JKR COMPETENCY STANDARDS FOR PROJECT MANAGEMENT

Content

- Introduction and Background
- What is a Standards?
- What Standards do?
- Purpose of a Standards
- Examples of Standards
- Competency-Based Performance
- Project Management Competency
- Competency Continuum
- Competency Model and Assessment
- JKR Competency Standards for Project Management
- Registered Project Director (RPD)
- Registered Project Manager (RPM)
- Qualified Project Practitioners (QPP)

Introduction & Background

- To attain the highest level of performance and accountability, Public Works Department (PWD) depends on three enablers: **people, process,** and **technology.**

- The most important of these is people, because PWD's **right people** define its character and its capacity to perform.

Introduction & Background …

- PWD's human capital policies must be **aligned to support it's "shared vision"**—that is, the mission, vision for the future, core values, goals and objectives, and strategies by which PWD has defined its direction and its expectations for itself and its people.

- All human capital **policies, procedures and practices** should be designed, implemented, and assessed by the **standard** of how well they help the organization pursue its shared vision.

What is a standards?

- In essence, a standard is an **agreed way of doing something**. It could be about making a product, managing a process, delivering a service or supplying materials – standards can cover a huge range of activities undertaken by organizations and used by their customers.

- Standards are the **distilled wisdom of people with expertise in their subject matter** and who know the needs of the organizations they represent – people such as manufacturers, sellers, buyers, customers, trade associations, users or regulator.

- **Standards are knowledge**. They are powerful tools that can help drive innovation and increase productivity. They can make organizations more successful and people's everyday lives easier, safer and healthier.

What Standards Do ?

- The point of a standard is to provide a **reliable basis** for people to share the same expectations about a product or service. This helps to:

  - facilitate trade
  - provide a framework for achieving economies, efficiencies and interoperability
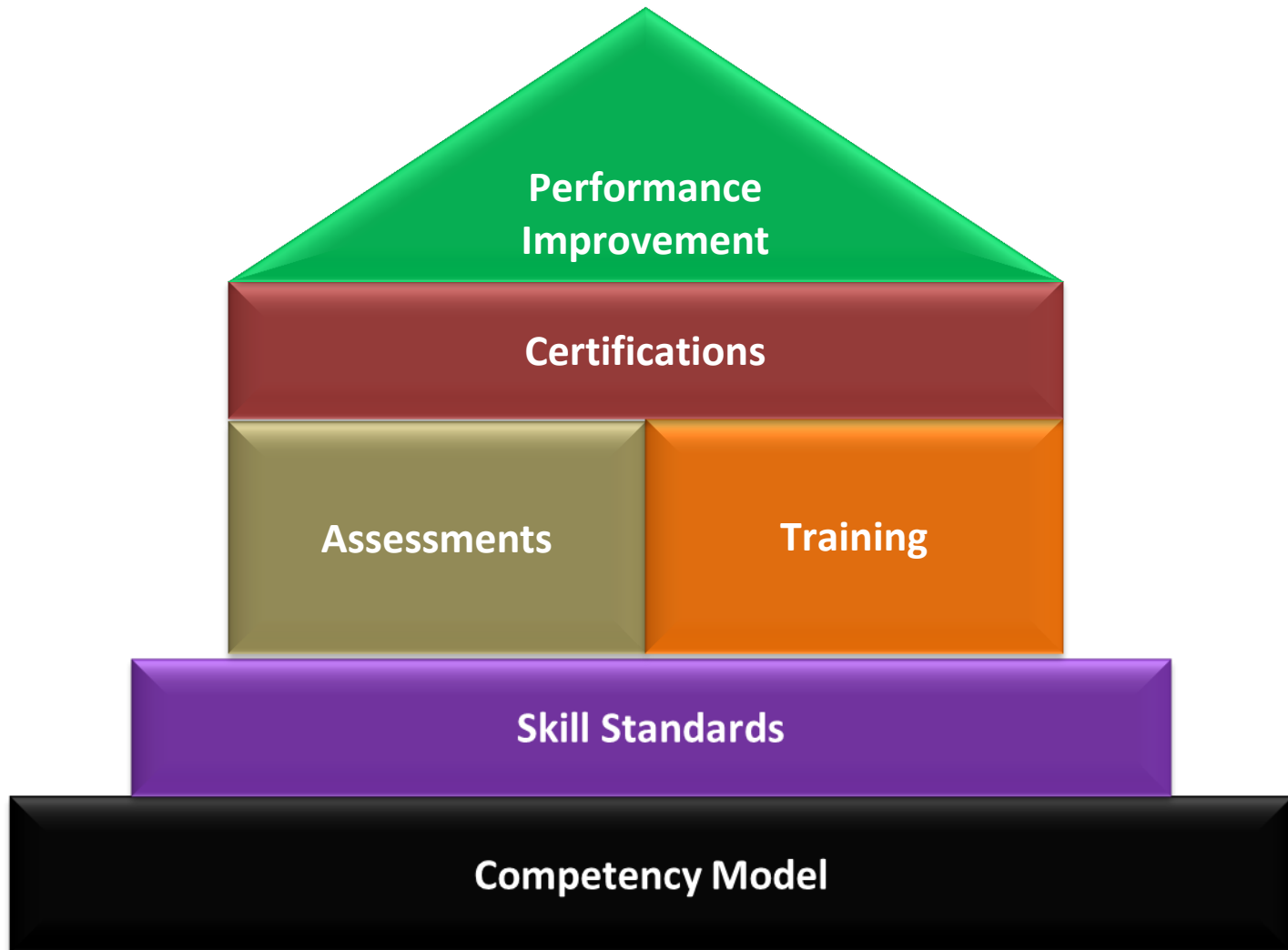 - enhance consumer protection and confidence.

