



JKR Competency Standards
for
Project Management

Qualified Project Practitioner

JABATAN KERJA RAYA MALAYSIA

November 2010

Version 1.0



JKR Competency Standards for Project Management Qualified Project Practitioner

Version 1.0 November 2010

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This standard was developed in 2006/2007 by Jabatan Kerja Raya Malaysia (JKR) in collaboration with a team of Australian consultants under the JKR's Project Managed Change Programme. 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 Qualifications Framework (AQF) Project Management Standards as references.

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ACRONYMS AND ABBREVIATIONS

BQ	Bills of Quantities
CIDB	Construction Industry Development Board
C-Plan	Construction Plan
DOE	Department of Environment
D&B	Design and Build
EIA	Environmental Impact Assessment
EMP	Environmental Management Plan
EMS	Environmental Management System
EQP	Environmental Quality Planning
EO	Environmental Officer
EOI	Expression of Interest
EOT	Extension of Time
EPW	Environmental Protection Works
H&S	Health and Safety
NCR	Non Compliance Report
OSH	Occupational Safety and Health
PDA	Preliminary Detail Abstract
Q-Plan	Quality Plan
RFQ	Request for Quotation
RFT	Request for Tender

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. 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.

Competence at this level involves:

"... the application of knowledge with depth in some areas and a broad range of 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 on progress and outcomes sought. The work of others may be supervised, or teams guided or facilitated. Responsibility for and limited organisation of the work of others may be involved."



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TITLE: Qualified Project Practitioner
UNIT 1: Contribute to Project Scope Management
ELEMENT 1.1: Contribute to Scope Definition

PERFORMANCE CRITERIA**RANGE OF VARIABLES**

- 1.1.1 The scope of projects, objectives of tasks or activities, and the resources available to achieve them are clearly understood.
- 1.1.2 Where uncertainty exists as to what is to be achieved, and/or the resources available to make such achievements, clarification is sought from others in a timely and efficient manner.
- 1.1.3 The likelihood of achieving the desired outcomes is measured against current and future resources and the team's ability and experience.
- 1.1.4 Contributions to discussions on enhancing scope definitions are positive, clear, and presented at a level and pace appropriate to the audience.
- 1.1.5 Recommendations for the enhancement of or changes to the project scope are clear, concise and based on sound logic and reasoning.
- 1.1.6 Feedback provided to the project manager on the continued achievability of project scope is clear, accurate and timely.

- This activity is carried out within the range and scope of the candidate's authority and responsibility.

Others: Project manager, client/stakeholder representative/s, team members.

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job and across a number of projects to ensure competency against the full range of criteria.

Underpinning knowledge:

- A broad knowledge and understanding should be assessed through oral or written questions of:
 - The essential elements of scope definition relevant to the candidate's organisation or project team; and
 - Organisationally specific methods used to define products and activities.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of contributions made to the development and management of project scope. (e.g. This could be in the form of a "feedback form" for candidates created specifically for Assessor use.); and
- Written evidence of contributions, approvals and sign off and feedback (e.g. emails, reports).

JKR Specific – PM Tools as Evidence

- Appointment Letters
- Quality Plan (Q-Plan)
- Scope Definition
- Minutes of Meetings with Client and Project Team
- Project Brief Guideline
- Change Register
- Design Review Checklists
- Technical Design Brief
- Preliminary Design Drawings Register
- Minutes of Pre-Construction Meetings
- As-built Drawing Register
- Asset Register



TITLE: Qualified Project Practitioner
UNIT 1: Contribute to Project Scope Management
ELEMENT 1.2: Apply Project Scope Controls

PERFORMANCE CRITERIA

- 1.2.1 Scope definition and control measures, management plans and change control procedures are clearly understood and where in doubt clarified with others.
- 1.2.2 The progress of tasks and activities is monitored and measured against the project broad vision, specific objectives and desired outcomes. These are communicated to the project manager.
- 1.2.3 The cost, quality and timelines of the desired outcomes and any allowable variations to these are clearly understood or where necessary clarified with relevant people.
- 1.2.4 Deviations from the project scope are analysed for real or potential impact they may have on the agreed outcomes.
- 1.2.5 Deviations from the scope of the project are brought to the attention of the project manager in a timely and positive manner.

RANGE OF VARIABLES

- This activity is carried out within the range and scope of the candidate's authority and responsibility.

Others: Project manager, project support office (if applicable), subject matter experts outside of the project team.

Appropriate person: Project manager, other team members impacted upon by changes to the scope of the project or activity.

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job and across a number of projects to ensure competency against the full range of criteria.

Underpinning knowledge:

- A broad knowledge and understanding should be assessed through oral or written questions of:
 - The potential impact scope changes may have on other aspects of the project/s;
 - Acceptable and relevant scope change controls; and
 - Organisationally specific methods used to define products and activities and their control measures.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of scope control activities; and
- Written evidence of scope control activities (e.g. emails, reports).

JKR Specific – PM Tools as Evidence

- Appointment Letters
- Quality Plan (Q-Plan)
- Scope Definition
- Minutes of Meetings with Client and Project Team
- Project Brief Guideline
- Change Register
- Design Review Checklists
- Technical Design Brief
- Preliminary Design Drawings Register
- Minutes of Pre-Construction Meetings
- As-built Drawing Register
- Asset Register

TITLE: Qualified Project Practitioner

UNIT 1: Contribute to Project Scope Management

ELEMENT 1.3: Contribute to the Achievement of the Scope Management Plan

PERFORMANCE CRITERIA

- 1.3.1 Work is organised in accordance with project objectives, plans and other requirements and to make effective use of resources.
- 1.3.2 The environment within which projects are being run and internal and external systems that may influence immediate and longer term achievements are regularly assessed for the impact they may have on progress and/or outcomes.
- 1.3.3 Key personnel, and the support they may provide in the achievement of the desired outcomes, are identified and links established with them in accordance with the project plan.
- 1.3.4 Changes to the scope of activities are carried out in a timely and effective manner and the results reported to the appropriate person.
- 1.3.5 Reports and feedback to the project manager on issues affecting the continued achievability or appropriateness of the project scope are clearly documented, and contain sufficient information to enable timely and effective decision making.

RANGE OF VARIABLES

- This activity is carried out within the range and scope of the candidate's authority and responsibility.

Resources: Time, finances, physical resources, team members for whom candidate has responsibility.

Environment: Working conditions, systems adopted to acquire and use resources, team interactions, industrial situation.

Key personnel: Project team members, client/ stakeholder representatives, suppliers.

Changes to the scope: Carried out in accordance with the organisation's standard operating procedures or the scope management plan, whichever has primacy.

Appropriate person: Project manager, other team members impacted upon by changes to the scope of the project or activity.

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job and across a number of projects to ensure competency against the full range of criteria.

Underpinning knowledge:

- A broad knowledge and understanding should be assessed through oral or written questions of:
 - The potential impact scope changes may have on other aspects of the project/s;
 - Alternate but acceptable and relevant scope management strategies;
 - Reporting processes applicable to the projects for which the candidate has responsibility; and
 - Organisationally specific methods used to manage scope throughout a project life cycle.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of scope management contributions; and
- Written evidence of scope management activities (e.g. emails, reports).

