

 **AIPM Presentation**

The Leap to Professionalism

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1. Project Management as a career

1.1 Where did it start for us?

Many Project Managers or Team Members beginning their careers find that the challenges that they face are based on many different backgrounds and situations. The different introductions to Project Management include:

- Change in career or a graduation – where little or no project experience presents a major challenge in getting started;
- Managers of people – experienced in this area, and keen to expand to manage dynamic teams to deliver unique projects;
- Technical experience – many years performing and gaining experience in the technical presentation of projects, progressing into the delivery of these projects including a new skill set requirement; and
- The “Accidental Project Manager” – who suddenly realises she / he has a project to deliver (having the necessary ability), but not the experience or support.
- Everyone inadvertently has been involved in the development of a project, including weddings, parties, and election campaigns. Indeed having a family is a project and if you try not to think too much about the initiation phase, we all as parents develop, love and nurture our little projects to hopefully a successful outcome. It means that we have to develop new communication skills along the way, and our leadership skills are tested by our determination that certain levels of education are completed. If as part of the business plan a cost analysis was completed upfront in outturn dollars, few plans would get past a go-no go exercise.

1.2 Skills and building knowledge

Most people starting out in Project Management are unaware of the theories in Project Management and the process to getting the support and experience to understand and implement these theories.

Wherever we started our Project Management careers, we all have a different grounding in what are known as “hard” (technical) and “soft” (interpersonal) skills. People who have a background in technical skills usually have a tendency to pick up these hard skills quite quickly, whilst they need to work on the development of communication and relationships evidenced as soft skills.

2. The AIPM 3 Levels of Certification

The Australian Institute of Project Management is the peak body of representation of professional project managers in Australia and as at May 2010 has a total membership of 9652, of which 3184 have RegPM status. In Tasmania we currently, as at the end of June, have 113 members, of which 31 have RegPM status. In 2007/08, AIPM developed Professional Competency Standards for Project Management, which required a gap assessment of a 50% assessment and 50% Continuous Professional Development (CPD, based on points accumulation in relation to project management, including qualification, attendance at seminars and conferences, and serving the project management body on Councils).

The aim of this seminar is to not only introduce project managers to the benefits of certification, but to also encourage those who have yet to make the upgrade from the previous levels to the new levels of certification.

To this end certification provides a strong recognised skills base and provides surety in the future of the profession, in terms of mentoring future project managers and providing clients and service providers with confidence in the delivery of projects.

The levels of certification do not mean that once a project director, always a project director. During my career, I have found myself moving through the three levels and filling a role as required. I am just as happy to be part of a team delivering a project that further develops my skills and gives me a better understanding of different cultures (be they overseas, or indeed the difference between being a Client project manager, being a service provider, which requires dealing with local, Federal or international clients).

2.1 Certified Practicing Project Practitioner

Many people are happy performing a vital part of delivering a project and do not wish to develop further. Indeed many of these team members are more skilled at what they do than most project managers. Some of these qualities are expressed by undertaking the management of:

- Scheduling
- Analysis
- Coordination
- Stakeholder engagement
- Quality
- Project control

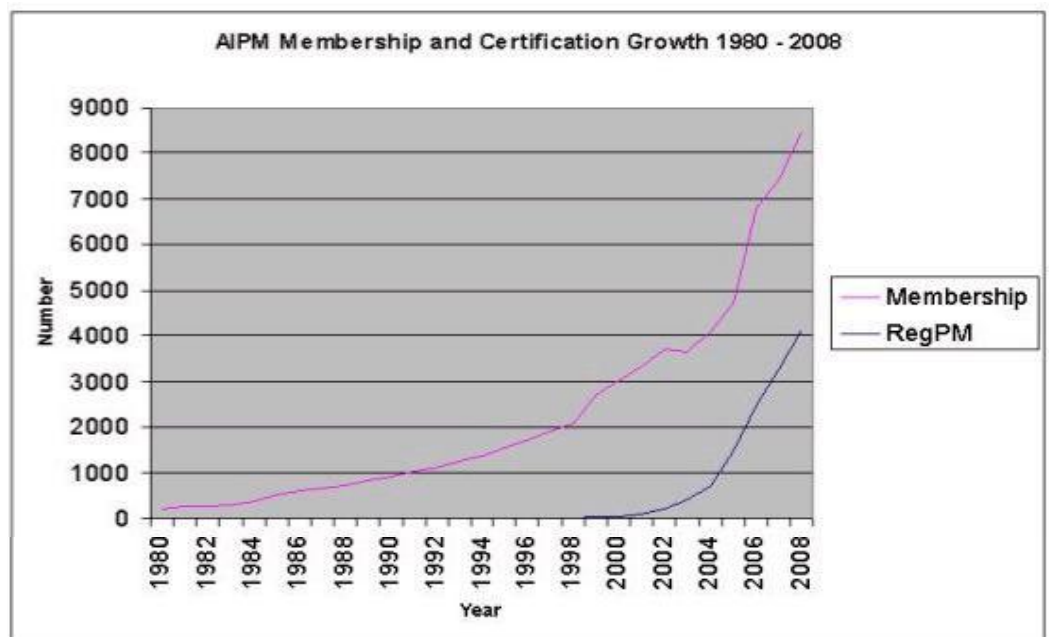
Some of these steps (from experience as an assistant project manager) develop further into a progression through to management of projects.

2.2 Certified Practicing Project Manager

The Project Manager has the responsibility and accountability for meeting all the objectives of the project. To do this role, the project manager must have a complete understanding of the 9 functions of project management in accordance with the Project Management Book of Knowledge (PMBok) - scope, time, cost, quality, human resources, communications, risk, procurement, and the ability to integrate all of these functions to achieve the project outcomes.

