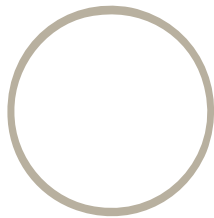




Project Management Competency Review



Stage 1: Mapping exercise between BSB07 and AIPM Project Management Standards



August 2009



IBSA wishes to acknowledge the work of Workplace Agenda who have prepared this report.

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A large number of people and organisations have supported IBSA and Workplace Agenda in this project. A full list of acknowledgements is included in Appendix A.

IBSA is grateful to all individuals and organisations that contributed to this report.

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Executive summary

This report was commissioned by IBSA to identify commonalities and gaps across the BSB07 project management standards and the new *AIPM Professional Competency Standards for Project Management*, as the basis for future dialogue with the AIPM on ways to more closely align the standards and associated AIPM certification arrangements.

In undertaking the review, a range of other project management standards' approaches now in operation within Australia and internationally were also examined briefly to identify possible links and similarities.

Overall, the mapping exercise has identified significant commonality across the BSB07 and AIPM standards in relation to work application, structure and content. In some instances, it is likely that the AIPM standards are more current and may have more relevance and application from a practitioner perspective.

Similarities were also noted between the vocational education and training (VET) Recognition of Prior Learning/Recognition of Current Competence (RPL/RCC) processes and the AIPM certification assessment approach, although the actual mechanics of the AIPM process are geared more toward a certification than a qualification outcome.

Major differences identified include:

- at the competency standard element level – clearer specification of project management functions, within the AIPM standards, particularly in relation to scope, time, communication, human resources and risk management as well as project integration
- at the competency standard performance criteria level – stronger AIPM focus on many areas including occupational health and safety, client focus, governance, leadership, human resources and opportunities (as a sub-set of risk), as well as on the review and continuous improvement aspects, including closer specification of processes.

The mapping has also identified a few parts of the BSB07 standards that have not been carried across into the new AIPM standards (particularly in the performance criteria) but these do not appear to be overly significant.

From an IBSA perspective, the report suggests that a number of aspects of the AIPM standards could usefully be considered in any future review of the BSB07 project management standards – particularly in relation to the content and specificity of the standards and the extent of supporting information. The AIPM is willing to participate in any future review.

The AIPM has also indicated that it will address a number of the points identified in the mapping exercise during the next internal review of the current standards/certification documents, scheduled for later this year, as the basis for seeking greater commonality between the two sets of standards.

The report concludes that there are potential synergies in more closely linking the attainment of a VET qualification and the AIPM certification process (and, ideally, the two sets of competency standards).

The AIPM currently does not see value in specifying the exact nature of any links between the two sets of standards and/or between the VET qualification and AIPM certification processes. However, it regards the BSB07 standards as the VET benchmark for project management competency standards and is interested in continuing future dialogue with a view to seeking greater commonality of the standards.

Over time there may be scope for closer alignment of the qualifications and certification processes. This might for example relate to the level of recognition provided by AIPM to those holding BSB07 project management qualifications, and the potential for some recognition of AIPM certification as part of the VET assessment process.

Scope of review

Innovation and Business Skills Australia (IBSA) commissioned *Workplace Agenda* to undertake a mapping exercise in relation to its project management competency standards. This was to be undertaken in two stages:

- Stage 1 – mapping the BSB07 project management competency standards to the new Australian Institute of Project Management (AIPM) Professional Competency Standards for Project Management
- Stage 2 – mapping the BSB07 project management competency standards to the PSP04 public sector project management competency standards.

This is the final report for Stage 1 of this project.

Approach adopted

The mapping work involved:

- review of preliminary scoping work
- discussions with IBSA project officers
- desk research to map the BSB07 project management competency standards to the BSB07 *Business Services Training Package* and the AIPM *Professional Competency Standards for Project Management* and to review AIPM assessment arrangements
- a limited review of potential similarities with other project management standards' approaches now in operation within Australia and internationally
- two face-to-face consultations with AIPM (refer [Appendix A](#) for list of participants).

Context

AIPM is the leading national peak body for project management in Australia. Over the years, it has developed and refined a certification program for its members, linked to an online register. The certification process is competency based. The initial set of project management competency standards was developed in the early 1990s and endorsed in 1996. Following a review in 2003, the standards were incorporated into the *Business Services Training Package*, BSB01.

IBSA reviewed the Training Package in 2007, and it was replaced by BSB07 in January 2008. The new standards included a revised set of project management units, which were packaged into 3 project management qualifications¹:

- Certificate IV in Project Management (BSB41507)
- Diploma of Project Management (BSB51407)
- Advanced Diploma of Project Management (BSB60707).

¹ There is one additional unit – BSBPMG510A *Manage projects* – which is available as an elective in other BSB07 qualifications for non-specialist project managers.

Concurrently with the IBSA review, the AIPM undertook a major exercise during 2007/08 to develop its own *Professional Competency Standards for Project Management*, following demand from the industry to upgrade the standards to meet current industry needs, and in recognition of the higher levels of performance now expected of project managers, particularly those working at the senior management level “where complexity, business processes and commercial acumen play ever increasing roles and where a high level of professional behaviour is expected”.¹

The development exercise included a review of and alignment with a number of national and international project management standards².

In addition, it drew on a desk top review of current research in areas of skill gaps³ in project management, future project management trends, changing roles of project managers and existing international standards, as well as broad industry consultation.

In June 2008, AIPM issued its own AIPM *Professional Competency Standards for Project Management*, that were implemented from September 2008. These now apply to all new applicants seeking AIPM certification through entry to its RegPM Program⁴, with transition arrangements applying for those previously certified.

The new AIPM standards are organised around three⁵ professional levels:

- Certified Practising Project Practitioner (CPPP) – relating to the application of project management knowledge
- Certified Practising Project Manager (CPPM) – relating to the management of a project
- Certified Practising Project Director (CPPD) – relating to project management direction.

The link between the BSB07 and new AIPM standards has not yet been clearly established. This mapping exercise was undertaken by IBSA to identify commonalities and gaps across the two sets of standards, as the basis for future dialogue with the AIPM on ways to more closely align the standards and associated AIPM certification arrangements.

¹ AIPM Exposure Draft, *Professional Competency Standards for Project Management Part 1 of 5 – Introduction and Guidelines*, pp16-17

² Including AIPM project management standards, BSB01 project management standards, International Project Management Association (IPMA) standards, UK Association of Project Management (APM) standards, US Project Management Institute (PMI) standards, and Complex Project Managers standards developed by the College of Complex Project Managers.

³ AIPM has advised that areas given particular attention during the review included scoping, communications, risk, human resources and procurement.

⁴ *AIPM RegPM Assessment Guidelines*⁴ is a companion document to the *AIPM Professional Competency Standards*. The primary purpose of the *RegPM Assessment Guidelines* is to underpin AIPM certification processes, through providing the framework for the assessment of member competencies

⁵ Standards to underpin a fourth and higher professional level – Executive Project Director (ExecPD) – are due to be completed by late 2009.

Mapping process

The mapping process involved mapping the two sets of standards at unit, element and performance criteria level to identify areas of commonality and any potential gaps¹. The *Range Indicators*, *Evidence Guides* and *Underpinning Knowledge and Skills* sections were also reviewed.

Fortunately, it was possible to identify gaps and additions for both the AIPM and BSB07 standards in the one set of mapping documents, given their similar foundations and structure.

In addition, the project reviewed the AIPM certification assessment processes to identify areas of similarity or difference to inform future alignment discussions.

The mapping documents are included at **Attachments A–C**.

A summary of the AIPM certification assessment processes is included at **Attachment D**.

A summary of key terms used in the AIPM standards is included at **Attachment E**.

Mapping observations – AIPM standards

Work application

The potential industry application across the two sets of standards appears somewhat similar.

The AIPM standards state that they “have been developed to apply generically across a range of industries and enterprises and a range of projects from simple to difficult”,² noting that there may be a need for future development of standards to cover specialist project manager roles, especially at the Director level. Further information on the potential application of individual units is included in the AIPM Standards’ *Introduction* material and in the introduction to each professional level. AIPM also makes a clear distinction between projects and programs in its introductory section (including related definitions) and refers variously to these two levels of application throughout its standards.

The BSB07 standards are generally less specific, referring to application in “a wide variety of contexts” for the Certificate IV qualification and varying references to the level of complexity of projects across other qualification levels/ units, but otherwise appear to have a similar focus.

¹ The project brief required the mapping of all BSB07 project management units, including stand-alone unit BSBPMG510A *Manage projects*; this mapping was completed and included in the interim report to IBSA but the mapping of Unit BSBPMG510A has not been included in the final mapping, as it was agreed that this was not directly relevant to the alignment of the two sets of standards.

² AIPM Professional Competency Standards for Project Management – Part A, p1

Structure of AIPM standards

The AIPM standards have a similar structure to the BSB07 standards, and utilise much the same standards terminology.

However the AIPM standards have included a number of different/additional features:

- a *Glossary of Terms* – defining a selection of key training and project management terms used across the full set of AIPM standards
- broad introductory information for each professional/certification level including:
 - a general statement on work done at the level (compared with the BSB07 focus on job roles and titles)
 - Australian Qualification Framework (AQF) mapping information
 - the meaning of some common terms (eg higher project authorities, stakeholders, client and the project life cycle, as well as authority/reporting expectations)
 - brief information on prerequisites for entry into the RegPM Program at that professional level¹
- at the unit level:
 - *Definition* – definition of the scope of the unit, rather than the frequently broader BSB07 *Unit descriptor*
 - *Range Indicators* rather than a *Range Statement* – outlining the circumstances within which the performance criteria apply; these are generally more expansive and explicit (eg concerning specific methodologies, software applications etc.) than the BSB07 standards
 - *Underpinning Knowledge and Skills* - outlining a frequently broader range of knowledge and skills than in the BSB07 *Required Skills and Knowledge*, particularly for the higher-level standards
 - an *Evidence Guide* that outlines sources of documentation that could provide supporting evidence, rather than BSB07's broader range of information.

Assessment guidance has been moved into a separate set of *Assessment Guidelines*. The AIPM standards also exclude information on job roles, qualification pathways, licensing, legislative and regulatory considerations and employment skills summary, as well as unit-specific information on employability skills, application of the unit and competency field.

Many of the differences noted above can be explained by the fact that the AIPM standards are now designed primarily to serve a certification rather than training purpose. However, this is not a clear-cut distinction, as the AIPM has retained information on AQF alignments, albeit at a general level only.

¹ More detailed information on the AIPM Certification Framework, including certification levels and pathways and prerequisites for entry into the RegPM Program, is included in the AIPM Professional Competency Standards for Project Management – Part A

AIPM competency requirements

Applicants for AIPM certification must be able to demonstrate attainment of the relevant set of AIPM competency standards, in addition to other experience requirements, although the number of competencies to be attained varies across certification levels.

At the CPPP level, the AIPM requires competency in only four units, and will accept demonstration of knowledge only for the other eight units, as follows:

- Demonstrate competency in the following three units:
 - Unit 1 – Apply Scope Management Techniques
 - Unit 2 – Apply Time Management Techniques
 - Unit 4 – Apply Quality Management Techniques, and
- Demonstrate competency in one of the following five units:
 - Unit 3 – Apply Cost Management Techniques
 - Unit 5 – Apply Human Resources Management Techniques
 - Unit 6 – Apply Communications Management Techniques
 - Unit 7 – Apply Risk Management Techniques
 - Unit 8 – Apply Contract and Procurement Techniques, and
- Demonstrate knowledge, to the level defined, in the remaining four units.¹

At the CPPM levels, competence is required in all nine units for certification, and similarly for the CPPD level, where a “trained and experienced” Project Director is expected to be able to demonstrate competence in each of the nine units.²

The AIPM accounts for the flexibility at the CPPP level as being in recognition of differing industry experience patterns at this level³. The AIPM also encourages early entry into the RegPM Program so that members start to participate in the Continuous Professional Development program and take up opportunities to develop their knowledge and skills.

Supporting AIPM documentation notes that while certification against the AIPM Standards does not lead to any AQF qualification, the aim of the AIPM is to keep the professional standards and the national standards as closely matched as possible.

The documentation further notes that the AIPM standards have been ‘mapped’ to the AQF as follows:

- standards at CPPP level to Certificate IV⁴
- standards at CPPM level to Diploma⁵
- standards at CPPD level to Advanced Diploma⁶.

This mapping accords with the current BSB07 qualifications structure, although in the absence of specific qualification outcomes and alignments, the information is not of any immediate practical relevance and could be potentially misleading for those seeking

¹ Ibid – Part B, p2

² Ibid – Part D, p1

³ AIPM also noted that the ‘project manager’ title, though widely used, can be misleading; sometimes it indicates specialisation in only one or more aspects of project management eg procurement officer, or even lesser responsibilities.

⁴ AIPM Professional Competency Standards for Project Management – Part B, p1

⁵ Ibid – Part C, p1

⁶ Ibid – Part D, p1

certification in place of a VET qualification outcome. During the consultations, AIPM undertook to review and amend this aspect of its documentation so as to clarify expectations.

