JKR Competency Standards
for
Project Management

Master Project Director

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for

Project Management

Master Project Director

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DOCUMENT CONTROL

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ACKNOWLEDGEMENTS

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ACRONYMS AND ABBREVIATIONS

ACAT	Acquisition Categorisation
ACDA	As Completed Detail Abstract
ATDA	As Tendered Detail Abstract
CIDB	Construction Industry Development Board
C-Plan	Construction Plan
D&B	Design and Build
EMP	Environmental Management Plan
EOT	Extension of Time
EQP	Environmental Quality Plan
H&S	Health and Safety
OSHA	Occupational Safety and Health Act
PDA	Preliminary Detail Abstract
PMP	Project Management Plan
Q-Plan	Quality Plan
SBU	Strategic Business Unit
SKALA	Sistem Kontrak, Selia dan Lapor (Sistem Pemantauan Projek JKR Secara Elektronik)
S.O.	Superitending Officer
SPK	Sistem Pengurusan Kualiti

Master Project Director
(MPD)

The function of a MASTER PROJECT DIRECTOR (also referred to as **PROJECT DIRECTOR**) is to ensure that the overall objectives of the programmes of projects for which he/she is responsible are aligned with the societal, business and strategic objectives of the organisation in which they are run, and are achieved to the desired quality in a timely and cost/resource efficient manner. To achieve this, the function of a MASTER PROJECT DIRECTOR ensures that all projects within his/her programmes of projects align with the programme objectives and that all project managers within these programmes work collaboratively, are sufficiently competent for the level and type of project they are managing, and are provided with the appropriate support and resources to achieve the desired outcomes of their respective projects.

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

> *"... is likely to be under limited guidance in line with a broad plan, budget or strategy. Responsibility and defined accountability for the management and output of the work of others and for a defined function or functions may be involved.*

> *Competency at this level involves the self-directed development of knowledge with substantial depth across a number of areas and/or mastery of a specialised area with a range of skills. Application is to major functions in either varied or highly specific contexts.*

> *Competencies are normally used independently and are substantially non-routine. Significant judgement is required in planning, design, technical or supervisory functions related to products, services, operations or processes."*

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TITLE: **Master Project Director**
UNIT 1:   **Direct Scope Management of Multiple Projects/Programmes**
ELEMENT 1.1:   **Evaluate Multiple Projects/Programmes Proposals**

PERFORMANCE CRITERIA

1.1.1   Higher level business and strategic visions, values and policies are reflected in guidelines for programme and subordinate project development and approval.

1.1.2   Proposals are judged according to their expected benefits and costs, and according to how realistic these benefits and costs appear against higher level business and strategic goals and objectives.

1.1.3   Proposals are accepted or rejected based on their effectiveness in drawing together all functional elements of proposer's project/s and relevant operational, financial, legal and market considerations.

1.1.4   Weaknesses or inconsistencies in project proposals are highlighted and form part of the case for rejection or amendment.

1.1.5   Where proposals are rejected or referred for amendment, reasons are given and assistance is offered with the amendments or in the preparation of future proposals.

RANGE OF VARIABLES

- Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Higher level business and strategic visions, values and policies: Those within the organisation in which the project is being run, and those appropriate to major clients and suppliers.

Subordinate projects: Projects within a programme area or level of responsibility.

Proposals: For programme/s of projects and for projects within programmes.

Project functional elements: As detailed in current accepted industry practice or guidelines appropriate to the organisation/industry concerned.

Relevant stakeholders: Project manager and/or project team, other project managers, clients and/or contractors, organisational management team.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments.

Underpinning knowledge:

- A broad knowledge and understanding of the business and strategic objectives appropriate to each programme of projects, and the development and submission of project proposals should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Programme/project plans detailing links between corporate business/strategic goals and objectives and those of the programmes/projects upon which candidate is working or has worked;

- Records of feedback given during proposal agreement or rejection;

- Records of discussions between proponent and manager;

- Records of written or verbal reasons for agreement or rejection; and

- Feedback from others on appropriateness of project and programme proposal evaluations.

JKR Specific – PM Tools as Evidence

- Appointment Letters
- Q-Plan
- Scope Definition
- Minutes of Meetings with Client and Project Team
- Project Brief Guideline

TITLE: **Master Project Director**

UNIT 1:   **Direct Scope Management of Multiple Projects/Programmes**

ELEMENT 1.2:   **Define and Manage Programme Scope**

PERFORMANCE CRITERIA

1.2.1   Programme objectives and key deliverables are clearly defined and requests for clarification are addressed promptly and to the requester's satisfaction.

1.2.2   Programme scope definitions are clear, unambiguous and of sufficient detail to provide clear guidance for subsequent organisational, programme and subordinate project planning.

1.2.3   The authorisation of subordinate projects within the programme is based on the clarity of their proposal and/or plans, their likelihood of achieving business and strategic outcomes important to the organisation, and their potential to provide current and future business benefits.

1.2.4   Where uncertainty exists regarding the scope, purpose or outcomes of subordinate projects, advice and guidance is sought from others prior to determining justification or providing authorisation.

1.2.5   The objectives of subordinate projects are aligned against organisational goals and objectives and in such a way as to ensure ease of incorporation where appropriate into overall business and strategic plan/s.

1.2.6   Project authorisation is passed to the relevant stakeholders and project propose(s) in sufficient time as to enable project commencement in line with proposed timetable/s.

1.2.7   Where project authorisation processes cannot be followed, or unnecessary delays in project commencement are imposed, the cause is identified and strategies put in place to overcome the cause or implement alternative procedures.

RANGE OF VARIABLES

- Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Relevant stakeholders include: project manager and/or project team, other project managers, clients and/or contractors, organisational management team.

Others: Senior management, subject matter experts, clients, those putting forward project proposals.

Project purpose: As it aligns to higher level, organisational or programme objectives or key deliverables.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments.

Underpinning knowledge:

- A broad knowledge and understanding of the organisational requirements in project authorisation, and the organisation's goals and objectives, should be assessed using written or oral questions.

Supporting evidence may include:

- Programme/project plans detailing links between corporate business/strategic goals and objectives and those of the programmes/projects upon which candidate is working or has worked;

- Programme scope documentation;

- Authorisation documentation;

- Business case report/s; and

- Feedback from others on appropriateness and quality of programme scope definition and management.

JKR Specific – PM Tools as Evidence

- Scope Definition
- Project Brief Guideline
- Change Register
- Technical Design Brief
- Preliminary Design Drawings Register
- As-built Drawing Register
- Asset Register

TITLE: **Master Project Director**

UNIT 1:   **Direct Scope Management of Multiple Projects/Programmes**

ELEMENT 1.3: **Conduct Project Scope Authorisation**

PERFORMANCE CRITERIA

1.3.1   Project manager appointments are centred on a balance between organisational/ subordinate project requirements and individual competence and experience.

1.3.2   The authority and responsibility delegated to project managers is in line with their experience and in accordance with established procedures and protocols.

1.3.3   The benefits and outcomes of projects are clearly defined in preliminary and final scope documentation, and agreements gained with project teams on their importance and achievability.

1.3.4   Agreements are gained with all key stakeholders on the measures recommended for quantifiable evaluation of overall programme and project performance throughout their life cycle.

1.3.5   Scope definitions, scope management strategies and preliminary project plans are checked to ensure that they are in line with the organisation's goals and objectives, are clear and unambiguous, and are capable of integration with other active or planned projects.

RANGE OF VARIABLES

•   Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Organisational requirements: Level of competence/ experience required for project throughout its life cycle or at any given point in the life cycle, importance of project to own and client business requirements.

Key stakeholders: Business and strategic managers, subordinate project manager/s, clients, regulatory authorities, others whose decisions impact on the programme or projects.

Quantifiable evaluation measures: Key deliverables and performance indicators, milestones and check/ stable points, budgets, schedules, other control measures appropriate to the organisation and the type of project/s being run.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments.

Underpinning knowledge:

- A broad knowledge and understanding of the planning processes and project methodology appropriate to the organisation concerned should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Delegated authority and terms of reference presented to project managers upon appointment;

- Preliminary and final scope documentation;

- Sign-offs and agreements from key stakeholders; and

- Feedback from others on appropriateness of scope authorisation activities.

JKR Specific – PM Tools as Evidence

- Appointment Letters

- Scope Definition

- Minutes of Meetings with Client and Project Team

- Project Brief Guideline

TITLE: **Master Project Director**

UNIT 1:   **Direct Scope Management of Multiple Projects/Programmes**

ELEMENT 1.4:   **Manage Scope Change Activities**

PERFORMANCE CRITERIA

1.4.1   Processes and procedures for the management of scope change within and across subordinate projects are clear, unambiguous, achievable and communicated to all key stakeholders.