Purpose of a Standards

- Agreed terminology and definitions
- Agreed good practice / best practice
- Agreed processes, tools, techniques and methods
- Provides a common datum for understanding
- Helps to define a skill base for agreed practice
- Examples of standards
  - BS / ISO
  - De facto eg MS Windows, which has become an accepted market-based standard
- Key issue for Corporate Governance

Examples of Standards

- VM standards.
  - UK: BSI BS EN 12973: 2000 Value Management.
  - Europe: *'European Standard - Value Management'*.
  - USA: SAVE *'Value Methodology Standard'*.
  - AS/NZS: *'Australian/New Zealand Standard – Value Management'*.
- Examples of other Standards
  - Project Management – BS6079:2002
  - Project Risk Management – BS62198: 2001
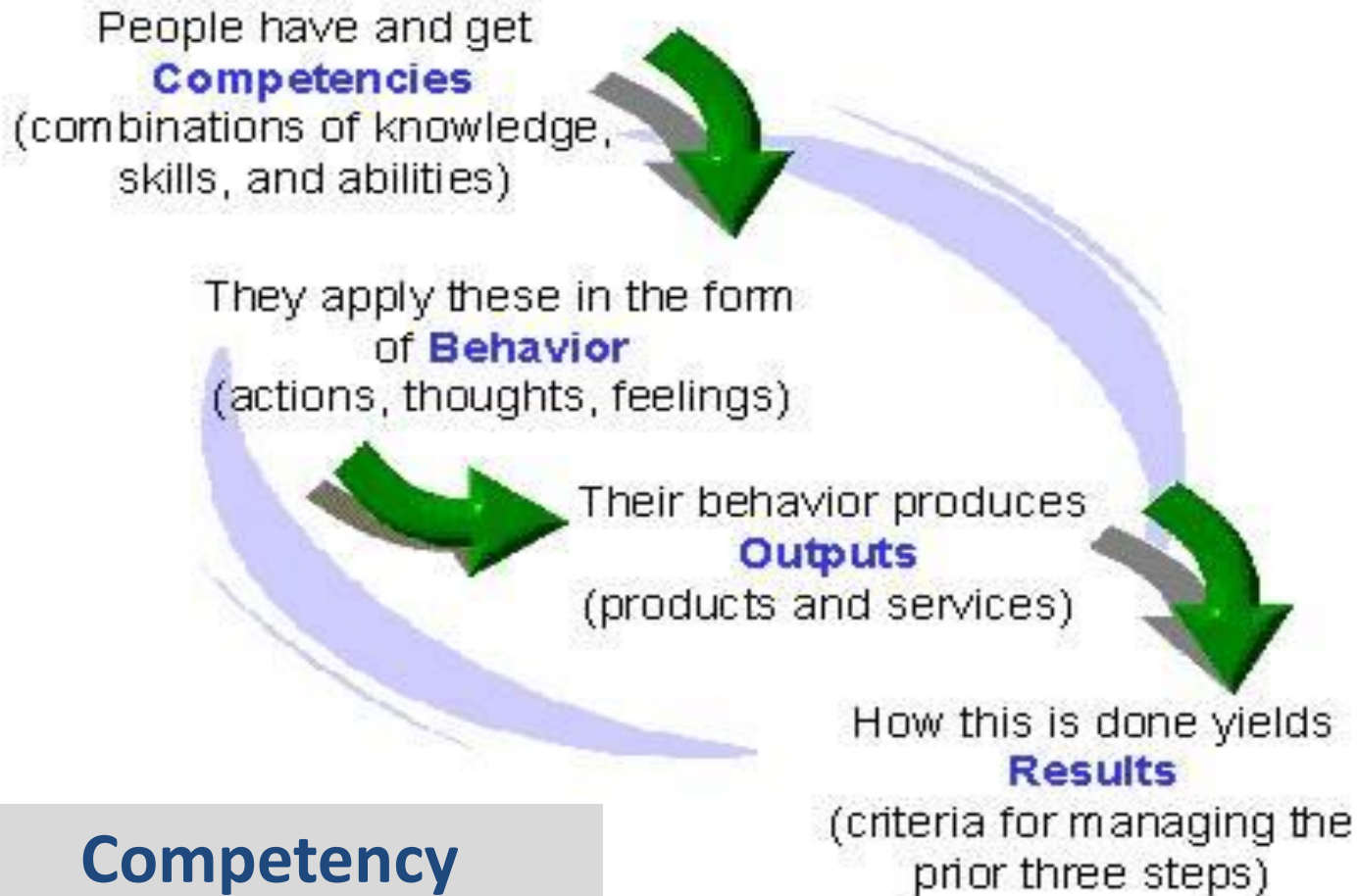 - PAS55 – Asset Management
  - ISO standards

