



Assessor Practitioner's Manual

APPENDIX F

Validation Management Plan

APPENDIX F – Validation Management Plan (VMP)

SCOPE Definition and Management

Background

JKR embarked on the development of internationally recognised expertise in 2007 by establishing a Project Management System (PMS) managed by PROKOM. During that time, the first members of JKR were certified as professional project managers. Members of that group have also been certified as Certified Assessors in 2008-2009 and are responsible for the on-going certification of JKR Certification of project staff at three levels. This certification is based in the establishment of the Competency Based Assessment System (CBAS) that is now to be validated and continuously improved.

Objectives

The **primary** objective of this validation is to analyse, improve and report on changes to the CBAS methodology, procedures and documentation, so that competency of business management and project/contract teams to achieve project/contract objectives and JKR business targets are met.

Secondary objectives of the project are to:

- raise the awareness of project/contract management within the wider JKR organisation with the goal of making it part of the core business and led by Divisional Managers;
- enhance motivation of project/contracting teams by measurable professional development through a career stream in Project Management;
- develop a set of procedures for CBAS that benefit the individual as well as the organisation so they are supported and adopted. These are to be increasingly contextualised;
- recommend incremental changes to the CBAS so that it is continuously improved.

Benefits to the organisation

- Standardised assessment management procedures (CBAS) that can be tailored (contextualised) to individual project and business needs.
- Common approach to assessments to enable rolled up reporting and common certification, monitoring and control processes.
- The ability to assess and report on individual performance for both Certified Assessors and Registered Project staff.
- Enhanced outcomes for project success.
- Improved management control of project management plans, controls and reporting.
- Enhance customer focus and satisfaction through the certification of project staff through certifications.
- Increased pool of project management expertise, and develop cross-business expertise and support.
- Develop common expertise in both RPM certification and certified assessors to enhance transferability of personnel within the JKR.

Constraints

The following constraints are apparent:

- Project budget to be developed and held for the year 2008-2009.
- Existing organisational systems.
- Geographical separation of Divisions and access to personnel.
- Different legal frameworks and regulations across states.
- TBA

Assumptions

The following assumptions require review on:

- Commitment by key stakeholders over the short and long term to assign operational staff to project related business improvement through certified assessments.
- The current project management processes can be improved and changed and their implementation will be supported by senior management through the advent of the PMS and subsequent certifications.
- Staff will be made available to attend training, coaching and certifications as required.
- Facilities will be in place to progressively measure outcomes to reinforce the effectiveness of the program.

Exclusions

The following is a list of items that are not included in the scope of activities for certification:

- Strategic issues associated with project management (e.g. resourcing).
- Examination of organisational structures to support Project Managers and Assessors.
- Product specific competence issues.
- JKR activities outside Malaysia.
- TBA

Related Projects

- Project Management System (PMS) implementation
- Financial Reporting Systems updates by Divisions
- Specific JKR business support projects
- TBA

Scope Change and Management

Any changes to the above scope will be forecast, discussed and agreed by the Certification Manager and the assigned Certified Assessor as required and advised through formal notification as it occurs, by updating this VMP. Any scope change will be in accordance with the recommendations of the Validation Manager and agreed by the Certification Manager, or by the Director PROKOM.

TIME Management

Project Phases and Initial Key Activity Schedule

Phase 1 – Compile Validation Plan

- Identify immediate Stakeholders and review project plan with them
- Review existing survey data
- Identify sample

Phase 2 – Review/develop

Phase 3 -Implement

Phase 4 – Coaching

Phase 5- Conduct

Phase 6 – Compile

Phase 7 – Update

Key Activity Schedule

Phase 1	TBA
Phase 2	TBA
Phase 3	TBA
Phase 4	TBA
Phase 5	TBA
Phase 6	TBA
Phase 7	TBA

Scheduling of Activities

All activities are to be coordinated and agreed by the JKR Certification Manager and the Validation Manager on a regular basis through this VMP, and quarterly by agreement with the Divisional Managers involved.

