



**AIPM PROFESSIONAL COMPETENCY STANDARDS
FOR PROJECT MANAGEMENT**

**PART D – CERTIFIED PRACTISING SENIOR PROJECT
MANAGER (CPSPM)**

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Proposals for Amendment

Proposals for amendments or additions to this document should be sent to:

The Chair of the Professional Development Council
 Australian Institute of Project Management
 Level 9, 139 Macquarie St
 SYDNEY NSW 2000

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Introduction

This Competency Standard provides the basis for the development and assessment of the Certified Practising Senior Project Manager, or CPSPM for short.

Applicants and assessors are to be familiar with the Introduction to these Standards contained in Part A.

These Standards have been developed as generic standards with the objective of applicability across a wide range of industries and enterprises. They may be used by industries and enterprises as they stand or they may be used as a basis from which each industry or enterprise may contextualise these project management standards.

These Standards are described in terms of the competencies and associated skills and knowledge required to be demonstrated by senior project managers. Within each unit, the Standards detail the elements of competency and associated performance criteria, range indicators, knowledge and skills, and evidence guides.

The Standard is based on the approach used in the International Project Management Association (IPMA) Level B certification, whereby assessment consist of both a portfolio of evidence reviewed as part of an assessment, as well as a reflective review of projects managed, usually done as part of an interview. The specific of these assessment approaches are detailed below.

A pre-requisite to certification at CPSPM is to hold the CPPM certification.

The Units in this Standard are:

- Unit 1 – Advanced Project Practices
- Unit 2 – Project Governance
- Unit 3 – Project Context
- Unit 4 – Organisational Change
- Unit 5 – Engagement and Influence
- Unit 6 – Project Leadership

Work Performed by the Certified Senior Project Manager

A senior project manager is an experienced, knowledgeable and competent individual with substantial project management experience. They are often given the high risk, challenging or high profile projects and are often the 'go to' people for new project managers. Often these projects are subject to regular Board level or independent reviews. They often are involved in mentoring or coaching other project managers and are adept at tailoring an organisation's project management process and approaches to fit the needs of their project. A senior project manager can foresee problems and builds in risk treatments as a deliberate strategy during project planning.

A senior project manager would commonly demonstrate the following attributes:

- High level business skills to identify cost, scope and time issues and develop an approach to ensure project delivery within the confines of the project constraints
- Ability to coach and mentor and provide support to less experienced project managers
- Demonstrated success in interpersonal communication skills and leadership

- a significant track record of delivering high risk, complex projects or multiple projects (often concurrently)
- undertaken a number of professional development and training courses in project management.

For the purposes of assessment under this standard, a senior project manager:

DOES	DOES NOT
Mentors, coaches and supports junior project managers	Manage project managers as a line management function
Adapts and tailors the organisation's project management methodology to fit the needs of the project and the desired business outcome	Specifically design or develop the organisation's project management methodology
May work as an employee or as a contracted project manager	Specifically undertake consultancy work
Contributes to improving an organisation's project management practice	Specifically manage maturity assessments
May manage multiple projects concurrently	Manage a PMO

What is different between a CPPM and a CPSPM?

The difference between a senior project manager and a project manager has not been well defined and is often very subjective. To help articulate the difference, a number of key dimensions and attributes have been identified in the table below.

Senior Project Manager	Project Manager
Has substantial project management experience (often more than 10 years)	May have limited project management experience
Manages projects that are high risk or complex in nature	Manages low-medium risk projects
May manage multiple projects concurrently	Manages a single project
Focus is commonly on external stakeholders and the impacts of the project on the organisation's needs	Focus is largely on the project team delivering project outcomes on time and within budget
Project context changes and is not fixed	Overall project context is stable
Manages a number of distinct disciplines, methods, or approaches involved in delivering the project	Tends to be a single method with a limited number of disciplines
Project is of strategic importance to the organisation	Project is tactical or operational
Stakeholder perspectives are divergent and require careful management	Stakeholders are reasonably cohesive
There are a variety of interfaces between the project and the rest of the organisation	Few interfaces between the project and the organisation
Manages a multi discipline team with complex and different interfaces and commercial arrangements	Manages a simple team in one discipline area