Competency-Based Performance
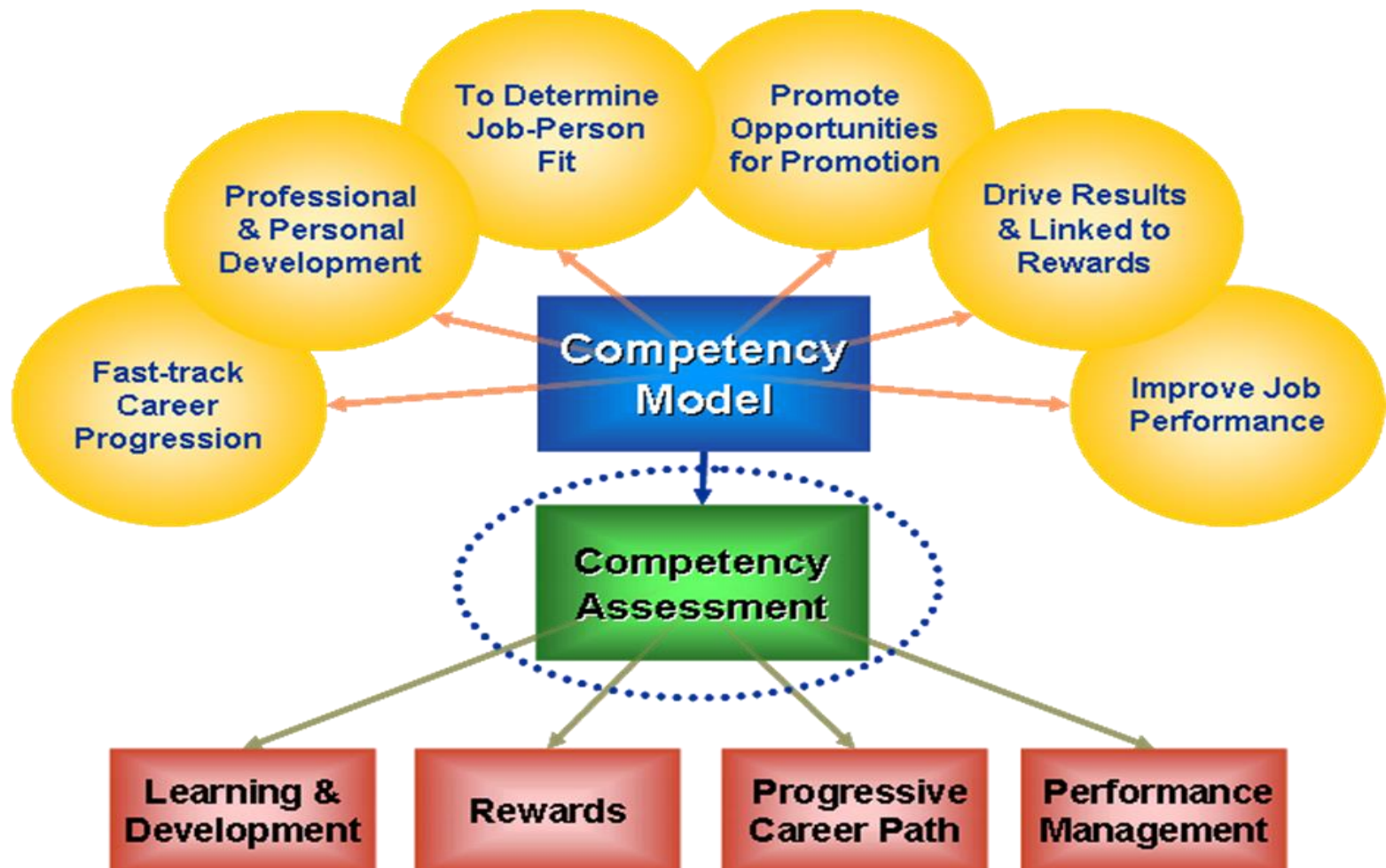
Project Management Competency

