input type="checkbox"/> Competent Element 6.4 Assess communications management outcomes</p> <p><input type="checkbox"/> Competent Element 6.5 JKR Specific - Dispute management: Avoid from letting Issues develop into dispute</p> <p><input type="checkbox"/> Competent Element 6.6 JKR Specific - Dispute management: Administer dispute</p>
<p>Assessor signature:</p>	<p>_____ Date _____</p>
<p>The candidate is NOT YET COMPETENT</p>	<p>Gaps in performance identified and a program for competency development and reassessment.</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p><input type="checkbox"/> Date for reassessment _____</p>
<p>Participant signature:</p>	<p>_____ Date _____</p>

UNIT 7

PLAN AND MANAGE RISK

Description

This unit describes the performance outcomes, skills and knowledge required to manage risk within a project to avoid adverse effects on project outcomes. It covers determining, monitoring and controlling project risks, and assessing risk management outcomes. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Elements

This Unit comprises three (3) Elements:

- 7.1 Determine project risk events
- 7.2 Monitor and control project risk
- 7.3 Assess risk management outcomes

EVIDENCE REQUIREMENTS

This element should be assessed in projects that are conducted in stable and controlled environments.

Underpinning knowledge:

- A broad knowledge and understanding of uncertainty and the means of measurement, and the risk management methodologies applicable to the candidate's organisation
- A broad knowledge and understanding of the appropriate risk management methodologies for monitoring risk, their capabilities, limitations, applicability and outcomes
- A broad knowledge and understanding of the issues arising out of poor risk management processes

should be assessed using written or oral questions.

Supporting evidence may take the form of:

- risk management plan/s & version updates of such plans
- records of identification and prioritisation of risk events
- details of conduct of risk reappraisal, workshops or reviews
- application of lessons learned from previous project(s) in planning new project
- reports of variance and recommendations for action
- details of conduct of risk reappraisal
- risk management reviews & recommendations
- minutes of meetings
- records of identification and prioritisation of risk events
- written or oral analysis of risk events and common approaches to minimise them
- feedback from others on appropriateness of risk planning and management activities.
- risk management lessons learned

- risk management plan sign-off records
- project completion reports

EVIDENCE REVIEW**UNIT 7: PLAN & MANAGE RISK**

DOCUMENTARY EVIDENCE	LOCATION	SIGHTED
7.1 Determine project risk events		
Application of Risk Management Procedures		<input type="checkbox"/>
Promotion of Risk Management with project team		<input type="checkbox"/>
Risk Identification & Analysis		<input type="checkbox"/>
Application of lessons learned from previous project(s) in planning new project		<input type="checkbox"/>
Risk Management Plan		<input type="checkbox"/>
JKR Project Acceptance Review Checklist		<input type="checkbox"/>
Project Handover		<input type="checkbox"/>
7.2 Monitor and control project risk		
Establishment of the Risk Register		<input type="checkbox"/>
Review of Risk Register		<input type="checkbox"/>
Minutes of Risk Review Meetings		<input type="checkbox"/>
Identification and prioritisation of risk events		<input type="checkbox"/>
Reversions of Risk Management plan		<input type="checkbox"/>
7.3 Assess risk management outcomes		
Review of Risk Analysis & Management process		<input type="checkbox"/>
Review of Risk Management Outcomes		<input type="checkbox"/>
Minutes of Assessment Outcome Review		<input type="checkbox"/>
Lessons Learned & Recommendations		<input type="checkbox"/>

ADDITIONAL EVIDENCE

Note below any additional evidence you consider relevant to the Element such as examples of performance outcomes and success; specific projects to which these competences were/are applied, the number of occasions and working circumstances or locations.

ASSESSMENT (Assessor use only)
UNIT 7: PLAN AND MANAGE RISK

<p>Work environment reviewed</p> <p>Knowledge reviewed</p> <p>RPL reviewed</p> <p>Statements reviewed</p> <p>Competencies examined</p> <p>Evidence sighted</p> <p>Other observations</p>	<p style="text-align: center;">ASSESSOR COMMENTS</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p>
<p>ASSESSMENT OUTCOME</p>	<p>Elements</p> <p><input type="checkbox"/> Competent Element 7.1 Determine project risk events</p> <p><input type="checkbox"/> Competent Element 7.2 Monitor and control project risk</p> <p><input type="checkbox"/> Competent Element 7.3 Assess risk management outcomes.</p>
<p>Assessor signature:</p>	<p>_____ Date _____</p>
<p>The candidate is NOT YET COMPETENT</p>	<p>Gaps in performance identified and a program for competency development and reassessment.</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p><input type="checkbox"/> Date for reassessment _____</p>
<p>Participant signature:</p>	<p>_____ Date _____</p>

UNIT 8

PLAN AND MANAGE PROCUREMENT

Description

This unit describes the performance outcomes, skills and knowledge required to undertake procurement and contract management within projects. It covers determining procurement requirements, establishing agreed procurement processes, conducting contracting and procurement activities, and managing finalisation processes.