1.4.2   Subordinate project managers and key stakeholders are actively encouraged to provide early information throughout project life cycles about potential and perceived changes to the scope and/or objectives of the programme.

1.4.3   The programme environment is regularly analysed and emerging risks or threats assessed for the impact they may have on the scope of current or future programmes.

1.4.4   Details of potential and/or actual changes to the scope of the programme, or of any subordinate project, that impact on the successful achievement of other project objectives are clearly and appropriately recorded and passed to the relevant project stakeholders in sufficient time as to allow for specific and appropriate flow-on changes to be made.

1.4.5   Subordinate projects that are temporarily or permanently concluded are reviewed to identify resources, processes and/or methodology that can be transferred to or within other elements of the programme of projects.

1.4.6   Information regarding the management of programme scope is actively sought from others and suggestions for improvement recorded for use in future planning.

1.4.7   The outcome of scope management activities is regularly analysed and recorded for application in the planning and implementation of future programmes.

RANGE OF VARIABLES

- Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Key stakeholders: Clients, suppliers, anyone with the potential or capability to influence programme or project processes and/or outcomes, other project managers within programme of projects.

Clients: Anyone who may benefit or profit from a project achievements or outcomes.

Programme environment: Physical and intellectual setting from which programme processes and outcomes influence own and/or client business and strategic outcomes.

Others: Clients, sub-project managers.

Resources: Human, physical, financial.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments.

Underpinning knowledge:

- A broad knowledge and understanding of the degree to which the programme of projects integrates with the business and strategic objectives of the candidate's organisation, and the physical and intellectual environment within which it is situated, should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Programme scope documentation;

- Scope change documentation;

- Reports and other communications regarding scope changes; and

- Feedback from others on the appropriateness of scope management processes and outcomes.

JKR Specific – PM Tools as Evidence

- Q-Plan

- Scope Definition

- Minutes of Meetings with Client and Project Team

- Change Register

- Minutes of Pre-Construction Meetings

TITLE: **Master Project Director**

UNIT 2: **Direct Time Management Activities**

ELEMENT 2.1: **Direct Project Schedule Development**

PERFORMANCE CRITERIA

2.1.1 Operational and strategic plans and organisationally-specific procedures and processes are reviewed and used as the basis for programme schedule development and management.

2.1.2 Estimates of time and other resource requirements are closely analysed and clearly integrated within common schedules of tasks, activities and dependencies.

2.1.3 Schedules and strategies to implement changes to schedules throughout programme life cycles are developed and communicated to others in a manner likely to enhance their application and use in the continued achievement of objectives.

2.1.4 Agreement to schedules is gained from others and regularly reaffirmed as the basis for initial and ongoing programme planning, implementation, review of progress and/or schedule revision.

2.1.5 Resources are allocated in a timely and cost-effective manner in line with current or emerging programme schedules.

2.1.6 Programme timetables are regularly checked against the organisation's business and strategic plans.

2.1.7 Agreement/s are reached with key stakeholders on the need for, scope of, and resources to carry out alignments or realignments, where necessary, of key phases, outcomes and milestones.

RANGE OF VARIABLES

• Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Operational and strategic plans: Organisational, programme, project.

Time estimates: Drawn from organisation's business and strategic plans and those of subordinate projects.

Others: Subordinate project managers, clients, suppliers.

Resources: Time, financial, physical, human.

Key stakeholders: Business decision makers, higher project/programme authorities.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments.

Underpinning knowledge:

- A broad knowledge and understanding of the candidate's organisation business and strategic timetables and high level processes for acquiring, allocating and managing resources should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Programme schedules; and

- Feedback from others on appropriateness of schedule development processes and outcomes.

JKR Specific – PM Tools as Evidence

- Work Programme in Ms Project

- Contractor's Work Programme

- EOT Register

- Standard Response Letter to EOT

TITLE: **Master Project Director**

UNIT 2:   **Direct Time Management Activities**

ELEMENT 2.2: **Manage Programme Schedule**

PERFORMANCE CRITERIA

2.2.1   Regular reviews of the outcomes of all subordinate projects and the progress of the overall programme are carried out and evaluated against the master schedule.

2.2.2   Variances and trends identified during schedule reviews are noted and their causes determined in accordance with organisational and programme procedures.

2.2.3   Discrepancies in resource usage or slippages in schedules are brought to the attention of the relevant personnel for explanation or correction.

2.2.4   Others are encouraged to provide timely feedback on slippages to subordinate project schedules along with details of remedial actions and suggestions for avoiding future slippages.

2.2.5   Variations to subordinate project schedules are discussed with the appropriate project manager and responses developed and analysed for their impact on other project activities.

2.2.6   Forecasted or actual changes to programme schedules are communicated to others in sufficient time to allow for subsequent changes to be made to subordinate project schedules and/or organisational plans.

RANGE OF VARIABLES

• Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Relevant personnel: Business or strategic management or their staff, subordinate project managers or their staff, suppliers, sub-contractors.

Others: Subordinate project managers, clients, higher project authorities, other Master Project Directors.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments.

Underpinning knowledge:

- A broad knowledge and understanding of the processes for dealing with project slippages and appropriate processes for overcoming them should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Policies and 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; and

- Feedback from others on appropriateness of schedule management activities.

JKR Specific – PM Tools as Evidence

- Work Programme in Ms Project

- Contractor's Work Programme

- EOT Register

- Standard Response Letter to EOT

- Progress Report

TITLE: **Master Project Director**
UNIT 2:   **Direct Time Management Activities**
ELEMENT 2.3:   **Analyse Time Management Outcomes**

PERFORMANCE CRITERIA

2.3.1   Criteria for measuring and evaluating schedule management activities are developed, agreed with .others, and implemented during the programme planning stages.

2.3.2   Subordinate project outcomes are reviewed and the effectiveness of the schedule and time management processes assessed against the agreed criteria.

2.3.3   Subordinate project managers and key stakeholders are encouraged to provide regular feedback on processes and procedures put in place to manage schedules.

2.3.4   Where recommendations for changes to the way schedules are developed and managed, and resource allocations are made, are not implemented, advice is provided on reasons why.

2.3.5   Suggestions for improvement are implemented, where appropriate, or recorded and passed on to others for use in future planning.

RANGE OF VARIABLES

•   Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Others: Subordinate project managers, clients, higher project authorities, other Master Project Directors.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of the sign-off and finalisation processes relevant to the organisation should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Finalisation documentation; and

- Feedback from others on appropriateness and quality of schedule finalisation activities.

JKR Specific – PM Tools as Evidence

- Contractor's Work Programme

- EOT Register

- Standard Response Letter to EOT

- Progress Report

TITLE: **Master Project Director**

UNIT 3:   **Direct Cost Management of Multiple Projects/Programmes**

ELEMENT 3.1:   **Direct Programme Budget Development**

PERFORMANCE CRITERIA

3.1.1   Funding requirements are identified from individual subordinate project budget plans and assessed for logic and achievability against overall programme plan and organisational capacity and limitations.

3.1.2   Feedback to others on unachievable or unrealistic cost plans is positive, supportive, and inclusive of recommendations for enhancing future estimates and plans.

3.1.3   Parameters within which acceptable financial variances can occur are determined, agreed with others and incorporated into master programme budget.

3.1.4   Plans for the management of costs are incorporated into programme budgets in a manner that is likely to allow for accurate and continuous monitoring and reporting of programme expenditure throughout subordinate project life cycles.

3.1.5   Programme cost management plans are integrated within programme plans and communicated to others at a time and in a manner likely to enhance the financial management of others' plans, programmes and subordinate projects.

3.1.6   Cost management plans clearly state desired outcomes and provide sufficient information and guidance to support management and control of subordinate project finances by respective project teams.

RANGE OF VARIABLES

- Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Others: Subordinate project managers, clients, higher project authorities, other Master Project Directors.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of the budget processes and limitations (if any) applicable to the organisation should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Budget documentation for project programme/s;

- Communications with others on budget requirements; and

- Feedback from others on appropriateness of programme financial activities and cost control and management within subordinate projects.

JKR Specific – PM Tools as Evidence

- Budget Estimation

- Preliminary Detailed Abstract (PDA)

- Letter of Approval (Client/SBU Director)

- Letter of Confirmation of Funds

- As Tendered Detail Abstract (ATDA)

TITLE: Master Project Director

UNIT 3:   Direct Cost Management of Multiple Projects/Programmes

ELEMENT 3.2: Direct Management of Programme Costs

PERFORMANCE CRITERIA

3.2.1   Regular analyses are carried out throughout programme life cycles of actual and budgeted expenditure.

3.2.2   Variances outside of acceptable and agreed financial parameters are discussed with others and plans made to address them.