No.	Competency Name	Definition
1.	Project Management Methodologist	Ability to conduct research and integrate new technologies in project management to enhance current project management practices and policies; promoting the technologies, tools and techniques to JKR's project managers.
2.	Project Management Best Practices	Ability to apply project management best practices based on project management's nine knowledge areas (Integration Management, Scope Management, Time Management, Cost Management, Quality Management, Human Resource Management, Communication Management, Risk Management, Procurement Management) which benchmarked to international standard and using the tools and techniques developed by JKR.
3.	Site Supervision & Coordination	Ability to conduct on site/direct/audit supervision to ensure the compliance to the technical drawings, specifications, method statements, best engineering practices, contract requirements, legal requirements such as OSHA, SPK and EIA, and also verify the the testing procedures and results for the works or materials. Able to coordinate the construction works involving various parties such as internal teams, contractors and consultants, and also ensure the quality of materials, product used, work and finishes. Also able to manage, facilitate and conduct system and process audit and giving accurate evaluations. Understand system principles, methods and techniques in auditing of SPK,EMS and OHSAS"

Competency Continuum

People have and get
Competencies
(combinations of knowledge,
skills, and abilities)

They apply these in the form
of **Behavior**
(actions, thoughts, feelings)

Their behavior produces
Outputs
(products and services)

How this is done yields
Results
(criteria for managing the
prior three steps)

Competency Continuum

Competency Model & Assessment

JKR Competency Standards for Project Management

- Registered Project Director (RPD) :

  {Formerly Master Project Director (MPD)}

  JKR-29300-002-10

- Registered Project Manager (RPM) :

  JKR-29300-003-10

- Qualified Project Practitioners (QPP) :

  JKR-29300-004-10

JKR Competency Standards for Project Management …

- This standard was developed in 2006/2007 by Public Works Department (JKR) in collaboration with a team of Australian Consultant under the **JKR's Project Managed Change Programmes**.

- The standard was developed and contextualised to JKR's project environment using the **Australian Institute of Project Management (AIPM) Project Management Competency Standards** and the Australian Qualification Framework (AQF) Project Management Standards as reference.

Registered Project Director (RPD)

Registered Project Director (RPD)

- The function of a 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.

Registered Project Director (RPD) …

- To achieve this the Project Director is to ensure that all projects within his/her programme of projects align with the program objectives and that all project managers within this programmes work collaboratively, are sufficiently competent for the level and type of project thay are managing, and are provided with the appropriate support and resources to achieve the desired outcomes of their respective projects.

Application of Skills and Knowledge

- 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 function 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.

Project SCOPE Management

- **UNIT 1: Direct Scope Management of Multiple Projects/Programmes**
  - ELEMENT 1.1 : **Evaluate** Multiple Project/Programmes Proposals
  - ELEMENT 1.2 : **Define and Manage** Programmes Scope
  - ELEMENT 1.3 : **Conduct** Project Scope **Authorisation**
  - ELEMENT 1.4 : **Manage** Scope Change Activities

Project TIME Management

- **UNIT 2 : Direct Time Management Activities**
  - ELEMENT 2.1 : **Direct** Project Schedule Development
  - ELEMENT 2.2 : **Manage** Programme Schedule
  - ELEMENT 2.3 : **Analyse** Time Management Outcome
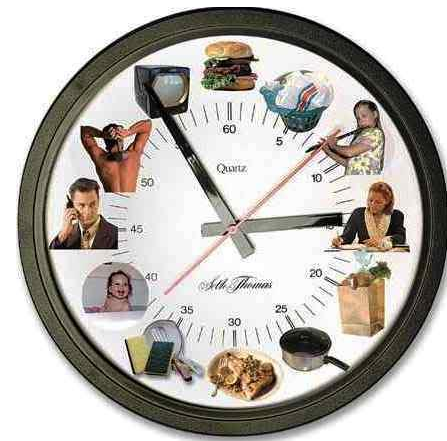
Project **COST** Management