Alignment of standards

The content coverage of the BSB07 and AIPM standards is very similar, with the new AIPM standards organised around the same nine PMBOK¹ functions of project management that underpin the BSB07 standards ie. scope, time, cost, quality, human resources, communications, risk, and procurement management, and integration.

Alignment at unit level

At the unit level, there is almost a 1:1 matching, but with the titling of some AIPM units being slightly modified across most units (refer **Attachment A**). Closer perusal of the units does not indicate any significant variation in intent.

The order of the units has also been changed for the BSB07 Diploma/AIPM CPPM level, with the first BSB07 unit *Manage application of project integrative functions* being renamed and moved to the final unit for the AIPM CPPM level.

Alignment at element level

The AIPM standards have retained essentially the same structure of elements as the BSB07 standards, but in several instances have re-titled and/or re-configured elements (refer **Attachment B**). The functions most affected by these changes relate to human resources - mainly at the Project Manager and Project Director levels - but there is also some expansion of the scope, time, communications and risk management and integration functions across the AIPM standards.

In most cases, these changes do not appear to involve a significantly expanded role, but rather a clearer specification of the functions covered, particularly in relation to scope, time, communication, human resources and risk management as well as project integration. In many cases, they also flow through to a more detailed specification of performance criteria.

Some of the new elements, particularly those relating to human resources, have increased significantly in size and now appear to be out of proportion to others, especially at the Diploma level. The AIPM has advised that it will address this anomaly during the next review of its standards.

Alignment at performance criteria level

The BSB07 elements and related performance criteria could mostly be mapped to AIPM elements/performance criteria (see **Attachment C**) although in some cases this was difficult due to the lack of definition of new AIPM terms. (A listing of undefined terms was compiled as part of this project– to assist with future refinement of both the AIPM and BSB07 standards – refer **Attachment E**.)

Some AIPM performance criteria were identical to the BSB07 performance criteria; where changes have been made, they are not generally significant - amounting to various combinations of different terminology, ordering of points, clarification of purpose and/or other relatively minor aspects of content.

A small number of BSB07 performance criteria (totalling 10 for the CPPP units, 9 for the CPPM units and 2 for the CPPD units) could not be matched. These are shaded in green at

¹ As outlined in the Guide to the Project Management Body of Knowledge (PMBOK)

Attachment C. AIPM has advised that it will review these areas during the next review of its standards.

In addition, AIPM has introduced a number of new performance criteria which could not readily be matched to existing BSB07 performance criteria (these are shaded in yellow at **Attachment C**). There are generally around 1 to 9 new criteria per BSB07 unit but in one case – the CPPD human resources unit – there are 33 new performance criteria.

The additional criteria provide for a stronger focus on review and continuous improvement aspects, occupational health and safety, client focus, governance, leadership, opportunities (as a sub-set of risk) and organisational change, as well as closer specification of processes eg financial close-out.

Other alignments

In relation to the *Required Skills and Knowledge/Underpinning Knowledge and Skills* information, the AIPM standards have, with some exceptions, generally replicated the underpinning skills from the BSB07 standards and include most of the underpinning knowledge. However, these sections have been further strengthened for most of the AIPM units, particularly the knowledge requirements for the Project Manager and Project Director levels.

The additional information partly reflects the revised content and new terminology in the AIPM elements and performance criteria. However it also provides a greater depth of specificity than the BSB07 standards, and is consistent with the importance AIPM accords knowledge and skill (along with experience) for certification purposes.

In relation to the *Range of Variables/Range Indicators* information, it is clear that the AIPM standards strengthen the information by including greater detail, particularly at the Project Manager and Project Director levels.

As with the *Underpinning Knowledge and Skills*, the *Range Indicators* reflect the additional content in the AIPM elements and performance criteria sections. While the majority of the BSB07 *Range of Variables* information has been adopted (or varied to reflect AIPM terminology), the AIPM *Range Indicators* include a much wider range of information relating to relevant methodology and procedures as well as current industry/ enterprise practices for program/project management. They also variously strengthen the information on: users, supporters and stakeholders; facilities and resources; available expertise and advice; the organisational environment; and information and communication systems. In places, the information appears to have a stronger strategic focus and to use broader business-focused language eg the references to business plans and strategic directions.

As noted previously, the *Evidence Guide* outlines sources of documentation that could provide supporting evidence, rather than BSB07's broader range of information. However they do not include the range of information included in the Training Package units, especially in relation to assessment resources and possible alternative assessment methods.

Certification assessment processes

The BSB07 Training Package includes two forms of assessment guidance – the Training Package *Assessment Guidelines*, and the individual guidance provided at the competency unit level.

The AIPM includes four forms of information:

- a general overview of the role of its assessment/certification processes is provided in its introductory booklet (*AIPM Professional Competency Standards for Project Management Part A – Introduction*)
- the *RegPM Assessment Guidelines* (currently in draft form) – while similar in some ways to the Training Package Assessment Guidelines, the AIPM guidelines follow a different format and are less extensive (eg they do not cover the use and development of assessment tools, simulated assessments, employability skills or specific access and equity issues)
- specific guidance on possible supporting evidence is included at the competency unit level, in the form of an *Assessment Record Book*
- evidence guides in the standards.

A summary of the RegPM assessment processes¹ is included at **Attachment D**.

In many ways, the AIPM approach is consistent with Australian Quality Training Framework (AQTF) requirements – for example in relation to the focus on assessment strategies, access to RPL/RCC, the specification of equivalent assessor competencies and a reference to continuous improvement.

Key similarities between the BSB07 and AIPM assessment processes include:

- the use of competency standards as benchmarks for assessment
- the assessment of underpinning knowledge and skills and their application in the workplace
- a focus on the management of assessment records (with the AIPM requiring a completed *Assessment Report*)
- assessor competencies
- an overall focus on evidence gathering, assessment, verification and validation.

Key differences identified include:

- the AIPM assessment process is not undertaken under the auspices of a Registered Training Organisation and leads to an AIPM certification rather than an AQF qualification outcome
- the AIPM process is only available through RPL/RCC, whereas the Training Package provides for a wider range of assessment pathways (including RPL/RCC)
- the AIPM process includes specific experience requirements as a pre-requisite to certification (although it could be argued that there are somewhat similar expectations in the Training Package assessment process)
- AIPM applicants can choose their own assessors from an approved list, with the assessment undertaken on an external commercial basis

¹ This was prepared drawing on AIPM published information and information supplied during the consultations.

- at the competency unit level, the AIPM competency standards provide guidance on suitable forms of supporting evidence, but the onus is primarily on the applicant to identify and verify appropriate sources of evidence
- while the AIPM process includes a verification phase, the onus appears to be primarily on the applicant to prove the authenticity of the evidence provided and the assessor's knowledge of the applicant's employer and current work responsibilities.

The criteria for AIPM-supported assessors are not spelt out in the draft AIPM *RegPM Assessment Guidelines*. However the AIPM has advised that assessors must hold the necessary competencies from the Training and Assessment Training Package (TAA04) or equivalent (as per current National Quality Council policy), AIPM certification at least to the level being assessed, relevant qualification/s and an appropriate level of experience (generally a body of years).

Summary of commonalities and gaps

The mapping exercise has identified significant commonality across the two sets of standards. This level of commonality has been confirmed by the AIPM, following their review of the mapping documents.

At the unit level, differences were identified in relation to the order and titling of units, but these were not seen as significant.

Major differences identified include:

- at the element level – clearer specification of project management functions, particularly in relation to scope, time, communication, human resources and risk management as well as project integration
- at the performance criteria level – a stronger focus on occupational health and safety, client focus, governance, leadership, human resources (reflecting also a more positive, proactive HR approach for example in relation to organisational change) and opportunities (as a sub-set of risk), as well as on the review and continuous improvement aspects, including closer specification of processes eg financial close-out.

The mapping has also identified a few parts of the BSB07 standards that have not been carried across into the new AIPM standards (particularly in the performance criteria sections) but the AIPM has advised that these do not amount to a significant difference and it has undertaken to revisit them during its next standards' review.

In relation to the certification assessment approach, there appears to be much similarity with the RPL/RCC processes used in the VET sector, although the actual mechanics of the AIPM process are geared more toward a certification than a qualification outcome eg the requirement for specific periods of experience over and above demonstration of knowledge and competence.

In summary, the AIPM standards have benefitted from a wide-ranging review process and appear to delineate the varying project management functions and responsibilities across its three professional levels with greater precision. In some instances, the changes appear to be of a more stylistic nature. Generally though it is likely that the AIPM standards are more current and may have more relevance and application from a practitioner perspective – this is particularly evident at the CPPM and CPPD levels, where there has been a deliberate strengthening of the standards. In that regard, the AIPM has noted that the new standards

“reflect a development of the profession of Project Management and the maturity of the industry expectation from AIPM certification using the updated standards”.

Other project management standards/certification arrangements

As part of this mapping project, a number of other national and international project management standards/certification arrangements were briefly reviewed. These include standards/certification arrangements developed by the International Project Management Association (IPMA), the Project Management Institute (PMI), the Association for Project Management (APM), the Global Alliance for Project Performance Standards (GAPPS) and the International Standards Organisation (ISO), as well as PRINCE2, MSP and Gateway project management methodologies.

A summary of the main approaches is included at **Attachment F**.

While most have at their core the well-established PMBOK system, only some are competency-based (notably IPMA, APM and GAPPS). Others (PRINCE2, MSP and Gateway) focus on methodologies that can be used in implementing project management but ultimately operate within the PMBOK framework. Certification arrangements and associated assessment approaches also vary across the different approaches.

In the light of the AIPM mapping process, it would seem that considerable further work would be required to establish commonalities and gaps across the BSB07 and other standards. This would be a necessary pre-requisite to alignment, as would be willingness to review the respective sets of standards. In the case of the three project management methodologies, it would also be necessary to identify the point of intersection of the methodology and the standards.

Given the reported popularity of several of the frameworks (particularly the PRINCE2, MSP and Gateway methodologies), and the prospect for greater international links with others (eg. IPMA, PMI, APM and GAPPS), there may be some value in further consideration of these frameworks. The AIPM confirmed for example that it is in discussion with at least one of these groups concerning possible future links. However, in addition to the degree of commonality between the standards, the prospects for any future alignment would depend on the similarities and robustness of associated assessment systems and there being some compelling reason for their sponsors to enter into dialogue and would require considerable work associated with closer alignment. The advantages of pursuing such an alignment from IBSA’s perspective would also need to be reviewed.

Future alignment options

From an IBSA perspective, there are a number of aspects of the AIPM standards that could usefully be considered in any future review of the BSB07 project management standards – particularly in relation to the content and specificity of the standards and the extent of supporting information. The AIPM has offered to participate in any future review.

Similarly, the AIPM has indicated that it is open to addressing a number of aspects as part of its next internal review of the current standards/certification documents, scheduled for later this year, and has noted that “there would appear (to be) no significant barriers to achieving a common ground between the two sets of documents”¹.

If the content of the two sets of standards could be harmonised, there are potential synergies in more closely linking the attainment of an AQF qualification and the AIPM certification process (and, ideally, the two sets of competency standards). The AIPM sees some value in not specifying the exact nature of any links between the two sets of standards and/or between the VET qualification and AIPM certification processes – largely to retain a degree of discretion and flexibility in its own certification process and to avoid building up expectations on the part of providers and potential applicants. However it has indicated that it sees the BSB07 as the VET benchmark for project management competency standards and that it is interested in continuing future dialogue with a view to seeking greater commonality of the standards.

Over time there may be scope for closer alignment of the qualifications and certification processes. This might for example relate to the level of recognition provided by AIPM to those holding BSB07 project management qualifications, and the potential for some recognition of AIPM certification as part of the VET assessment process.

¹ Email correspondence from Chris Mansfield to IBSA, on behalf of the AIPM Professional Development Council, 25 March 2009.