3.2.3   Where actual or predicted cost variations are identified, all options available to the candidate are evaluated and the solution most likely to continue or enhance the achievement of the programme objectives is implemented.

3.2.4   Internal and external influences on subordinate project costs are monitored and forecasted changes to approved project budget are identified and their impact on project cost control and management is discussed with others.

3.2.5   Where additional financial resources are sought, applications are clearly stated and supported by evidence of need and employment of proposed expenditure.

RANGE OF VARIABLES

•   Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Analyses: Corporate financial activities, programme and project budgets.

Others: Cost controllers, individuals or teams responsible for budget management and expenditure within subordinate projects.

Applications for additional funding: Submitted using appropriate proforma and procedures.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of financial monitoring and analysis techniques, and environmental influences relevant to the programme/projects, should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Audit and other financial analysis methodology;

- Applications for increased or revised funding; and

- Feedback from others on appropriateness of programme and subordinate project cost management activities.

JKR Specific – PM Tools as Evidence

- Budget Estimation

- Preliminary Detailed Abstract (PDA)

- Letter of Approval (Client/SBU Director)

- As Tendered Detail Abstract (ATDA)

- Contract Variations Register

- Standards Response Letter to Claims

- Variations (JKR Variation Procedure)

- Approved Statement of Final Account

- As Completed Detailed Abstract (ACDA)

- SKALA Report

TITLE: **Master Project Director**

UNIT 3:   **Direct Cost Management of Multiple Projects/Programmes**

ELEMENT 3.3: **Direct Financial Completion**

PERFORMANCE CRITERIA

3.3.1   The cost management and control of subordinate projects are monitored and where these are found to have not been carried out in accordance with organisational or client requirements explanations are sought from relevant personnel.

3.3.2   Regular and ad hoc audits are carried out of subordinate project documentation and records throughout the project life cycle and on completion.

3.3.3   Discrepancies found during audits are handled in accordance with organisational or client requirements.

3.3.4   The transition of responsibility and/ or ownership of subordinate project deliverables outcomes, and assets to clients or the higher project authority, are carried out in a timely and efficient manner.

3.3.5   Subordinate project outcomes are regularly reviewed and analysed.

3.3.6   The effectiveness of cost management systems and processes is evaluated and the results compiled into programme or milestone finalisation reports.

3.3.7   Subordinate project managers and key stakeholders are encouraged to provide feedback on processes and procedures put in place to manage budgets and costs, and suggestions for improvement are implemented, where appropriate, or recorded for use in future planning.

RANGE OF VARIABLES

- Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Relevant personnel: Subordinate and superior cost and budget managers or controllers.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of financial sign-off procedures should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Project 'higher authority' sign-offs;

- Audits and financial reviews; and

- Feedback and reports detailing programme/project financial management outcomes.

JKR Specific – PM Tools as Evidence

- Letter of Approval (Client/SBU Director)

- Letter of Confirmation of Funds

- As Tendered Detail Abstract (ATDA)

- Contract Variations Register

- Standards Response Letter to Claims

- Variations (JKR Variation Procedure)

- Approved Statement of Final Account

- As Completed Detailed Abstract (ACDA)

- SKALA Report

TITLE: **Master Project Director**

UNIT 4:   **Direct Quality Management of Multiple Projects/Programmes**

ELEMENT 4.1: **Direct Quality Requirement Development**

PERFORMANCE CRITERIA

4.1.1   All information relevant to the quality objectives, standards, levels and criteria is gathered and analysed to determine the baseline for subordinate project and programme quality outcomes.

4.1.2   Criteria is established for overall programme quality, and agreed with stakeholders and subordinate project managers for inclusion in individual project management plans.

4.1.3   Where agreed quality criteria leads to changes to programme and/or project scope these are carried out in a timely and efficient manner and communicated to all relevant staff.

4.1.4   Processes for ongoing monitoring and analysis of quality management plans are established and agreed with subordinate project managers, clients and other key stakeholders.

4.1.5   Programme quality management plans are developed and established in such a way as to allow for the maintenance of overall programme quality in line with individual subordinate project quality plans, and programme capability, cost and time management plans.

4.1.6   The quality criteria and management plans of subordinate projects are reviewed and where appropriate adopted as the basis for measurement of performance reviews and ongoing effectiveness of subordinate project plans.

RANGE OF VARIABLES

- Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Relevant staff: Business and strategic managers, clients, other subordinate project managers, others with an interest in the progress or outcome/s of subordinate projects or the overall programme.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of the quality criteria and management processes and procedures appropriate to the candidate's organisation should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Programme quality management plan/s;

- Quality criteria as established, and agreed, with key stakeholders; and

- Feedback from others on appropriateness of quality management activities.

JKR Specific – PM Tools as Evidence

- SPK JKR Documentation and Reports

- C-Plan

- Environmental Management Plan

TITLE: **Master Project Director**

UNIT 4:   **Direct Quality Management of Multiple Projects/Programmes**

ELEMENT 4.2:   **Manage Programme Quality Assurance**

PERFORMANCE CRITERIA	RANGE OF VARIABLES

PERFORMANCE CRITERIA

4.2.1   Compliance with quality standards throughout the life cycles of subordinate projects is regularly monitored along with an ongoing analysis of the conduct of project activities and the results of product performance.

4.2.2   The causes of unsatisfactory results are identified in consultation with others and appropriate actions are initiated that address the causes and actions required to rectify them.

4.2.3   Quality monitoring and control activities enhance continuous improvement in subordinate project and overall programme quality outcomes.

4.2.4   Inspections of quality processes are regularly carried out in accordance with the overall quality plan.

4.2.5   The results of inspections and quality audits are analysed to determine compliance with programme and subordinate project quality standards and quality objectives.

4.2.6   Issues relevant to the ongoing management and maintenance of project and programme quality plans and results are communicated to all stakeholders in such a manner as to encourage ongoing support to the achievement of quality outcomes.

RANGE OF VARIABLES

• Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Appropriate actions: Adjustment to subordinate project plan/s, removal of project manager.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of the quality criteria relevant to the organisation and individual projects should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Quality criteria as established by the candidate;

- Communications regarding quality; and

- Feedback from others on appropriateness of quality management activities.

JKR Specific – PM Tools as Evidence

- SPK JKR Documentation and Reports

- C-Plan

- Construction Quality Reports

- Progress Reports

- Report of Pre-Handover Inspection

- Standard Joint Inspection Checklist

- Checklist for Review of Contractor's Maintenance Plan

- Standard Final Inspection Checklist

- Contractor's Performance Report

TITLE:　　　　**Master Project Director**

UNIT 4:　　　　**Direct Quality Management of Multiple Projects/Programmes**

ELEMENT 4.3:　**Improve Programme and Project Quality**

PERFORMANCE CRITERIA

4.3.1　Quality management processes and systems are regularly reviewed throughout the programme life cycle and where required modified to reflect current or emerging needs.

4.3.2　Programme and project teams are encouraged to maintain a commitment to continuous improvement of quality processes and outcomes.

4.3.3　The effectiveness of the quality management processes and systems is determined through regular reviews and analyses of the outcomes of subordinate projects against the appropriate performance criteria.

4.3.4　Subordinate project managers and key stakeholders are regularly encouraged to provide feedback on processes and procedures put in place to manage quality across the programme of projects.

4.3.5　Where ideas or suggestions lack feasibility or are inappropriate for current or future application, feedback on reasons for rejection is provided in a supportive manner and in a way likely to maintain positive working relationships.

4.3.6　Suggestions for improvements to processes and outcomes, or ideas for improvements identified through other sources, are implemented where appropriate in existing programmes or recorded for use in future planning.

RANGE OF VARIABLES

- Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Corrective procedures: Retraining, transfer, skills enhancement.

Appropriate performance criteria: Organisational requirements, client specific and implied quality requirements, accepted processes and outcomes that determine product 'fit-for-purposeness'.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of client and organisational objectives, generally accepted quality criteria appropriate to candidate's range of experience, and methods for promoting and encouraging continuous improvement should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Written or oral feedback and encouragement to others;

- Programme/project sign-off documentation relating to quality management; and

- Feedback from others on appropriateness of quality management activities.

JKR Specific – PM Tools as Evidence

- C-Plan

- Construction Quality Reports

- Progress Reports

- Defects List

- Report of Pre-Handover Inspection

- Defects Rectification List

- Standard Joint Inspection Checklist

- Checklist for Review of Contractor's Maintenance Plan

- Standard Final Inspection Checklist

- Client Feedback

- Contractor's Performance Report

TITLE: **Master Project Director**
UNIT 4:   **Direct Quality Management of Multiple Projects/Programmes**
ELEMENT 4.4: **JKR Specific – Direct Environmental Quality Plan**

PERFORMANCE CRITERIA

4.4.1   Compliance with JKR Environmental Quality Plan (EQP) throughout the life cycles of subordinate projects is regularly monitored along with an ongoing analysis on the outcome.