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

  - ELEMENT 3.1 : **Direct** Programme Budget Development

  - ELEMENT 3.2 : **Direct** Management of Programme Costs

  - ELEMENT 3.3 : **Direct** Financial Completion

Project **QUALITY** Management

- **UNIT 4 : Direct Quality Management of Multiple Projects/Programmes**
  - ELEMENT 4.1 : **Direct** Quality Requirement Development
  - ELEMENT 4.2 : **Manage** Programme Quality Assurance
  - ELEMENT 4.3 : **Improve** Programme and Project Quality
  - ELEMENT 4.4 : JKR Specific – **Direct** Environmental Quality Plan
  - ELEMENT 4.5 : JKR Specific – **Improve** Programme and Project Environmental Quality Plan

Project HUMAN RESOURCES Management

- **UNIT 5 : Project HUMAN RESOURCES Management of Multiple Projects / Programmes**

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

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

  - ELEMENT 5.3 : **Lead** The Project Team

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

HUMAN RESOURCES

k6446841 www.fotosearch.com

Project COMMUNICATION Management

- **UNIT 6 : Direct Communications Management of Multiple Projects/Programmes**
  - ELEMENT 6.1 : **Direct** Planning of Project Communication
  - ELEMENT 6.2 : **Manage** Information Processes
  - ELEMENT 6.3 : **Analyse** Communication Management Outcomes
  - ELEMENT 6.4 : JKR Specific – Issues Management
  - ELEMENT 6.5 : JKR Specific – Manage Dispute Resolution

Project **RISK** Management

- **UNIT 7 : Direct Risk Management of Multiple Projects/Programmes**
  - ELEMENT 7.1 : **Direct** Planning of Project Risk Management
  - ELEMENT 7.2 : **Manage** Project Risk
  - ELEMENT 7.3 : **Assess** Risks Management Outcomes

Project **PROCUREMENT** Management

- **UNIT 8 : Direct Procurement Management of Multiple Projects/Programmes**
  - ELEMENT 8.1 : **Direct** Planning for Project Contracting and Procurement
  - ELEMENT 8.2 : **Set Up** Procurement Process
  - ELEMENT 8.3 : **Manage** Procurement Process
  - ELEMENT 8.4 : **Manage** Procurement Activities
  - ELEMENT 8.5 : **Finalise** Contracts

Project **INTEGRATION** Management

- ### **UNIT 9 : Direct Integration of Multiple Projects/Programmes**
  - ELEMENT 9.1 : **Direct** the Management of Integration Process
  - ELEMENT 9.2 : **Manage** Within The Internal and External Environments
  - ELEMENT 9.3 : **Manage** Integration Throughout Project Life Cycles

Registered Project Manager (RPM)

Registered Project Manager (RPM)

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

Application of PM Skills and Knowledge …

- The application of the skills and knowledge in order to be deemed competent at this function will:
  - Most likely be **under broad guidance**. The work of others may be supervised or teams guided and responsibility for the planning and management of the work of others may be involved.
  - Competency at this level involves the self-directed application of knowledge with **substantial depth in some areas** and a range of technical and other skill to tasks, roles and functions in both varied and highly specific contexts.
  - Competencies are normally used independently and **both routinely and non-routinely** . Judgement is required in planning and selecting appropriate equipment, services, techniques and work organisation for self and others.

Project SCOPE Management

- **UNIT 1 : Plan and Manage Scope**
  - ELEMENT 1.1 : **Establish** Project Authorisation
  - ELEMENT 1.2 : **Define** Project Scope
  - ELEMENT 1.3 : **Implement** Scope Controls

Project TIME Management

■ **UNIT 2 : Plan and Manage Time**

- ELEMENT 2.1 : **Determine** Project Schedule
- ELEMENT 2.2 : **Implement** Project Schedule
- ELEMENT 2.3 : **Assess** Time Management Outcomes

Project COSTS Management

- **UNIT 3 : Plan and Manage Costs**
  - ELEMENT 3.1 : **Determine** Project Costs
  - ELEMENT 3.2 : **Monitor and Control** Project Costs
  - ELEMENT 3.3 : **Conduct** Financial Completion Activities