JKR Specific – PM Tools as Evidence

- Appointment Letters
- Quality Plan (Q-Plan)
- Scope Definition
- Minutes of Meetings with Client and Project Team
- Project Brief Guideline
- Change Register
- Design Review Checklists
- Technical Design Brief
- Preliminary Design Drawings Register
- Minutes of Pre-Construction Meetings
- As-built Drawing Register
- Asset Register

TITLE: Qualified Project Practitioner
UNIT 2: Supervise Time Management Activities
ELEMENT 2.1: Contribute to the Development of Project Schedules

PERFORMANCE CRITERIA

- 2.1.1 Duration, effort, sequence and dependencies of tasks to meet project objectives are determined and clarified with others if necessary.
- 2.1.2 Contributions to project scheduling using software or hardcopy techniques are clear, based on sound analysis of the project requirements and resources, and submitted in time and in a manner likely to enhance project planning.
- 2.1.3 Project scheduling tools are used correctly and contain a level of detail sufficient to achieve the timelines and objectives of the project.
- 2.1.4 Feedback is sought from the project manager and, where required, other client / stakeholder / stakeholders on the appropriateness and acceptability of contributions to the schedule.

RANGE OF VARIABLES

- This activity is carried out within the range and scope of the candidate's authority and responsibility.

Duration, effort, sequence and dependencies: Detailed in the project plan or developed by the candidate.

Project scheduling tools: Software, hardcopy.

Other client/stakeholder/stakeholders: Client/stakeholder, team members.

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job during an actual project.

Underpinning knowledge:

- A broad knowledge and understanding should be assessed through oral or written questions of:
 - Methods adopted by the organisation to estimate time requirements; and
 - Tools and techniques available to the project team for recording and sharing project schedules and resource requirements.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of contributions made to the development of project schedules; and
- Written evidence of activities concerning the type and implementation of techniques and procedures used to monitor and control tasks or discrete elements of projects (e.g. emails, reports).

JKR Specific – PM Tools as Evidence

- Work Programme in Ms Project
- Contractor's Work Programme
- Extension of Time (EOT) Register
- Standard Response Letter to EOT
- Progress Report

TITLE: Qualified Project Practitioner
UNIT 2: Supervise Time Management Activities
ELEMENT 2.2: Manage Project Schedule

PERFORMANCE CRITERIA

- 2.2.1 Progress of activities is monitored, measured and recorded in accordance with the relevant project plan.
- 2.2.2 Variance between actual and planned progress is recorded and reported to the appropriate authority in a clear and timely manner.
- 2.2.3 Reports to others on issues concerning time management are accurate, clear and concise, and contain sufficient information upon which to make sound and logical decisions.
- 2.2.4 Recommendations for adjustments to project schedules are based on sound analyses of options available to the project and clear statements of the risks and benefits of the preferred action.
- 2.2.5 Changes to schedules are implemented promptly and plans updated as directed to accommodate changing situations throughout the project life cycle.

RANGE OF VARIABLES

- This activity is carried out within the range and scope of the candidate's authority and responsibility.

Appropriate authority: Project manager, client/ stakeholder.

Schedules: Hard or softcopy as appropriate to the project/s and the candidate's level of expertise.

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job and across a number of projects to ensure competency against the full range of criteria.

Underpinning knowledge:

- A broad knowledge and understanding should be assessed through oral or written questions of how, when and why schedule identification, monitoring and reporting processes are implemented.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of supervision of time management activities; and
- Written evidence of activities concerning the monitoring and control of tasks or discrete elements of projects and the supervision of schedules and other time management activities (e.g. emails, reports).

JKR Specific – PM Tools as Evidence

- Work Programme in Ms Project
- Contractor's Work Programme
- Extension of Time (EOT) Register
- Standard Response Letter to EOT
- Progress Report

TITLE: Qualified Project Practitioner
UNIT 2: Supervise Time Management Activities
ELEMENT 2.3: Assess and Review Time Management Outcomes

PERFORMANCE CRITERIA**RANGE OF VARIABLES**

- | | |
|---|--|
| <p>2.3.1 Time management activities are regularly reviewed for their relevance to projects and their ability to achieve the purpose for which they were implemented.</p> <p>2.3.2 Project and task/activity outcomes are analysed to determine the effectiveness of time management approaches employed.</p> <p>2.3.3 Time management activities carried out throughout the life cycle of projects are regularly reviewed and recorded in a format and style appropriate to the needs of the intended audience.</p> <p>2.3.4 Scheduling and time management issues and activities are accurately recorded and, where required, reported to the project manager in sufficient detail for application in future projects.</p> | <ul style="list-style-type: none">• This activity is carried out within the range and scope of the candidate's authority and responsibility. |
|---|--|

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job and across a number of projects to ensure competency against the full range of criteria.

Underpinning knowledge:

- A broad knowledge and understanding should be assessed through oral or written questions of:
 - The relevant time management tools and techniques within the individual's area of expertise and their application; and
 - How, when and why schedule identification, monitoring and reporting processes are implemented.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of supervision of time management activities; and
- Written evidence of activities concerning the finalisation of time management activities for tasks or discrete elements of projects for which the candidate has responsibility (e.g. emails, reports).

JKR Specific – PM Tools as Evidence

- Work Programme in Ms Project
- Contractor's Work Programme
- Extension of Time (EOT) Register
- Standard Response Letter to EOT
- Progress Report



TITLE: Qualified Project Practitioner

UNIT 3: Supervise Expenditure

ELEMENT 3.1: Contribute to Project Budget Development

PERFORMANCE CRITERIA

- 3.1.1 Contributions to budget development are honest, as accurate as possible, and presented in a manner and style appropriate to the intended audience.
- 3.1.2 Contributions to estimates are based on ideas and techniques that are appropriate to the task, are used reliably and efficiently, and where uncertainty exists, confirmed with appropriate others.
- 3.1.3 The nature of the desired estimates and the degree of accuracy is clearly understood or where necessary clarified with relevant people.
- 3.1.4 Fixed costs are mapped against time and resources and, where necessary, communicated to the project manager for inclusion in overall project cash flow.
- 3.1.5 Feedback is sought on the appropriateness, clarity and accuracy of estimates.
- 3.1.6 Recommendations for improving cost management plans are considered and incorporated where appropriate.

RANGE OF VARIABLES

- Project budget and cost management plans are those within the candidate's area or level of responsibility and within financial or delegated authority.

Appropriate others: Project manager, subject matter experts.

Relevant people: Project manager, team members.

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job and across a number of projects to ensure competency against the full range of criteria.

Underpinning knowledge:

- A broad knowledge and understanding should be assessed through oral or written questions of:
 - The cost management processes available to the candidate; and
 - The support available to assist in the application of cost management tools and techniques within the individual's area of expertise or delegated authority.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of contributions made to the development of budget or cost management plans; and
- Written evidence of activities concerning the contributions made to the development of budgets and/or other cost management plans (e.g. emails, reports).