4.4.2   The causes of unsatisfactory results are identified in consultation with others and appropriate actions are initiated that address the causes and actions required to rectify them.

4.4.3   Quality monitoring and control activities on Environmental Management Plan (EMP) enhance continuous improvement in subordinate project and overall programme quality outcomes.

4.4.4   The results of inspections and quality audits are analysed to determine compliance with programme and subordinate project quality standards and quality objectives.

4.4.5   Issues relevant to the ongoing management and maintenance of project and programme quality plans and results are communicated to all stakeholders in such a manner as to encourage ongoing support to the achievement of quality outcomes.

RANGE OF VARIABLES

- Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Appropriate actions: Adjustment to subordinate project EMP.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of client and organisational objectives, generally accepted quality criteria appropriate to candidate's range of experience, and methods for promoting and encouraging continuous improvement should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Written or oral feedback and encouragement to others;

- Programme/project sign-off documentation relating to EMP; and

- Feedback from others on appropriateness of EMP activities.

JKR Specific – PM Tools as Evidence

- SPK JKR Documentation and Reports

- C-Plan

- Construction Quality Reports

- Environmental Management Plan

- Progress Reports

- Standard Joint Inspection Checklist

- Standard Final Inspection Checklist

- Client Feedback

- Contractor's Performance Report

TITLE: **Master Project Director**

UNIT 4:   **Direct Quality Management of Multiple Projects/Programmes**

ELEMENT 4.5:   **JKR Specific – Improve Programme and Project Environmental Quality Plan**

PERFORMANCE CRITERIA

4.5.1   Programme and project teams are encouraged to maintain a commitment to continuous improvement of Environmental Quality Plan (EQP) and outcomes.

4.5.2   The effectiveness of the EQP and systems are determined through regular reviews and analyses of the outcomes of subordinate projects against the appropriate performance criteria.

4.5.3   Subordinate project managers and key stakeholders are regularly encouraged to provide feedback on processes and procedures put in place to manage EQP across the programme of projects.

4.5.4   Suggestions for improvements to processes and outcomes, or ideas for improvements identified through other sources, are implemented where appropriate in existing programmes or recorded for use in future planning.

RANGE OF VARIABLES

• Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Appropriate performance criteria:
JKR Environmental Management System.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of client and organisational objectives, generally accepted quality criteria appropriate to candidate's range of experience, and methods for promoting and encouraging continuous improvement should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Written or oral feedback and encouragement to others;

- Programme/project sign-off documentation relating to EMP; and

- Feedback from others on appropriateness of quality management activities.

JKR Specific – PM Tools as Evidence

- SPK JKR Documentation and Reports

- C-Plan

- Construction Quality Reports

- Environmental Management Plan

- Progress Reports

- Standard Joint Inspection Checklist

- Standard Final Inspection Checklist

- Client Feedback

- Contractor's Performance Report

TITLE: **Master Project Director**

UNIT 5:   **Direct Human Resources Management of Multiple Projects/ Programmes**

ELEMENT 5.1:   **Manage Programme Organisation and Staffing**

PERFORMANCE CRITERIA

5.1.1   Programme structures are clear, aligned to the most effective use of resources, and communicated to others in such a manner as to maximise their support and commitment to the programme management plan.

5.1.2   Staffing frameworks clearly show current and future individual and group competencies required to meet known programme and subordinate project requirements.

5.1.3   Recruitment and allocation of staff to all levels of subordinate projects is ethical, fair, and in line with existing and potential organisational policies and procedures.

5.1.4   Where individual competencies are not sufficient to ensure achievement of programme and subordinate project objectives, timely and efficient action is taken to identify where deficiencies exist.

5.1.5   Programmes to acquire, and maintain, individual competencies are developed and communicated to relevant people.

RANGE OF VARIABLES

- Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Programme structures: Operational, logistical and administrative lines of management responsibility and reporting, formal and informal networks at project manager level, succession plans.

Corrective procedures: Retraining, transfer, skills enhancement.

Staffing programmes refer to subordinate project managers and others with direct responsibility for the achievement of programme objectives.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of current methods of identifying and assessing individual skills and knowledge should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Programme staffing management plan/s;

- Work breakdown structures and responsibility assignment matrices;

- Individual competencies and their relevance to the management of the programme; and

- Feedback from others on the quality and appropriateness of human resource planning and management.

JKR Specific – PM Tools as Evidence

- Responsibility Assignment Matrix

- Appointment Letter

TITLE: **Master Project Director**

UNIT 5: **Direct Human Resources Management of Multiple Projects/ Programmes**

ELEMENT 5.2: **Manage Individual and Team Performance**

PERFORMANCE CRITERIA

5.2.1 Individual responsibilities, authority and personal performance measurement criteria are developed and agreed with others in a way that ensures clarity of understanding of individual requirements and provides a basis for ongoing assessment of performance.

5.2.2 Performance appraisal processes are implemented, monitored and applied consistently throughout programme lifecycles.

5.2.3 Performance appraisals allow for accurate measurements of individual performance against agreed targets while at the same time allowing for growth and development of skills and knowledge.

5.2.4 Functions identified as critical to the success of programme and project objectives are detailed and clearly show the desired levels of skills, knowledge and individual ability.

5.2.5 A programme detailing the development and training needs of programme team members is produced and maintained throughout the programme life cycle.

5.2.6 Individual performance is measured against agreed criteria and actions are initiated to overcome shortfalls in performance and encourage career progression.

5.2.7 Feedback on performance is timely and is provided to individuals and groups in such a way as to support and enhance positive working relationships and the achievement of individual and project objectives.

RANGE OF VARIABLES

• Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Others: Senior management, human resource management staff, relevant subordinate project managers.

Performance measurement: Existing performance management systems or processes, systems or processes developed specifically for programme of projects.

Functions: Actual or future positions within the programme structural framework.

Programme team members: Staff allocated to managing the programme of project, subordinate project managers, others for whom the Master Project Director has responsibility.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of performance appraisal and individual assessment techniques and procedures should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Record/s of feedback and interviews;

- Individual and group training programmes and records;

- Appraisal and assessment records; and

- Feedback from others on appropriateness and quality of human resource development activities.

JKR Specific – PM Tools as Evidence

- Responsibility Assignment Matrix

- Safety Risk Identification & Assessment Form

- Safety Management Plan

- Appointment Letter

- Training Programme

TITLE: **Master Project Director**

UNIT 5: **Direct Human Resources Management of Multiple Projects/ Programmes**

ELEMENT 5.3: **Lead The Project Team**

PERFORMANCE CRITERIA	RANGE OF VARIABLES

PERFORMANCE CRITERIA

5.3.1 The needs of the subordinate project teams, and each individual within the teams, are identified and actions taken to fulfill them throughout programme and project life cycles.

5.3.2 Internal and external influences on individual and team performance and morale are monitored and actions taken to reduce any impact they may have on programme and project teams' abilities to achieve their objectives.

5.3.3 Procedures for interpersonal communication, counselling and conflict resolution which promote a positive working environment are established and maintained.

5.3.4 Interpersonal conflict within and between subordinate and outside projects is identified and managed in a positive manner and in such a way as to ensure ongoing achievement of subordinate project objectives.

5.3.5 Information and ideas regarding the management of human resources throughout the programme are actively sought from others and suggestions for improvement recorded for use in future planning.

5.3.6 The processes and procedures put in place to facilitate management of human resources are regularly analysed and the outcome of this analysis recorded for application as required in the planning and implementation of future programmes.

RANGE OF VARIABLES

• Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Individual and team needs: Personal, professional, relevant to current project or future development.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of the principles of leadership and how groups work together in the achievement of task objectives should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Records of feedback;

- Appraisal and assessment records;

- Programme or project sign-off records detailing; and

- Feedback from others on appropriateness and quality of human resource management activities.

JKR Specific – PM Tools as Evidence

- Responsibility Assignment Matrix

- Safety Risk Identification & Assessment Form

- Safety Management Plan

- Accident/Emergency Response Plan

- Appointment Letter

- Minutes of Progress Meeting

TITLE: **Master Project Director**

UNIT 5:   **Direct Human Resources Management of Multiple Projects/ Programmes**

ELEMENT 5.4:   **JKR Specific - Direct Programme Health and Safety Plan**

PERFORMANCE CRITERIA

5.4.1   Review health and safety policy and procedures throughout programme life cycle for emerging needs within the bound of OSHA and CIDB safety guidelines.