2.3 Certified Practicing Project Director

This competency allows Clients and service providers to have confidence in the Project Director's ability to deliver a number of projects concurrently being undertaken by individual project managers.



3. How do we gain certification?

The pre-requisite to gaining certification by AIPM is to become a member of the Institute. Information on the different levels and whether your organisation is a corporate member is available on the AIPM website, www.aipm.com.au

There are 2 direct methods of attaining recognition by AIPM as being competent to perform the delivery of projects. The first is through qualification which includes assessment to obtain certification, whilst the second is through a workplace assessment of your capability to deliver a project (or part of).

It is important to remember that there is no “failure” tag assigned to assessments, the candidate is found to be “competent”, or “not yet competent”. If the assessment is found to be “competent”, then the process continues with an assessor report to the AIPM, notification of success, and the issue of a certificate at the level sought. If the assessment is found to be “not yet competent” the process continues with the candidate choosing how to complete identified remedial action.

3.1 Qualification

A formal level of educational attainment, as determined by a university, TAFE, or Registered Training Authority can lead to obtaining competency in project management.

Obtaining a project management qualification will certainly provide you with a strong basis for completing the RegPM program. In particular, it should equip you with the necessary knowledge base for undertaking the RegPM. To ensure that the course you undertake does cover the required knowledge areas, you should select a course which has been endorsed by the AIPM.

Having completed a training course that aligns with the following, it is usual for the training facility to offer an assessment report that will lead to certification:

CPPP – Australian Qualification Framework AQF4 – Certificate 4

CPPM - Australian Qualification Framework AQF5 – Diploma in Project Management

CPPD - Australian Qualification Framework AQF6 – Advanced Diploma in Project Management

The basis for certification is that evidence supplied along with the qualification is suitable for AIPM to provide certification. This evidence is assessed as being valid, authentic, current, reliable and sufficient to demonstrate competency in all criteria against the standards.

3.2 Certification

Certification is the method used by professional institutes to recognise individuals who have attained a professional Standard.

3.2.1 Getting started in this process

- Register for the RegPM assessment
- Contact an assessor
- Download a copy of the Assessment Record Book from the AIPM website
- Collate evidence, knowledge and a comprehensive CV
- Identify gaps and deficiencies
- Resolve any issues
- Assessor reports to AIPM
- The RegPM Certificate is issued

There is a comprehensive list of assessors on the AIPM website; however, Tasmania has Shane Weller, an AIPM Chapter Councillor, available to fill this role within the State. Shane meets the criteria required in being a qualified project management professional (CPPD), a qualified workplace assessor, and endorsed by AIPM.

3.2.2 Assessment

Assessment planning

Assessment planning triggers the detailed process of assessment. The purpose is to prepare the candidate for an assessment by the most effective and efficient processes possible.

Assessment interview

The assessment interview is the most critical of the evidence stages. It is the defining activity from the perspective of assessment quality and, hence, the overall integrity of the certification framework.

Formative and summative assessment

Depending on your level of preparation, an assessment may be conducted in a single assessment interview, or it may be conducted by formative and summative interviews. The difference between formative and summative assessment is related to the purpose of those interviews rather than the methods used to conduct either stage.

- **Formative assessment** - The purpose of a formative assessment is to review the evidence presented by you and to judge gaps between the evidence elements presented and the competency requirements.
- **Summative assessment** - The purpose of the summative assessment is to conclude the evidence collection and review process, to reach an assessment decision and to advise you of the overall assessment outcome.

3.2.3 Review of competencies

Review each competency (function of project management) & **consider ..**

“...Do I do this....?”, or

“...Do I have responsibility for it?”

“...Do I have evidence to ‘prove’ it....?”

“.Do I know up-front, that I have some ‘gaps’ in my knowledge / skill bank?”

3.2.4 Evidence for assessment

Evidence for assessment can include the following (as examples):

• Business Case	• Issues Log
• Project Plan	• Status Reports / Minutes
• Schedule	• End of Project Report
• Risk Plan	• RFT/EOI/Quote etc
• Communications Plan	• Change Request/Log
• Quality Plan	• Audit Report
• Resource Plan / Budgets	• Deliverable Acceptance Sheet
• References	• Supplier selection advice
• Assessor observations	• emails

As shown above the required evidence can take many forms to provide the evidence required, however this evidence must be formal and relate to the competencies. Many great ideas and fortunes have been made by outlines on the back of envelopes or beer coasters; however they do not meet the needs of assessment.

3.3 Peer support

To gain certification while undertaking a full time job delivering projects can be somewhat daunting and time consuming. The hardest part is always where to start, and to help this process get underway the Tasmanian Chapter of AIPM has established a peer support group to provide information, analysis, and encouragement.

The more certified project managers we have in Tasmania can only benefit the profession in Tasmania and meet the needs of industry in having confidence that suitably qualified people are delivering projects to successful outcomes.

An action from this seminar is to gauge the needs of project managers in this area and formalise sessions if needed to analyse gaps in reaching certification (either before or during assessment). These sessions could be either formal or informal discussions to suit the individual.

Project managers who are prepared to be peer support members are:

Kathy Kuryl Tas Chapter President kathy.kuryl@gmail.com

Maria Skillern Tas Chapter Secretary maria.skillern@dpac.tas.gov.au

Kath Wilson Tas Chapter Vice President kath.wilson@auroraenergy.com.au

Mike King Tas Chapter Councillor Mike.King@ghd.com

Other members to be advised.