JKR Specific – PM Tools as Evidence

- Work Programme in Ms Project
- Contractor's Work Programme
- Extension of Time (EOT) Register
- Standard Response Letter to EOT
- Progress Report

TITLE: Qualified Project Practitioner

UNIT 3: Supervise Expenditure

ELEMENT 3.2: Monitor Project Costs

PERFORMANCE CRITERIA

- 3.2.1 Income and expenditure is monitored on an ongoing basis against the plan and budget.
- 3.2.2 Allowable variations between planned and actual expenditure is clarified and regularly updated with others.
- 3.2.3 Variations between planned and actual expenditure are identified and analysed for the reason for such variations and the impact these will have on the budget or cost management plan.
- 3.2.4 Current or proposed expenditure outside of the allowable variations is promptly reported to others in a clear, concise and appropriate manner.
- 3.2.5 Action to correct or amend budgets or cost management plans are promptly carried out in accordance with guidance from others.
- 3.2.6 Where reporting progress to others in amending budgets or cost management plans is required, it is timely, accurate and sufficiently complete to facilitate further decision making.

RANGE OF VARIABLES

- Project budget and cost management plans are those within the candidate's area or level of responsibility and within financial or delegated authority.

Others: Project manager, finance controller (if appointed), client / stakeholder (if client / stakeholder is controlling costs).

Appropriate variations reporting: Verbal, written.

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job and across a number of projects to ensure competency against the full range of criteria.

Underpinning knowledge:

- A broad knowledge and understanding of the organisational and project specific policy regarding budget control should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of activities carried out during project cost monitoring activities; and
- Written evidence of the outcomes of activities carried out whilst monitoring project costs (e.g. emails, reports).

JKR Specific – PM Tools as Evidence

- Work Programme in Ms Project
- Contractor's Work Programme
- Extension of Time (EOT) Register
- Standard Response Letter to EOT
- Progress Report

TITLE: Qualified Project Practitioner
UNIT 3: Supervise Expenditure
ELEMENT 3.3: Finalise Cost Management Activities

PERFORMANCE CRITERIA**RANGE OF VARIABLES**

- | | |
|--|---|
| <p>3.3.1 Financial assets, liabilities and records are finalised to the required level of completeness and presented to the appropriate project authority in a timely manner.</p> <p>3.3.2 Cost management of the element of the project for which the candidate held responsibility is reviewed and lessons learned accurately and clearly recorded in accordance with the cost management plan.</p> <p>3.3.3 The effectiveness of initial and subsequent approaches to the management of costs are accurately defined and reported to the appropriate project authority within the agreed timeframe and to the required standard.</p> <p>3.3.4 Cost management issues and lessons learned are reported to the appropriate project authority in the appropriate format and in a clear and timely manner.</p> <p>3.3.5 Reports and recommendations are detailed in such a way as to clearly show their relevance to current operations and application in future projects.</p> | <ul style="list-style-type: none">• Project budget and cost management plans are those within the candidate's area or level of responsibility and within financial or delegated authority. <p>Project authority: Project manager, financial controller (if appointed).</p> |
|--|---|

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job and across a number of projects to ensure competency against the full range of criteria.

Underpinning knowledge:

- A broad knowledge and understanding should be assessed through oral or written questions of:
 - Legal implications of failing to disclose all costs; and
 - Techniques for monitoring, recording and reviewing costs.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of activities carried out during project cost finalisation activities; and
- Written evidence of the outcomes of activities carried out whilst finalising project costs (e.g. emails, reports).

JKR Specific – PM Tools as Evidence

- Work Programme in Ms Project
- Contractor's Work Programme
- Extension of Time (EOT) Register
- Standard Response Letter to EOT
- Progress Report

TITLE: Qualified Project Practitioner
UNIT4: Support Quality Outcomes
ELEMENT 4.1: Contribute to Quality Planning

PERFORMANCE CRITERIA

- 4.1.1 Contributions to quality planning are clear, based on sound logic and reasoning, and presented in a manner appropriate to the intended audience.
- 4.1.2 The quality criteria and any allowable variations are clearly understood and applied during the planning processes.
- 4.1.3 Plans, processes and desired outcomes are regularly checked for quality and completion against established criteria.
- 4.1.4 Clarifications sought by others are presented in a timely manner and in a way likely to promote and enhance positive working relationships.

RANGE OF VARIABLES

- This activity is carried out within the range and scope of the candidate's authority and responsibility.

Others: Project manager, client/stakeholder, other team members.

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job during an actual project.

Underpinning knowledge:

- A broad knowledge and understanding should be assessed through oral or written questions of the processes available to the candidate in the definition of quality requirements.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of activities carried out during contributions to quality planning; and
- Written evidence of the outcomes of activities carried out whilst contributing to quality planning (e.g. emails, reports, recommendations).

JKR Specific – PM Tools as Evidence

- SPK JKR Documentation and Reports
- Construction Plan (C-Plan)
- Construction Quality Reports
- Environmental Management Plan
- 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: Qualified Project Practitioner

UNIT 4: Support Quality Outcomes

ELEMENT 4.2: Implement Project Quality Management Plan

PERFORMANCE CRITERIA

RANGE OF VARIABLES

4.2.1 The project quality plan is checked to ensure completeness and achievability within resource limitations.

- This activity is carried out within the range and scope of the candidate's authority and responsibility.

4.2.2 Records and documentation are maintained in accordance with set procedures.

Records: Formal as required by the organisation concerned and the project communications plan.

4.2.3 Others for whom the candidate has responsibility are briefed on their role in the achievement of quality deliverables and questioned to ensure understanding and ability to comply.

4.2.4 Results of project activities and product performance are neatly documented and evaluated to determine compliance with agreed quality standards.

4.2.5 Shortfalls in quality outcomes are investigated and reported to the project manager in a manner likely to ensure the initiation of timely and appropriate action and the maintenance of the project momentum.

4.2.6 Reports on the outcomes of the application of the quality management plan are presented to the project manager in an appropriate format and style and in accordance with the quality plan.

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job during an actual project.

Underpinning knowledge:

- A broad knowledge and understanding should be sought through oral or written questions to show an understanding of the processes available to the candidate in the implementation and management of the project quality plan.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of activities carried out during the management of quality plans; and
- Written evidence of the outcomes of activities carried out whilst contributing to quality planning (e.g. emails, reports, other documentation).

JKR Specific – PM Tools as Evidence

- SPK JKR Documentation and Reports
- Construction Plan (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: Qualified Project Practitioner

UNIT 4: Support Quality Outcomes

ELEMENT 4.3: Monitor Processes to Ensure Continuous Improvement

PERFORMANCE CRITERIA

RANGE OF VARIABLES

4.3.1 Project outcomes are regularly checked to determine the effectiveness of quality management activities.

- This activity is carried out within the range and scope of the candidate's authority and responsibility.

4.3.2 Project progress is monitored against the quality management plan and variations in process or outcome are reported in a timely manner to those in the most appropriate position to address them

Appropriate people: Team members, subject matter experts, client/stakeholder.

4.3.3 Opportunities are regularly sought to contribute to the continuous improvement of systems, plans and processes.

4.3.4 Contributions to the continuous improvement of projects are positive and within the candidate's area of expertise.

4.3.5 Issues of concern relevant to quality management are clarified or checked with appropriate people and where necessary timely adjustments are made to the plan in line with the desired outcome.