5.4.2   Programme and project teams are encouraged to maintain a commitment to continuous adherence to safety procedures.

5.4.3   The effectiveness of the health and safety plan processes is determined through regular reviews and analyses of the outcomes of subordinate projects against the appropriate performance criteria.

5.4.4   Subordinate project managers and key stakeholders are regularly encouraged to provide feedback on procedures put in place to manage health and safety plan across the programme of projects.

5.4.5   Suggestions for improvements to procedures and outcomes, or ideas for improvements identified through other sources, are implemented where appropriate in existing programmes or recorded for use in future planning.

RANGE OF VARIABLES

- Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Reviews: Health and Safety Plan reviews

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 issues relevant to health and safety should be assessed using written or oral questions.

Supporting evidence may take the form of:

- The Health and Safety Plan at programme level which includes policy statements by JKR, Responsibility Assignment Matrix for H&S and checklist;

- Records of reviews and feedbacks; and

- Analysis on the outcomes of Health and Safety Plan.

JKR Specific – PM Tools as Evidence

- Responsibility Assignment Matrix

- Safety Risk Identification & Assessment Form

- Safety Management Plan

- Accident/Emergency Response Plan

- Appointment Letter

- Occupational Safety and Health Management Plan

- Occupational Safety and Health Procedure

TITLE: **Master Project Director**

UNIT 6:   **Direct Communications Management of Multiple Projects/ Programmes**

ELEMENT 6.1:   **Direct Planning of Project Communication**

PERFORMANCE CRITERIA

6.1.1   The information requirements relevant to the programme of projects and in the reporting of programme or subordinate project outcomes to higher authorities, are identified and confirmed with others.

6.1.2   A communications plan is developed and implemented in such a way as to ensure clarity of understanding and timely flow of all information.

6.1.3   Information passed or sought throughout the programme life cycle is relevant to the achievement of programme and subordinate project objectives and deliverables.

6.1.4   Communications planning data are clear, accurate, and kept up to date throughout the programme life cycles.

6.1.5   Feedback from others on the reliability and appropriateness of the communications plan is encouraged and suggestions for improvement are given full consideration before applying or discarding.

RANGE OF VARIABLES

•   Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Others: Those with an interest in the successful achievement of programme and project communications management objectives.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of communications processes, and key stakeholders, relevant to the projects and/or programme of projects should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Network diagrams;

- Communications management plans; and

- Feedback from others on appropriateness of communications planning activities.

JKR Specific – PM Tools as Evidence

- Network Diagram

- Contact List

- Communication Matrix

- Letter of Approval (Client/Authority)

- Minutes of Technical Meetings/Coordination Meetings

TITLE: **Master Project Director**

UNIT 6:   **Direct Communications Management of Multiple Projects/ Programmes**

ELEMENT 6.2: **Manage Information Processes**

PERFORMANCE CRITERIA

6.2.1   Project communication management plans clearly detail the scope, content and relevance of the communications, and the processes to be followed in the dissemination and use of information.

6.2.2   Others are encouraged to provide feedback on the ability of the communications management plans to meet programme and subordinate project objectives prior to their implementation and throughout the programme life cycle.

6.2.3   Systems and processes implemented to monitor, store, retrieve and disseminate information are appropriate to the programme and subordinate project requirements and within the capacity of the organisation to acquire, administer and manage.

6.2.4   Information validation, evaluation and feedback processes are developed in such a way as to ensure consistency in quality, timeliness and accuracy of information.

6.2.5   Formal and informal communication networks between programme, subordinate projects, clients and other stakeholders are accessed and used where appropriate and expedient.

6.2.6   Where networks do not exist, they are developed and managed in such a way that effective communications at appropriate levels throughout the project life cycle are enhanced and maintained.

6.2.7   Potential, perceived and actual problems with communications and information management processes and systems are identified and where these problems may have an impact on the achievement of programme and project objectives, timely and effective remedial actions are initiated.

RANGE OF VARIABLES

- Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of the communications processes and systems appropriate to the programme and organisation should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Communications management plan;

- Network diagram;

- Contact list/s; and

- Feedback from others on appropriateness of communications management activities.

JKR Specific – PM Tools as Evidence

- Network Diagram

- Contact List

- Communication Matrix

- Letter of Approval (Client/Authority)

- Contact Tracking

- Minutes of Technical Meetings/Coordination Meetings

- Handover and Maintenance Plan

- Handover Schedule

TITLE: **Master Project Director**

UNIT 6:   **Direct Communications Management of Multiple Projects/ Programmes**

ELEMENT 6.3:   **Analyse Communications Management Outcomes**

PERFORMANCE CRITERIA

6.3.1   Management information and communications systems are regularly reviewed throughout the programme life cycle and issues concerning the achievement of communications management plans are detailed for further analysis.

6.3.2   Finalisation plans include ownership of and responsibility for information dissemination, storage and archiving.

6.3.3   Information regarding the management of communications and information management throughout the programme are actively sought from others and suggestions for improvement recorded for use in future planning.

6.3.4   The processes and procedures put in place to facilitate management of communications and information are regularly analysed and the outcome of this analysis recorded for application as required in the planning and implementation of future programmes.

RANGE OF VARIABLES

- Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of the issues affecting communications throughout current or similar projects and programmes should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Communications management plan sign-off reports; and

- Feedback from others on appropriateness of communications planning and management activities.

JKR Specific – PM Tools as Evidence

- Network Diagram

- Communication Matrix

- Contact Tracking

- Minutes of Technical Meetings/Coordination Meetings

- Handover Schedule

- Client Letter of Confirmation.

- Client Feedback Report

- Client Letter of Approval

TITLE: **Master Project Director**
UNIT 6:   **Direct Communications Management of Multiple Projects/**
                  Programmes
ELEMENT 6.4: **JKR Specific – Issue Management**

PERFORMANCE CRITERIA	RANGE OF VARIABLES

PERFORMANCE CRITERIA

6.4.1   Issue management plan describing the process for managing issues is established which include channel for early notification of issues, issue record log, resolution process, authority for issue resolution, issue management form and rules for issue escalation.

6.4.2   For projects of ACAT 1, 2 & 3, play a leading roles in providing opportunities to all main stakeholders to clarify any ambiguities in contracts, at the early stage of contract formation and execution. Issues arising at this stage are clarified and resolved in timely manner.

6.4.3   Team members are encouraged to refer to issue resolutions database and to resolve issues at the lowest possible level.

6.4.4   Issues escalated to programme level are reviewed and analysed by breaking large issues down into logical sub-issues easier to understand and resolve in timely manner.

6.4.5   The outcomes of issue management plan and processes throughout the programme life cycle are monitored and intervention actions are taken where variance between planned and the actual outcome is identified.

6.4.6   Existing issue management plan and processes are analysed throughout the life cycle of programme for their ability to support current projects and where modifications are required these are made in line with future organisational needs.

6.4.7   Issue resolutions and the lesson learned are kept in issue database as organisation learning perspective.

RANGE OF VARIABLES

•   Activities may be carried out by a candidate or by others within the team for whom the candidate has responsibility.

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 issue management plan should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Issue management plan, issue management form, issue escalation rules and issue record log;

- Resolution of escalated issue;

- Outcomes report of issue management plan;

- Review of issue management plan; and

- Issue database.

JKR Specific – PM Tools as Evidence

- Network Diagram

- Communication Matrix

- Letter of Approval (Client/Authority)

- Contact Tracking

- Minutes of Technical Meetings/Coordination Meetings

- Issues Management Plan

TITLE: **Master Project Director**

UNIT 6:   **Direct Communications Management of Multiple Projects/ Programmes**

ELEMENT 6.5: JKR Specific – Manage Dispute Resolution

PERFORMANCE CRITERIA

6.5.1   A channel for the early notification of dispute and dispute resolution procedure are communicated to all stakeholder.

6.5.2   Dispute record log is kept updated which contains the issues at stake, the severity or impact to project, the originator, assignment, status and date resolved.

6.5.3   Steps to develop a list of proposals to negotiate dispute are developed which include defining the subject of disagreement, facts gathering, identifying parties involved, impact assessment and timeliness to resolve the dispute. Proposals are ranked in priority with due consideration to the level of tolerance of project funder and project sponsor.

6.5.4   Agreement achieved through negotiation is recorded, communicated and assigned for implementation.

6.5.5   Disputes unresolved through negotiation are escalated to arbitration. Dispute resolutions are recorded, communicated and assigned for implementation.

6.5.6   Outcomes of dispute resolution are analysed to improve areas which cause the disputes.

6.5.7   Dispute resolutions and the lesson learned from the analysis are kept in dispute database as organisation learning perspective.