Appendix A

Participants: AIPM consultations

5 February 2009 meeting

Australian Institute of Project Management (AIPM)

Ian Baxter, AIPM General Manager
Alan Tupicoff, AIPM National Secretary
David Hudson, Chair, AIPM Standards Committee
Leh Simonelli, Chair, AIPM Professional Development Council
Chris Mansfield, AIPM Certification and Assessment Manager
Rob Tucker, AIPM Information Resources Manager

Innovation and Business Skills Australia (IBSA)

Gabriele Gioffre, Industry Manager

Consultant

Wendy Katz, Principal Consultant, *Workplace Agenda*

27 March 2009 meeting

AIPM

Ian Baxter, AIPM General Manager
Alan Tupicoff, AIPM National Secretary
David Hudson, Chair, AIPM Standards Committee
Leh Simonelli, Chair, AIPM Professional Development Council
Chris Mansfield, AIPM Certification and Assessment Manager

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Rohit Gupta, Industry Manager
Genevieve Neumann, Project Officer

Consultant

Wendy Katz, Principal Consultant, *Workplace Agenda*

Attachment A

Mapping of BSB07 with AIPM project management competency standards to unit level

BSB41507 CERTIFICATE IV IN PROJECT MANAGEMENT		AIPM CERTIFIED PRACTISING PROJECT PRACTITIONER (CPPP)	
Unit	Unit title	Equiv. Unit	Unit title
BSBPMG401A	Apply project scope management techniques	Unit 1	Apply scope management techniques
BSBPMG402A	Apply time management techniques	Unit 2	Apply time management techniques
BSBPMG403A	Apply cost management techniques	Unit 3	Apply cost management techniques
BSBPMG404A	Apply quality management techniques	Unit 4	Apply quality management techniques
BSBPMG405A	Apply human resources management approaches	Unit 5	Apply human resource management techniques
BSBPMG406A	Apply communications management techniques	Unit 6	Apply communication management techniques
BSBPMG407A	Apply risk management techniques	Unit 7	Apply risk management techniques
BSBPMG408A	Apply contract and procurement management techniques	Unit 8	Apply contract and procurement management techniques

BSB51407 DIPLOMA OF PROJECT MANAGEMENT		AIPM CERTIFIED PRACTISING PROJECT MANAGER (CPPM)	
Unit	Unit title	Equiv. Unit	Unit title
BSBPMG501A	Manage application of project integrative processes	Unit 9	Plan and manage project integrative processes
BSBPMG502A	Manage project scope	Unit 1	Plan and manage scope
BSBPMG503A	Manage project time	Unit 2	Plan and manage time
BSBPMG504A	Manage project costs	Unit 3	Plan and manage cost
BSBPMG505A	Manage project quality	Unit 4	Plan and manage quality
BSBPMG506A	Manage project human resources	Unit 5	Plan and manage human resources
BSBPMG507A	Manage project communications	Unit 6	Plan and manage communication
BSBPMG508A	Manage project risk	Unit 7	Plan and manage risk
BSBPMG509A	Manage project procurement	Unit 8	Plan and manage procurement

BSB60707 ADVANCED DIPLOMA OF PROJECT MANAGEMENT		AIPM CERTIFIED PRACTISING PROJECT DIRECTOR (CPPD)¹	
Unit	Unit title	Equiv. Unit	Unit title
BSBPMG601A	Direct the integration of projects	Unit 9	Direct and manage program/project integration
BSBPMG602A	Direct the scope of a project program	Unit 1	Direct and control scope
BSBPMG603A	Direct time management of a project program	Unit 2	Manage overall program management
BSBPMG604A	Direct cost management of a project program	Unit 3	Direct and manage costs
BSBPMG605A	Direct quality management of a project program	Unit 4	Direct and manage quality
BSBPMG606A	Direct human resources management of a project program	Unit 5	Direct and manage human resources
BSBPMG607A	Direct communications management of a project program	Unit 6	Direct and manage communication
BSBPMG608A	Direct risk management of a project program	Unit 7	Direct and manage risk
BSBPMG609A	Direct procurement and contracting for a project program	Unit 8	Direct and manage procurement

¹ AIPM certification aligned at Advanced Diploma level

Attachment B

Mapping of BSB07 with AIPM project management competency standards to element level

BSB41507 Certificate IV in Project Management

IBSA units	IBSA elements	IBSA titles	Equiv. AIPM element/s	AIPM titles ¹	Comment on equivalence
BSBPMG401A Apply project scope management techniques	1	Contribute to scope definition	1.1	Contribute to scope definition	All IBSA elements covered.
	2	Apply project scope controls	2.1	Apply project scope controls	
BSBPMG402A Apply time management techniques	1	Assist in the development of project schedules	2.1	Contribute to the development of project schedules	All IBSA elements covered, though re-titled; AIPM elements expand one IBSA element into three elements; overall content and intent still similar
	2	Apply agreed schedules	2.2 2.3 2.4	Monitor agreed schedules Update agreed schedule Contribute to implementation of project schedules	
	3	Participate in assessing time management outcomes	2.5	Participate in assessing time management outcomes	
BSBPMG403A Apply cost management techniques	1	Assist with the development of the project budget	3.1	Contribute to the development of the project budget	All IBSA elements covered, with one re-titled
	2	Monitor project costs	3.2	Monitor project costs	
	3	Contribute to cost finalisation process	3.3	Contribute to project budget reconciliation processes	

¹ Throughout the table, significantly new elements are shaded in yellow

IBSA units	IBSA elements	IBSA titles	Equiv. AIPM element/s	AIPM titles¹	Comment on equivalence
BSBPMG404A Apply quality management techniques	1	Contribute to quality planning	4.1	Contribute to quality planning	All IBSA elements covered
	2	Apply quality policies and procedures	4.2	Apply quality policies and procedures	
	3	Contribute to continuous improvement process	4.3	Contribute to continuous improvement process	
BSBPMG405A Apply human resources management approaches	1	Assist with determining human resource requirements	5.1	Assist with determination of human resource requirements	All IBSA elements covered; AIPM standards split one IBSA element into three new elements and another into two new elements; overall content and intent still similar
	2	Assist with human resource monitoring and stakeholder liaison	5.2	Establish and maintain productive working relationships	
			5.3	Contribute to team building	
			5.4	Assist with human resource control	
3	Contribute to evaluating human resource and stakeholder management practices	5.5	Contribute to conclusion of human resource practices		
BSBPMG406A Apply communications management techniques	1	Contribute to communications planning	6.1	Contribute to communications planning	All IBSA elements covered, with one element re-titled
	2	Conduct information management activities	6.2	Conduct information management activities	
	3	Communicate project information	6.3	Communicate project information	
	4	Contribute to assessment of communication effectiveness	6.4	Contribute to assessment of communications management outcomes	
BSBPMG407A Apply risk management techniques	1	Assist with risk analysis and planning	7.1	Assist with risk analysis and planning	All IBSA elements covered, with one element re-titled
	2	Conduct risk control activities	7.2	Perform risk control activities	
	3	Contribute to assessing risk management outcomes	7.3	Contribute to assessing risk management outcomes	

IBSA units	IBSA elements	IBSA titles	Equiv. AIPM element/s	AIPM titles ¹	Comment on equivalence
BSBPMG408A Apply contract and procurement management techniques	1	Assist with contract and procurement planning	8.1	Assist with contract and procurement planning	All IBSA elements covered, with some minor re-titling
	2	Contribute to contractor selection process	8.2	Contribute to contractor selection process	
	3	Conduct contracting and procurement activities	8.3	Conduct contracting and procurement activities or services	
	4	Conduct finalisation activities	8.4	Conduct finalisation activities	

BSB51407 Diploma of Project Management

IBSA units	IBSA elements	IBSA titles	Equiv. AIPM element/s	AIPM titles	Comment on equivalence ¹
BSBPMG501A Manage application of project integrative processes	1	Manage integration of all functions of project management	9.1	Agree and establish life cycle reporting and measurement systems	All IBSA elements covered; AIPM standards expand two of the elements to two elements each; overall content and intent still similar
			9.2	Manage integration of all project management functions	
	2	Coordinate internal and external environments	9.3	Coordinate internal and external environments	
	3	Implement project activities throughout life cycle	9.4	Implement project activities throughout life cycle	
			9.5	Assess project integration outcomes	

¹ This relates to broad equivalence only - terminology and specific configuration/content may vary but this is noted where significant

IBSA units	IBSA elements	IBSA titles	Equiv. AIPM element/s	AIPM titles	Comment on equivalence¹
BSBPMG502A Manage project scope	1	Conduct project authorisation activities	1.1	Define the project context	All IBSA elements covered, with some re-titling; AIPM standards expand one element to two; overall content and intent still similar
	2	Conduct project scope definition activities	1.1 1.2	Define the project context Guide the development of project scope definition activities	
	3	Manage application of scope controls	1.3	Implement scope controls	
BSBPMG503A Manage project time	1	Determine project schedule	2.1	Determine project schedule	All IBSA elements covered, with one element re-titled
	2	Implement project schedule	2.2	Implement project schedule	
	3	Assess time management outcomes	2.3	Assess time management outcomes	
	1	Determine project costs	3.1	Determine project budget	
BSBPMG504A Manage project costs	2	Monitor and control project costs	3.2	Monitor and control project budgets and costs	All IBSA elements covered, with minor re-titling
	3	Conduct financial completion activities	3.3	Conduct project financial completion activities	
BSBPMG505A Manage project quality	1	Determine quality requirements	4.1	Determine quality requirements	All IBSA elements covered, with one element re-titled
	2	Implement quality assurance processes	4.2	Implement quality assurance	
	3	Implement project quality improvements	4.3	Implement project quality improvements	

IBSA units	IBSA elements	IBSA titles	Equiv. AIPM element/s	AIPM titles	Comment on equivalence¹
BSBPMG506A Manage project human resources	1	Implement human resource and stakeholder planning activities	5.1	Implement human resource and stakeholder planning activities	All IBSA elements covered; AIPM standards expand one IBSA element to three; overall content and intent still similar
	2	Implement staff training and development	5.2	Implement staff training and development	
	3	Manage the project team and stakeholders	5.2 5.3 5.4	Implement staff training and development Manage the project team and stakeholders Assess human resource outcomes	
BSBPMG507A Manage project communications	1	Plan communications processes	6.1	Plan communications processes	All IBSA elements covered; AIPM standards expand one IBSA element to two; overall content and intent still similar
	2	Manage project information	6.2 6.3	Manage information Manage project reporting	
	3	Assess communications management outcomes	6.3	Assess communications management outcomes	
BSBPMG508A Manage project risk	1	Determine project risks	7.1	Determine project risk events	All IBSA elements covered, with some re-titling; AIPM standards expand one IBSA element to two; overall content and intent still similar
	2	Monitor and control project risks	7.2 7.3	Monitor and manage opportunities Monitor and manage project risk	
	3	Assess risk management outcomes	7.3	Assess risk management outcomes	
BSBPMG509A Manage project procurement	1	Determine procurement requirements	8.1	Determine procurement requirements	All IBSA elements covered
	2	Establish agreed procurement processes	8.2	Establish agreed procurement processes	
	3	Conduct contracting and procurement activities	8.3	Conduct contracting and procurement activities	
	4	Implement contract and/or procurement	8.4	Implement contract and/or procurement	
	5	Manage contract and procurement finalisation procedures	8.5	Manage contract and procurement finalisation procedures	

BSB60707 Advanced Diploma of Project Management

IBSA units	IBSA elements	IBSA titles	Equiv. AIPM element/s	AIPM titles	Comment on equivalence ¹
BSBPMG601A Direct the integration of projects	1	Direct integration of all functions of project management	9.1	Direct integration of all functions of project management	All IBSA elements covered, though some re-titling; overall content and intent still similar
	2	Direct the internal project environment to meet external needs and expectations	9.2	Direct the internal program/project environment to meet external needs and expectations	
	3	Implement project activities throughout life cycle	9.3	Guide and direct program/ projects throughout project life cycles	
BSBPMG602A Direct the scope of a project program	1	Authorise projects	1.2	Direct program/ project scope	All IBSA elements essentially covered (though differently configured and titled); one IBSA element is split into two AIPM elements; overall content and intent still similar
	2	Define and plan program scope	1.1	Define, plan and direct program/ project scope throughout life cycle	
	3	Manage program scope	1.3 1.4	Direct scope change activities Direct program/project exit criteria	
BSBPMG603A Direct time management of a project program	1	Direct project schedule development	2.1	Develop project/program schedules	All IBSA elements covered, with some re-titling
	2	Manage program schedules	2.2	Direct project/program schedules	
	3	Analyse time management outcomes	2.3	Analyse time management outcomes	

¹ This relates to broad equivalence only - terminology and specific configuration/content may vary but this is noted where significant

IBSA units	IBSA elements	IBSA titles	Equiv. AIPM element/s	AIPM titles	Comment on equivalence¹
BSBPMG604A Direct cost management of a project program	1	Direct project budget development	3.1	Direct project/program budget development	All IBSA elements covered; AIPM standards split one IBSA element into two; overall content and intent still similar
	2	Manage program costs	3.2 3.3	Direct program/ project costs and accounting Direct program/ project budget reconciliation including at completion	
	3	Direct financial completion	3.3	Direct program/ project budget reconciliation including at completion	
BSBPMG605A Direct quality management of a project program	1	Direct quality requirements development	4.1	Identify quality requirements	All IBSA elements covered, with some re-titling
	2	Direct project quality assurance management	4.2	Conduct program/ project quality assurance	
	3	Improve program and project quality	4.3	Manage the quality management process	