4. The benefits of certification

Certification is of significant importance in the project management field and refers to the evaluation and recognition of the skills, knowledge, and/or competence of a practitioner in the field. It has many benefits, including the following:

- Personal improvement and development, improve your knowledge, skills and capabilities in project management;
- Recognition for Project Management capabilities, not only in the marketplace, but also within your organisation, over and above your technical skills;
- Career path from project team member to project manager or program director;
- Inclusion on the AIPM Register of Project Managers and the use of post nominal letters;
- Gain a competitive advantage over non-Registered Project Managers.

5. Tips and hints to certification

There are a number of ways to make it easier to complete the requirements for assessment and gain certification. If you are an experienced project manager or team member, then you will have the appropriate 3,000 to 4,500 contact hours on projects to easily answer questions and provide evidence through these projects to take to an Assessor.

However, if this is not the case then you could be better advised to treat the process as a project and outline the steps and timing required to meet your objectives. Generally, if you have been involved in projects for at least 2 years, the process could take up to 3 months. If you are relatively new to the process it could take up to 12 months to complete, as there will possibly be skill gaps identified, and there may be a need to undertake additional project management training.

5.1 Tips to completing the process

The following are tips on how to begin the process and follow it through:

- Assessment Record Book (ARB) – download a copy from the AIPM website, and read through the document before registering for RegPM assessment.
 - Make yourself aware of the Project Management Book of Knowledge (PMBok) and the elements you need to understand for assessment.
 - Identify areas of perceived shortcomings that will require further experience or training, by setting up a project schedule to document a baseline audit for each element
 - Understand the requirements of the ARB, and talk it through with an experienced colleague or better still, a mentor that is available to provide advice or test your skill level through questions and evidence.
 - Understand why you need to do a task, or why is that task required?
- Contact a member of the peer support group, and seek advice on the ARB or finding a mentor to guide you through some elements of the process.
- Having identified a gap in your requirements, ask PM's within your organisation if there are task that you can undertake. This not only frees up their time, but provides you with valuable experience. This may take the form of status reports, or even taking minutes of meetings.
- Many people donate time to organisations through volunteering. Some tasks undertaken through this process are valuable experiences which can be documented, authorised, and form part of assessments.
- Training – identify courses that will benefit your advancement and provide methods of improving your skills.

- File any body of evidence from study undertaken as a work placement for a Certificate 4 or Diploma.
- Make contact with your Assessor as early as possible. He / she needs to be aware that you are underway, in order to plan the best method of delivering the assessment.
- Align with a current project that you are undertaking and run a parallel process, i.e. a log book to track the elements of project management. This will allow you to think more about project management roles, plan elements that need to be addressed, and be part of continuous learning in project management. It will also become a link or repository for evidence for each element.

5.2 Assessors – the assessment process

Additionally, there is an Assessor Network Committee (ANC) which must:

- establish Rules and Procedures for Assessors;
- issue regular Assessor Network News(letters);
- monitor the performance of Assessors and adherence to the terms of their engagement (the AIPM establishes the criteria for being included on the Register of Assessors);
- conduct annual workshops for RegPM Assessors.

6. Register of Project Managers

Having met the requirements of the certification process, your inclusion on the Register of Project Managers is for three years from the date of issue for the RegPM, subject to continual financial membership of the AIPM. After the initial three years, RegPM recipients must renew their registration.

Essentially, once certification is achieved, obtaining Continuous Professional Development (CPD) points is the only approved process by which a certified person can maintain their certification at the level at which they are currently certified (To upgrade to a higher level requires a new assessment). CPD is the process by which a professional person maintains the quality and relevance of their skills throughout their working life.

CPPP – 40 points over three years

CPPM – 60 points over three years

CPPD – 80 points over three years

The *CPD Categories and Points Table* lists a number of categories for gaining and calculating points. This table is attached as Appendix C.

Finally, having reached certification, make yourself available to mentor another potential project manager through the process.

7. References

Australian Institute of Project Management – www.aipm.com.au

Australian Institute of Project Management - Northern Territory – 8th April 2009 event, presented by Chris Mansfield AIPM Certification & Assessment Manager

Australian Institute of Project Management - Continuing Professional Development Requirements, How to achieve, How to log, as at 1st June 2010

Nankivel, J – Starting Your Project Management Career, *PM World Today*, June 2010 Vol XII, Issue VI

About the presenter

Mike King throughout his employment with GHD has always been a member of teams delivering projects in one form or another. One winter's Friday afternoon he received a phone call that has changed his professional life, finding himself landing in Da Nang 2 weeks later as part of a team delivering a World Bank project. Since then he has helped deliver major projects in Bangkok and Ho Chi Minh City, whilst also managing design and construct wastewater schemes in rural Victoria.

During this period he gained certification as a CPPM and CPPD, and on his return to Tasmania was seconded to the Department of Infrastructure Energy and Resources (DIER) as a Project Manager delivering road projects including a role on the Brighton Bypass. He has since returned to the GHD Hobart Office as a group manager and Senior Project Manager.

Mike has been a member of the AIPM for a number of years and is currently a member of the State Chapter Council. He has been a member of the National Chapter Affairs Council and currently serves on the National Knowledge and Research Council. His qualifications in project management include:

- Diploma in Project Management – UNE Partnerships (AQF5)
- Advanced Diploma in Project Management – UNE Partnerships (AQF6)
- Graduate Certificate in Project Management – University of New England, Armidale NSW
- Master in Business Administration, majoring in project management and international business – University of New England, Armidale NSW
- GHD – Managing Multi-disciplinary projects – Hain Consulting (AIPM endorsed course), part complete

Appendix A

RegPM

Frequently asked questions

RegPM FAQ

How long does it take?