Candidate Profile

The following guidance is offered for both candidates and assessors to determine whether they are operating at the level required to achieve certification. The criteria below are NOT entry criteria, nor should they be treated as a checklist. They are merely guidance. It is expected that a candidate for CPSPM would have the following profile:

Mandatory requirement

- Has previously achieved the AIPM CPPM standard

Other guidelines

- Around 7-10 years of experience in project management roles
- Have a track record of delivering a number of complex and/or high risk projects
- Manages high risk and/or complex projects that often have significant organisational impacts
- Has well developed interpersonal skills and can influence and persuade at senior levels

Whilst these other guidelines are not mandatory criteria, they provide a general guidance for candidates and assessors to determine the applicability of this competency standard.

Assessment Requirements for Certified Practising Senior Project Manager

Assessment for the Certified Practising Senior Project Manager will be conducted using the following methods:

- Completion of the AIPM CPSPM Assessment Record Book
- Provision of a structured Third Party Report using the agreed template, completed by a supervisor or line manager from the last three years
- Completion of an assessment interview in which the candidate is asked to reflect and describe situations from recent and current projects

Complexity Factors

Prior to assessment it is important that CPSPM candidates are able to demonstrate and determine that the projects they are managing possess an appropriate risk profile or level of complexity for assessment under the CPSPM standard. However, projects being presented by CPSPM candidates need to demonstrate a range of risk and complexity factors in order for the CPSPM candidate to demonstrate the knowledge and skills required to substantiate their claim as being competent as a senior project manager as detailed in this Standard.

Whilst there is no specific assessment of complexity of a candidate's projects as part of the application nor is it an entry requirement, it must be recognised by candidates that they may not be able to demonstrate that they have met the requirements of this standard, unless the projects used as evidence for the assessments are of a suitable level of complexity

<http://www.ipma-usa.org/project-management-complexity-evaluation-tool>

Certified Practising Senior Project Manager

Unit 1- Advanced Project Management Practices

Definition: This unit details a range of project management tools, methods and practices that are demonstrated by experienced project managers operating in a range of industry contexts and across various sectors.

Element	Performance Criteria
1. Applies advanced project management techniques	<p>1.1 Demonstrates knowledge and understanding of industry-specific project management techniques</p> <p>1.2 Uses and applies advanced risk management techniques and demonstrates clear linkages with the corporate risk management system</p> <p>1.3 Uses and applies advanced procurement techniques, if required</p> <p>1.4 Demonstrates an understanding of legal issues and application of legislation and regulations in the context of the project</p> <p>1.5 Understands financial management aspects of the project and the links with corporate finance arrangements</p> <p>1.6 Applies an appropriate range of advanced project control techniques</p> <p>1.7 Identifies potential environmental impacts and manages project to ensure sustainable outcomes</p> <p>1.8 Ensures the identification of health and safety hazards and manages the project to minimize their impacts on project stakeholders</p>
2. Defines the project management approach	<p>2.1 Modifies and adapts methodologies and project delivery approaches, when necessary, to meet the needs of the project and the context</p> <p>2.2 Applies multiple PM methods and processes to achieve desired project outcomes</p> <p>2.3 Creates clarity and certainty around project scope despite the ambiguity and uncertainty of the project context</p> <p>2.4 Defines principle-based project KPIs and measures</p> <p>2.5 Provides guidance to, or manages less experienced project managers to ensure clarity and maintenance of agreed project scope</p>

Element	Performance Criteria
	<p>2.6 Verify scope where unclear, or high levels of ambiguity uncertainty exist</p> <p>2.7 Integrates different technical disciplines and approaches to ensures a consistent and holistic project delivery approach</p> <p>2.8 Uses creative ways to deal with resource constraints and shortages</p>
<p>3. Improves project management practice</p>	<p>3.1 Demonstrates and sets an example by complying with the organisations practices and standards</p> <p>3.2 Contributes to improving organisational project management maturity</p> <p>3.3 Coaches and mentors less experienced project managers in project management tools, techniques and practices</p>
<p>4. Manages Benefits</p>	<p>4.1 Analyses project business cases to validate achievability of organisational aims and objectives</p> <p>4.2 Clearly identifies the project’s benefits and develops a plan to realise them</p> <p>4.3 Manages the project to maximise benefit achievement</p> <p>4.4 Regularly reviews project achievement against the business case targets</p> <p>4.5 Implements appropriate metrics and measures in support of defining benefits</p>