Elements

This Unit comprises five (5) Elements:

- 8.1 Determine procurement requirements
- 8.2 Establish agreed procurement processes
- 8.3 Conduct procurement process activities
- 8.4 Implement contract
- 8.5 Manage contract finalisation procedures

EVIDENCE REQUIREMENTS

This element should be assessed in projects that are conducted in stable and controlled environments.

Underpinning knowledge:

- A broad knowledge and understanding of the principles of contracts and contractual legal requirements from the project management perspective, and the organisation's procurement management processes and procedures.
- A broad knowledge and understanding of the selection of appropriate formal arrangements and the legal implications of such agreements, procurement management processes and procedures;
- A broad knowledge and understanding of the legislative requirements relevant to the candidate's organisation and project;
- A broad knowledge and understanding of the procurement management processes and procedures should be assessed using written or oral questions.

Supporting evidence may take the form of:

- work breakdown schedules and resource assignment matrixes
- product specifications and selection criteria
- records of evaluation and selection of contractors
- records of involvement in contract negotiations
- quotations from potential contractors/suppliers
- service level agreements (internal contracts)
- Draft Contract including Partnering Arrangement
- Signed Letter of Acceptance
- procurement management plans
- records of information disseminated as part of the proposal offer and selection process
- records of evaluation and selection of preferred contractors
- records of involvement in contract negotiations
- contract documentation
- records of evaluation and selection of preferred contractors
- procurement management plans and reports
- contract change procedures and documentation

- records of contract discharge procedures and documentation
- progress measurement and conflict resolution process records
- records of procurement lessons learned and recommended improvements
- progress measurement, progress reports and post implementation reviews

EVIDENCE REVIEW**UNIT 8: PLAN AND MANAGE PROCUREMENT**

DOCUMENTARY EVIDENCE	LOCATION	SIGHTED
8.1 Determine procurement requirements		
Procurement Procedure		<input type="checkbox"/>
Needs Statement (D&B)		<input type="checkbox"/>
Procurement Scope Document		<input type="checkbox"/>
Tender proposals		<input type="checkbox"/>
Partnering Arrangements		<input type="checkbox"/>
Coordination Meeting Minutes		<input type="checkbox"/>
Draft Contract		<input type="checkbox"/>
8.2 Establish agreed procurement processes		
Procurement Strategy / Plan		<input type="checkbox"/>
Project Specific Procurement Plan		<input type="checkbox"/>
Procurement Scope Document		<input type="checkbox"/>
Approvals - Ministry of Works; Treasury; State Financial Officer		<input type="checkbox"/>
Tender Process proposals		<input type="checkbox"/>
Tender Analysis		<input type="checkbox"/>
Coordination Meeting Minutes		<input type="checkbox"/>
8.3 Conduct procurement process activities		
Implementation of Procurement Procedure		<input type="checkbox"/>
Tender Document (Draft Contract)		<input type="checkbox"/>
Letter of Intent		<input type="checkbox"/>
Letter of Acceptance (SKALA form)		<input type="checkbox"/>
Signed Letter of Acceptance		<input type="checkbox"/>
Manage Partnering Arrangements		<input type="checkbox"/>
Coordination Meeting Minutes		<input type="checkbox"/>

8.4 Implement contract		
Issue Procedures & Work Instructions		<input type="checkbox"/>
Establish Issues Register		<input type="checkbox"/>
Issues Resolution Delegation		<input type="checkbox"/>
Issues Management Plans		<input type="checkbox"/>
Minutes - Coordination Meetings		<input type="checkbox"/>
Minutes - Technical Meetings		<input type="checkbox"/>
Letter of Acceptance (SKALA Form)		<input type="checkbox"/>
Progress Reports		<input type="checkbox"/>
Coordination Meeting Minutes		<input type="checkbox"/>
Lessons Learned		<input type="checkbox"/>
8.5 Manage contract finalisation procedures		
Signed Letter of Acceptance (SKALA form)		<input type="checkbox"/>
Asset Register		<input type="checkbox"/>
Certificate of Practical Completion		<input type="checkbox"/>
Operation & Maintenance Manuals		<input type="checkbox"/>
Handover Certificate		<input type="checkbox"/>
Contract Finalisation Coordination Meeting Minutes		<input type="checkbox"/>
Completion or Handover Reports		<input type="checkbox"/>
Contract Performance Review		<input type="checkbox"/>
As Built Drawing Register		<input type="checkbox"/>
Lessons Learned		<input type="checkbox"/>

ADDITIONAL EVIDENCE

Note below any additional evidence you consider relevant to the Unit such as examples of performance outcomes and success; specific projects to which these competences were/are applied, the number of occasions and working circumstances or locations.