IBSA units	IBSA elements	IBSA titles	Equiv. AIPM element/s	AIPM titles	Comment on equivalence¹
BSBPMG606A Direct human resources management of a project program	1	Direct human resources management planning	5.1	Ensure effective human resource systems	All IBSA elements covered; IBSA leadership element is broken down into a number of AIPM elements; overall content and intent still similar, though expanded in a few areas
	2	Manage program organisation and staffing	5.2	Ensure effective systems for project organisation and staffing	
	3	Direct project staff performance management	5.3	Ensure effective systems for staff performance management process	
	4	Provide overall leadership to project teams	5.4	Manage organisational change implications	
			5.5	Understand program participants and other stakeholders	
			5.6	Provide program team leadership	
			5.7	Monitor program team workload	
			5.8	Monitor and maintain program team and individual performance	
5.9	Build program team cohesion				
5.10	Develop project staff				
5.11	Assess human resource outcomes				
BSBPMG607A Direct communications management of a project program	1	Direct planning of project communications	6.1	Plan program/ project communications	All IBSA elements covered, with some re-titling
	2	Direct management of project information	6.2	Direct program/ project information	
	3	Manage program communications	6.3	Manage project reporting	
	4	Analyse communications management outcomes	6.4	Analyse communications management outcomes	

IBSA units	IBSA elements	IBSA titles	Equiv. AIPM element/s	AIPM titles	Comment on equivalence¹
BSBPMG608A Direct risk management of a project program	1	Direct planning of project risk management	7.1	Plan for the management of risk	All IBSA elements covered, with some re-titling
	2	Direct management of project risk and manage program risk	7.2	Direct program/ project risk	
	3	Assess project and program risk management outcomes	7.3	Assess risk management outcomes	
BSBPMG609A Direct procurement and contracting for a project program	1	Direct planning for project contracting and procurement	8.1	Plan program/ project contracting and procurement	All IBSA elements covered, with some re-titling
	2	Direct set up of contract and procurement process	8.2	Direct set up of contract and procurement	
	3	Direct management of contract and procurement process	8.3	Direct contract and procurement process	
	4	Direct management of contracts	8.3	Direct contract and procurement process	
	5	Direct finalisation of contracts	8.5	Direct finalisation of contracts	

Attachment C

Mapping of BSB07 with AIPM project management competency standards to performance criteria level

BSB41507 Certificate IV in Project Management

Unit: BSBPMG401A Apply project scope management techniques

IBSA element	IBSA performance criteria ¹		Equivalent AIPM element/s	Equivalent/additional ² AIPM performance criteria		Comment on equivalence
1. Contribute to scope definition	1.1	Contribute to the identification of project deliverables	1.1 Contribute to scope definition	1.1.1	Contribute to the identification of project deliverables	Identical
	1.2	Contribute to the identification of measurable outcomes to enable evaluation of project performance		1.1.3	Contribute to the identification of project acceptance criteria	Similar
	1.3	Contribute to the development of the scope management plan		1.1.2	Support the establishment of the project lifecycle management process	Similar

¹ Throughout the document, IBSA performance criteria not fully replicated by equivalent AIPM performance criteria are shaded green.

² Throughout the document, additional AIPM performance criteria are shaded yellow.

IBSA element	IBSA performance criteria ¹		Equivalent AIPM element/s	Equivalent/additional ² AIPM performance criteria		Comment on equivalence
2. Apply project scope controls	2.1	Undertake work in accordance with agreed project management plan and by using established <i>change control procedures</i> and <i>performance measurement procedures</i>	1.2 Apply project scope controls	1.2.1	Undertake work in accordance with the agreed business plan and/or project management plan to support effective change control and performance measurement processes and procedures management approaches	Similar, but with additional focus on procedures management approaches
	2.2	Monitor and control aspects of project scope and communicate instances of non-compliance with overall scope to the project manager and other team members		1.2.2	Monitor assigned compliance areas associated with scope requirements and communicate shortfalls to the project manager	Similar
	2.3	Measure progress to determine potential, perceived and actual scope changes		1.2.3	Measure progress to determine potential, perceived and actual scope issues that may require formal scope change	Similar
	2.4	Appropriately report scope changes		1.2.4	Contribute to reporting and recording of stakeholder agreed scope changes within assigned work responsibilities	Similar, but more precise
				1.2.5	Support the application of the project monitoring and reporting systems for the purpose of enabling project performance evaluation	Additional AIPM performance criterion
2.5	Provide assistance in the review of project outcomes to determine the effectiveness of initial and subsequent scope management approaches	1.2.6	Assist in the review of project outcomes to determine the effectiveness of initial and subsequent scope	Difference in emphasis – review of scope management approaches vs scope		

Unit: BSBPMG402A Apply time management techniques

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
1. Assist in the development of project schedules	1.1	Contribute, within <i>delegated authority</i> , to determining the duration and effort, sequence and dependencies of tasks to meet project objectives	2.1 Contribute to the development of project schedules	2.1.1	Support the identification of duration and effort, sequence and dependencies of tasks to meet assigned project objectives.	Similar, but without delegation reference
				2.1.2	Contribute to the establishment of the Work Breakdown Structure in the context of the development of the project's schedule including consideration of risk and estimating impact(s).	Additional AIPM performance criterion
				2.1.3	Identify schedule impact on cost estimating and risk identification	Additional AIPM performance criterion
	1.2	Use <i>project scheduling tools and techniques</i> to help establish and integrate planned time management aspects of the schedule, resource allocation and financial requirements		2.1.5	Support the introduction of project planning and scheduling tools and techniques required for time management aspects of the schedule	Similar
	1.3	Contribute to the agreement process and communication of the schedule to the client and other stakeholders		2.1.4	Contribute to the development of the project schedule management plan	Similar, but no reference to communication of schedule
	2. Apply agreed schedules	2.1		Use techniques to measure, record and report progress of activities in relation to agreed schedules and plans	See 2.3 below	
2.2		Record variance between actual and planned <i>progress</i> and report to <i>others</i> for remedial action	2.2 Monitor agreed schedules	2.2.1	Record and report variance between actual and planned progress on allocated tasks within the project schedule	Similar, but no reference to reporting for remedial action, although could be argued that this aspect is covered under the new element 2.4 below

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
	2.3	Contribute to forecasting the impact of changes on the schedule and to the analysis of options				Covered in AIPM performance criterion 2.3.3 below
	2.4	Implement agreed changes to the schedule and update plans as directed to accommodate changing situations throughout the project				Covered in AIPM performance criterion 2.3.1 below
				2.2.2	Contribute to identifying tasks which may be integral to the critical path(s)	Additional AIPM performance criterion – not clear why this isn't included under the new performance criterion 2.1 <i>Contribute to the development of project schedules</i>
				2.2.3	Support monitoring processes to identify deviations from the schedule which may impact on meeting project objectives	Additional AIPM performance criterion – similar to IBSA performance criterion 2.1 and AIPM performance criterion 2.3.2
			2.3 Update agreed schedule	2.3.1	Update the schedule and plans as directed to accommodate changing situations throughout the project life cycle	Maps to IBSA performance criterion 2.4 above
				2.3.2	Use scheduling tools to measure, record and report progress of activities in relation to agreed schedules and plans	Maps to IBSA performance criterion 2.1 above
				2.3.3	Contribute to forecasting the impact of changes on the schedule and the analysis of options	Maps to IBSA performance criterion 2.3 above

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
			2.4 Contribute to implementation of project schedules	2.4.1	Contribute to review of progress against the schedule throughout the project life cycle	Additional AIPM performance criterion – similar to IBSA performance criterion 2.1 and AIPM performance criterion 2.3.2
				2.4.2	Document project progress and schedule changes according to project documentation standards	Additional AIPM performance criterion – similar to IBSA performance criterion 2.1 and AIPM performance criterion 2.3.2
				2.4.3	Monitor consistency of schedule changes with changing scope, objectives, constraints and risks	Additional AIPM performance criterion – provides further detail re specific expectations re ‘consistency of schedule changes’
3 Participate in assessing time management outcomes	3.1	Provide assistance in the <i>review of project outcomes</i> to determine the effectiveness of time management tools, techniques and approaches used	2.5 Participate in assessing time management outcomes	2.5.1	Assist in the review of project outcomes to determine the effectiveness of scheduling tools, techniques and approaches used	Similar
	3.2	Report scheduling and time management issues and responses to project manager for application in future projects		2.5.2	Identify scheduling and time management issues for application to future projects	Similar; no reference to ultimate receiver of information

Unit: BSBPMG403A Apply cost management techniques

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
1 Assist with the development of the project budget	1.1	Determine <i>estimated costs</i> for tasks and activities and communicate these costs to <i>others</i> for inclusion in project budget	3.1 Contribute to the development of the project budget	3.1.1	Estimate costs for tasks and activities and communicate to others for inclusion in project budget	Equivalent
	1.2	Map costs against duration/effort and resources allocated, and communicate to project manager for inclusion in the project plan, budget and expenditure flow		3.1.2	Map costs against duration/effort and allocated resources, and communicate to the project manager for inclusion in the project plan, project budget and associated billings, cost and cash profiles	Similar
				3.1.3	Seek and apply feedback on the appropriateness, validity and accuracy of estimates	Additional AIPM performance criterion
				3.1.4	Seek clarification of estimates, and the degree of accuracy where required	Additional AIPM performance criterion
	1.3	Contribute to the development of <i>cost management strategies and processes</i> , and financial authorisation within <i>delegated authority</i>		3.1.5	Contribute to improving the management of the project budget process (This is conducted as a result of feedback to project budget process effectiveness in the monitoring stage)	Similar
2 Monitor project costs	2.1	Monitor income and expenditure against the agreed project plan and budgets to facilitate cost management throughout the project life cycle	3.2 Monitor project costs	3.2.1	Contribute to the monitoring of billings, expenditure and cash against the agreed project plan and budget	Similar
	2.2	Use established cost management methods, techniques and tools to identify and report variations in the budget to higher project authority for action		3.2.2	Use established project cost management methods, techniques and tools to identify and report variations in the budget to higher project authority for action	Similar

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence
	2.3	Implement and monitor agreed actions and report progress to others to ensure cost objectives are achieved throughout the project life cycle		3.2.3 Support the review and reporting on the budget to identify whether variations between planned and actual expenditure, revenue and cash are appropriate to current agreed Estimate At Completion	Similar, but need to check equivalence with AIPM
3 Contribute to cost finalisation process	3.1	Provide assistance in the finalisation and transfer of financial assets, liabilities and records to the client or relevant operational support agency	3.3 Contribute to project budget reconciliation processes	3.3.1 Assist in the processes of project budget reconciliation, finalisation and transfer of financial assets, liabilities and records to the client or to a designated stakeholder	Similar
	3.2	Provide assistance in the review of project outcomes by use of <i>project records</i> , to determine the effectiveness of initial and subsequent cost management strategies and processes		3.3.2 Assist in the review of project outcomes by use of project records to determine the effectiveness of initial and subsequent project accounting strategies and processes	Similar
	3.3	Report cost management issues and responses to project/program manager for application in future projects		3.3.3 Report cost estimating, cost control and budgeting issues and responses to higher project authority for application in future projects	Similar
				3.3.4 Review project cost management and lessons learned and record in accordance with the cost management plan	Additional AIPM performance criterion – linked to AIPM performance criterion 3.3.4

Unit: BSBPMG404A Apply quality management techniques

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
1 Contribute to quality planning	1.1	Contribute to determining quality requirements of project stakeholders	4.1 Contribute to quality planning	4.1.1	Contribute to quality planning and communicate in a manner appropriate to the intended audience	Similar, with additional reference to communication
	1.2	Contribute to establishing quantifiable quality criteria for project outcomes and objectives		4.1.2	Contribute to establishing quantifiable quality criteria for project outcomes and objectives	Identical
	1.3	Source <i>information</i> to locate and interpret quality policy and procedures				Not clear why this has been omitted – possibly covered by AIPM performance criterion 4.1.2 above
	1.4	Contribute to the development of quality requirements in the project plan and processes		4.1.3	Contribute to the establishment of quality requirements in the project plan and processes	Similar
2 Apply quality policies and procedures	2.1	Undertake work under <i>delegated authority</i> to implement <i>quality assurance</i> within the project in accordance with agreed quality standards and guidelines	4.2 Apply quality policies and procedures	4.2.1	Implement quality assurance within the project as directed and in accordance with agreed quality standards and guidelines	Similar, other than reference to ‘delegated authority’
	2.2	Maintain records and documentation in accordance with set procedures to facilitate <i>quality control</i> and to provide an audit trail		4.2.2	Maintain records and documentation in accordance with set procedures	Similar – less detail
	2.3	Document and evaluate results of project activities and product performance to determine compliance with agreed quality standards		4.2.3	Evaluate and document results of project activities and product performance to determine compliance with agreed quality standards	Similar
	2.4	Report shortfalls in quality outcomes to <i>others</i> to enable appropriate action to be initiated		4.2.4	Report shortfalls in quality outcomes to the project manager	Similar

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
3. Contribute to continuous improvement process	3.1	Participate in the ongoing review of project outcomes to determine the effectiveness of quality management activities	4.3 Contribute to continuous improvement process	4.3.1	Assist in the ongoing review of project outcomes to determine the effectiveness of quality management activities	Similar
				4.3.2	Seek opportunities to contribute to the continuous improvement of project systems, plans and processes	Additional AIPM performance criterion – provides additional detail to supplement AIPM performance criterion 4.3.1
				4.3.3	Check plans, processes and outcomes regularly for quality and completion against established criteria	Additional AIPM performance criterion – provides additional detail to supplement AIPM performance criterion 4.3.1
				4.3.4	Contribute to stakeholder satisfaction analysis and report to higher project authorities	Additional AIPM performance criterion provides additional detail to supplement AIPM performance criterion 4.3.1
	3.2	Report quality management issues and responses to others for application in future projects		4.3.5	Contribute to lessons learned activities by reporting quality assurance issues and responses to higher project authorities for application in future projects	Similar – more detail

Unit: BSBPMG405A Apply human resources management approaches

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
1 Assist with determining human resource requirements	1.1	Analyse <i>work breakdown structure</i> to determine human resource requirements	5.1 Assist with determination of human resource requirements	5.1.1	Contribute to the analysis the work break down structure and the organisational structure to determine human resource requirements	Similar
	1.2	Assess skill levels of project personnel against project task requirements		5.1.2	Contribute to definition of resources required to undertake project tasks	Similar, but slightly different emphasis
				5.1.3	Contribute to analysis of stakeholders expectations to determine human resource requirements	Additional AIPM performance criterion – supplements AIPM performance criterion 5.1.2 above
	1.3	Assign responsibilities for achieving project deliverables				No direct equivalent, but partly covered by AIPM performance criterion 5.1.2.
2 Assist with human resource monitoring and stakeholder liaison	2.1	Monitor the work of project personnel against assigned roles and responsibilities				See comments above.
	2.2	Track, monitor and control actual effort against plan, review skill levels against allocated tasks and recommend remedial action, where required, to <i>others</i>				See comments above.
	2.4	Advise others when assigned responsibilities are not met by project personnel, or stakeholder expectations are at variance				See comments above.