Range Indicators

Project delivery approaches may include:

- Agile
- Waterfall
- Progressive elaboration (Rolling wave planning)
- Rapid prototyping
- A combination of the above approaches for different parts of the project

Advanced risk management techniques may include:

- As Low as Reasonably Possible (ALARP)
- Risk Breakdown Structure (RBS) analysis
- Failure Mode Effect Analysis (FMEA)
- Bow Tie

- Quantitative risk assessment methods
- Risk-based scheduling (Critical Chain Management)
- Monte Carlo analysis

Advanced procurement techniques may include:

- Partnering
- Alliancing
- Joint Ventures
- Public Private Partnerships

Advanced project control techniques may include:

- Requirements Engineering
- Earned schedule management
- Earned Value Management
- Value management
- Systems engineering

Underpinning Knowledge and Skills

General knowledge and understanding of:

- At least three different project delivery approaches
- The impact different project delivery approaches will have on the project scope definition activities and risk profile
- A range of project KPIs and performance measurement techniques
- A range of contracting and procurement strategies used in the candidates specific industry
- Contract law and associated legal terms and principles
- Model WHS requirements
- Corporate financial management
- At least two risk management techniques
- Key industry risks and appropriate risk treatment measures
- Advanced project control techniques such as earned-value management
- AIPM and industry codes of conduct
- Methods to identify and quantify benefits or organisational value
- Project management maturity measurement and appropriate models

Demonstrates the following skills:

- Problem solving and analytical skills to define and plan project scope within the context of uncertainty, ambiguity and change
- Business acumen skills in order to determine the impact of project scope on the organisation

- Ability to deal with ambiguity, non-linearity and uncertainty in project scope, schedule or project delivery approach
- Recognises and demonstrates sympathy with other disciplines and methodologies required in a project (e.g. Engineering Design Methodology)
- Ability to manage multiple simultaneous, complex and/or sensitive projects end to end
- Ability to take on projects that have suffered severe setbacks and turn them around to maximise success
- Ability to integrate multidiscipline skills in to the project

Evidence Guide

The following documentation or components of the documentation produced by, managed by or led by the individual can provide direct or supporting evidence including:

- Detailed project management plan which outlines the project management approach being used
- Business cases
- Benefits management plans
- Benefit reviews
- Stage gate documentation
- Meeting minutes or reports showing issues resolved, risks, decisions made and overall project monitoring
- Project reporting hierarchy
- Delegations of authority as detailed in a charter or mandate
- Specific quantitative risk analysis
- Reports used by senior managers for decision making
- Demonstration of continuous improvements through the project

Assessment of this unit by the assessor should focus specifically on:

- Linking project risks to organisational business and strategic risks and their impacts
- Analysis of risks against the impacts of the business benefits
- How consideration is made the determination risk impacts in relation to the organisation, customer or project risk profile and risk appetite
- The focus on business benefits in the planning and review of the project
- How benefits have been tracked and their achievement measured
- Understanding of the chosen approach, its application and effectiveness in achieving a successful outcome for the project

Certified Practising Senior Project Manager

Unit 2- Project Governance

Definition: *Project governance is a set of management systems, rules, protocols, relationships, and structures that provide the framework within which decisions are made for project development and implementation to achieve the intended business or strategic motivation. This unit articulates the knowledge and skills demonstrated by senior project managers in establishing, modifying and adapting appropriate governance arrangements.*