4.3.6 The completion or achievement of milestones and deliverables are reported to the project manager in a timely manner.

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job during an actual project.

Underpinning knowledge:

- A broad knowledge and understanding should be assessed through oral or written questions of:
 - The issues that may arise out of failure to comply with project quality management plans; and
 - Options open to the candidate when investigating and addressing shortfalls in quality.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of activities carried out while managing the quality plan; and
- Written evidence of the outcomes of activities carried out whilst contributing to quality planning (e.g. emails, reports, recommendations).

JKR Specific – PM Tools as Evidence

- SPK JKR Documentation and Reports
- Construction Plan (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: Qualified Project Practitioner

UNIT 4: Support Quality Outcomes

ELEMENT 4.4: JKR Specific – Environmental Quality Plan

PERFORMANCE CRITERIA

RANGE OF VARIABLES

4.4.1 Contributions to Environmental Quality Planning (EQP) in projects are based on clear understanding on Environmental Management System of JKR (EMS).

- This activity is carried out within the range and scope of the candidate's authority and responsibility.

4.4.2 Coordinate with the Environmental Officer (EO) and facilitate the processes for the formation of EQP.

Appropriate people: Team members, subject matter experts, client/stakeholder.

4.4.3 Coordinate with procurement officer for the inclusion of Environmental Protection Works (EPW) bill-of-quantity in procurement document.

4.4.4 Clarifications sought by others are presented in a timely manner and in a way likely to promote and enhance positive working relationships.

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 the process to implement Environmental Management System of JKR should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Record of appointment of environmental officer in project team at pre-tender stage;
- EPW documents, BQ for EPW, specification and PDA; and
- Records of appointment of consultant for EIA and DOE approval on the EIA report.

JKR Specific – PM Tools as Evidence

- SPK JKR Documentation and Reports
- Construction Plan (C-Plan)
- Construction Quality Reports
- Environmental Management Plan
- 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: Qualified Project Practitioner

UNIT 4: Support Quality Outcomes

ELEMENT 4.5: JKR Specific – Implementation of Environmental Quality Plan

PERFORMANCE CRITERIA

RANGE OF VARIABLES

4.5.1 Records and documentation of Environmental Quality Plan (EQP) are maintained in accordance with set procedures.

- This activity is carried out within the range and scope of the candidate's authority and responsibility.

4.5.2 Others for whom the candidate has responsibility are briefed on their role in the achievement of EQP deliverables and questioned to ensure understanding and ability to comply.

Appropriate people: Team members, subject matter experts, client/stakeholder.

4.5.3 EQP outcomes are regularly checked to determine the effectiveness of EPW activities.

4.5.4 Shortfalls in EQP outcomes are investigated and reported to the project manager in a manner likely to ensure the initiation of timely and appropriate action and the maintenance of the project's momentum.

4.5.5 Issues of concern relevant to EQP management are clarified or checked with appropriate people and where necessary the issues are reported to project manager.

4.5.6 The completion or achievement of EQP objectives and deliverables are reported to the project manager in a timely manner.

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 the process to implement Environmental Management System of JKR should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Project EMP document and responsibility assignment;
- Monitoring programmes and reports inclusive of environmental performance evaluation;
- Register of NCR and the close out reports;
- Records of EMP review; and
- Achievement of EQP objectives report to Project manager.

JKR Specific – PM Tools as Evidence

- SPK JKR Documentation and Reports
- Construction Plan (C-Plan)
- Construction Quality Reports
- Environmental Management Plan
- 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: Qualified Project Practitioner
UNIT 5: Lead A Project Team
ELEMENT 5.1: Operate Effectively as Part of A Team

PERFORMANCE CRITERIA**RANGE OF VARIABLES**

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| <p>5.1.1 Contributions to team planning and decision making processes are positive, confident, and offered in such a way as to enhance working relationships.</p> <p>5.1.2 Criticism of the actions of others is honest, supportive, and presented in a manner most likely to build and maintain mutual trust and team spirit.</p> <p>5.1.3 Opportunities are regularly sought during own quiet periods to assist others.</p> <p>5.1.4 All activities within the project environment are conducted in such a manner as to promote team activities, goals and cohesion.</p> <p>5.1.5 Opportunities are regularly sought to participate in activities that promote the building of team spirit and professional capability.</p> <p>5.1.6 Feedback on own performance is regularly sought from others and used as the basis for improvement and self development.</p> | <ul style="list-style-type: none">• This activity is carried out within the range and scope of the candidate's authority and responsibility. |
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EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job and across a number of projects to ensure competency against the full range of criteria. Evidence supporting claims for competence must be obtained from on the job performance over a period of time.

Underpinning knowledge:

- A broad knowledge and understanding should be assessed through oral or written questions around:
 - Individual needs and working relationships within the team;
 - Ways in which support or assistance may be given to others; and
 - Examples of activities that assist in the building of team spirit and cohesion.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of activities carried out while operating as part of a team; and
- Written evidence of the outcomes of activities carried out whilst contributing to quality planning (e.g. emails, reports, recommendations).

JKR Specific – PM Tools as Evidence

- Responsibility Assignment Matrix
- Safety Risk Identification & Assessment Form
- Safety Management Plan
- Accident/Emergency Response Plan
- Appointment Letter

TITLE: Qualified Project Practitioner

UNIT 5: Lead A Project Team

ELEMENT 5.2: Establish and Maintain Productive Working Relationships

PERFORMANCE CRITERIA

- 5.2.1 The views and opinions of others are actively sought during task or activity planning and implementation.
- 5.2.2 Individual roles, responsibilities and ground rules for working relationships are discussed, clarified and established with appropriate others.
- 5.2.3 Responsibilities and duties are carried out in a positive manner and in a way that promotes cooperation and good relationships in the team.
- 5.2.4 Information is checked with others to ensure its appropriateness and completeness before distribution.
- 5.2.5 The style and method of communicating with others is appropriate to the situation and desired outcome.
- 5.2.6 Information and ideas are passed to others in a logical, concise and confident manner.
- 5.2.7 Feedback on the nature and quality of the working relationships is regularly sought from others and used as the basis for individual and team improvement and development.

RANGE OF VARIABLES

- This activity is carried out within the range and scope of the candidate's authority and responsibility.

Others: Project manager, team members, client/ stakeholder/s.

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job and across a number of projects to ensure competency against the full range of criteria. Evidence supporting claims for competence must be obtained from on the job performance over a period of time.

Underpinning knowledge:

- A broad knowledge and understanding of group dynamics should be assessed using written or oral questions on the implications of poor working relationships within the context and environment in which the candidate is working and the means for addressing and overcoming them.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of activities carried out while establishing and maintaining productive working relationships; and
- Written evidence of the outcomes of activities carried out whilst performing this element (e.g. emails, reports, recommendations).