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence
			5.2 Establish and maintain productive working relationships	5.2.1 Actively seek the views and opinions of team members during task planning and implementation	Additional AIPM performance criterion. The new element 5.2 and Criteria 5.2.1–5.2.6 tend to focus on a more positive HR leadership approach than that currently included in the IBSA standards for this level
				5.2.2 Undertake duties and accept responsibilities in a positive manner and in a way that promotes cooperation and good relationships in the team	Additional AIPM performance criterion – see comments above
				5.2.3 Communicate with others using styles and methods appropriate to the situation and desired outcome	Additional AIPM performance criterion – see comments above
				5.2.4 Communicate information and ideas to others in a logical, concise and understandable manner	Additional AIPM performance criterion – see comments above
				5.2.5 Regularly seek feedback on the nature and quality of working relationships, and use the feedback as the basis for individual improvement and development	Additional AIPM performance criterion – see comments above
				5.2.6 Encourage and develop team activities, goals and cohesion	Additional AIPM performance criterion – see comments above

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
	2.3	Contribute to tracking, monitoring and controlling stakeholder participation and communication with the project	5.4 Assist with human resource control	5.4.1	Facilitate stakeholder participation in the project in an open and ethical manner	Additional AIPM performance criterion – change of emphasis in new performance criterion; some links with AIPM performance criterion 5.1.3 above
	2.5	Undertake work in a multi-disciplinary environment in accordance with established human resource management <i>practices, plans, guidelines and procedures</i> to achieve designated project objectives		5.4.2	Undertake work in a multi disciplinary environment in accordance with established HRM plans, practices, guidelines and procedures to achieve designated project objectives	Similar
	2.6	Resolve potential and actual conflicts in accordance with agreed dispute resolution processes or report to others for resolution		5.4.3	Resolve potential and actual conflicts in accordance with agreed dispute resolution processes or report to others for resolution	Identical
	2.7	Offer <i>human resource development opportunities</i> to individuals with skill gaps	5.3 Contribute to team building	5.3.1	Enhance team effectiveness in achievement of project objectives through individual and team development opportunities	Similar
3 Contribute to evaluating human resource and stakeholder management practices	3.1	Contribute to assessing the overall effectiveness of project human resource management and document lessons learned	5.5 Contribute to conclusion of human resource practices	5.5.1	Contribute to the assessment of the overall effectiveness of project HRM and document lessons learned	Similar
	3.2	Report human resource issues to others to aid the continuous improvement process		5.5.2	Report human resource issues to others to aid the continuous improvement process	Identical
	3.3	Contribute to stakeholder satisfaction analysis and assist with post-project operational review	4.3 Contribute to continuous improvement process	4.3.4	Contribute to stakeholder satisfaction analysis and report to higher project authorities	Similar, but missing reference to post-project operational review

Unit: BSBPMG406A Apply communications management techniques

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
1. Contribute to communications planning	1.1	Identify, source and contribute relevant information requirements to initial project documentation	6.1 Contribute to communications planning	6.1.1	Identify requirements and source relevant information to contribute to initial project documentation	Similar
	1.2	Contribute to developing and implementing the communications plan and communications networks		6.1.2	Contribute to the development and implementation of the communications management plan and communications networks	Similar
2 Conduct information management activities	2.1	Gather, validate, store, retrieve, filter and disseminate information within agreed procedures as directed, to aid decision making processes throughout project life cycle	6.2 Conduct information management activities	6.2.1	Gather, validate, store, retrieve, filter and disseminate information as directed, within agreed procedures, to aid decision making processes	Similar
	2.2	Maintain information to ensure data is secure and auditable		6.2.2	Maintain information in an agreed manner to ensure the data is secure and auditable	Similar
3 Communicate project information	3.1	Undertake <i>communication within project, with client and other stakeholders</i> within agreed networks, processes and procedures to ensure flow of necessary information	6.3 Communicate project information	6.3.1	Communicate within project team and stakeholders using agreed networks, processes and procedures to ensure clarity of understanding	Similar
				6.2.3	Write clear and succinct reports that contain all of the required information, and are prepared in accordance with the project communications management plan	Additional AIPM performance criterion
	3.2	Ensure reports are written and released in accordance with authorisation, or drafted for release by others		6.3.2	Write and release reports as directed, or draft for release by higher project authorities	Similar

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
	3.3	Seek information and advice from appropriate project authorities when in doubt		6.3.3	Seek information and advice from appropriate project authorities when in doubt	Identical
				6.3.4	Contribute to project performance reports and communicate to project stakeholders as directed	Additional AIPM performance criterion
4 Contribute to assessment of communication effectiveness	4.1	Provide assistance in the ongoing review of project outcomes to determine the effectiveness of communications management activities		6.4.1	Assist in the ongoing review of project outcomes to determine the effectiveness of communications management activities	Similar
				6.4.2	Provide feedback on the success or otherwise of the implementation and continued appropriateness of the project communication plan	Additional AIPM performance criterion – a sub-set of 6.4.3 below
	4.2	Report communication management issues and responses to higher project authorities for application in future projects		6.4.3	Report communications management issues and responses and lessons learned to higher project authorities for application in future projects	Similar

Unit: BSBPMG407A Apply risk management techniques

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
1 Assist with risk analysis and planning	1.1	Contribute to identifying and prioritising potential risks throughout the project life cycle	7.1 Assist with risk analysis and planning	7.1.1	Contribute to the identification and prioritisation of potential risks throughout the project life cycle	Similar
	1.2	Provide input, within <i>delegated authority</i> , to develop risk management strategies and risk management plans within established guidelines		7.1.2	Contribute to the development of risk management strategies and risk management plans within established guidelines	Similar, without reference to delegated limits
	1.3	Establish <i>risk analysis methods, techniques and tools</i> to assist in the analysis of risks		7.1.3	Use established risk analysis methods, techniques and tools to assist in the analysis of risks	Similar, but IBSA performance criteria is at a higher responsibility level
	1.4	Ensure reporting mechanisms for risks are planned for and agreed to		7.1.4	Contribute to the development and implementation of risk reporting mechanisms	Similar
2 Conduct risk control activities	2.1	Undertake control activities in accordance with agreed project and risk management plans to achieve project objectives	7.2 Perform risk control activities			Partly maps to 7.2.4 below
	2.2	Measure progress and act on perceived, potential or actual risks within authority or report to <i>others</i> for response		7.2.1	Monitor risks in accordance with agreed project and risk management plans and advise project manager of changing circumstances	Similar
				7.2.2	Regularly review progress and future activity for the purpose of identifying potential and actual risks and opportunities	Additional AIPM performance criterion
	2.3	Contribute to the implementation of agreed risk approaches and the amendment of plans to reflect the changing environment		7.2.3	Contribute to the implementation of agreed risk management approaches and the amendment of plans to reflect the changing environment	Similar

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
				7.2.4	Contribute to corrective action on risks in accordance with the risk management plan and delegated authority	Additional AIPM performance criterion – partly maps to IBSA performance criterion 2.1 above
				7.2.5	Contribute to the review of contingency plans on an ongoing basis and, where required, ensure tasks allocated to individuals and/or team are clarified with the project manager before implementation	Additional AIPM performance criterion – supplements AIPM performance criteria 7.2.2 and 7.2.3 above
				7.2.6	Apply and monitor risk contingency measures in accordance with the risk management plan	Additional AIPM performance criterion – supplements AIPM performance criteria 7.2.3 above
	2.4	Identify and report <i>opportunities</i> for action in the same way as risks		7.2.7	Identify and report opportunities in the same way as risks	Similar
3 Contribute to assessing risk management outcomes	3.1	Contribute to the ongoing <i>review</i> of project outcomes to determine the effectiveness of risk management activities by accessing project <i>records</i> and other available information	7.3 Contribute to assessing risk management outcomes	7.3.1	Contribute to the ongoing review of project outcomes to determine the effectiveness of risk management activities by accessing records and other available information	Identical
	3.2	Report risk management issues and responses to others for lessons learned or application in future projects		7.3.2	Contribute to the reporting of risk management issues and responses to higher project authority for application in future projects	Similar

Unit: BSBPMG408A Apply contract and procurement management techniques

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
1 Assist with contract and procurement planning	1.1	Contribute to the establishment of procurement requirements	8.1 Assist with contract and procurement planning	8.1.1	Contribute to the establishment of procurement requirements and the development of the procurement plan	Similar, with additional reference to development of procurement plan
	1.2	Act under <i>delegated authority</i> to contribute to the development of the procurement management plan		8.1.1	Contribute to the establishment of procurement requirements and the development of the procurement plan	Similar
	1.3	Contribute to the development of project documentation for contract definition and formation		8.1.2	Contribute to the establishment of the project procurement management process	Similar
2 Contribute to contractor selection process	2.1	Gather and evaluate information on potential suppliers				IBSA performance criteria 2.1–2.4 are generally more procedural and specific than the replacement AIPM performance criteria for this element 8.2.1–8.2.3 below
	2.2	Make recommendations to assist in selection of preferred contractors				
	2.3	Provide contribution to the definition of agreed terms and conditions with preferred contractor/s				
	2.4	Assist with the development of the final tendering and contractual documentation				

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
			8.2 Contribute to contractor selection process	8.2.1	Undertake work in accordance with the agreed procurement Plan	Additional AIPM performance criterion. See comments above.
				8.2.2	Contribute to the development of a contingency based procurement strategy	Additional AIPM performance criterion. See comments above.
				8.2.3	Contribute to ensuring that procurement procedures and contracts satisfy probity and governance requirements	Additional AIPM performance criterion. See comments above.
3 Conduct contracting and procurement activities	3.1	Undertake procurement activities and maintain information so that reporting, confidentiality and audit requirements are met	8.3 Conduct contracting and procurement activities or services	8.3.1	Operate procurement process within governance requirements	Similar (need check AIPM terminology for equivalence – ‘governance requirements’ not defined
	3.2	Receive, reconcile and register supplies in accordance with established procedures to facilitate payment throughout project		8.3.2	Undertake contracting or procurement activities or services work according to higher project authority requirements	AIPM performance criterion 8.3.2 encompasses the requirements in IBSA performance criteria 3.2 and 3.3
	3.3	Monitor and control contractors and suppliers and their activities for compliance with designated responsibilities, deliverables, time/cost and quality conformance and other requirements				

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
4 Conduct finalisation activities	4.1	Test and accept supplies to ensure quality and suitability for purpose	8.4 Conduct finalisation activities	8.4.1	Support the testing and acceptance of supplies	Similar, but lesser responsibility level
	4.2	Provide assistance in the ongoing <i>review</i> of project outcomes using available <i>records</i> and information to determine the effectiveness of contracting and procurement activities		8.4.2	Contribute to lessons learned in the procurement management area and identify possible improvements for incorporation in future projects	Similar
	4.3	Report contracting and procurement management issues and responses to <i>others</i> for application in future projects		8.4.2	Contribute to lessons learned in the procurement management area and identify possible improvements for incorporation in future projects	Similar

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Unit: BSBPMG501A Manage application of project integrative processes

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
			9.1 Agree and establish life cycle reporting and measurement systems	9.1.1	Agree and implement the project's life cycle and project reporting and performance management systems.	Additional AIPM performance criterion. Some alignment with IBSA performance criterion 1.2 below
				9.1.2	Determine appropriate project phases, approval points and review points throughout the project life cycle	Additional AIPM performance criterion. Some alignment with IBSA performance criterion 1.3 below