RANGE OF VARIABLES

•   Activities may be carried out by a candidate or by others within the team for whom the candidate has responsibility.

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 issues arising out of poor risk management processes should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Procedures for early notification of dispute and records of informing the procedures to all relevant parties;

- Record of analysis on disputes;

- S.O. decisions on disputes to the other parties;

- Records on arbitration process; and

- Dispute database.

JKR Specific – PM Tools as Evidence

- Letter of Approval (Client/Authority)

- Minutes of Technical Meetings/Coordination Meetings

- Issues Management Plan

- Dispute Procedure

TITLE: **Master Project Director**

UNIT 7:   **Direct Risk Management of Multiple Projects/Programmes**

ELEMENT 7.1:   **Direct Planning of Project Risk Management**

PERFORMANCE CRITERIA

7.1.1   Perceived and actual risk events are documented and analysed for the impact they may have on the achievement of the desired objectives throughout programme life cycles, and where uncertainty exists clarification and advice is sought from others.

7.1.2   Risk management plans based on a detailed analysis of all available information, an evaluation of options available to the Master Project Director, and a determination of the preferred risk approach/s.

7.1.3   Strategies are established that allow for open and effective communication of risk events, management plans, responses and results to stakeholders.

7.1.4   Existing risk management systems and processes are analysed for their ability to support current projects and where modifications are required these are made in line with future organisational needs.

7.1.5   Risk management plans and strategies are communicated to the appropriate stakeholders in such a way as to enhance the likelihood of their support and ownership of risk approaches relevant to them.

7.1.6   The internal and external environment is regularly assessed and emerging risk events are analysed for any impact they may have on the achievement of the programme objectives.

RANGE OF VARIABLES

- Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Appropriate stakeholders: Senior management, subordinate project managers, clients, suppliers, other support staff.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of risk events that can influence the outcome of programmes and projects should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Risk management plans;

- Written or oral analysis of risk events and common approaches to minimise them; and

- Feedback from others on appropriateness of risk planning and management activities.

JKR Specific – PM Tools as Evidence

- Risk Register

- Risk Analysis

TITLE: **Master Project Director**

UNIT 7:   **Direct Risk Management of Multiple Projects/Programmes**

ELEMENT 7.2: Manage Project Risk

PERFORMANCE CRITERIA	RANGE OF VARIABLES

PERFORMANCE CRITERIA

7.2.1   Programme plans clearly indicate the impact a risk event may have on the programme, the most effective response to that risk, and the management plan for administering and monitoring that response.

7.2.2   Progress and appropriateness of risk management plans are regularly reviewed and where variance between planned and actual outcome is identified, feedback from the appropriate stakeholder or project team member is sought and the reasons clearly established.

7.2.3   The environment external to the programme and the progress of subordinate projects are regularly analysed for emerging risk events.

7.2.4   Changes to the programme risk plan are carried out efficiently, effectively, and in such a way as to not create further risks for programme and subordinate projects.

7.2.5   Where external support is required to assist in the management of risk events impacting on programme objectives, discussions and negotiations are carried out with others in such a way as to ensure the required degree of support and assistance is maintained and, where appropriate, enhanced.

RANGE OF VARIABLES

● Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of the outcomes of poor risk management strategies should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Risk management plans;

- Documented risk management strategies;

- Feedback and supporting evidence from others; and

- Feedback from others on appropriateness of risk management activities.

JKR Specific – PM Tools as Evidence

- Risk Register

- Risk Analysis

- Minutes of Phase Review Meetings

TITLE: **Master Project Director**

UNIT 7:   **Direct Risk Management of Multiple Projects/Programmes**

ELEMENT 7.3:   **Assess Risk Management Outcomes**

PERFORMANCE CRITERIA

7.3.1   Risk management plans and processes are reviewed throughout the programme life cycle and issues concerning the applicability of risk responses and the management of the plan are detailed for further analysis.

7.3.2   Information regarding the management of risk throughout the programme is actively sought from others and suggestions for improvement recorded for use in future planning.

7.3.3   The processes and procedures put in place to facilitate the management of risk are regularly analysed and the outcome of this analysis recorded for application as required in the planning and implementation of future programmes.

RANGE OF VARIABLES

- Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Others: Higher management, subordinate project managers, programme team members, clients, suppliers.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of techniques used to review risk management strategies should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Risk management reviews;

- Risk management plan sign-off records; and

- Feedback from others on appropriateness and quality of risk finalisation activities.

JKR Specific – PM Tools as Evidence

- Risk Register

- Risk Analysis

- Minutes of Phase Review Meetings

TITLE: **Master Project Director**

UNIT 8:   **Direct Procurement Management of Multiple Projects/ Programmes**

ELEMENT 8.1: **Direct Planning for Project Contracting and Procurement**

PERFORMANCE CRITERIA

8.1.1   The case for procurement of goods and services is unambiguous, consistent with the programme or subordinate project outcomes, and is supportable from within budget and resource allocation plans.

8.1.2   Procurement plans reflect strategies that are ethical and consistent with the values and policies of the organisation.

8.1.3   Clients and other stakeholders are encouraged to provide initial and ongoing feedback on the processes and systems put in place by the procurement plan.

8.1.4   Where concerns exist regarding the development or application of the procurement plan these are handled sensitively and with regard to the good name and image of the organisation.

RANGE OF VARIABLES

- Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of the requirements for procurement within the range of projects and programmes should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Documented resource or contract requirements;

- Procurement management plans;

- Requests for tender;

- Expressions of interest; and

- Feedback from others on appropriateness of procurement planning activities.

JKR Specific – PM Tools as Evidence

- Procurement Plan

- Needs Statement (D&B)

- Procurement Scope Document

- Procurement Procedure

- Letter from Ministry of Works or Treasury/State Financial Officer

- Tender Document (Draft Contract including Partnering Arrangements)

- Letter of Acceptance

TITLE: **Master Project Director**

UNIT 8:   **Direct Procurement Management of Multiple Projects/ Programmes**

ELEMENT 8.2:   **Set Up Procurement Process**

PERFORMANCE CRITERIA

8.2.1   Records of sources capable of fulfilling procurement requirements are developed and maintained in a format that ensures up to date information is available in a timely and effective manner to all who seek it.

8.2.2   Selection processes and selection criteria are monitored to ensure fair competition is maintained between prospective suppliers and contractors.

8.2.3   The processes, procedures and systems set up to enhance procurement activity are in accordance with organisational needs and guidelines.

8.2.4   Project procurement plans are regularly discussed with project managers and encouragement is given to source existing and available resources where appropriate and within organisational guidelines.

8.2.5   Strategic links are established with key suppliers to ensure processes and procedures for procurement of goods and services are compatible with positive and practical working relationships.

RANGE OF VARIABLES

•   Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of organisational requirements for resource or contract procurement should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Documents adhering to organisational policy or guidelines;

- Information for contractors or tenderers;

- Contract selection criteria; and

- Feedback from others on appropriateness of procurement management activities.

JKR Specific – PM Tools as Evidence

- Procurement Plan

- Needs Statement (D&B)

- Procurement Scope Document

- Procurement Procedure

- Letter from Ministry of Works or Treasury/State Financial Officer

- Tender Document (Draft Contract including Partnering Arrangements)

- Letter of Acceptance

TITLE: **Master Project Director**

UNIT 8:   **Direct Procurement Management of Multiple Projects/ Programmes**

ELEMENT 8.3:   **Manage Procurement Process**

PERFORMANCE CRITERIA

8.3.1   Negotiations with subordinate project managers and key suppliers are conducted in a positive and open manner, and any agreements finalised in ways that satisfy legal, ethical, and organisational requirements.

8.3.2   Where agreement is not reached during negotiations, communication channels are kept open whilst additional support or information is obtained.

8.3.3   Where agreements are suspected of having wider implications for the programme of projects or the organisation as a whole, those implications are considered and any necessary consultation is carried out.

8.3.4   Organisational policies, reputation and procedures are safeguarded through the monitoring of subordinate project procurement plans and timely action or intervention to rectify significant deviations from the plan.

RANGE OF VARIABLES

- Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of negotiations techniques should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Records or outcomes of contract negotiations;

- Contracts and source documentation that relates to organisational requirements; and

- Feedback from others on appropriateness and quality of procurement management and negotiations activities.

JKR Specific – PM Tools as Evidence

- Procurement Plan

- Needs Statement (D&B)

- Procurement Scope Document

- Procurement Procedure

- Letter from Ministry of Works or Treasury/State Financial Officer

- Tender Document (Draft Contract including Partnering Arrangements)

- Letter of Acceptance (SKALA form)

- Letter of Intent

- Signed Letter of Acceptance

TITLE: **Master Project Director**

UNIT 8:   **Direct Procurement Management of Multiple Projects/ Programmes**

ELEMENT 8.4:   **Manage Procurement Activities**

PERFORMANCE CRITERIA

8.4.1   Agreement is reached with others on the content and spirit of contract and procurement management plans.

8.4.2   The progress of procurement plans is regularly reviewed and potential, perceived and actual contractual conflicts are identified and noted for further action.