Project QUALITY Management

- **UNIT 4 : Plan and Manage Quality**
  - ELEMENT 4.1 : **Determine** Quality Requirements
  - ELEMENT 4.2 : **Implement** Quality Management
  - ELEMENT 4.3 : **Implement** Project Quality Improvement
  - ELEMENT 4.4 : JKR Specific – Environmental Quality Plan for A Project
  - ELEMENT 4.5 : JKR Specific – Implementation of Environmental Management Plan

Project HUMAN RESOURCE Management

- **UNIT 5 : Plan and Manage Human Resources**
  - ELEMENT 5.1 : **Implement** HRM Planning Activities
  - ELEMENT 5.2 : **Implement** Staff Training and Development
  - ELEMENT 5.3 : **Guide** The Project Team
  - ELEMENT 5.4 : **Identify** Opportunity for Improvement in HR Planning and Management
  - ELEMENT 5.5 : JKR Specific – Establish and Implement Health and Safety Plan

k9867006 www.fotosearch.com

Project COMMUNICATIONS Management

- **UNIT 6 : Plan and Manage Communication**
  - ELEMENT 6.1 : **Implement** Communications Planning Processes
  - ELEMENT 6.2 : **Plan and Manage** Information Management
  - ELEMENT 6.3 : **Implement** Project Reporting Processes
  - ELEMENT 6.4 : **Assess** Communications Management Outcomes
  - ELEMENT 6.5 : JKR Specific – Dispute Management : Avoid from Letting Issues Develop into Disputes
  - ELEMENT 6.6 : JKR Specific – Dispute Management : Administer Dispute

Project **RISK** Management

- **UNIT 7 : Plan and Manage Risk**
  - ELEMENT 7.1 : **Determine** Project Risks Events
  - ELEMENT 7.2 : **Monitor and Control** Project Risk
 - ELEMENT 7.3 : **Assess** Risks Management Outcomes

Project PROCUREMENT Management

- **UNIT 8 : Plan and Manage Procurement**
  - ELEMENT 8.1 : **Determine** Procurement Requirements
  - ELEMENT 8.2 : **Establish** Agreed Procurement Process
  - ELEMENT 8.3 : **Conduct** Procurement Process Activities
  - ELEMENT 8.4 **: Implement** Contract
  - ELEMENT 8.5 : **Manage** Contract Finalisation Procedures

Project INTEGRATION Management

- **UNIT 9 : Plan and Manage Project Integrative Processes**
  - ELEMENT 9.1 : **Implement** Integration of the Nine Functions of Project Management
  - ELEMENT 9.2 : **Coordinate** Internal and External Environments
  - ELEMENT 9.3 : **Implement** Project Activities Throughout Life Cycle

Qualified Project Manager (QPP)
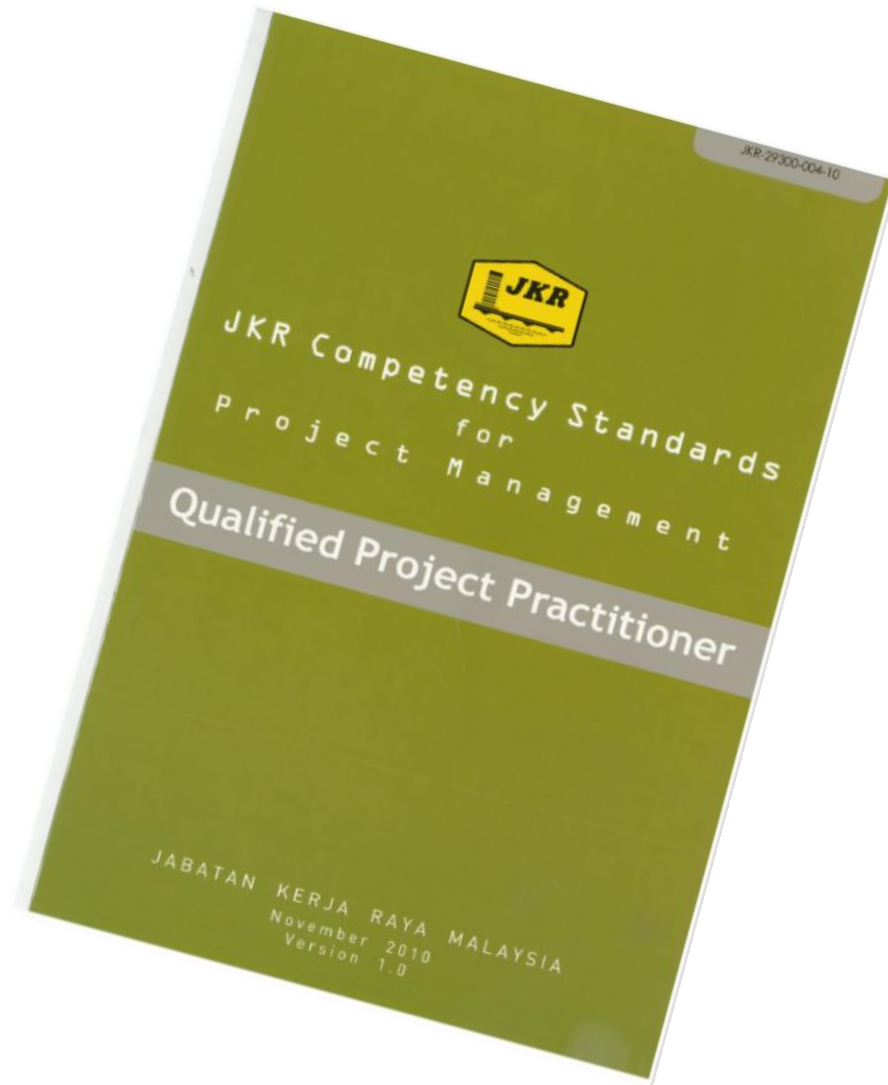
Qualified Project Practitioner (QPP)