JKR Specific – PM Tools as Evidence

- Responsibility Assignment Matrix
- Safety Risk Identification & Assessment Form
- Safety Management Plan
- Accident/Emergency Response Plan
- Appointment Letter

TITLE: Qualified Project Practitioner

UNIT 5: Lead A Project Team

ELEMENT 5.3: Contribute to Own and Team Development

PERFORMANCE CRITERIA

- 5.3.1 Own and team's responsibilities, levels of authority and personal performance criteria are agreed with the project manager prior to commencing task or project.
- 5.3.2 Gaps between own and team's skills and knowledge to carry out project tasks, and those required to ensure a successful outcome, are identified and plans made for bridging them.
- 5.3.3 Performance criteria and performance measurement processes are discussed and agreed with appropriate others.
- 5.3.4 Opportunities to maximise effectiveness in achieving project objectives through individual and team training and development are regularly sought.
- 5.3.5 Feedback on individual and team performance is positive, supportive, and offered in a manner that promotes self-esteem and motivates future contributions.
- 5.3.6 Career development is discussed with appropriate others and relevant activities are undertaken to improve long term individual and team effectiveness to the project and the organisation.

RANGE OF VARIABLES

- This activity is carried out within the range and scope of the candidate's authority and responsibility.

Appropriate others: Project manager, those for whom the candidate has responsibility.

Relevant activities: Any or a mix of the following: training, education, self-development, development, special tasks or projects, performing tasks outside or above current levels of responsibility.

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job during an actual project.

Underpinning knowledge:

- A broad knowledge and understanding of the processes followed in identifying and arranging staff training relevant to the candidate's organisation should be assessed using written or oral questions on:
 - The training and development activities available to the candidate and his/her team; and
 - The use of performance standards and criteria.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of activities carried out while contributing to own and team development; and
- Written evidence of the outcomes of activities carried out whilst performing this element (e.g. emails, reports, recommendations).

JKR Specific – PM Tools as Evidence

- Responsibility Assignment Matrix
- Safety Risk Identification & Assessment Form
- Safety Management Plan
- Accident/Emergency Response Plan
- Appointment Letter

TITLE: Qualified Project Practitioner

UNIT 5: Lead A Project Team

ELEMENT 5.4: JKR Specific – Implement and Supervise Health and Safety Plan

PERFORMANCE CRITERIA

RANGE OF VARIABLES

- 5.4.1 Contributions to Health and Safety plan throughout the life cycle of project are clear based on the understanding of OSH Act and Regulations and CIDB Safety Guidelines.
- 5.4.2 Health and safety records and documentation, non compliance reports, accident reports and near miss report are maintained in accordance with statutory regulation.
- 5.4.3 Key personnel and others for whom the candidate has responsibility are briefed on their roles in the implementation and achievement of health and safety outcomes and questioned to ensure understanding and ability to comply.
- 5.4.4 Shortfalls in safety and health outcomes are investigated and reported to the project manager in a manner likely to ensure the initiation of timely and appropriate action.
- 5.4.5 Deviation from the safety plan and measures are brought to the attention of the project manager in a timely and positive manner.
- 5.4.6 Health and safety issues are compiled and reported to the project manager for application in future projects.

- This activity is carried out within the range and scope of the candidate's authority and responsibility.

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job during an actual project or off the job using previous health and safety activities and records.

Underpinning knowledge:

- A broad knowledge and understanding should be assessed through oral or written question to show an understanding of:
 - The training and development activities available to the candidate and his/her team and;
 - The use of performance standards and criteria.

Supporting evidence may take the form of:

- Responsibility assignment matrix for H&S, work method statements and checklist;
- Briefing reports, training records;
- Minutes of meeting, non conformance reports and remedial action reports, accident reports, police reports, near miss reports; and
- Compilation of H&S issues report for Project Manager.

JKR Specific – PM Tools as Evidence

- Responsibility Assignment Matrix
- Safety Risk Identification & Assessment Form
- Safety Management Plan
- Accident/Emergency Response Plan
- Appointment Letter

TITLE: Qualified Project Practitioner
UNIT 6: Maintain Communications Flow
ELEMENT 6.1: Plan Communications Strategies

PERFORMANCE CRITERIA

- 6.1.1 The desired outcome of the project manager's communications strategy is identified, checked or clarified with the appropriate people, and used in the development of the team's reporting processes.
- 6.1.2 Information collection and dissemination is planned to make best use of available resources within the candidate's level of expertise and experience.
- 6.1.3 Communications equipment and systems are planned for, and used, in a manner that will promote and enhance safe and positive working conditions for self and others.
- 6.1.4 Contributions to the development and implementation of the project communications management plan, and feedback on its implementation and continued appropriateness to the project, are clear, positive and relevant.
- 6.1.5 Internal and external communications networks are established and used where appropriate.

RANGE OF VARIABLES

- This activity is carried out within the range and scope of the candidate's authority and responsibility.

Appropriate people: Project manager, other team members, subject matter experts.

Available resources: Team members, other project teams, internal and external networks, other means for sharing information such as newsletters, intranet etc.

Communications equipment: Computer, telephone, radio, cables and leads, audio/visual equipment.

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job and across a number of projects to ensure competency against the full range of criteria.

Underpinning knowledge:

- A broad knowledge and understanding of the communications processes that exist within the candidate's area and level or responsibility should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of activities carried out while planning communications strategies; and
- Written evidence of the outcomes of activities carried out whilst performing this element (e.g. emails, reports, recommendations).

JKR Specific – PM Tools as Evidence

- Network Diagram
- Contact List
- Communication Matrix
- Letter of Confirmation on Design Scope from Client
- Letter of Approval (Client/Authority)
- Contact Tracking
- Minutes of Technical Meetings/Coordination Meetings
- Handover and Maintenance Plan
- Handover Schedule
- Handover Certificate

TITLE: Qualified Project Practitioner
UNIT 6: Maintain Communications Flow
ELEMENT 6.2: Communicate Project Information

PERFORMANCE CRITERIA

- 6.2.1 The nature, form and purpose of information required throughout the project life cycle are clearly understood and communicated to those in the best position to provide it.
- 6.2.2 Information is gathered, validated, stored, retrieved, filtered and disseminated according to agreed procedures and in such a way as to enhance decision making processes.
- 6.2.3 Established filing and retrieval systems are used to store and manage information not of immediate use.
- 6.2.4 Information is recorded and maintained in a structured manner that ensures security and updatability of data.
- 6.2.5 Communications with others are carried out in such a way that there are no misunderstandings in purpose for, or desired outcome of, communication.
- 6.2.6 Written reports are clear, contain all of the required information, and prepared in accordance with the project communications management plan.
- 6.2.7 The style and method of communications are appropriate to the situation and the desired outcome at the time, and are in such a form as to promote clear understanding and enhanced working relationships.
- 6.2.8 Feedback and advice is sought from others in situations where the candidate's expertise or experience is insufficient to achieve the desired outcome.

RANGE OF VARIABLES

- This activity is carried out within the range and scope of the candidate's authority and responsibility.

Filing and retrieval systems: Soft and hard copies.

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job and across a number of projects to ensure competency against the full range of criteria.