8.4.3   The cause of contractual conflicts is clearly ascertained and options for remedying the situation are developed and, where appropriate, discussed with others to ensure their ability to resolve the conflict.

8.4.4   Contractual conflicts are resolved in such a way that disruption to the achievement of contract and programme or subordinate project objectives is minimised.

8.4.5   The implementation of any variations and changes to contracts are carried out in a way that ensures programme objectives are met within the limitations of the timeframe and legal framework of the contract.

RANGE OF VARIABLES

- Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Content and spirit: Actual and implied agreements, including those covered by legal definition of 'good faith'.

Others: Clients, business and strategic managers and staff, subordinate project managers, legal staff, those responsible for procurement management within the organisation.

Further action: In accordance with the terms and conditions of the contract and in accordance with organisational policies and procedures.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of the law of contracts, and other legislation as pertaining to the organisation's normal activities, should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Contract agreements;

- Letters of intent;

- Joint venture agreements; and

- Feedback from others on appropriateness of procurement and contract activities.

JKR Specific – PM Tools as Evidence

- Procurement Plan

- Needs Statement (D&B)

- Procurement Scope Document

- Procurement Procedure

- Letter from Ministry of Works or Treasury/State Financial Officer

- Tender Document (Draft Contract including Partnering Arrangements)

- Letter of Acceptance (SKALA form)

- Letter of Intent

TITLE: **Master Project Director**

UNIT 8: **Direct Procurement Management of Multiple Projects/ Programmes**

ELEMENT 8.5: **Finalise Contracts**

PERFORMANCE CRITERIA	RANGE OF VARIABLES

PERFORMANCE CRITERIA

8.5.1 Details regarding the finalisation of contracts comply with legal, contractual and programme requirements, as well as organisational policies and procedures.

8.5.2 Where required, assistance is given to others to finalise subordinate project contracts in a manner likely to enhance the achievement of project objectives and maintain positive working relationships.

8.5.3 Situations where contracts require early termination are handled sensitively, with due regard to legal processes, and in a manner likely to support the organisation's public image.

8.5.4 Information regarding the management of procurement throughout the programme is actively sought from others and suggestions for improvement recorded for use in future planning.

8.5.5 The processes and procedures put in place to facilitate management of the procurement of goods and services are regularly analysed and the outcome of this analysis recorded for application as required in the planning and implementation of future programmes.

RANGE OF VARIABLES

• Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Others: Key stakeholders, project managers, other organisational staff, clients.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of the processes to be followed when terminating or completing projects should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Contract finalisation documentation;

- Records concerning the procurement management plan sign-off; and

- Feedback from others on appropriateness of programme procurement finalisation activities.

JKR Specific – PM Tools as Evidence

- Procurement Plan

- Procurement Scope Document

- Tender Document (Draft Contract including Partnering Arrangements)

- Letter of Acceptance (SKALA Form)

- Progress Report

- As-built Drawing Register

- Asset Register

- Certificate of Practical Completion

- Handover Certificate

TITLE: **Master Project Director**

UNIT 9: **Direct Integration of Multiple Projects/Programmes**

ELEMENT 9.1: **Direct the Management of Integration Processes**

PERFORMANCE CRITERIA

9.1.1 Others with an influence on the outcome of the integration of all subordinate project management plans into a plan for the management of the programme are identified and arrangements made for their inclusion the planning processes.

9.1.2 The objectives, outcomes and deliverables of programmes are based on subordinate projects and presented to higher authorities and other key stakeholders in such a way as to attract and maintain their support.

9.1.3 The requirements of all subordinate project management functions and plans are analysed and areas of overlap and conflict for resources occurs between projects are defined and noted for further action.

9.1.4 The sub-plans for all projects are reviewed and clarified with others to ensure the objectives of the subordinate project management functions are achievable within the limitations of resources and organisational objectives.

9.1.5 A plan for the integration, monitoring and allocation of resources for all projects is developed in consultation with key stakeholders and implemented as part of the programme plan.

RANGE OF VARIABLES

- Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Others include: project managers, clients, specialist staff.

Higher authorities and other key stakeholders: Business and strategic management teams, owners/ shareholders of the organisation concerned, higher level decision makers, other Master Project Directors.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of relevant projects/programme planning and the resources management processes available to the candidate should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Projects and/or programme management plans;

- Records of rationalisation/integration processes; and

- Feedback from others on appropriateness of integration planning activities.

JKR Specific – PM Tools as Evidence

- Q-Plan with attachments (PMP)

- Phase Transfer Report

- Project Status Report

TITLE: **Master Project Director**

UNIT 9:   **Direct Integration of Multiple Projects/Programmes**

ELEMENT 9.2: **Manage Within The Internal and External Environments**

PERFORMANCE CRITERIA

9.2.1   The environment in which subordinate projects are developed and implemented is analysed and real or potential conflicting demands on resources, objectives and priorities throughout each project life cycle are identified and used as the basis for the programme management plan.

9.2.2   The impact of conflicting environmental demands is clearly defined and passed on to the relevant project manager/s in sufficient time as to allow for changes to be made in line with their objectives.

9.2.3   Links are established and maintained between subordinate project/programme objectives and organisational objectives.

9.2.4   Where conflicting demands are identified, a management plan is developed that allows for ongoing monitoring of the scope and impact of these conflicts and for timely remedial action to be implemented should the need arise.

9.2.5   Opportunities are taken to promote the benefits of programmes/subordinate projects to stakeholders and others not directly involved in achieving the outcomes.

9.2.6   The impact of conflicting requirements of different levels of management within the organisation on individual projects or on the overall programme, are managed in such a way as to enhance the achievement of objectives important to all concerned.

9.2.7   Where internal and external environmental pressures create threats to the achievement of programme/project objectives, these are identified at an early stage and countered through planning and delegation of work.

RANGE OF VARIABLES

- Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Relevant project managers: Subordinate project managers, other programme or project managers.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of the environment in which the projects or programme of projects are managed should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Written or oral analysis of the environment;

- Documented feedback from others relevant to environmental matters;

- Environmental impact studies; and

- Feedback from others on appropriateness of integration management activities.

JKR Specific – PM Tools as Evidence

- Q-Plan with attachments (PMP)

- Phase Transfer Reports

- Project Status Report

- Minutes of Site Meetings

TITLE: **Master Project Director**

UNIT 9:   **Direct Integration of Multiple Projects/Programmes**

ELEMENT 9.3: **Manage Integration Throughout Project Life Cycles**

PERFORMANCE CRITERIA	RANGE OF VARIABLES

9.3.1   The requirements of all project management functions are reviewed and programme-wide phases, approval points, review points and other milestones are established and agreed with others.

9.3.2   Programme and subordinate project baselines are established, agreed with all key stakeholders.

9.3.3   Programme and subordinate project progresses are reported in relation to the agreed baselines in such a way as to provide a measure of performance throughout all phases of the programme life cycle.

9.3.4   Programme and subordinate project plans are complete, objectives are realistic and in line with the overall programme plan/s, and principal work activities are defined and agreed between all key stakeholders.

9.3.5   Finalisation plans, procedures and activities throughout the programme of projects are developed and implemented in such a way as to ensure phases and objectives are achieved to meet overall programme and organisational objectives.

9.3.6   Information regarding the integration of projects throughout the programme is actively sought from others and suggestions for improvement recorded for use in future planning.

9.3.7   The integration of the programme of projects is regularly analysed and information critical to the effective running of future programmes is recorded and/or passed to others in accordance with established procedures.

- Activities may be carried out by candidate or by others within the team for whom candidate has responsibility.

Others: Business and strategic management teams, subordinate project managers, internal and external suppliers.

EVIDENCE REQUIREMENTS

This element should be assessed within the candidate's area and level of authority and against projects and programmes of projects conducted in stable and controlled environments and environments that are complex and non-linear.

Underpinning knowledge:

- A broad knowledge and understanding of negotiation techniques, programme schedules and resource levelling should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Programme integration schedules and plans;

- Reports of programme/project integration sign-offs; and

- Feedback from others on appropriateness of programme and project integration finalisation activities.