COST Management**Budget**

Phases 1		
Phase 2		
Phase 3 -		
Phase 4 –		
Phase 5-		
Phase 6 –		
Phase 7 –		

QUALITY Management

All activities and documentation associated with this initiative are to be in accordance with:

1. The Project Management System for JKR.
2. The Project Management Standards for JKR.
3. The JKR Project Management CBAS Procedures and Standards.
4. International Standards for CBAS – Australia AQF 2007
5. Specific JKR Business Rules, Procedures and Operational Processes, including those Businesses that are ISO 9000 certified

Quality control of reports is to be managed internally by the JKR PROKOM Certification Manager before being presented to the Director PROKOM.

HUMAN RESOURCE Management**JKR Resources**

Director PROKOM: TBA

Certification Manager PROKOM: TBA

Validation Manager: TBA

PROKOM Administrator: TBA

Divisional Stakeholders – Contact List:

TBA
TBA
TBA
TBA

Certified Assessors: TBA, TBA, TBA

RPM Candidates: TBA, TBA, TBA

Any external personnel used by the Certified Assessor are to be vetted and authorised through the Director PROKOM or the Certification Manager.

Roles and Responsibilities: Organised and agreed by the Certification Manager and the Validation Manager as required.

RISK Management

Major Risks

Suggested categories for analysis and containment are:

- Internal political: Executive and Divisional Management Support, including acceptance of certification report and recommendations.
- Cultural change associated with the adoption of new methodologies, procedures, documentation and toolsets for assessment certifications.
- Availability of Candidates to attend briefings and certification activities.
- Availability of operational staff to support certification activities.
- Availability of staff to attend workshops and coaching (prior to assessments).
- Turnover of staff and lack of impetus for the initiative.
- Acceptance of Certification strategy and reports as a result of the assessments.
- Adoption of certification as a gauge of Project Managers' performance.

Risk Mitigation

A key responsibility of the Certified Assessor and the Certification Manager is to review forecast risks and to assess mitigation strategies on a no less than quarterly basis.

COMMUNICATIONS Management

Documentation and Files: All documentation for the initiative is respectively held by the PROKOM Program/Portfolio Office (PO) and the Certified Assessor. Records need to be rationalised during the assessment, so that a comprehensive historical record is maintained. This includes:

Reports: The following reports are to be maintained:

1. Selected Assessor and RPM Candidate documentation and Reports.
2. Validation Report.
3. etc

Coordination: The Certification Manager and the Validation Manager are to meet and review progress quarterly, including conducting a risk review for the initiative. These meetings are to formally record activities and progress, based on a review of this VMP.

Administration:

The PROKOM PO Administration Manager is to coordinate activities with the Divisional and regional centres concerning the visits. This involves booking of travel and accommodation and confirming visits in advance. It also involves the recording of draft and final reports.

The Validation Manager is to coordinate these activities with the PO Administrator.

The PROKOM PO Administration Manager is to coordinate other activities such as the RPM briefings with the candidates and regionally appointed representatives. An important feature of this work is to maintain a database of all participants who have attended workshops and have been coached, and are being assessed for Certification.

PROCUREMENT Management

Head Contract for Internal Services: PROKOM and Divisions.

This VMP constitutes the agreement to proceed with the services provided by PROKOM on an annual basis.

Sub-Contracts for Other Services to support the Initiative:

The Certification Manager will, as required, sub-contract other providers to facilitate meetings and assessment activities, including external verification and/or validation.

Endorsement

Sign On by:

TBA
Certification Manager

TBA
Validation Manager

Appendix 1: Key Activity Schedule

PROKOM's Schedule Months/Year: Validation Analysis, Assessment and Report

List of Proposed Key Activities:

- Interview all

DETAILED SCHEDULE: TBA

W/end	Monday	Tuesday	Wednesday	Thursday	Friday

Appendix 2: Risk Management – Analysis and Mitigation

	Risk Factor	L-hood	Impact	Mitigation	Resp
1	Executive and Senior Business Management Support, including	L/M/H	L/M/H	Sponsor to keep informed and aware of the progress of the program	
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					