- The function of a Qualified Project Practitioner is to work collaboratively with a Project Manager in the effective and efficient implementation of a project.

Qualified Project Practitioner (QPP) …

- The Qualified Project Practitioner **leads a full or part-time team** responsible **for discrete elements of the tasks or activities** for which he/she is responsible, and to achieve this, **analyses the project plan** to identify tasks and activities for which he/she has been delegated responsibility, gathers together and **prepares the resources** (human and physical) required to undertake these tasks and activities, and **uses or allocates** them to others to achieve the desired outcomes.

The Application of Skill and Knowledge

- Competence at this level involves:
    - The application of knowledge with **depth in some areas** and a broad range skills. There is a range to tasks and roles in a variety of contexts, with some complexity in the range and choice of actions required.
    - Competencies are normally used **within routines, methods and procedures** where discretion and judgement is required, for both self and others, in planning and selection of equipment, work organisation, services, actions and achieving outcomes within time constraints.
    - The competencies are likely to be **applied under general guidance** or progress and outcomes sought. The work of others may be supervised, or teams guided or facilitated. Reponsibility for and limited organisation of the work of others may be involved.

Project SCOPE Management

- **UNIT 1 : Contribute to Project Scope Management**
  - ELEMENT 1.1 : **Contribute** to Scope Definition
  - ELEMENT 1.2 : **Apply** Project Scope Controls
  - ELEMENT 1.3 : **Contribute** to the Achievement of the Scope Management Plan

Project TIME Management

- **UNIT 2 : Supervise Time Management Activities**

  - ELEMENT 2.1 : **Contribute** to the Development of Project Schedules

  - ELEMENT 2.2 : **Manage** Project Schedule

  - ELEMENT 2.3 : **Assess and Review** Time Management Outcomes

Project **COST** Management

- **UNIT 3 : Supervise Expenditure**
  - ELEMENT 3.1 : **Contribute** to Project Budget Development
  - ELEMENT 3.2 : **Monitor** Project Costs
  - ELEMENT 3.3 : **Finalise** Costs management Activities

Project QUALITY Management

▪ **UNIT 4 : Support Quality Outcomes**

- ELEMENT 4.1 : **Contribute** to Quality Planning
- ELEMENT 4.2 : **Implement** Project Quality Management Plan
- ELEMENT 4.3 : **Monitor** Processes to Ensure Continuous Improvement
- ELEMENT 4.4 : JKR Specific – Environmental Quality
- ELEMENT 4.5 : JKR Specific – Implementation of Environmental Quality Plan.