JKR Specific – PM Tools as Evidence

- Q-Plan with attachments (PMP)

- Phase Transfer Reports

- Project Status Report

- Minutes of Site Meetings

- Project Completion Report

Summary of PM Tools as evidence required for certification for Master Project Director

Unit		Element		Evidence from PM Tools
1.	Direct Scope Management of Multiple Projects/Programmes	1.1	Evaluate Multiple Project/Programme Proposals	• Appointment Letters • Q-Plan • Scope Definition • Minutes of Meetings with Client and Project Team • Project Brief Guideline
		1.2	Define and Manage Programme Scope	• Scope Definition • Project Brief Guideline • Change Register • Technical Design Brief • Preliminary Design Drawings Register • As-built Drawing Register • Asset Register
		1.3	Conduct Project Scope Authorisation	• Appointment Letters • Scope Definition • Minutes of Meetings with Client and Project Team • Project Brief Guideline
		1.4	Manage Scope Change Activities	• Q-Plan • Scope Definition • Minutes of Meetings with Client and Project Team • Change Register • Minutes of Pre-Construction Meetings
2.	Direct Time Management Activities of Multiple Projects/Programmes	2.1	Direct Project Schedule Development	• Work Programmeme in Ms Project • Contractor's Work Programme • EOT Register • Standard Response Letter to EOT
		2.2	Manage Programme Schedule	• Work Programmeme in Ms Project • Contractor's Work Programme • EOT Register • Standard Response Letter to EOT • Progress Report
		2.3	Analyse Time Management Outcomes	• Contractor's Work Programme • EOT Register • Standard Response Letter to EOT • Progress Report
3.	Direct Cost Management of Multiple Projects/ Programmes	3.1	Direct Programme Budget Development	• Budget Estimation • Preliminary Detailed Abstract (PDA) • Letter of Approval (Client/SBU Director) • Letter of Confirmation of Funds • As Tendered Detail Abstract (ATDA)
		3.2	Direct Management of Programme Costs	• Budget Estimation • Preliminary Detailed Abstract (PDA) • Letter of Approval (Client/SBU Director) • As Tendered Detail Abstract (ATDA) • Contract Variations Register • Standards Response Letter to Claims • Variations (JKR Variation Procedure) • Approved Statement of Final Account • As Completed Detailed Abstract (ACDA) • SKALA Report

Unit	Element	Evidence from PM Tools
3. Continued	3.3 Manage Financial Completion	• Letter of Approval (Client/SBU Director) • Letter of Confirmation of Funds • As Tendered Detail Abstract (ATDA) • Contract Variations Register • Standards Response Letter to Claims • Variations (JKR Variation Procedure) • Approved Statement of Final Account • As Completed Detailed Abstract (ACDA) • SKALA Report
4. Direct Quality Management of Multiple Projects/Programmes	4.1 Direct Quality Requirement Development	• SPK JKR Documentation and Reports • C-Plan • Environmental Management Plan
	4.2 Manage Programme Quality Assurance	• SPK JKR Documentation and Reports • C-Plan • Construction Quality Reports • Progress Reports • Report of Pre-Handover Inspection • Standard Joint Inspection Checklist • Checklist for Review of Contractor's Maintenance Plan • Standard Final Inspection Checklist • Contractor's Performance Report
	4.3 Improve Programme and Project Quality	• C-Plan • Construction Quality Reports • Progress Reports • Defects List • Report of Pre-Handover Inspection • Defects Rectification List • Standard Joint Inspection Checklist • Checklist for Review of Contractor's Maintenance Plan • Standard Final Inspection Checklist • Client Feedback • Contractor's Performance Report
	4.4 JKR Specific – Direct Environmental Quality Plan	• SPK JKR Documentation and Reports • C-Plan • Construction Quality Reports • Environmental Management Plan • Progress Reports • Standard Joint Inspection Checklist • Standard Final Inspection Checklist • Client Feedback • Contractor's Performance Report
	4.5 JKR Specific – Improve Programme and Project Environmental Quality Plan	• SPK JKR Documentation and Reports • C-Plan • Construction Quality Reports • Environmental Management Plan • Progress Reports • Standard Joint Inspection Checklist • Standard Final Inspection Checklist • Client Feedback • Contractor's Performance Report

Unit	Element	Evidence from PM Tools
5. Direct Human Resources Management of Multiple Projects/Programmes	5.1 Manage Programme Organisation and Staffing	• Responsibility Assignment Matrix • Appointment Letter
	5.2 Manage Individual and Team Performance	• Responsibility Assignment Matrix • Safety Risk Identification & Assessment Form • Safety Management Plan • Appointment Letter • Training Programme
	5.3 Lead The Project Team	• Responsibility Assignment Matrix • Safety Risk Identification & Assessment Form • Safety Management Plan • Accident/Emergency Response Plan • Appointment Letter • Minutes of Progress Meeting
	5.4 JKR Specific - Direct Programme Health and Safety Plan	• Responsibility Assignment Matrix • Safety Risk Identification & Assessment Form • Safety Management Plan • Accident/Emergency Response Plan • Appointment Letter • Occupational Safety and Health Management Plan • Occupational Safety and Health Procedure
6. Direct Communications Management of Multiple Projects/Programmes	6.1 Direct Planning of Project Communication	• Network Diagram • Contact List • Communication Matrix • Letter of Approval (Client/Authority) • Minutes of Technical Meetings/ Coordination Meetings
	6.2 Manage Information Processes	• Network Diagram • Contact List • Communication Matrix • Letter of Approval (Client/Authority) • Contact Tracking • Minutes of Technical Meetings/ Coordination Meetings • Handover and Maintenance Plan • Handover Schedule
	6.3 Analyse Communications Management Outcomes	• Network Diagram • Communication Matrix • Contact Tracking • Minutes of Technical Meetings/ Coordination Meetings • Handover Schedule • Client Letter of Confirmation • Client Feedback Report • Client Letter of Approval
	6.4 JKR Specific – Issue Management	• Network Diagram • Communication Matrix • Letter of Approval (Client/Authority) • Contact Tracking • Minutes of Technical Meetings/ Coordination Meetings • Issues Management Plan

Unit	Element		Evidence from PM Tools
6. Continued	6.5	JKR Specific – Manage Dispute Resolution	• Letter of Approval (Client/Authority) • Minutes of Technical Meetings/ Coordination Meetings • Issues Management Plan • Dispute Procedure
7. Direct Risk Management of Multiple Projects/ Programmes	7.1	Direct Planning of Project Risk Management	• Risk Register • Risk Analysis
	7.2	Manage Project Risk	• Risk Register • Risk Analysis • Minutes of Phase Review Meetings
	7.3	Assess Risk Management Outcomes	• Risk Register • Risk Analysis • Minutes of Phase Review Meetings
8. Direct Procurement Management of Multiple Projects/Programmes	8.1	Direct Planning for Project Contracting and Procurement	• Procurement Plan • Needs Statement (D&B) • Procurement Scope Document • Procurement Procedure • Letter from Ministry of Works or Treasury/ State Financial Officer • Tender Document (Draft Contract including Partnering Arrangements) • Letter of Acceptance
	8.2	Set Up Procurement Process	• Procurement Plan • Needs Statement (D&B) • Procurement Scope Document • Procurement Procedure • Letter from Ministry of Works or Treasury/ State Financial Officer • Tender Document (Draft Contract including Partnering Arrangements) • Letter of Acceptance
	8.3	Manage Procurement Process	• Procurement Plan • Needs Statement (D&B) • Procurement Scope Document • Procurement Procedure • Letter from Ministry of Works or Treasury/ State Financial Officer • Tender Document (Draft Contract including Partnering Arrangements) • Letter of Acceptance (SKALA form) • Letter of Intent • Signed Letter of Acceptance
	8.4	Manage Procurement Activities	• Procurement Plan • Needs Statement (D&B) • Procurement Scope Document • Procurement Procedure • Letter from Ministry of Works or Treasury/ State Financial Officer • Tender Document (Draft Contract including Partnering Arrangements) • Letter of Acceptance (SKALA form) • Letter of Intent

Unit	Element	Evidence from PM Tools
8. Continued	8.5 Finalise Contracts	• Procurement Plan • Procurement Scope Document • Tender Document (Draft Contract including Partnering Arrangements) • Letter of Acceptance (SKALA Form) • Progress Report • As-built Drawing Register • Asset Register • Certificate of Practical Completion • Handover Certificate
9. Direct Integration of Multiple Projects / Programmes	9.1 Direct the Management of Integration Processes	• Q-Plan with attachments (PMP) • Phase Transfer Report • Project Status Reports
	9.2 Manage Within The Internal and External Environment	• Q-Plan with attachments (PMP) • Phase Transfer Reports • Project Status Report • Minutes of Site Meetings
	9.3 Manage Integration Throughout Project Life Cycles	• Q-Plan with attachments (PMP) • Phase Transfer Reports • Project Status Report • Minutes of Site Meetings • Project Completion Report

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