If you have been involved in project management for **at least** two years, the program may take up to three months to complete. If you are relatively new to project management, the program may take up to 12 months to complete. It may take longer if, in the process of addressing the performance criteria, you identify skills gaps which require you to undertake some additional project management training.

The assessment process itself will vary depending on how long it takes a candidate to compile the evidence.

What are the benefits?

- identify any skills gaps;
- improve your knowledge, skills and capabilities in project management;
- gain a competitive advantage over non-Registered Project Managers;
- gain recognition from the peak body for project management in Australia for your capabilities in project management;
- gain recognition in your organisation for your project management capabilities, in addition to your technical capabilities;
- identify a path for progressing your career - from project team member to project manager to project director or program manager; and
- inclusion on the Register of Project Managers.

Am I entitled to use post-nominals after I have been awarded the RegPM?

After you have been awarded a RegPM award at one of the three levels, you will be able to add the following after your surname:

CPPP Certified Practicing Project Practitioner

CPPM Certified Practicing Project Manager

CPPD Certified Practicing Project Director

Is the RegPM award industry-specific?

The RegPM award program is generic. It is based on the Professional Competency Standards for Project Management, which was developed using cross industry feedback.

Assessors for the RegPM will have a background and experience in a particular industry or profession, and this may be of added value to a candidate. It is important to note however that Assessors must assess against Competency Standards for Workplace Training & Assessment and not against industry codes or practices, particularly if those codes or practices are inconsistent with the PCSPM.

What is involved in the assessment process?

The assessment process need not be arduous if you prepare adequately for it. An AIPM Registered Assessor is interested in ensuring that high standards of compliance with the Standards for Workplace Assessment are maintained, and will therefore ensure that you satisfy strict skills application criteria ie the workplace assessor must be able to match your workplace performance in project management to each of the performance criteria within the units of competency.

Sometimes the generic Competency Standard (PCSPM) statements are difficult to relate to your workplace. It is your Assessor's responsibility to understand your work environment and relate the Competency Standard to the specifics of your environment. It is your responsibility to gather evidence of application in what you do in project management, and align the evidence to the framework advised by the assessor.

The assessment process is therefore quite straight-forward. You have already applied for assessment. You have selected an Assessor and discussed your workplace specifics so the assessment can be conducted 'in context' (ideally modified, and annotated to your requirements). You then:

- gather evidence of a current and ideally one other completed project for each of the performance criteria
- prepare for workplace assessment
- complete the process
- receive advice from your assessor regarding meeting the criteria
- receive your certificate

Of course there are many ways the assessment may go. Many assessors will combine compilation of evidence with interviews with you and your peers/supervisor; and/or observe your performance in the workplace (i.e. spend an hour or two with you and review your project and what you are currently doing, with what templates/ processes / tools). Sometimes a gap will be evident, either in your practice or in your organisation's framework, and additional evidence or effort may be required. If there is a knowledge and therefore application gap, training may be recommended in a specific subject.

At the time of the assessment, you will be found either **competent** or **not-yet-competent**. If the former, then the process continues with an assessor report to the AIPM, notification of success to you, and receipt of a certificate at the level sought. If not-yet-competent, the assessor will advise you of the requirement and you can choose how to fill the gap. This is your prerogative, and your actions are not confined to dealing with the assessor for remedial action.

Most importantly, the whole process need not take a long time. Stage A can be reached as quickly as you can compile evidence (either you satisfy all requirements, or other actions are recommended to you to 'fill the gap'). In your interests this should take no more than 3 months. Again the Stage B remedial action is up to you – it may be as simple as finding/ clarifying evidence, or may require you choosing a training provider to resolve a 'gap', or tackling your organisation for clarity on particular processes/ templates provided. Once resolved, the assessor must complete the assessment process expediently – he/she should have provided very clear directions to you, and if you respond accordingly, the assessment report can be finalised and the process completed.

So try to stay in control of the process: it is designed for your convenience. If it is not proceeding to your satisfaction, please advise the Certification & Assessments Manager at AIPM National Office, and it will be addressed immediately.

Is there a process in place to "quality assure" the assessment process?

Additionally, there is an Assessor Network Committee (ANC) which must:

- establish Rules and Procedures for Assessors;
- issue regular Assessor Network News(letters);
- monitor the performance of Assessors and adherence to the terms of their engagement (the AIPM establishes the criteria for being included on the Register of Assessors);
- conduct annual workshops for RegPM Assessors.

Once I am included on the Register of Project Managers, how long does this registration last?

Registration and inclusion on the Register of Project Managers is valid for three years from the date the RegPM award is issued, subject to continued financial membership of the AIPM. After three years, RegPM award recipients must renew their registration to remain on the Register.

Do I have to continue to be an AIPM member to remain certified?

Certification is restricted to financial members of the AIPM. For your certification to remain valid you need to remain a financial member by paying your annual membership renewal fee.

What is the difference between the different certification systems?

There are a few certification systems for project managers. The certification page on wikipedia is available for further reading.

I have a project management qualification. Does that qualify me as a RegPM?

There is a difference between a **certification** (issued by a professional body) and a **qualification** (issued by a university, TAFE, Registered Training Authority etc). Traditionally, qualifications issued by universities and other higher education institutions do not include a competency-based component in the assessment criteria - the assessment component usually comprises of exams and assignments.

Obtaining a project management qualification will certainly provide you with a strong basis for completing the RegPM program. In particular, it should equip you with the necessary knowledge base for undertaking the RegPM. To ensure that the course you undertake does cover the required knowledge areas, you should select a course which has been endorsed by the AIPM.