Element	Performance Criteria
1. Organisational governance	1.1 Assesses existing organisational project governance arrangements 1.2 Establishes links between organisational governance and project governance arrangements 1.3 Appropriately influences organisational governance arrangements to align the purpose of the project and needs of the organisation 1.4 Establishes project controls to address organisational governance requirements
2. Project Governance	2.1 Establishes appropriate project governance arrangements 2.2 Identifies and establishes appropriate project review points 2.3 Identifies and agrees appropriate tolerances and escalation processes 2.4 Clearly identifies project manager roles, responsibilities and delegations 2.5 Clearly identifies decision-making authorities 2.7 Works with the project governing body to ensure ongoing effective project governance 2.8 Use of stage gate reviews to ensure the project is tracking for success 2.9 Creates relevant project steering committees, advisory groups, stakeholder groups and peer review groups.

Range Indicators

Project governance arrangements includes:

- Project steering committees
- Project control groups
- Project boards
- Project oversight groups
- Assurance mechanisms appropriate to the project context

Appropriate project review points includes:

- Stage or phase gates
- Key project milestones
- Design reviews
- Integrated project team reviews

Underpinning Knowledge and Skills

General knowledge and understanding of:

- The difference between corporate governance and project governance.
- Organisational governance standards
- Project governance models
- The content and application of project management standards as they apply to project governance
- Australian and international governance standards and guidelines

Skills:

- Highly developed analytical, investigation and problem solving skills
- Ability to identify and assess existing governance arrangements
- Ability to apply governance concepts across a range of projects

Evidence Guide

The following documentation or components of the documentation produced by, managed by or led by the individual can provide direct or supporting evidence including:

- Project governance plans
- Project business cases
- Project roles and responsibilities
- Project manager mandates or terms of reference
- Escalation processes

Assessment of this unit by the assessor should focus specifically on:

- Understanding of the corporate governance arrangements and how the senior project manager has integrated the project governance arrangements
- Understanding of a range of governance issues and what needs to be put in place to resolve them

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Unit 3- Project Context

Definition: This unit examines the project delivery context within which the senior project manager operates and examines the organisational and external impacts that the project may have. Given that projects managed by senior project managers have higher levels of complexity and risk the senior project manager must operate with higher levels of ambiguity and change and manage relationships and interfaces between the project, the organisation and extra-organisation entities.

Element	Performance Criteria
1. Identify the project context	<p>1.1 Assesses the project context to identify the strategic impact on the organisation</p> <p>1.2 Aligns the project to organisational strategy</p> <p>1.3 Understands and communicates the importance and impact of the project</p> <p>1.4 Identifies interfaces between the project, the client organisation and the delivery organisation</p> <p>1.5 Assesses organisational risks and identifies the impacts on the organisation</p> <p>1.6 Understand the financial implications and impacts of the project on the organisation</p> <p>1.7 Identifies the broader vision and strategic intent of the organisation and incorporates this into the plan for the project</p> <p>1.8 Assess the proposed project boundaries in the context of the broader organisational and strategic context and recommends treatment actions as appropriate</p> <p>1.9 Recognises and communicates organisational change opportunities beyond the scope of the project</p>
2. Follow appropriate enterprise, industry and international regulations, legislation and standards	<p>2.1 Ensures enterprise, industry and international regulations and standards are identified, planned for, and applied throughout the project lifecycle.</p> <p>2.2 Identifies, plans for and executes human resource management practices that address cultural issues that may impact on project performance and outcomes</p> <p>2.3 Ensures all project team members are inducted into the safe working practices of the organisation and project organisation</p> <p>2.4 Applies the principles of sustainability and socially responsible practice to the projects</p>

Element	Performance Criteria
3. Incorporate enterprise systems and procedures	<p>3.1 Examines enterprise internal systems and processes and impacts on project planning.</p> <p>3.2 Incorporate enterprise systems and processes into the project plan resourcing and reporting requirements are met and project control systems are aligned.</p> <p>3.3 Identifies the place of project planning, management and governance in the context of the project life cycle</p> <p>3.4 Assess the impacts of the project and project outcomes on business as usual to ensure relevant stakeholders are informed.</p>

Range Indicators

Interfaces include both formal and informal reporting arrangements or communication channels