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
1 Manage integration of all functions of project management	1.1	Identify project stakeholders and their interests, with guidance of higher project authority	9.2 Manage integration of all project management functions	9.2.1.	Identify project stakeholders and their interests, with guidance from senior personnel	Similar
	1.2	Analyse all <i>project management functions</i> with higher project authority and relevant stakeholders to determine achievable project objectives		9.2.2	Analyse all project management functions, in conjunction with senior personnel and relevant stakeholders, to determine achievable project objectives	Similar
	1.3	Develop a <i>project plan</i> to integrate all project management functions to achieve outcomes and requirements for time, cost, quality and risk		9.2.3	Develop a project management plan to integrate all project management functions to meet requirements and stakeholder expectations and to achieve desired outcomes	Similar
	1.4	Obtain endorsement of project plan by higher project authority		9.2.4	Seek endorsement of project plan from appropriate higher authority	Similar
	1.5	Establish designated mechanisms to control planned activity				Some alignment with AIPM Unit 3 – <i>Apply Cost Management Techniques</i>
				9.2.5	Create/foster a safe environment for project personnel to work within	Additional AIPM performance criterion
				9.2.6	Display effective and appropriate leadership ensuring the effective integration of all of the project functions in a non blame environment	Additional AIPM performance criterion

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
2 Coordinate internal and external environments	2.1	Manage the project within an established <i>internal working environment</i> to ensure work is conducted effectively throughout the project	9.3 Coordinate internal and external environments	9.3.1	Manage the project within an established internal working environment to ensure work is conducted effectively throughout the project life cycle	Similar
	2.2	Maintain established links to align project objectives with organisation objectives throughout the project life cycle		9.3.2	Maintain established links to align project objectives with strategic organisational objectives	Similar
	2.3	Seek assistance, where necessary, from higher project authority to resolve conflicts which may negatively affect project objectives		9.3.3	Where necessary, seek assistance from senior personnel to resolve conflicts which may negatively affect project objectives or outcomes	Similar
3 Implement project activities throughout life cycle	3.1	Ensure agreed project phases, approval points and review points occur	9.4 Implement project activities throughout life cycle	9.4.1	Incorporate project phases, approval points and review points into the project schedule and use to monitor and control progress and reporting of all project management functions	Similar, but additional detail on purpose
	3.2	Report progress against established project baselines to measure performance throughout the project life cycle		9.4.2	Integrate phases to monitor and review risk in order to maximise opportunity and minimise the consequences of adverse events throughout the project life cycle	Similar, although AIPM performance criterion is more proactive
	3.3	Implement established <i>finalisation plans, procedures and activities</i>		9.4.3	Establish and manage finalisation plans, procedures and Activities	Similar
				9.4.4	Review project plans and general project documentation to ensure they reflect the current status of the project	Additional AIPM performance criterion

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
			9.5 Assess project integration outcomes	9.5.1	Review project progress, issues and outcomes to determine the effectiveness of integration management processes, procedures and tools	Additional AIPM performance criterion
	3.4	Identify and document <i>integration management issues and recommended improvements</i> , and pass on to higher project authority for application to future projects		9.5.2	Identify integration management lessons learned and recommend improvements to higher project authority for application in projects	Similar

Unit: BSBPMG502A Manage project scope

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
1 Conduct project authorisation activities	1.1	Develop and confirm procedures for <i>project authorisation</i> with an <i>appropriate authority</i> as the basis for future project management activity and the commitment of resources and effort	1.1 Define the project context	1.1.1	Confirm project authorisation with higher authority and within current governance parameters	The broader AIPM performance criterion appears to encompass both IBSA performance criteria 1.1 and 1.2.
	1.2	Obtain authorisation to expend resources				See comment above

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence		
2 Conduct project scope definition activities	2.1	Identify project objectives, <i>deliverables</i> , constraints, exclusions, assumptions and principal work activities		1.1.2	Define and communicate project objectives to all key stakeholders and confirm that they are understood	IBSA performance criterion further delineated into these 3 AIPM performance criteria, plus AIPM performance criteria 1.2.4 and 1.2.6 below, under a broader AIPM element 1.1	
				1.1.3	Establish deliverables for each stage of the project		
				1.1.4	Identify external dependencies to ensure a clean boundary between the project and the customer/client		
				1.15	Develop project acceptance criteria in consultation with key stakeholders	Additional AIPM performance criterion; 'project acceptance criteria' not defined in AIPM standards	
				1.1.6	Develop the project charter in consultation with the client or project sponsor. (Note this is done in setting the project context and precedes the scope definition)	Additional AIPM performance criterion; 'project charter' not defined in AIPM standards	
				1.2 Guide the development of project scope definition activities	1.2.1	Critically examine lessons learned from previous projects to inform and benefit the definition of this project (Logically this should be a primary input rather than an afterthought)	Additional AIPM performance criterion
					1.2.2	Communicate the project context to the project stakeholders, the project team and organisational representatives	Additional AIPM performance criterion
	2.2	Establish measurable project benefits and outcomes to enable evaluation of project performance			1.2.3	Establish and seek agreement on measurable outcome criteria to evaluate the achievement of the project scope	2 IBSA performance criteria collapsed into 1 AIPM performance criterion

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
	2.3	Establish agreement to a shared understanding of desired project outcomes with <i>relevant stakeholders</i>		1.2.4	Establish project assumptions, constraints and dependencies in consultation with key stakeholders	Similar. Also see comment above for IBSA performance criterion 2.1. Some links to AIPM performance criterion 1.1.6
	2.4	Develop and implement scope management plan		1.2.5	Establish the scope management plan to assure validity is maintained	Similar; more detail on purpose
				1.2.6	Develop the statement of work breakdown to task or work package level (project charter is already complete and covered earlier)	Additional AIPM performance criterion – see comment above for IBSA performance criterion 2.1; not clear if this is the same as a ‘Work Breakdown Structure’ (referred to elsewhere in the AIPM standards)
3 Manage application of scope controls	3.1	Implement agreed <i>scope management</i> procedures and processes	1.3 Implement scope controls	1.3.1	Implement agreed scope management procedures and processes	Identical
				1.3.2	Use agreed key performance indicators to monitor project outcomes and project controls	Additional AIPM performance criterion
	3.2	Manage the impact of scope changes within established time, cost and quality constraints according to <i>change control procedures</i> and to meet project objectives		1.3.3	Manage the impact of scope change within the established governance framework, paying particular attention to the project schedule, project budget and quality constraints	Similar
				1.3.4	Regularly review and evaluate project progress and outcomes against scope definitions, and key performance indicators	Additional AIPM performance criterion. Appears similar in scope to AIPM performance criterion 1.3.5 below

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence
	3.3	Review progress and record results to assess the effectiveness of scope management procedures		1.3.5 Review and record project progress and outcomes to assess the effectiveness of scope management processes, procedures and project management tools	Similar
	3.4	Identify and document scope management issues and recommended improvements, and pass on to higher authority for application to future projects		1.3.6 Identify scope management lessons learned and recommend improvements to higher project authority for application in projects	Similar

Unit: BSBPMG503A Manage project time

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence
1 Determine project schedule	1.1	Determine the duration, effort, sequence and dependencies of tasks from the scope definition as the basis for the project schedule	2.1 Determine project schedule	2.1.1 Determine the duration and effort, sequence and dependencies of tasks from the scope definition as the basis for the project schedule	Identical
				2.1.2 Ensure the project schedule includes all tasks and activities necessary to achieve the primary objectives of the project	Additional AIPM performance criterion
				2.1.3 Ensure that scheduling software tools employed, are used correctly and that staff are adequately trained in their use	Additional AIPM performance criterion
	1.2	Obtain input and approval for the project schedule from stakeholders		2.1.6 Develop the time management plan in consultation with relevant stakeholders	Similar

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence
	1.3	Select and use <i>methods, techniques and tools</i> , within delegated authority, to determine preferred schedule, <i>time management plan/s</i> , resource allocation and financial requirements		2.1.4 Apply appropriate methods, techniques and tools to determine preferred schedule, resource allocation and financial requirements	Similar; omits specific reference to time management plan/s
				2.1.5 Review scheduling tools for their relevance to assist in controlling the schedule to meet project objective(s)	Additional AIPM performance criterion. Provides more detail to supplement IBSA performance criterion 1.3 and AIPM performance criterion 2.1.4 above
	1.4	Obtain agreement to the schedule from relevant project authority and communicate this agreement to stakeholders to provide the basis for measurement of progress		2.1.7 Obtain agreement on the schedule and time management plan from a higher project authority	Similar, but omits reference to communicating with stakeholders
Implement project schedule	2.1	Implement mechanisms to measure, record and report progress of activities in relation to the agreed schedule and plans	Implement project schedule	2.2.1 Implement and use mechanisms to measure, record and report progress of activities in relation to the agreed schedule and plans	Similar
				2.2.2 Gain approval from stakeholders and higher project authorities to use the project schedule as the basis for the measurement of progress	Additional AIPM performance criterion. Supplements AIPM performance criterion 2.1.7 above
	2.2	Conduct ongoing analysis of options to identify variances and to forecast the impact of changes to the schedule		2.2.3 Regularly analyse options to identify variances and forecast the impact of changes on the schedule	Similar

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
	2.3	Review progress throughout the project life cycle and implement agreed schedule changes to ensure consistency with changing scope, objectives and constraints related to time and resource availability		2.2.4	Review progress throughout the project life cycle and implement agreed schedule to ensure consistency with changing scope, objectives and constraints related to time and resource availability	Identical
	2.4	Develop responses to perceived, potential or actual schedule changes, ensure agreement by a higher project authority, and implement to maintain project objectives		2.2.5	Develop responses to perceived, potential or actual schedule changes, obtain approval to changes where necessary, and implement to meet project objectives	Similar
				2.2.6	Ensure schedule changes are consistent with changing scope, objectives, constraints and risks	Additional AIPM performance criterion. Supplements AIPM performance criterion 2.2.5 above
3 Assess time management outcomes	3.1	Review project outcomes from available <i>records</i> and information to determine the effectiveness of time management activities	2.3 Assess time management outcomes	2.3.1	Review project progress, issues and outcomes to determine the effectiveness of time management processes, procedures and tools	Similar, but omits specific reference to review of records
	3.2	Identify and document time management issues and recommended improvements, and pass on to relevant project authority for application in future projects		2.3.2	Identify time management lessons learned and recommend improvements to higher project authority for application in projects	Similar

Unit: BSBPMG504A Manage project costs

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
1 Determine project costs	1.1	Determine resource requirements for individual tasks, with input from stakeholders and guidance of <i>others</i>	3.1 Determine project budget	3.1.1	Determine resource requirements for individual tasks with input and guidance from stakeholders and others	Similar
	1.2	Estimate <i>project costs</i> to enable budgets to be developed and implement agreed cost management processes		3.1.2	Estimate project costs and develop project budgets, ensuring appropriate contingency allowances are made	Similar
				3.1.3	Develop cost estimates by using methods appropriate and acceptable to the organisation and the project	Additional AIPM performance criterion
				3.1.4	Determine the accuracy and/or acceptability of estimates within appropriate degrees of tolerance for the specific project	Additional AIPM performance criterion
	1.3	Develop and implement a cost management plan, within <i>delegated authority</i> , to ensure clarity of understanding and ongoing management of project finances		3.1.5	Within delegated authority develop and implement a cost management plan to effectively communicate and manage project costs and budget	Similar
2 Monitor and control project costs	2.1	Implement agreed financial management processes and procedures to monitor actual expenditure and to control costs	3.2 Monitor and control project budgets and costs	3.2.1	Implement agreed project budget monitoring and control processes	Similar
				3.2.2	Monitor and control actual project billings, project expenditure and project cash flow against current project budget forecasts and evaluate options	Additional AIPM performance criterion. Supplements AIPM performance criterion 3.2.1 above.