Some of the courses endorsed by the AIPM are provided by universities and RTA's who are able to issue qualifications. Some of these courses also include a competency-based assessment component i.e. the compilation of a logbook. As a result, you may be able to use the same logbook to obtain both the qualification from the university or RTA, and for the RegPM program. When enrolling in a course which has a competency-based assessment component, you should inform the course coordinator that you are also enrolled in the RegPM program.

I have a "PMP" - does this qualify me for the RegPM award?

The PMP is the certification awarded by the *Project Management Institute* (PMI). The PMP is not competency-based. It has two elements - knowledge and experience. As a result, a PMP contributes to Associate level membership.

As the PMP is not a competency-based certification program, it **does not qualify a person for the RegPM**. However, the knowledge base of the PMP is the same as the knowledge base for the RegPM. The PMP therefore provides a strong foundation for those undertaking the RegPM.

Will the new PCSPM standards affect me if I commenced the program under the previous Standards?

The Professional Competency Standards for Project Management (PCSPM) became active in June 2008. Please see the PCSPM page for information on transitional arrangements for your RegPM.

The National Competency Standards for Project Management (NCSPM) were **finalised in 2004 and were active until June 2008**.

What if I fail?

There is no pass or fail criteria - only 'competent' or 'not yet competent'. You continue through the program, working with your Assessor, until such time as you are considered 'competent' according to the performance criteria documented in the Professional Competency Standards for Project Management.

I am not currently working in project management. Am I still able to enrol in the program?

The RegPM is essentially a **workplace** assessment program. When compiling the logbook for the RegPM, you must be able to provide evidence from a recent project or projects for each performance criteria. This will be easier to do if you are currently working on a project(s). If you are not working on a project, then it may take longer to gather the evidence unless you have access to evidence from earlier projects. It is also possible to complete the program using evidence of your project management capabilities applied in some other context e.g. projects you may be involved in for volunteer associations. You will need to discuss these issues with your Assessor. Additionally, if you are having difficulty identifying a project or gaining access to information, you will need to discuss these issues with your Assessor.

I am not resident in Australia. Can I still enrol in the program?

Although from a workplace assessment perspective, it is often useful for your Assessor to observe you in your working environment, it is not essential. A number of overseas candidates have successfully completed the program, communicating with their Assessors by email and by teleconference.

Assessors on the Register of Assessors have indicated whether they are available to assess overseas and/or interstate candidates.

Appendix B

Professional Competency Standards

Frequently asked questions

Professional Competency Standards for Project Management

AIPM's Competency Standards have been developed to meet the requirements of the project management profession.

The Professional Competency Standards for Project Management are divided into four sections, based on their content.

The documents are for public use. We require you complete a short form prior to downloading the documents.

[A set of questions and answers on the competency standards are available for download.](#)

[Click here for competency standards and certification questions and answers](#) in HTML.

For introductory information on the PCSPM [please see this powerpoint.](#)

[Questions and answers](#) on the standards are also available.

[Request Part A](#) - Introduction

[Request Part B](#) - Certified Practicing Project Practitioner

[Request Part C](#) - Certified Practicing Project Manager

[Request Part D](#) - Certified Practicing Project Director

Background

In the early 1990s the AIPM developed project management competency standards for the AIPM registration process (RegPM). These standards were later incorporated into a number of national Training Packages aligned to the Australian Qualification Framework (AQF) levels 4, 5 and 6. Since then the project management body of knowledge and industry expectations of project management have increased substantially. As a result industry has voiced the need for;

- Upgrading the standards to meet industry needs. The Standards for Project Practitioner, Project Director and Project Director contained in this document reflect this upgrading.
- Higher levels of performance from project managers, particularly those working at the senior management level. Standards for new levels of Senior Project Manager are under consideration and standards for Executive Project Director are under development.

These Standards are for AIPM use in assessing applicants for the RegPM program. The intention is that the Standards contained in this document will be adjusted to suit the AQF requirement and then submitted to Innovation and Business Skills Australia (IBSA) for consideration as the new National Standards for project management within the Vocational Education and Training sector.

Development of the Standards

The content of the Standards has been based on a review and alignment of the following national and international project management standards.

- AIPM project management standards
- International Project Management Association (IPMA) standards

- UK Association of Project Management (APM) standards
- US Project Management Institute (PMI) standards
- Complex Project Managers standards Commonwealth of Australia
- Innovation and Business Services Australia (IBSA) project management standards

Development of the Standards included a desk top review of current research in areas of skill gaps in project management, future PM trends and a review of existing international standards such as those mentioned above. From this research, gaps in existing standards and areas where project management practice was falling short were identified. These findings provided the framework for the first draft of the standards.

During the development phase, preliminary reviews were conducted by a network of key practitioners from a range of industry sectors identified by the Technical Standards Committee. The Technical Standards Committee was made up of individuals who were primarily project management practitioners. The committee members facilitated feedback from networks that each committee member had access to, while the draft was also distributed to an Industry Reference Group for feedback.

A draft incorporating feedback was placed on the AIPM website and feedback was sought for a period of four months. The feedback was incorporated and national seminars and teleconferences were held. Project management practitioners and AIPM assessors attended and provided detailed feedback. Any general comments or feedback that was inconsistent with other feedback was collected and grouped for discussion and action by a Standards Review Group. Membership of this group included AIPM assessors and project practitioners.

Associations such as the Australian Institute of Risk Management organised groups of members to provide feedback.

Frequently asked questions and answers about AIPM Competency Standards

1. What was the launch date of the new standards?

The new AIPM Professional Competency Standards for Project Management were formally released on 7th July 2008.