Project team members include contractors, consultants, permanent workforce that are substantially engaged in project activities and partners. They may be engaged either on the project directly or under a matrix management arrangement

Underpinning Knowledge and Skills

General knowledge and understanding of:

- Business strategy
- Methods to align projects to the organisation’s strategy
- Commercial funding models
- Commercial and Business Acumen
- Relevant Australian and International standards

Skills:

- Business analysis
- Problem solving techniques and approaches
- Knowledge of own and customer organisation processes
- Ability to identify and assess a range of risks, including organisation, financial, reputation and strategic

Evidence Guide

The following documentation or components of the documentation produced by, managed by or led by the individual can provide direct or supporting evidence including:

- Plans and procedures showing the use of organisational systems in the project
- Information from the candidates to others demonstrating the consistent use of organisational tools, templates, policies and procedures
- Reports generated by or screen shots of corporate systems that are used in the project
- Evidence of security protocols in relation to access to sensitive or commercial-in-confidence information

Assessment of this unit by the assessor should focus specifically on:

- Knowledge of their own and customers systems and how these have been incorporated into the project
- Ability to provide specific details in relation to systems used and the adjustments made in order to capture, store, retrieve and report appropriate information

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Unit 4- Organisational Change

Definition: *Organisational change management is a set of processes employed to ensure that significant changes are implemented in a controlled and systematic manner. One of the goals of organisational change is the alignment of people and culture with strategic shifts in the organisation, to overcome resistance to change in order to increase engagement and the achievement of the organisation's goal for effective transformation. This unit covers various aspects of organisational change management as they apply to projects.*

Element	Performance Criteria
1. Prepare for change	<p>1.1 Identifies element of organisation change required by the project to achieve organisational value</p> <p>1.2 Considers and plans for the impacts of the project change on the organisation</p> <p>1.3 Identifies the uniqueness and sensitivity of diversity and cross-cultural issues and takes this into account in project planning</p> <p>1.4 Develops a plan for organisational change and integrates this with the project plan</p>
2. Manage organisational change	<p>2.1 Identifies and communicates the importance and impact of the change for the organisation</p> <p>2.2 Manages the project to minimise the impacts of the change on the organisation</p> <p>2.3 Identifies potential resistance to change and implements strategies to resolve it</p> <p>2.4 Builds momentum for the change throughout different areas and levels within the organization</p> <p>2.5 Identifies organisational change champions and enables their involvement in the project</p> <p>2.6 Influences the Executive level in order to drive the change required by implementation of project deliverables and outcomes</p>
3. Assess change outcomes	<p>3.1 Establishes mechanisms to measure, communicate and evaluate the outcomes of the change</p> <p>3.2 Provides feedback from the project as input into change readiness assessments</p>

Underpinning Knowledge and Skills

General knowledge and understanding of:

- change management theory
- Communications models
- Change management models
- Use of Social Media for business/industry purposes
- Methods for community engagement and consultation
- Enterprise Information Systems
- The impacts of change fatigue on individuals and an organisation

Skills:

- Application of Technology tools and techniques
- Ability to use technology to communication (social media, webinars etc)
- Ability to make decisions with incomplete information or competing interests present
- Skills to confidently present information to senior managers and executives

Evidence Guide

The following documentation or components of the documentation produced by, managed by or led by the individual can provide direct or supporting evidence including:

- Communications Strategy Document
- Change Management Plan
- Emails, Social Media sites, telecommunications technology (eg Skype, SMS)
- Agendas and minutes of meetings
- Newsletters, publications, media releases
- Status/progress reporting
- Presentations to project control groups/clients/stakeholders
- Surveys and evaluations of project
- Membership of Social Media sites for utilisation in business relationship networks/ project application

Assessment of this unit by the assessor should focus specifically on:

- The planning of project communication with consideration to stakeholder communication requirements
- How project changes fit with the organisation's change agenda
- The knowledge and consideration of Change Management impacts on stakeholders when planning communication.
- Identification and management of key stakeholders of the projects
- The monitoring of the effectiveness of the communication approach throughout the project life cycle.