Underpinning knowledge:

- A broad knowledge and understanding of the communications processes relevant to the candidate's project should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of activities carried out while communicating with others and managing the communications processes throughout the project team; and
- Written evidence of the outcomes of activities carried out whilst performing this element (e.g. emails, reports, recommendations).

JKR Specific – PM Tools as Evidence

- Network Diagram
- Contact List
- Communication Matrix
- Letter of Confirmation on Design Scope from Client
- Letter of Approval (Client/Authority)
- Contact Tracking
- Minutes of Technical Meetings/Coordination Meetings

TITLE: Qualified Project Practitioner
UNIT 6: Maintain Communications Flow
ELEMENT 6.3: Monitor and Review Communications

PERFORMANCE CRITERIA

- 6.3.1 Communications within the team, and between the team and others, are monitored and reviewed on an ongoing basis.
- 6.3.2 The effectiveness and relevance of the communications management plan are assessed against the desired quality criteria and variations between planned and actual outcomes are identified and analysed for their cause.
- 6.3.3 Lessons learned as a result of an analysis of the quality of team communications, and the appropriateness of the communications management plan to the team, are recorded and reported at the appropriate times to the project manager.
- 6.3.4 Issues of concern to the project team are reported in a clear and timely manner and in such a way as to promote their consideration for application in future projects.
- 6.3.5 Suggestions for improving management of the communications process are actively sought and implemented as appropriate, or reported to the project manager, in a timely and efficient manner.

RANGE OF VARIABLES

- This activity is carried out within the range and scope of the candidate's authority and responsibility.

Others: Project manager, other teams, client/ stakeholders, suppliers, sub-contractors.

Appropriate times: As detailed in the communications management plan.

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job and across a number of projects to ensure competency against the full range of criteria.

Underpinning knowledge:

- A broad knowledge and understanding of the processes for submitting suggestions and recommendations should be assessed using written or oral questions on:
 - The application of communications management techniques within the individual's area of expertise; and
 - Communications methods or procedures relevant to the candidate's workplace.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of activities carried out by the candidate while monitoring and reviewing communications within his/her area or level of responsibility; and
- Written evidence of the outcomes of activities carried out whilst performing this element (e.g. emails, reports, recommendations).

JKR Specific – PM Tools as Evidence

- Network Diagram
- Contact List
- Communication Matrix
- Letter of Confirmation on Design Scope from Client
- Letter of Approval (Client/Authority)
- Contact Tracking
- Minutes of Technical Meetings/Coordination Meetings
- Handover and Maintenance Plan
- Handover Schedule
- Handover Certificate

TITLE: Registered Project Manager
UNIT 6: Plan and Manage Communications
ELEMENT 6.4: JKR Specific – Issue Management: Administer Issues and Contribute to Issue Resolutions.

PERFORMANCE CRITERIA**RANGE OF VARIABLES**

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| <p>6.4.1 Contributions are based on the sound understanding of issue management plan and processes put in place.</p> <p>6.4.2 Issues of concern to the project team are reported in a clear and timely manner and registered in issue record log.</p> <p>6.4.3 Reports to project manager clearly define the issues by gathering and analysing facts relevant to the issues, outlining the impact, the parties involved and the timeliness the issues to be resolved. Issue resolution efforts are tracked by including them into project work plan.</p> <p>6.4.4 Resolved issues are registered. Issue resolutions are documented and communicated to the relevant parties and if there is any task need to be taken, the task is added to the work plan and monitored.</p> <p>6.4.5 Lessons learned from issue resolutions are communicated to team members, documented and keep in issue database.</p> | <ul style="list-style-type: none">• This activity is carried out within the range and scope of the candidate's authority and responsibility. |
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EVIDENCE REQUIREMENTS

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

Underpinning knowledge:

- A broad knowledge and understanding about issue management and processes should be assessed using written or oral questions.

Supporting evidence may take the form of:

- Records of issue register, work plan of the task to track issue resolution efforts;
- Reports of analysis on issues; and
- Records of communicating issues to relevant parties.

JKR Specific – PM Tools as Evidence

- Network Diagram
- Communication Matrix
- Letter of Confirmation on Design Scope from Client
- Letter of Approval (Client/Authority)
- Contact Tracking
- Minutes of Technical Meetings/Coordination Meetings
- Handover and Maintenance Plan
- Handover Schedule
- Handover Certificate

TITLE: Qualified Project Practitioner
UNIT 7: Implement Risk Management Plan
ELEMENT 7.1: Identify Risk Events

PERFORMANCE CRITERIA

- 7.1.1 Risk events and contingency measures appropriate to the candidate's area of responsibility are identified from the risk management plan and, where in doubt, confirmed or clarified with others.
- 7.1.2 Potential risk events are analysed to determine their effect on the tasks and activities allocated to the team and communicated to those most affected by them in a timely and clear manner.
- 7.1.3 Team discussions and meetings include the identification of new or emerging risks and potential contingency measures.
- 7.1.4 Risks emerging out of the team's activities or as a result of the actual or proposed implementation of aspects of the project plan are clearly identified and their impact determined, and reported to the project manager.
- 7.1.5 Reports of actual or potential risks events not previously identified are reported to the project manager in a clear, positive and timely manner.

RANGE OF VARIABLES

- This activity is carried out within the range and scope of the candidate's authority and responsibility.

Others: Project manager, team members, subject matter experts.

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job and across a number of projects to ensure competency against the full range of criteria.

Underpinning knowledge:

- A broad knowledge and understanding of the following should be assessed using written or oral questions on:
 - The way in which the candidate's organisation traditionally responds to risk events; and
 - The options open to the project manager and team leaders to address new and already identified risks.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of activities carried out by the candidate while identifying risks either from the project management plan or from during team activities; and
- Written evidence of the outcomes of activities carried out whilst performing this element (e.g. emails, reports, recommendations).

JKR Specific – PM Tools as Evidence

- Risk Register
- Risk Analysis
- Minutes of Phase Review Meetings

TITLE: Qualified Project Practitioner
UNIT 7: Implement Risk Management Plan
ELEMENT 7.2: Conduct Risk Management Activities

PERFORMANCE CRITERIA

- 7.2.1 Contingency plans are reviewed on an ongoing basis and, where required, tasks allocated to the candidate and/or team are clarified with the project manager before implementation.
- 7.2.2 Tasks relevant to the candidate and/or the team are assessed for their resource requirements and the impact that they may have on the team's ability to achieve other objectives.
- 7.2.3 Elements of the risk management plan affecting other activities for which the candidate is responsible are assessed for their impact on these activities and plans are made to minimise or avoid such impact.
- 7.2.4 Risk contingency measures are applied and monitored in accordance with the risk management plan.
- 7.2.5 Progress towards the achievement of the objectives of the risk management plan is reported to the project manager and other team members on a regular basis.
- 7.2.6 Deviations to the risk management plan outside of accepted variations are reported to the project manager in a clear and timely manner.

RANGE OF VARIABLES

- This activity is carried out within the range and scope of the candidate's authority and responsibility.

Risks: Those having an impact on the candidate's ability to achieve his/her objectives.

Contingency measures: Those for which the candidate is responsible or which have an impact on the candidate's area of responsibility.