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
	2.2	Select and use cost analysis methods and tools to identify cost variations, evaluate options and recommend actions to a higher project authority		3.2.3	Analyse budget variations, determine causes and recommend actions to control budget within constraints	Similar, but no specific reference to costs analysis methods and tools
	2.3	Implement, monitor and modify agreed actions to maintain financial and overall project objectives throughout the project lifecycle		3.2.4	Implement, monitor and modify agreed actions to maintain project budget objectives as well as overall project objectives throughout the project life cycle	Similar
				3.2.5	Ensure payments to suppliers reflect services performed and products delivered	Additional AIPM performance criterion
3 Conduct financial completion activities	3.1	Conduct appropriate activities to signify financial completion	3.3 Conduct project financial completion activities	3.3.1	Use appropriate project financial close-out procedures	Similar
	3.2	Review project outcomes using available records and information to determine the effectiveness of cost management processes and procedures		3.3.2	Review project cost performance and outcomes to determine the effectiveness of financial management processes, procedures and tools	Similar
				3.3.3	Follow governance procedures to review financial close-out	Additional AIPM performance criterion
	3.3	Review cost management issues and identify improvements		3.3.4	Identify financial management lessons learned and recommend improvements to higher project authority for application in projects	

Unit: BSBPMG505A Manage project quality

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
1 Determine quality requirements	1.1	Determine <i>quality objectives</i> , standards and levels, with input from stakeholders and guidance of a higher project authority, to establish the basis for quality outcomes and <i>a quality management plan</i>	4.1 Determine quality requirements	4.1.1	Determine quality objectives, standards and levels, with input from stakeholders and guidance of a higher project authority, to establish the basis for quality outcomes and a quality management plan	Identical
	1.2	Select and use established <i>quality management methods, techniques and tools</i> to determine preferred mix of quality, capability, cost and time		4.1.2	Select and use established quality management methods, techniques and tools to determine preferred mix of quality, capability, cost and time	Identical
	1.3	Identify quality criteria, obtain agreement from a higher project authority and communicate to stakeholders, to ensure clarity of understanding and achievement of quality and overall project objectives		4.1.3	Identify quality criteria, obtain agreement from appropriate authority if necessary and communicate to stakeholders to ensure clarity of understanding and achievement of quality and overall project objectives	Similar
	1.4	Include agreed quality requirements in the project plan and implement as basis for performance measurement		4.1.4	Include agreed quality requirements in the project plan and implement as a basis for performance measurement	Identical
				4.1.5	Establish project performance measurement systems	Additional AIPM performance criterion

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
2 Implement quality assurance processes	2.1	Measure and document results of project activities and product performance throughout the project life cycle to determine compliance with agreed quality standards	4.2 Implement quality assurance	4.2.1	Measure and document results of project activities and product performance throughout the project life cycle to determine compliance with agreed quality standards	Identical
	2.2	Identify causes of unsatisfactory results, in consultation with client, and recommend appropriate actions to a higher project authority to enable continuous improvement in quality outcomes		4.2.3	In consultation with the client, identify causes of unsatisfactory outcomes and submit recommendations to a higher project authority to enable continuous improvement in quality	Similar
	2.3	Conduct inspections of quality processes and <i>quality control</i> results to determine compliance of quality standards to overall quality objectives		4.2.2	Conduct inspections of quality processes and quality control results to determine compliance of quality outcomes	Identical
	2.4	Maintain a quality management system to enable effective recording and communication of quality issues and outcomes to a higher project authority and stakeholders		4.2.4	Maintain a quality management system to enable effective recording and communicate quality issues and outcomes to a higher project authority and stakeholders	Similar

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
3 Implement project quality improvements	3.1	Review processes and implement agreed changes continually throughout the project life cycle to ensure continuous quality improvement	4.3 Implement project quality improvements	4.3.1	Review quality processes and implement agreed changes continually throughout the project life cycle to ensure continuous improvement to quality	Similar
	3.2	Review project outcomes against performance criteria to determine the effectiveness of quality management processes and procedures		4.3.2	Review project progress, issues and outcomes to determine the effectiveness of quality management processes, procedures and tools	Similar
	3.2	Identify and document lessons learned and recommended improvements , and pass on to higher project authority for application in future projects		4.3.3	Identify quality management lessons learned and recommend improvements to higher project authority for application in projects	Similar

Unit: BSBPMG506A Manage project human resources

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
1 Implement human resource and stakeholder planning activities	1.1	Identify project stakeholders and verify their expectations in order to quantify project outcomes				Not specifically replicated, but AIPM performance criterion 5.1.1. could encompass intent.
	1.2	Determine resource requirements for individual tasks, with input from stakeholders and guidance from a higher project authority, to determine project staffing levels and required competencies	5.1 Implement human resource and stakeholder planning activities	5.1.1	Determine human resource requirements for individual tasks, with input from stakeholders and guidance from project authorities, to determine project staffing levels and required competencies	Similar
	1.3	Establish project organisation and structure to align individual and group competencies with project tasks		5.1.2	Establish project organisation and structure to align individual and group competencies with project tasks	Similar

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
				5.1.3	Ensure appropriate OH&S requirements are considered for application throughout the project life cycle	Additional AIPM performance criterion
	1.4	Allocate <i>staff</i> to the project with the approval of a higher project authority, to meet work requirements throughout the project life cycle		5.1.4	Allocate staff within the project, with the approval of a higher project authority where necessary, to meet work requirements throughout the project life cycle	Similar
	1.5	Develop and use <i>HRM methods, techniques and tools</i> to implement procedures and plans to ensure clarity of understanding and ongoing HRM		5.1.5	Use appropriate HR methods and tools to effectively manage HR systems and plans	Similar
2 Implement staff training and development	2.1	Communicate designated staff responsibilities, authority and individual performance measurement criteria to the project team and other relevant stakeholders, to ensure clarity of understanding of the work and to provide a basis for ongoing assessment	5.2 Implement staff training and development	5.2.1	Communicate designated staff responsibilities, authority and personal performance measurement criteria to ensure clarity of understanding of the work and to provide a basis for ongoing assessment	Similar, but omits specific reference to receiver of communications
	2.2	Identify, plan and implement ongoing development and training of project team members to achieve HRM and overall project objectives, with agreement of a higher project authority		5.2.3	Implement staff development and training to achieve overall project objectives	Similar, but with possibly higher responsibility level
	2.3	Measure individuals' performance against agreed criteria and initiate actions to overcome shortfalls in performance and to encourage career progression		5.2.2	Identify and take action to rectify any gaps in individual and group skills and knowledge	Similar

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
3 Manage the project team and stakeholders	3.1	Implement processes to promote continuous improvement of staff, and take actions to improve staff and overall project effectiveness		5.2.4	Implement strategies to encourage individuals and groups to continuously improve competence and effectiveness	Similar
	3.2	Monitor and report internal and external influences on individual and project team member performance and morale to a higher project authority, if necessary, for remedial action	5.3 Manage the project team and stakeholders	5.3.1	Monitor internal and external influences on individual and group performance and morale and take remedial action where necessary	Similar, but with possibly higher responsibility level
	3.3	Implement established procedures for interpersonal communication, counselling and conflict resolution to maintain a positive working environment		5.3.2	Implement established procedures for interpersonal communication, counselling and conflict resolution to maintain a positive working environment	Identical
	3.4	Continually review stakeholder expectations to resolve expectation variance and to ensure project is on track to deliver expected outcomes		5.3.3	Regularly review stakeholder expectations to resolve expectation variance and ensure the project is on track to deliver expected outcomes	Similar
	3.5	Identify and manage inter-project and intra-project conflict to minimise impact on achievement of project objectives		5.3.4	Establish and maintain the desired cultural environment for the project and take action to influence change	AIPM performance criteria similar, but broaden intent
				5.3.5	Monitor and provide supportive feedback on individual and team performance in a manner that promotes cohesive teamwork	
			5.3.6	Manage and report any OH&S issues affecting the project	Additional AIPM performance criterion	
			5.4 Assess human resource outcomes	5.4.1	Review project progress, issues and outcomes to determine the effectiveness of HRM processes, procedures and tools	Additional AIPM performance criterion

Unit: BSBPMG507A Manage project communications

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
1 Plan communications processes	1.1	Identify, document and analyse information requirements, with input from stakeholders and guidance from a higher project authority, as the basis for communications planning	6.1 Plan communications processes	6.1.1	Identify, document and analyse information requirements, with input from stakeholders and guidance of other project authorities, to provide a basis for communications planning	Similar
	1.2	Develop, within <i>delegated authority</i> , an agreed communications management plan to ensure clarity of understanding and achievement of project objectives throughout the project life cycle		6.1.2	Develop and implement the communication management plan to ensure clarity of purpose for both internal and external communications strategy for the project life cycle	Similar, but AIPM performance criterion extends to implementation
	1.3	Establish and maintain designated <i>project management information system (PMIS)</i> to ensure the quality, validity, timeliness and integrity of information and communication		6.1.3	Establish and apply a project management information system, with appropriate structure and procedures to ensure the quality, validity, timeliness and integrity of information and communication	Similar

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
2 Manage project information	2.1	Manage the generation, gathering, storage, retrieval, analysis and dissemination of information by project staff and stakeholders within established systems and procedures to aid decision making processes throughout the project life cycle	6.2 Manage information	6.2.1	Manage the generation, gathering, storage, retrieval, analysis and dissemination of information by project staff to aid decision making processes throughout the project life cycle	Similar, but omits reference to this being undertaken within established systems and procedures
	2.2	Implement, modify, monitor and control designated information validation processes to optimise quality and accuracy of data		6.2.2	Implement, modify, monitor and control information validation processes to optimise quality and accuracy of data	Similar, but possibly wider application as no reference to 'designated information validation processes'
	2.3	Implement and maintain agreed communication networks between project staff, client and other stakeholders to ensure effective communications at appropriate levels throughout the project life cycle		6.2.3	Implement and maintain agreed communication networks between project staff, client and other stakeholders to ensure effective communications and collaboration at appropriate levels throughout the project life cycle	Similar
				6.2.4	Ensure that appropriate project information ownership and responsibility is transferred to relevant stakeholders at project close out	Aligns with IBSA performance criterion 3.1 below
			6.3 Manage project reporting	6.3.1	Establish, manage and validate project reporting according to documentation standards	Additional AIPM performance criterion – partly encompassed in IBSA performance criterion 2.1 above
	2.4	Identify communication and information management system problems and report them to a higher project authority		6.3.2	Identify and manage communication and information management system issues, and implement agreed remedial actions to ensure project objectives are met	Similar, but higher level of responsibility for management of system

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
				6.3.3	Draft project reports and validate their content to ensure alignment to actual project progression for release to established recipients	Additional AIPM performance criterion
				6.3.4	Maintain stakeholder relationships within established guidelines to ensure clarity of understanding of objectives and to reduce conflict throughout the project life cycle	Additional AIPM performance criterion
						Aligns with AIPM performance criterion 2.4 above
3 Assess communications management outcomes	3.1	Conduct finalisation activities to ensure agreed ownership of, and responsibility for, information collected	6.4 Assess communications management outcomes			
	3.2	Review project outcomes to determine the effectiveness of management information and communications processes and procedures		6.4.1	Review project progress, issues and outcomes to determine the effectiveness of communication management processes, procedures and tools	Similar
	3.3	Identify and document lessons learned and recommended improvements, and pass on to higher project authority for application in future projects		6.4.2	Identify communication management lessons learned and recommend improvements to higher project authority for application in projects	Similar
				6.4.3	Manage the closure and disposal of project information and documents in accordance with organisational guidelines	Additional AIPM performance criterion. Links with AIPM performance criterion 6.2.4 above

Unit: BSBPMG508A Manage project risk

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
			7.1 Determine project risk events	7.1.1	Establish a risk register in accordance with organisational requirements.	Additional AIPM performance criterion
1 Determine project risks	1.1	Identify, document and analyse <i>risks</i> , in consultation with stakeholders and higher project authority, as the basis for risk planning		7.1.2	Identify, document and analyse risks and opportunities in consultation with stakeholders and use the results as the basis for risk planning	Similar, with specific additional reference to opportunities
	1.2	Use established <i>risk management techniques and tools</i> , within <i>delegated authority</i> , to analyse risks, assess options and recommend preferred risk approaches		7.1.3	Use established risk management techniques and tools to evaluate risks, assess options, and determine appropriate risk mitigation plans	Similar, but without reference to delegated authority
	1.3	Develop risk management plans, secure agreement of stakeholders and communicate plans to ensure clarity of understanding and ongoing management of risk factors		7.1.4	Develop risk management plans and communicate and consult with stakeholders to ensure clarity of understanding and ongoing management of risk factors	Similar
	1.4	Establish designated <i>risk management processes and procedures</i> to enable effective management and communication of risk events, responses and results		7.1.5	Establish risk management processes and procedures to enable effective management and communication of risk events, responses and results	Identical
				7.1.6	Assign risk management responsibility to those who are in the best position to deal with the risk(s)	Additional AIPM performance criterion. Would appear to be closely linked to AIPM performance criterion 7.1.5 above

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
2 Monitor and control project risks	2.1	Manage project in accordance with established project and risk management plans to ensure a common approach to the achievement of objectives				While not specifically addressed in AIPM performance criteria, some aspects are included in AIPM performance criteria 7.3.1 below
			7.2 Monitor and manage opportunities	7.2.1	Monitor project opportunities, in consultation with team members and stakeholders	Additional AIPM performance criterion
				7.2.2	Document opportunities and assess against project progress and outcomes to determine overall benefit	Additional AIPM performance criterion
				7.2.3	Present opportunities to higher authority for consideration and approval	Additional AIPM performance criterion
				7.2.4	Implement changes when necessary to take advantage of new opportunities or to reduce negative impacts	Additional AIPM performance criterion
	2.2	Monitor progress against project plans to identify variances and <i>recommend responses</i> to a higher project authority for remedial action	7.3 Monitor and manage project risk	7.3.1	Monitor and manage project risks, including external factors that could impact the project.	Similar
	2.3	Implement agreed risk responses and modify plans to reflect changing project objectives in an environment of uncertainty		7.3.2	Implement risk management strategies and modify plans to reflect changing project objectives in an environment of uncertainty	Similar