- Knowledge of information management models and technology
- Document control, storage and archiving of project information
- The use of varied technology for communication
- Presentations to stakeholder groups to educate, inform or influence stakeholders

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Unit 5- Engagement and Influencing

Definition: This unit focuses on the engagement with stakeholders and how the senior project manager uses their influence with internal and external stakeholders across the hierarchical levels of the project and organisation to encourage a positive perception by project stakeholders and reduce or avoid negative conflicts that could delay the project and/or impact on business as usual.

Element	Performance Criteria
1. Engages with stakeholders	<p>1.1 Employ a range of appropriate stakeholder engagement strategies</p> <p>1.2 Develops a positive working relationships with key stakeholders</p> <p>1.3 Sets and actively manages stakeholders expectations</p> <p>1.4 Engages and negotiates with stakeholders who have significant power, interest or influence</p> <p>1.5 Deals with conflicting stakeholder requirements and expectations</p> <p>1.6 Reviews stakeholder expectations to ensure the project is on track to deliver expected outcomes, on an ongoing basis</p> <p>1.7 Establishes and cultivates communications channels appropriate to the project stakeholders needs</p>
2. Assess enterprise culture	<p>2.1 Assesses the enterprise culture to identify issues that may inhibit or enhance effective communication flow for the project.</p> <p>2.2 Assesses the project dynamics to determine the need for communication or change management specialists</p> <p>2.3 Monitors enterprise changes throughout the project lifecycle and adjust communication plan and application as appropriate.</p> <p>2.4 ensure an understanding of diverse communication networks, relationships, partnerships and alliances and the impacts on the organisation and the project</p>
3. Relationship Management	<p>3.1 Develops and maintains relationships with key internal and external stakeholders, including contractors and suppliers, across the lifecycle of the project.</p> <p>3.2 Uses technology to inform, develop and enhance business and project relationships</p> <p>3.3 Develops and utilises business networks to influence and negotiate project issues and outcomes.</p>

Element	Performance Criteria
	3.4 Involves others and seeks their input and ideas at appropriate times throughout the project lifecycle
4. Negotiation	4.1 Prepares effectively for negotiation and identifies key topics and initial positions 4.2 Explores interests and perceptions of all parties and calmly articulates interests and position 4.3 Uses a range of negotiation techniques and strategies to achieve win-win outcomes 4.4 Uses arbitration and mediation to break negotiation deadlocks and to resolve formal disputes 4.5 Respects others claims and proposals and attempts to see things from their perspective 4.6 Diffuses stressful situations while acknowledging the varying points of view

Range Indicators

Key stakeholders are stakeholders with major impacts/influences on the project its deliverables and outcomes.

Enterprise changes can include changes to the organisational structure, policies, roles, leadership group, strategy, culture or stakeholder groups.

Industry networks can include any group that enhances knowledge/skills/relationships within specialist/business and project management industry.

Social media can include any site that is utilised for the purpose of the project and/or enhancing project management/business relationships.

Relationship management is any activity that is used to manage project/organisational relationships and interaction with clients, suppliers and stakeholders including being a point of contact, responding to questions and problems, providing advice and ensuring that the client continues to engage the services of the organisation.

Negotiation techniques includes:

- consensus management
- consultation
- testing reality

Underpinning Knowledge and Skills

General knowledge and understanding of:

- Guide PM and stakeholders with created degree of complexity, ambiguity
- Greater disparity and complexity in relationships
- Diverging/conflicting stakeholder needs
- Power and influence
- Need vs want
- Understanding of implications of urgency
- Nuance
- Impact on organisational dynamics and the impact of communications on relationships
Building relationships, partnerships and alliances

Skills:

- Engage and negotiate with stakeholders who have significant power, interest or influence
- Ability to consultation
- Ability to facilitate a group to reach consensus
- Negotiation Skills
- Decision-making
- Guide and coach the project manager and project team
- Managing and communicating with virtual and geographically dispersed teams

Evidence Guide

The following documentation or components of the documentation produced by, managed by or led by the individual can provide direct or supporting evidence including:

- Records of stakeholder engagement
- Verbal evidence identifying specific examples of how stakeholders expectations were identified and managed
- Records of negotiations and the outcomes achieved

Assessment of this unit by the assessor should focus specifically on:

- Demonstrates problem solving and analytical skills to define and plan project scope within the context of ambiguity and change
- Conflict situations and how they were resolved
- Negotiation techniques used to achieve a win-win outcome
- The application of empathy when dealing with stakeholders
- The use of a number of methods to engage with and influence a diverse and disparate group of stakeholders

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Unit 6 - Project Leadership

Definition: This unit identifies the range of personal, inter-personal and team management skills and knowledge required for a senior project manager to lead a project team in a dynamic organisational context. It is expected that the senior project manager has the ability to apply strategies and provide guidance to project managers and project team members to managing diverse, ambiguous and variable relationships and outcomes within a project.

Element	Performance Criteria
1. Articulates project vision	1.1 Accepts and manages high levels of uncertainty and ambiguity 1.2 Monitors and manages own emotions in order to encourage effectiveness, productivity or ability to effectively interact with others 1.3 Communicates in an open, honest and respectful manner 1.4 Views the opinions of others as having equal value 1.5 Motivates and encourages success in team members 1.6 Coaches, mentors and assists in the development of other project managers and team members 1.7 Provides specialist support to the organisation including the role as escalation point for difficult issues 1.8 Ensures that positive organisational values are consistently upheld, exemplifying working together 1.9 Drives a continuous improvement and learning culture within the project team
2. Develops the project team	2.1 Identifies, understands and addresses conflict, exploring strategies to resolve or minimize differences between others 2.2 Identifies potential interpersonal and team problems and explores and selects 'solutions' in a proactive, creative, inclusive and formalized manner 2.3 Provides guidance to project managers as to how to manage stakeholders needs, demands and expectations 2.4 Creates and maintains a context that drives high performance from individuals and team interactions 2.5 Builds support and commitment within the work team
3. Manages team	3.1 Reviews, supports and coaches team members in assessing

Element	Performance Criteria
performance	<p>their own learning needs and in the execution of their work</p> <p>3.2 Develops and maintains systems, processes and tools and coaches team members in order to support decision-making and optimise the use of knowledge and learning throughout the project</p> <p>3.3 Ensures geographically dispersed and culturally diverse team members and multi-disciplinary teams appropriately work together on project goals and outcomes</p> <p>3.4 Conducts performance management in accordance with established organisational procedures, awards and contractual agreements to ensure feedback is given and development opportunities identified</p> <p>3.5 Motivates the team and manages motivation levels</p> <p>3.6 Empowers team members to lead within their particular sphere of influence and expertise</p>
4. Demonstrates leadership	<p>4.1 Applies leadership skills in the management of project team managers, project team members and key stakeholders</p> <p>4.2 Applies creative and innovative problem solving skills and techniques in the resolving of project issues</p> <p>4.3 Consults human resource specialists for guidance with human resource and stakeholder management issues when required</p> <p>4.4 Reviews and reflects on the application of leadership, team management and stakeholder relationship management during and at the end of the project to identify personal development and training requirements</p> <p>4.5 Demonstrates innovation approaches to opportunity and problem solving</p> <p>4.6 Demonstrates enthusiasm, inspires a sense of purpose and creates confidence</p> <p>4.7 Delegates effectively and allows sufficient freedom for action to subordinates</p> <p>4.8 Demonstrates personal accountability and ability to get things done</p> <p>4.9 Makes timely decisions based on logical processes</p> <p>4.10 Makes and keeps realistic agreements, renegotiating in advance when these cannot be kept</p>