2. Why did AIPM change the standards?

The original PM competency standards were developed for AQF 4, 5 and 6 during the mid 1990s and approved as the National Competency Standards for Project Management (NCSPM) in 1996 and reviewed with only minor changes in 2004.

The AIPM National Board considered it important that AIPM's standards be maintained to current practices and reflects professional expectations. AIPM continues to:

- update the standards to represent contemporary best practices;
- lift the bar for higher levels of Project Manager performance particularly at the senior management levels;
- ensure more consistent assessment practices.

3. What is the difference between the old and new standards?

Changes have been made to improve the rigour and depth of assessment and AIPM certification against professional project management practices.

In particular, the standards make the difference in each function between:

- the overarching methodology, e.g. an agreed risk management methodology;
- the management plan for each function describing how each function is planned and managed during the project, e.g. a risk management plan; and
- the baseline action plans for each function, e.g. a risk register or risk action plans.

At the Project Manager Level (was RPM → now CPPM): we also need to stress the fact that we manage people, processes & systems.

Most of the evidence requirements will be focused on Integration evidence around Planning (e.g. evidence of Scope Management Planning, Time Management Planning, Cost Management Planning, Risk Management Planning, etc.) as this is where the increased granularity of competency comes in.

At the Project Director Level (was MPD → now CPPD):

Most of the evidence requirements will be focused on Program Integration evidence around Planning, as well as team management and leadership.

We will also be ensuring, through structured discussion and questioning, that a CPPD candidate recognises the need to create a program team culture, leadership culture and communications culture, and to integrate that program culture vertically through business and project levels.

4. What are the new post-nominals?



5. Can existing registered QPPs, RPMs and MPDs automatically start using the new post nominals?

Yes (as of 7th July 08). This is to ensure an ease of reference in the market (no need to maintain two post-nominal streams) and as a courtesy to professional members. The new post-nominals are granted 'on credit' - however keeping them after the normal three-year certification will require the holder to recertify against the new Standards gap (the incremental but significant difference between the old and new AIPM Standards with an Assessor).

6. If I registered and paid my Assessment fee with AIPM on or prior to 30 June 08, and have not completed my assessment with my Assessor, am I assessed under the old standard or new standard?

In this scenario you can be assessed under the old standard (up until the 30th December 2008). Thereafter you must be assessed under the new Standards. You may of course (in consultation with your Assessor) be assessed under the new standards after 1 September 2008.

7. Is there a transition phase?

Yes, your Assessor cannot lodge your recommendation for registration under the new standards until 1 September 2008.

8. If I am assessed under the old standards, what do I need to do to upgrade to the new standards?

On the third anniversary of your RegPM certification (it is valid for 3 years), you will need to go through a partial re-certification process demonstrating that you have met the new requirements added to AIPM Standards. These will also count towards the Continuous Professional Development (CPD) points you need to acquire to maintain your RegPM certification.

An evidence guide will be available before September 2008 to guide candidates through the additional performance criteria and likely evidence requirements they will need to produce for a partial re-certification.

9. How do I recertify if I am already assessed under the new standards?

You will need to recertify through the established CPD process.

10. How will the assessment processes change under the new standards?

The process of assessment will largely remain the same and should be seamless to candidates.

Appendix C
CPD Categories and Point Table

CPD Categories and Points Table

This table applies to all AIPM Members who currently hold RegPM Certification.

Members are advised that the implementation of new AIPM Competency Standards will require those who have been given CPPM & CPPD titles to undergo a mandatory Gap Analysis Assessment in accordance with these as part of their Recertification under the CPD Program. Please refer to Categories D1 & D2 respectively in the table below for more details.

A CV and details of a supervising or stakeholder referee must accompany a recertification application for Continuous Professional Development (CPD) to demonstrate currency of competency. Retired persons must submit an application to the CPD committee for consideration of points, based upon demonstrated evidence that they are continuously improving or maintaining their competency.

Please be aware that evidence used to calculate CPD points will be subject to AIPM Quality Assurance procedures. You may be asked at any time to demonstrate to the CPD Committee how your evidence meets the AIPM requirements through production of documentation to substantiate your claim.

Please Note: You cannot achieve recertification solely from your day to day work activities but must demonstrate an active approach to continuing professional development.

Please see below for total number of points required for recertification at your current RegPM level. These points can be taken from any category.

Qualified Project Practitioner (QPP) → Certified Practising Project Practitioner (CPPP)	40 Points
Registered Project Manager (RPM) → Certified Practising Project Manager (CPPM)	60 Points
Master Project Director (MPD) → Certified Practising Project Director (CPPD)	80 Points

Category	Subcategory	Activity Description	Selections	Point Value	Unit	Evidence Example
A1 – Knowledge	Event	Participation in AIPM Events, Sessions, Presentations, Seminars, Workshops & Forums	AIPM Events that involve participation and/or contribution	3 points per hour attended to a maximum of 15 points	For each event	Statement of Attendance
A2 – Knowledge	Event	Participation in Events, Sessions, Presentations, Seminars, Workshops & Forums relevant to PM	AIPM Associated Events that involve participation and/or contribution e.g. AIPM Alliance Partners, Endorsed Course Providers or Corporate Members	2 points per hour attended to a maximum of 10 points	For each event	Statement of Attendance
A3 – Knowledge	Event	Participation in PM related Events, Sessions, Presentations, Seminars, Workshops & Forums	Appropriate Non AIPM Events that involve participation and/or contribution e.g. In house presentations on PM or other related institutions CPD events	1 point per hour attended to a maximum of 5 points	For each event	Statement of Attendance
A4 – Knowledge	Conference	Participation in AIPM conferences	AIPM Conference	20	Per conference - Minimum 2 days (Part attendance based on % of attendance)	Copy of registration
A5 – Knowledge	Conference	Participation in non AIPM, PM based conferences which give PM skills	Non AIPM Conference	10	Per conference - Minimum 2 days (Part attendance based on % of attendance)	Copy of registration
A6 – Knowledge	Study	Assessment of PM articles read	Published PM Articles e.g. AIPM Website PM Journals Peer Related Publications	2	For each PM Article	Article summary with full reference
A7 - Knowledge	Study	Formal AQF Project Management Qualification Cert IV, Diploma, Advanced Diploma	AIPM Endorsed	40	Per completed qualification	Certified copy of certificate
A8 - Knowledge	Study	Formal AQF Project Management Qualification Cert IV, Diploma, Advanced Diploma	Non AIPM Endorsed	30	Per completed qualification	Certified copy of certificate
A9 - Knowledge	Study	Formal Project Management Qualification Post Graduate Certificate	AIPM Endorsed	60	Per completed qualification	Certified copy of certificate