Deviations: Caused by the candidate and/or his/her team, or imposed on the candidate and/or his/her team by circumstances or the application of other risk contingency measures.

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job and across a number of projects to ensure competency against the full range of criteria.

Underpinning knowledge:

- A broad knowledge and understanding should be assessed using oral or written questions regarding:
 - Other projects that may be affected by responses to the candidate's risk management should be assessed using written or oral questions; and
 - How, when and why risk identification, monitoring and reporting processes are implemented within projects in which the candidate and/or his/her team are involved.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of activities carried out by the candidate while implementing risk management plans; and
- Written evidence of the outcomes of activities carried out whilst performing this element (e.g. emails, reports, recommendations).

JKR Specific – PM Tools as Evidence

- Risk Register
- Risk Analysis
- Minutes of Phase Review Meetings



TITLE: Qualified Project Practitioner
UNIT 7: Implement Risk Management Plan
ELEMENT 7.3: Review and Assess Risk Management Outcomes

PERFORMANCE CRITERIA

- 7.3.1 Review and assessment of project outcomes to determine the effectiveness of risk management activities is carried out on an ongoing basis.
- 7.3.2 Risks to current and future projects are clearly and accurately documented, clarified with others to ensure accuracy and relevancy if required, and passed on to the project manager in sufficient detail and in a manner that ensures timely consideration and implementation.
- 7.3.3 Risk management issues and responses within the element of the project for which the candidate has responsibility are compiled and reported to the project manager for application in future projects.

RANGE OF VARIABLES

- This activity is carried out within the range and scope of the candidate's authority and responsibility.

Ongoing basis: As a minimum in accordance with the risk management plan.

Others: Subject matter experts, team members, project manager.

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job and across a number of projects to ensure competency against the full range of criteria.

Underpinning knowledge:

- A broad knowledge and understanding should be assessed using oral or written questions of the application of risk management tools and techniques within the review and finalisation process.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of activities carried out by the candidate while reviewing and assessing risk management outcomes; and
- Written evidence of the outcomes of activities carried out whilst performing this element (e.g. emails, reports, recommendations).

JKR Specific – PM Tools as Evidence

- Risk Register
- Risk Analysis
- Minutes of Phase Review Meetings

TITLE: Qualified Project Practitioner
UNIT 8: Support Project Procurement
ELEMENT 8.1: Plan for Procurement

PERFORMANCE CRITERIA

- 8.1.1 Tasks for which the candidate is given responsibility are analysed for resource requirements and the most appropriate means by which these can be fulfilled.
- 8.1.2 Procurement plans are scrutinised for aspects of relevance to the tasks allocated to the candidate and activities or contractual arrangements that may impact on the areas for which the candidate is responsible.
- 8.1.3 Analyses are carried out of the most appropriate sources for the resources required by the candidate, and how they would be procured, and a range of options prepared for approval by the project manager.
- 8.1.4 Documentation relevant to the sourcing and procurement of resources is complete, accurate, and in sufficient detail as to ensure that the organisation's legal and procedural requirements are met.

RANGE OF VARIABLES

- This activity is carried out within the range and scope of the candidate's authority and responsibility.

Resources: Goods and services.

Procurement plans: Developed by others but relevant to the project with which the candidate is engaged or other projects where tasks/resource requirements overlap those for which the candidate is responsible.

Documentation: Purchase orders, RFT/ RFQ/ EOI etc., contracts, agreements, memoranda of understanding.

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job and across a number of projects to ensure competency against the full range of criteria.

Underpinning knowledge:

- A broad knowledge and understanding should be assessed using oral or written questions of the documentation and legal responsibilities appropriate to the projects within the candidate's area of responsibility and level of authority.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of activities carried out by the candidate while making plans for procuring goods and/or services; and
- Written evidence of the outcomes of activities carried out whilst performing this element (e.g. emails, reports, recommendations).

JKR Specific – PM Tools as Evidence

- Procurement Plan
- Procurement Scope Document
- Letter from Ministry of Works or Treasury/State Financial Officer
- Letter of Intent
- Tender Document (Draft Contract including Partnering Arrangements)
- Letter of Acceptance

TITLE: Qualified Project Practitioner
UNIT 8: Support Project Procurement
ELEMENT 8.2: Contribute to the Selection of Sources

PERFORMANCE CRITERIA

- 8.2.1 Information on sources of required goods and/or services is gathered, evaluated within area of expertise, and recommendations made as appropriate to assist in the selection of preferred supplier/s.
- 8.2.2 Contributions to the development of tendering and contractual documentation are clear and positive, and presented in a manner and style appropriate to the intended audience.
- 8.2.3 Contributions provided in evaluating responses to determine agreed terms and conditions with preferred suppliers are based on candidate's area of expertise and responsibility.
- 8.2.4 Suggestions for supplier selection support equal opportunities and comply with legal and organisational requirements.
- 8.2.5 Communications with suppliers are handled in a manner and at a level and pace appropriate to their needs.
- 8.2.6 Records relating to the selection and appointment of suppliers are complete, accurate, clear and in accordance with legal and organisational requirements.

RANGE OF VARIABLES

- This activity is carried out within the range and scope of the candidate's authority and responsibility.

Supplier: Internal or external.

Procurement records are in accordance with the organisation's or project requirements.

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job and across a number of projects to ensure competency against the full range of criteria.

Supporting evidence can be gained using Recognition of Prior Learning processes.

Underpinning knowledge:

- A broad knowledge and understanding should be assessed using oral or written questions of the range of resources required in order to achieve the outcomes sought by the candidate and the most appropriate sources for them.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of activities carried out by the candidate while contributing to the identification and selection of suppliers of goods and services; and
- Written evidence of the outcomes of activities carried out whilst performing this element (e.g. emails, reports, recommendations).

JKR Specific – PM Tools as Evidence

- Procurement Plan
- Needs Statement (D&B)
- Procurement Scope Document
- Letter from Ministry of Works or Treasury/State Financial Officer
- Tender Document (Draft Contract including Partnering Arrangements)
- Letter of Acceptance
- Progress Report
- Certificate of Practical Completion

TITLE: Qualified Project Practitioner
UNIT 8: Support Project Procurement
ELEMENT 8.3: Supervise Goods and Services Supply

PERFORMANCE CRITERIA

- 8.3.1 The nature and extent of goods and services to be supplied are understood or, where uncertainty exists, clarified with others prior to accepting responsibility for supervising supply.
- 8.3.2 Supplies are received, checked for completeness against relevant requisition documentation, and registered in accordance with project procurement plans.
- 8.3.3 The application and use of resources are monitored against relevant agreements.
- 8.3.4 Goods or services that are no longer available or found to be inappropriate to the task are noted and reported to the project manager in a timely manner.
- 8.3.5 Where appropriate, alternative sources are identified and procured in sufficient time to allow for ongoing achievement of project and task objectives with as little disruption as possible.
- 8.3.6 Where alternative resources are unavailable, timely remedial action is implemented with guidance from the project manager or client/ stakeholder.

RANGE OF VARIABLES

- This activity is carried out within the range and scope of the candidate's authority and responsibility.

Remedial action: Recommendations to and, where appropriate, application of changes to scope, plan or processes.