Element	Performance Criteria
	<p>4.11 Has an open mind and proactively seeks suggestions and new ideas</p> <p>4.12 Adapts leadership style to the project conditions and the individuals involved</p> <p>4.13 Promotes consistent leadership through complex and uncertain project environments</p>
<p>5. Professional Networks and Practice</p>	<p>5.1 Participates in formal business and industry networks to maintain currency in business and industry practices</p> <p>5.2 Conducts activities that maintain, develop and enhance business and industry relationships within and external to the project an organisation</p> <p>5.3 Reflects on and improves individual PM knowledge, skills and competencies</p>
<p>6. Ethics</p>	<p>6.1 Operates within the guidelines of relevant professional standards, codes of conduct and industry codes of practice</p> <p>6.2 Operates fairly and maintains personal integrity</p> <p>6.3 Establishes a culture of respect and engenders loyalty and trust</p> <p>6.4 Identifies and demonstrates the organisation’s values and meets expected moral standards</p> <p>6.5 Operates in a transparent and accountable manner and declares any perceived conflicts of interest</p> <p>6.6 Identifies ethical issues and dilemmas and seeks appropriate guidance to deal with them</p> <p>6.7 Is reliable and honours the intent of agreements</p> <p>6.8 is trustworthy and handles confidential information appropriately</p>
<p>7. Interpersonal communication</p>	<p>7.1 Uses and adapts communications and interpersonal skills to manage stakeholders and networks to negotiate and influence project outcomes.</p> <p>7.2 Applies conflict resolution, problem solving and decision making techniques to manage project issues</p> <p>7.3 Presents professionally at senior client and project governance levels to inform, recommended and negotiate project issues and outcomes.</p> <p>7.4 Demonstrates self-awareness and monitors ones emotions,</p>

Element	Performance Criteria
	behaviour and language 7.5 Acts assertively and demonstrates confidence and authority 7.6 Accepts feedback and constructive criticism 7.7 Communicates clearly, logically and convincingly 7.8 Adapts personal communication style to ensure that the message is understood

Range Indicators

Managing emotions Includes remaining emotionally attuned and able to recognize, identify and manage emotions in context of professional situations.

Project teams could be multi-disciplinary and geographically dispersed teams and comprised of internal and external resources including contactor and consultants

Key stakeholders are stakeholders with major impacts/influences on the project its deliverables and outcomes.

Industry networks can include any group that enhances knowledge/skills/relationships within specialist/business and project management industry.

Relationship management is any activity that is used to manage project/organisational relationships and interaction with clients, suppliers and stakeholders including being a point of contact, responding to questions and problems, providing advice and ensuring that the client continues to engage in the services of the organisation.

Leadership style may include consultative, directive, situational or a combination of these

Underpinning Knowledge and Skills

General knowledge and understanding of:

- Project organisation and governance structures
- Management practices
- Team Development
- Change Management Models
- Networking
- Social media in a business/project context

Skills:

- Exercises good judgement

- Interpersonal
- Entrepreneurship
- Negotiation
- Delegation
- Organisation
- Decision-making
- Coaching
- Transformational leadership
- Provide clear and concise feedback and guidance
- Resolving conflict
- Self awareness and the ability to manage relationships based on that awareness

Evidence Guide

The following documentation or components of the documentation produced by, managed by or led by the individual can provide direct or supporting evidence including:

- Project Organisational Structures
- Human Resource Management Plan
- Responsibility Assignment Matrix
- Task Allocation List
- Gantt chart with assigned responsibilities
- Position descriptions
- Skills Gap Analysis
- Membership of Social Media sites for utilisation in business relationship networks/ project application
- Emails on people management/resource allocation and responsibilities
- Performance Reviews
- Reports
- Work breakdown structure dictionary
- Timesheets
- Diary entries for coaching/mentoring sessions
- Notes on coaching mentoring sessions
- Minutes of meetings referring to human resource management issues
- Contractor performance management and reviews

Assessment of this unit by the assessor should focus specifically on:

- The planning of human resources including application/negotiation for team members (both internal and external via contractors)
- Demonstration of planning for Change Management impacts
- Demonstration of the relationship management of key stakeholders
- Involvement in business and industry networks
- Identification of project hierarchy and reporting/escalation lines

- Induction of project team members into the project
- The development via training/coaching/mentoring of the project team
- Performance reviews and management of the project team
- Review of Human Resource management across the life of the project and identification of improvement