ASSESSMENT (Assessor use only)
UNIT 8: PLAN AND MANAGE PROCUREMENT

ASSESSOR COMMENTS	
Work environment reviewed	<input type="checkbox"/>
Knowledge reviewed	<input type="checkbox"/>
RPL reviewed	<input type="checkbox"/>
Statements reviewed	<input type="checkbox"/>
Competencies examined	<input type="checkbox"/>
Evidence sighted	<input type="checkbox"/>
Other observations	<input type="checkbox"/>
ASSESSMENT OUTCOME	<p>Elements</p> <p><input type="checkbox"/> Competent Element 8.1 Determine procurement requirements</p> <p><input type="checkbox"/> Competent Element 8.2 Establish agreed procurement processes</p> <p><input type="checkbox"/> Competent Element 8.3 Conduct procurement process activities</p> <p><input type="checkbox"/> Competent Element 8.4 Implement contract</p> <p><input type="checkbox"/> Competent Element 8.5 Manage contract finalisation procedure</p> <p>_____ Date _____</p> <p>Gaps in performance identified and a program for competency development and reassessment.</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p><input type="checkbox"/> Date for reassessment _____</p> <p>_____ Date _____</p>
Assessor signature:	
The candidate is NOT YET COMPETENT	
Participant signature:	

UNIT 9

PLAN & MANAGE INTEGRATIVE PROCESS

Description

This unit describes the performance outcomes, skills and knowledge required to integrate and balance the overall project management functions of scope, time, cost, quality, human resources, communications, risk and procurement; and to align and track the project objectives to comply with organisational goals, strategies and objectives. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Elements

This Unit comprises three (3) Elements:

- 9.1 Implement integration - nine functions of project management
- 9.2 Coordinate internal and external environments
- 9.3 Implement project activities throughout life cycle

EVIDENCE REQUIREMENTS

This element should be assessed in projects that are conducted in stable and controlled environments.

Underpinning knowledge:

- A broad knowledge and understanding of the project process, the project life-cycle and the relationship between project phases, and the suitable methodologies, techniques and tools available
- A broad knowledge and understanding of the internal and external environment factors that may affect the project

should be assessed using written or oral questions

Supporting evidence may take the form of:

- records of evaluation and consultative processes to determine achievable project objectives
- project plans and sub-plans covering the nine functions of project management
- plans for the management of individual aspects of the project and details of where/how integrative processes have been followed
- records of issues relevant to this element and where/how they have been addressed
- records of measurement and reporting of progress in relation to established baselines
- finalisation plans
- lists of integration management issues and recommended improvements

EVIDENCE REVIEW**UNIT 9: PLAN & MANAGE INTEGRATIVE PROCESS**

DOCUMENTARY EVIDENCE	LOCATION	SIGHTED
9.1 Implement integration - nine functions of project management		
Q-Plan with Attachments (PMP)		<input type="checkbox"/>
Phase Transfer Report (Planning)		<input type="checkbox"/>
Phase Transfer Report (Design)		<input type="checkbox"/>
Phase Transfer Report (Procurement)		<input type="checkbox"/>
Project or Program Status Reports		<input type="checkbox"/>
Client Liaison Arrangements		<input type="checkbox"/>
Coordination Meeting Minutes		<input type="checkbox"/>
9.2 Coordinate internal and external environments		
Q-Plan with attachments (PMP)		<input type="checkbox"/>
Phase Transfer Reports		<input type="checkbox"/>
Project/ Program Status Report		<input type="checkbox"/>
Minutes of Site Meetings		<input type="checkbox"/>
Service Level Agreements		<input type="checkbox"/>
Coordination Meeting Minutes		<input type="checkbox"/>
9.3 Implement project activities throughout life cycle.		
Q-Plan with attachments (PMP)		<input type="checkbox"/>
Phase Transfer Reports		<input type="checkbox"/>
Project Status Report		<input type="checkbox"/>
Minutes of Site Meetings		<input type="checkbox"/>
Project Completion Report		<input type="checkbox"/>
Program Coordination Meetings Minutes		<input type="checkbox"/>
Project Coordination Meetings Minutes		<input type="checkbox"/>

ADDITIONAL EVIDENCE

Note below any additional evidence you consider relevant to the Unit such as examples of performance outcomes and success; specific projects to which these competences were/are applied, the number of occasions and working circumstances or locations.

ASSESSMENT (Assessor use only)**UNIT 9: PLAN & MANAGE INTEGRATIVE PROCESS**

<p>Work environment reviewed</p> <p>Knowledge reviewed</p> <p>RPL reviewed</p> <p>Referee reports reviewed</p> <p>Competencies examined</p> <p>Evidence sighted</p> <p>Other observations</p>	<p style="text-align: center;">ASSESSOR COMMENTS</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p> <p><input type="checkbox"/> _____</p>
<p>ASSESSMENT OUTCOME</p>	<p>Elements</p> <p><input type="checkbox"/> Competent Element 9.1 Implement integration - nine functions of project management</p> <p><input type="checkbox"/> Competent Element 9.2 Coordinate internal and external environments</p> <p><input type="checkbox"/> Competent Element 9.3 Implement project activities throughout life cycle</p>
<p>Assessor signature:</p>	<p>_____ Date _____</p>
<p>The candidate is NOT YET COMPETENT</p>	<p>Gaps in performance identified and a program for competency development and reassessment.</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p><input type="checkbox"/> Date for reassessment _____</p>
<p>Participant signature:</p>	<p>_____ Date _____</p>