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job and across a number of projects to ensure competency against the full range of criteria.

Supporting evidence can be gained using Recognition of Prior Learning processes.

Underpinning knowledge:

- A broad knowledge and understanding should be assessed using oral or written questions of the means available to the candidate to effectively and efficiently carry out supervision of the supply of goods and services.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of activities carried out by the candidate while supervising goods and services supply; and
- Written evidence of the outcomes of activities carried out whilst performing this element (e.g. emails, reports, recommendations).

JKR Specific – PM Tools as Evidence

- Needs Statement (D&B)
- Procurement Scope Document
- Tender Document (Draft Contract including Partnering Arrangements)
- Letter of Acceptance
- Progress Report
- Certificate of Practical Completion

TITLE: Qualified Project Practitioner
UNIT 8: Support Project Procurement
ELEMENT 8.4: Conduct Finalisation Activities

PERFORMANCE CRITERIA**RANGE OF VARIABLES**

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|--|--|
| 8.4.1 Testing and acceptance of supplies are undertaken within candidate's area of responsibility and level of expertise. | • This activity is carried out within the range and scope of the candidate's authority and responsibility. |
| 8.4.2 Testing processes are sufficiently rigorous to determine quality and fitness against the desired project or task outcomes and, where uncertainty exists, are clarified with others. | Others: Subject matter experts, team members, project manager. |
| 8.4.3 Procurement management and supervision activities are reviewed for their effectiveness and reported to the project manager along with recommendations for future improvements where appropriate. | |
| 8.4.4 Procurement management issues and responses are reported to the project manager in a clear and timely manner and in such a way as to promote their consideration for application in future projects. | |

EVIDENCE REQUIREMENTS

Evidence of competence at this element should be established on the job and across a number of projects to ensure competency against the full range of criteria.

Supporting evidence can be gained using Recognition of Prior Learning processes.

Underpinning knowledge:

- A broad knowledge and understanding should be assessed using oral or written questions of the acceptance testing processes available to the candidate.

Supporting evidence may take the form of:

- Direct observation;
- Feedback from others on the appropriateness and quality of activities carried out by the candidate while finalising project outcomes within the candidate's area and level of responsibility; and
- Written evidence of the outcomes of activities carried out whilst performing this element (e.g. emails, reports, recommendations).

JKR Specific – PM Tools as Evidence

- Procurement Plan
- Needs Statement (D&B)
- Procurement Scope Document
- Tender Document (Draft Contract including Partnering Arrangements)
- Letter of Acceptance
- Progress Report
- Certificate of Practical Completion

Summary of PM Tools as evidence required for the certification for Qualified Project Practitioner

Unit	Element	Evidence from PM Tools
1. Contribute to Project Scope Management	1.1 Contribute to Scope Definition	<ul style="list-style-type: none"> • Appointment Letters • Q-Plan • Scope Definition • Minutes of Meetings with Client and Project Team • Project Brief Guideline • Change Register • Design Review Checklists • Technical Design Brief • Preliminary Design Drawings Register • Minutes of Pre-Construction Meetings • As-built Drawing Register • Asset Register
	1.2 Apply Project Scope Controls	
	1.3 Contribute to the Achievement of the Scope Management Plan	
2. Supervise Time Management Activities	2.1 Contribute to the Development of Project Schedules	<ul style="list-style-type: none"> • Work Programme in Ms Project • Contractor's Work Programme • EOT Register • Standard Response Letter to EOT • Progress Report
	2.2 Manage Project Schedule	
	2.3 Assess and Review Time Management Outcomes	
3. Supervise Expenditure	3.1 Contribute to Project Budget Development	<ul style="list-style-type: none"> • Work Programme in Ms Project • Contractor's Work Programme • EOT Register • Standard Response Letter to EOT • Progress Report
	3.2 Monitor Project Costs	
	3.3 Finalise Cost Management Activities	

Unit	Element	Evidence from PM Tools
4. Support Quality Outcomes	4.1 Contribute to Quality Planning	<ul style="list-style-type: none"> • SPK JKR Documentation and Reports • C-Plan • Construction Quality Reports • Environmental Management Plan • 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
	4.2 Implement Project Quality Management Plan	
	4.3 Monitor Processes to Ensure Continuous Improvement	
	4.4 JKR Specific – Environmental Quality Plan	
	4.5 JKR Specific – Implementation of Environmental Quality Plan	
5. Lead a Project Team	5.1 Operate Effectively as Part of A Team	<ul style="list-style-type: none"> • Responsibility Assignment Matrix • Safety Risk Identification & Assessment Form • Safety Management Plan • Accident/Emergency Response Plan • Appointment Letter
	5.2 Establish and Maintain Productive Working Relationships	
	5.3 Contribute to Own and Team Development	
	5.4 JKR Specific – Implement and Supervise Health and Safety Plan	
6. Maintain Communications Flow	6.1 Plan Communications Strategies	<ul style="list-style-type: none"> • Network Diagram • Contact List • Communication Matrix • Letter of Confirmation on Design Scope from Client • Letter of Approval (Client/Authority) • Contact Tracking • Minutes of Technical Meetings/Coordination Meetings • Handover and Maintenance Plan • Handover Schedule • Handover Certificate

Unit	Element	Evidence from PM Tools
	6.2 Communicate Project Information	<ul style="list-style-type: none"> • Network Diagram • Contact List • Communication Matrix • Letter of Confirmation on Design Scope from Client • Letter of Approval (Client/Authority) • Contact Tracking • Minutes of Technical Meetings/Coordination Meetings
	6.3 Monitor and Review Communications	<ul style="list-style-type: none"> • Network Diagram • Contact List
	6.4 JKR Specific – Issue Management : Administer Issues and Contribute to Issue Resolutions	<ul style="list-style-type: none"> • Communication Matrix • Letter of Confirmation on Design Scope from Client • Letter of Approval (Client/Authority) • Contact Tracking • Minutes of Technical Meetings/Coordination Meetings • Handover and Maintenance Plan • Handover Schedule • Handover Certificate
7. Implement Risk Management Plan	7.1 Identify Risk Events	<ul style="list-style-type: none"> • Risk Register
	7.2 Conduct Risk Management Activities	<ul style="list-style-type: none"> • Risk Analysis
	7.3 Review and Assess Risk Management Outcomes	<ul style="list-style-type: none"> • Minutes of Phase Review Meetings
8. Support Project Procurement	8.1 Plan for Procurement	<ul style="list-style-type: none"> • Procurement Plan • Procurement Scope Document • Letter from Ministry of Works or Treasury/ State Financial Officer • Letter of Intent • Tender Document (Draft Contract including Partnering Arrangements) • Letter of Acceptance

Unit	Element	Evidence from PM Tools
	8.2 Contribute to the Selection of Sources	Procurement Plan Needs Statement (D&B)
	8.3 Supervise Goods and Services Supply	Procurement Scope Document
	8.4 Conduct Finalisation Activities	Letter from Ministry of Works or Treasury/ State Financial Officer Tender Document (Draft Contract including Partnering Arrangements) Letter of Acceptance Progress Report Certificate of Practical Completion

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