Category	Subcategory	Activity Description	Selections	Point Value	Unit	Evidence Example
A10 - Knowledge	Study	Formal Project Management Qualification Post Graduate Certificate	Non AIPM Endorsed	50	Per completed qualification	Certified copy of certificate
A11 - Knowledge	Study	Formal Project Management Qualification Post Graduate Diploma	AIPM Endorsed	70	Per completed qualification	Certified copy of certificate
A12 - Knowledge	Study	Formal Project Management Qualification Post Graduate Diploma	Non AIPM Endorsed	60	Per completed qualification	Certified copy of certificate
A13 - Knowledge	Study	Formal Project Management Qualification Masters	AIPM Endorsed	80	Per completed qualification	Certified copy of certificate
A14 - Knowledge	Study	Formal Project Management Qualification Masters	Non AIPM Endorsed	70	Per completed qualification	Certified copy of certificate
A15 - Knowledge	Study	Formal Project Management Qualification	PHD	90	Per completed qualification (partial completion may be eligible upon application)	Certified copy of certificate
A16 - Knowledge	Study	Formal Qualification University Unit of Study (Can be applied if course is incomplete)	Individual Project Management Units AIPM Endorsed	15	For each completed unit (up to a maximum of 60 points)	Statement or transcript from institution showing completed course or units
A17 - Knowledge	Study	Formal Qualification University Unit of Study (Can be applied if course is incomplete)	Individual Project Management Units Non AIPM Endorsed	10	For each completed unit (up to a maximum of 50 points)	Statement or transcript from institution showing completed course or units
A18 - Knowledge	Courses	Courses which are linked to Project Management standards or related to Project Management. e.g. Risk / Change Management, Procurement, HR, Communications or similar which show necessary skills for Project Management	AIPM Endorsed	2 points per hour to a maximum of 10 points	For each course	Certified copy of certificate or statement

Category	Subcategory	Activity Description	Selections	Point Value	Unit	Evidence Example
A19 – Knowledge	Courses	Courses which are linked to Project Management standards or related to Project Management. e.g. Risk / Change Management, Procurement, HR, Communications or similar which show necessary skills for Project Management	Non AIPM Endorsed	1 point per hour to a maximum of 5 points	For each course	Certified copy of certificate or statement
A20 - Knowledge	Certification	PM or related Methodology (non AQF) e.g. PRINCE 2 Foundation or Practitioner, MSP, ITIL	AIPM Endorsed	15	Per certification attained	Certified copy of certificate or statement
A21 - Knowledge	Certification	PM or related Methodology (non AQF) e.g. PRINCE 2 Foundation or Practitioner, MSP, ITIL	Non AIPM Endorsed	10	Per certification attained	Certified copy of certificate or statement
A22 – Knowledge	Certification	Project Management Institute (PMI) Credentials	Project Management Professional (PMP) Including preparation	20	Per certification attained	Certified copy of certificate
A23 – Knowledge	Certification	Project Management Institute (PMI) Credentials	Certified Associate in Project Management (CAPM) Including preparation	10	Per certification attained	Certified copy of certificate
A24 – Knowledge	Certification	IPMA Competence Level	Level A: Certified Projects Director	Under Review	Per certification attained	Certified copy of certificate
A25 – Knowledge	Certification	IPMA Competence Level	Level B: Certified Senior Project Manager	Under Review	Per certification attained	Certified copy of certificate
A26 – Knowledge	Certification	IPMA Competence Level	Level C: Certified Project Manager	Under Review	Per certification attained	Certified copy of certificate
A27 – Knowledge	Certification	IPMA Competence Level	Level D: Certified Project Management Associate	Under Review	Per certification attained	Certified copy of certificate
B1 – Development	Recognition	AIPM Project Management Achievement Awards	Submission	10	Per Submission	Organisational statement verifying involvement in submission preparation
B2 - Development	Recognition	AIPM Project Management Achievement Awards	State Winner	20	For each award	Certified copy of certificate
B3 - Development	Recognition	AIPM Project Management Achievement Awards	National Winner	30	For each award	Certified copy of certificate