Project HUMAN RESOURCE Management

- **UNIT 5 : Lead a Project Team**
  - ELEMENT 5.1 : **Operate Effectively** as Part of A Team
  - ELEMENT 5.2 : **Establish and Maintain** Productive Working Relationships
  - ELEMENT 5.3 : **Contribute** to Own and Team Development
  - ELEMENT 5.4 : JKR Specific – Implement and Supervise Health and Safety Plan

Project COMMUNICATION Management

- **UNIT 6 : Maintain Communication Flow**
    - ELEMENT 6.1 : **Plan** Communications Strategies
    - ELEMENT 6.2 : **Communicate** Project Information
    - ELEMENT 6.3 : **Monitor and Review** Communications
    - ELEMENT 6.4 : JKR Specific – Issue Management : **Administer** Issues and **Contribute** to Issue Resolutions

Project RISK Management

- **UNIT 7 : Implement Risk Management Plan**
  - ELEMENT 7.1 **: Identify** Risks Events
  - ELEMENT 7.2 : **Conduct** Risk Management Activities
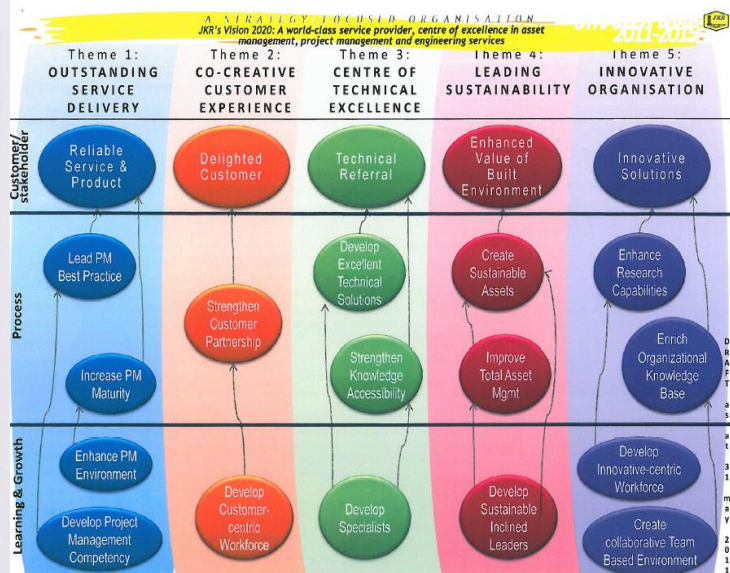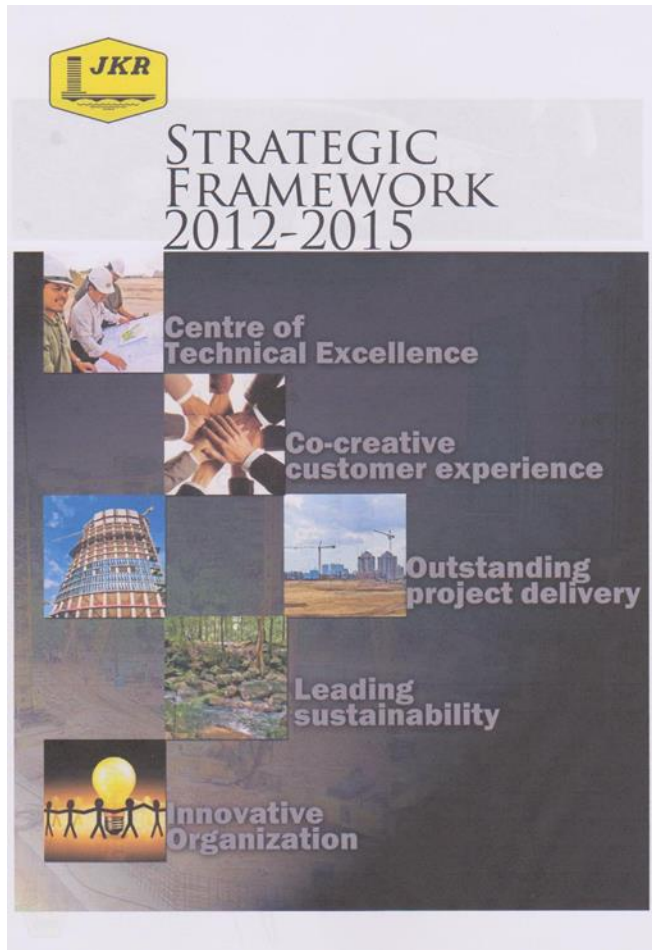 - ELEMENT 7.3 : **Review and Assess** Risk Management Outcomes

Project **PROCUREMENT** Management

- **UNIT 8 : Support Project Procurement**
  - ELEMENT 8.1 : **Plan** for Procurement
  - ELEMENT 8.2 : **Contribute** to the Selection of Source
  - ELEMENT 8.3 : **Supervise** Goods and Services Supply
  - ELEMENT 8.4 : **Conduct** Finalisation Activities

Certificate of Registration

JKR Strategic Framework

Maturity Level

THANK YOU

Terima Kasih