Category	Subcategory	Activity Description	Selections	Point Value	Unit	Evidence Example
B4 - Development	Support	Mentoring/coaching of an AIPM Member	Voluntary unpaid role	4	For each hour (maximum of 30 points per 3 year term)	Diarised activities & statement of outcomes achieved
B5 - Development	Support	Mentoring/coaching peer in field	Voluntary unpaid role	2	For each hour (maximum of 30 points per 3 year term)	Diarised activities & statement of outcomes achieved
C1 - Contribution	Services	Member services to AIPM	Voluntary Member of Board	80	For each 3 year term or pro rata	Not Required
C2 - Contribution	Services	Member services to AIPM	Voluntary Council Member, Committee Member or Special Interest Group (SIG) Convener	60	For each 3 year term or pro rata	Not Required
C3 - Contribution	Services	Member services to the PM Profession	Formal voluntary services to AIPM or an AIPM Corporate Member e.g. PMAA Judging, Standards Review	1 point per hour to a maximum of 20 points	For each service	Statement of services or diarised activities on completion
C4 - Contribution	Services	PM services to community project	Voluntary participation or assistance in recognised community based program	1 point per hour to a maximum of 20 points	For each service	Statement of services or diarised activities on completion
C5 - Contribution	Presentation	Presenting PM material	AIPM or AIPM Corporate Member Event	5 points per hour to a maximum of 20 points	For each presentation	Event flyer or letter of gratitude
C6 - Contribution	Presentation	Presenting PM material	PM Related Event	3 points per hour to a maximum of 15 points	For each presentation	Event flyer or letter of gratitude
C7 - Contribution	Presentation	Presenting PM related conference paper	AIPM Conference	15	For each conference paper presented	Confirmation of registration as speaker or copy of technical program/proceedings
C8 - Contribution	Presentation	Presenting PM related conference paper	Non AIPM Conference	10	For each conference paper presented	Confirmation of registration as speaker or copy of technical program/proceedings
C9 - Contribution	Publication	Author of PM material, editorial, paper or similar	Published in a PM publication	20	For each paper published	Confirmation of publication or copy of article

Category	Subcategory	Activity Description	Selections	Point Value	Unit	Evidence Example
C10 - Contribution	Publication	Author of PM material, editorial, paper or similar	Published in a PM related publication	15	For each paper published	Confirmation of publication or copy of article
C11 - Contribution	Publication	Author of PM material, editorial, paper or similar	Published in a PM related public forum e.g. SIG	5	For each paper published	Confirmation of publication or copy of article
*D1 – Practice	Assessment	Gap Analysis through Registered Assessor	Recertification at existing level CPPM	30	Per assessment	Assessment Report
**D2 - Practice	Assessment	Gap Analysis through Registered Assessor	Recertification at existing level CPPD	40	Per assessment	Assessment Report
D3 - Practice	Assessment	Assessment through Registered Assessor	Upgrade to next level CPPP to CPPM	60	Per assessment	Assessment Report
D4 - Practice	Assessment	Assessment through Registered Assessor	Upgrade to next level CPPM to CPPD	80	Per assessment	Assessment Report

***Indicates a mandatory activity to be undertaken as part of the CPD Recertification for an RPM Certified Member to formally transition to CPPM**

**** Indicates a mandatory activity to be undertaken as part of the CPD Recertification for an MPD Certified Member to formally transition to CPPD**

Appendix D
Presentation Slides

The Leap to Professionalism

The certification process for Project Managers

15 July 2010



Australian Institute of
Project Management

Project Management as a career

Where did it start for us?

- ❖ Change in career or a graduation – where little or no project experience presents a major challenge in getting started;
- ❖ Managers of people – experienced in this area, and keen to expand to manage dynamic teams to deliver unique projects;
- ❖ Technical experience – many years performing and gaining experience in the technical presentation of projects, progressing into the delivery of these projects including a new skill set requirement; and
- ❖ The “Accidental Project Manager” – who suddenly realises she / he has a project to deliver (having the necessary ability), but not the experience or support.

Skills and building knowledge

The AIPM 3 Levels of Certification

- ❖ Certified Practising Project Practitioner
- ❖ Certified Practising Project Manager
- ❖ Certified Practising Project Director





How do we gain certification?

◆ Qualification

◆ Certification

– Getting started

– Assessment

– Review

– Evidence

◆ Peer support

The benefits of certification

- ❖ Personal improvement and development, improve your knowledge, skills knowledge, skills and capabilities in project management;
- ❖ Recognition for Project Management capabilities, not only in the marketplace, but also within your organisation, over and above your above your technical skills;
- ❖ Career path from project team member to project manager or program or program director;
- ❖ Inclusion on the AIPM Register of Project Managers and the use of post use of post nominal letters;
- ❖ Gain a competitive advantage over non-Registered Project Managers. Managers.

Tips and hints for certification

- Assessment Record Book (ARB) – download a copy from the AIPM website, and read through the document before registering for RegPM assessment.
- ❖ Make yourself aware of the Project Management Book of Knowledge (PMBok) and the elements you need to understand for assessment.
- ❖ Identify areas of perceived shortcomings that will require further experience or training.
- ❖ Understand the requirements of the ARB, and talk it through with an experienced colleague or better still, a mentor that is available to provide advice or test your skill level through questions and evidence.
- ❖ Understand why you need to do a task, or why is that task required?



Tips and hints for certification

- Contact a member of the peer support group.
- Having identified a gap in your requirements, ask within your organisation if there are tasks that you can undertake.
- Many people donate time to organisations through volunteering.
- Training – identify courses that will benefit your advancement and provide methods of improving your skills.
- Make contact with your Assessor as early as possible.
- Align with a current project that you are undertaking and run a parallel process, i.e. a log book to track the elements of project management.



Register of Project Managers

- ❖ Essentially, once certification achieved, obtaining Continuous Professional Development (CPD) points is the only approved process by which a certified person can maintain their certification.
- ❖ CPPP – 40 points over three years
- ❖ CPPM – 60 points over three years
- ❖ CPPD – 80 points over three years

Finally – become a mentor yourself!

Questions?



Thank You