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
3 Assess risk management outcomes	3.1	Review project outcomes to determine effectiveness of risk management processes and procedures	7.4 Assess risk management outcomes	7.4.1	Review project progress, issues and outcomes to determine the effectiveness of risk management processes, procedures and tools	Similar
	3.2	Identify and document risk issues and recommended improvements, and pass on to higher project authority for application in future projects		7.4.2	Identify risk management lessons learned and recommend improvements to higher project authority for application in projects	Similar

Unit: BSBPMG509A Manage project procurement

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
1 Determine procurement requirements	1.1	Identify procurement requirements with input from stakeholders as the basis for procurement planning and contracts	8.1 Determine procurement requirements	8.1.1	Identify procurement requirements, with input from stakeholders and the guidance of higher project authorities, as the basis for procurement planning and contracting	Similar, but with specific reference to higher project authorities
	1.2	Establish and maintain, within <i>delegated authority</i> , an agreed <i>procurement management plan</i> and strategies to ensure clarity of understanding between stakeholders and achievement of project objectives		8.1.2	Establish and maintain, within delegated authority, an agreed procurement management plan and strategy to ensure clarity of understanding between stakeholders and achievement of project objectives	Similar

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
2 Establish agreed procurement processes	2.1	Obtain information from established sources capable of fulfilling procurement requirements to determine how project objectives can be met	8.2 Follow agreed procurement processes	8.2.1	Obtain information from sources capable of fulfilling procurement requirements to determine the extent to which project objectives can be met	Similar
	2.2	Adopt established selection processes and selection criteria, including occupational health and safety (OHS) requirements, and communicate to stakeholders and prospective contractors or suppliers to ensure fair competition		8.2.2	Adopt established selection processes and selection criteria and communicate to stakeholders and prospective contractors or suppliers to ensure fair competition	Similar, but omits reference to OHS requirements
	2.3	Obtain approvals for procurement processes to be used for the project from higher project authority to enable formal discussions to be conducted		8.2.3	Obtain approval from higher project authority, where necessary, to enable formal discussions to be conducted with potential suppliers	Similar, but with specific reference to potential suppliers

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
3 Conduct contracting and procurement activities	3.1	Communicate agreed proposals and/or specifications to prospective contractors or suppliers to ensure clarity of understanding of project objectives	8.3 Conduct contracting and procurement activities	8.3.1	Communicate requirements and/or specifications to prospective contractors or suppliers to ensure clarity of understanding of project objectives	Similar
	3.2	Evaluate responses and select preferred contractors or suppliers in accordance with current legal requirements and agreed selection processes		8.3.2	Evaluate responses from potential suppliers and select preferred supplier in accordance with current legal requirements and agreed selection processes	Similar, but no specific reference to contractors
	3.3	Conduct negotiations with preferred contractor or supplier, with guidance of higher project authority if necessary, to agree on contract terms and conditions, establish common goals and minimise uncertainty		8.3.3	Conduct negotiations with the preferred contractor or supplier, with guidance from a higher project authority if necessary, to agree on contract terms and conditions, establish common goals and minimise uncertainty	Similar
				8.3.4	Establish, wherever possible, a positive and effective working relationship with contractors and suppliers	Additional AIPM performance criterion

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
4 Implement contract and/or procurement	4.1	Implement established procurement management plan and make <i>modifications</i> with higher project authority approval, to ensure a common approach to achievement of objectives	8.4 Implement contract and/or procurement	8.4.1	Implement and modify as necessary, an established procurement management plan to ensure a common approach to achievement of objectives	Similar
	4.2	Review progress and manage agreed changes to ensure timely completion of tasks, resolution of conflicts and achievement of project objectives within the legal framework of the contract		8.4.2	Manage procurement issues and changes within approved scope to ensure timely completion of tasks, resolution of conflicts and achievement of project objectives within the legal framework of the contract	Similar
	4.3	Identify and report procurement management problems to higher project authority and implement agreed remedial actions to ensure project objectives are met		8.4.3	Report procurement issues, together with recommendations, to a higher project authority when necessary	Similar, but IBSA performance criteria includes identification of problems and implementation of agreed remedial actions
5 Manage contract and procurement finalisation procedures	5.1	Conduct finalisation activities to ensure contract deliverables meet contractual requirements	8.5 Manage contract and procurement finalisation procedures	8.5.1	Manage finalisation activities to ensure contract deliverables meet contractual requirements	Similar
	5.2	Review project outcomes using available <i>procurement records and information</i> to determine effectiveness of contracting and procurement processes and procedures		8.5.2	Review project progress, issues and outcomes to determine the effectiveness of procurement processes, procedures and tools	Similar, but omitting specific reference to procurement records and information
	5.3	Document lessons learned and recommended improvements, and pass on to higher project authority for application in future projects		8.5.3	Identify procurement lessons learned and recommend improvements to higher project authority for application in other projects	Similar

BSB60707 Advanced Diploma of Project Management

Unit: BSBPMG601A Direct the integration of projects

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
			9.1 Direct integration of all functions of project management	9.1.1 Guide and direct the integration of all project management functions	Additional AIPM performance criterion	
				9.1.2 Integrate program/ projects and subordinate project data within the program context	Additional AIPM performance criterion	
1 Direct integration of all functions of project management	1.1	Support project managers in project stakeholder analysis to determine the influence of others on project outcomes		9.1.3	Support program/ project stakeholder analysis by project personnel to identify and/or determine the influence of others on the program/ projects and project outcomes	Similar
	1.2	Analyse, rationalise and integrate the requirements of all projects and the inter-relationships of <i>project management functions</i> to determine agreed, <i>achievable program objectives</i> that align to organisational goals, strategies and objectives as stated in strategic planning documentation		9.1.4	Analyse the requirements of all projects and identify, rationalise and integrate the multiple inter relationships of project management functions to achieve program/ project objectives	Similar, but omits specific reference to the alignment of objectives to organisational goals, strategies and objectives
	1.3	Review, rationalise and, when approved, integrate project plans into a structured, cohesive program plan for ongoing program management		9.1.5	Review and rationalise project plans and, when approved, integrate into a structured, cohesive program/ project plan to assist ongoing program/ project management	Similar
	1.4	Derive integrated program control mechanisms from project plans, to establish program control requirements	9.1.6	Establish integrated program/ project control mechanisms derived from project/ subordinate project plans to achieve program/ project monitoring and control requirements	Similar	

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence
	1.5	Use project plans to develop consolidated program budgets, schedules and interdependencies, and to identify program risks		9.1.7 Develop, manage and maintain consolidated program/ project plans containing consolidated program/ project budgets, schedules and interdependencies to identify program/ project risks	Similar
				9.1.8 Classify projects by type and identify the level of complexity in order to assign appropriate project personnel to the project/program	Additional AIPM performance criterion. Also links with HRM unit.
2 Direct the internal project environment to meet external needs and expectations	2.1	Direct the <i>internal project working environment</i> to ensure project managers' work is conducted effectively throughout multiple, aligned project life cycles	9.2 Direct the internal program/project environment to meet external needs and expectations	9.2.1 Direct the internal program/ project working environment to ensure project personnel's work is conducted effectively throughout multiple, aligned project life cycles	Similar
	2.2	Establish and maintain links to direct the alignment between projects and organisational objectives within the program		9.2.2 Establish and maintain links with relevant managers to ensure alignment between projects/ sub project and organisational objectives within the program/ project	Similar
	2.3	Evaluate project proposals (scope definitions) against the organisation's strategic objectives		9.2.3 Evaluate program/ project proposals against the organisation's strategic objectives	Similar
	2.4	Coordinate and direct conflicting requirements of individual projects to achieve program objectives		9.2.4 Coordinate requirements of individual/ sub projects and resolve conflicts in order to achieve program/ project objectives	Similar
	2.5	Modify, where necessary, individual project objectives to achieve overall program objectives		9.2.5 Modify individual project/sub project objectives where necessary to achieve overall program/ project objectives	Similar

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence
	2.6	Coordinate the impact of <i>external environmental influences</i> on individual projects to achieve program objectives		9.2.6 Manage external dependencies and the impact that external environmental influences may have on project outcomes and program objectives	Similar
				9.2.7 Contribute to the identification of key stakeholder probity and governance requirements	Additional AIPM performance criterion
				9.2.8 Contribute to the identification of statutory probity and governance requirements	Additional AIPM performance criterion
3 Direct projects throughout project life cycles	3.1	Direct all project managers to provide project phases, approval points, review points and other milestones, to allow program integration	9.3 Guide and direct program/projects throughout project life cycles	9.3.1 Direct project personnel to provide detail on project phases, approval points, review points and other milestones, to allow program/project integration	Similar
	3.2	Establish project baselines and report progress in relation to these baselines, to measure program performance throughout the business reporting cycle		9.3.2 Establish project and program baselines to measure and report program/project performance throughout the business reporting cycle	Similar
	3.3	Progressively review project baselines to ensure nominated benefits are consistent with organisational expectations		9.3.3 Review program/project baselines progressively to ensure nominated benefits are consistent with organisational expectations	Similar
				9.3.4 Monitor program/ project performance through peer reviews to establish shortfalls against contract performance, technical performance and process performance	Additional AIPM performance criterion

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
				9.3.5	Review /change key performance indicators to reflect the current program/project cycle and changed circumstances	Additional AIPM performance criterion
				9.3.6	Manage reporting to steering committees and/ or senior management as required	Additional AIPM performance criterion
	3.4	Direct <i>finalisation plans, procedures and activities</i> to ensure final outcomes are met and that projects meet agreed program objectives		9.3.7	Direct finalisation plans, procedures and activities to ensure desired outcomes are met and that projects/sub projects meet agreed program/project objectives	Similar
	3.5	Review projects finalised in a program management reporting period to evaluate benefits to the business		9.3.8	Evaluate completed projects within management reporting cycles to determine benefits to the business	Similar
	3.6	Pass on integration management lessons learned to higher project authority and provide feedback for application to other projects		9.3.9	Aggregate integration lessons learned and use in planning and implementation of later projects within the program and, where appropriate, pass to organisational management for use in strategic planning	Similar

Unit: BSBPMG602A Direct the scope of a project program

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
1 Authorise projects	1.1	Analyse needs, in consultation with client and relevant stakeholders, to justify each project and to designate project managers	1.2 Direct program/ project scope	1.2.1	Manage the review and maintenance of agreed management plans and established change control procedures to ensure achievement of the program/project's strategic aims and to enhance its strategic alignment	
	1.2	Conduct project selection and prioritisation within guidelines provided by, or under the direction of, a relevant (governance) authority		1.2.2	Authorise project/s to achieve business and strategic outcomes identified as important to the organisation	
	1.3	Make project authorisation recommendations to relevant authority as the basis for future project management activity, and commitment of resources and effort		1.2.3	Direct the flow of program/project authorisation processes to ensure alignment with governance requirements	
				1.2.4	Measure program/project progress to determine potential, perceived and actual scope changes which require resolution	Additional AIPM performance criterion
				1.2.5	Provide advice during review of program/ project outcomes to determine effectiveness of the scope management approaches	Additional AIPM performance criterion

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
			1.1 Define, plan and direct program/project scope throughout life cycle	1.1.1	Direct and lead subordinate project personnel to develop a clear definition of project scope	AIPM element 1.1 broadened to encompass direction component.
2 Define and plan program scope	2.1	Define projects' objectives, major deliverables and resource requirements at the project and program level, and confirm them with the governance group or relevant authority		1.1.3	Work with the higher authority/ governance group to define and confirm objectives, major deliverables and resource requirements at the program/project and subordinate project level	Similar, though less specific. Also links with AIPM performance criterion 1.1.6 below
				1.1.6	Ensure definitions of program/project scope are clear, unambiguous and sufficiently detailed to provide clear guidance for ongoing organisational, program and subproject planning	Additional AIPM performance criterion. Further delineates 1.1.3 above
	2.2	Determine and agree measurable project outcomes and benefits to enable quantified evaluation of program performance		1.1.2	Direct and endorse the deliverables and measurable outcome criteria for each stage of each subordinate project, or components of a project, ensuring the incorporation of appropriate lessons learnt from previous projects	Similar
				1.1.4	Establish the scope management plan for the overall program to assure scope validity is maintained	Additional AIPM performance criterion
	2.3	Develop, agree on and communicate scope definition, <i>scope management</i> strategies and plans		1.1.5	Develop, agree and communicate the scope definition, scope management strategies and plans ensuring a clean boundary between projects and customer	Similar, but with more detail on expectations
	2.4	Align program scope to business requirements and organisational strategy		1.1.7	Align the scope and objectives of the program/project/subprojects with the organisational strategy	Similar. Link with AIPM performance criteria 1.2.2 above

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence
				1.1.8 Agree with key stakeholders the measures to be used in a quantifiable and qualitative evaluation of overall program and project performance that identifies the value add of individual projects to the overall program	Additional AIPM performance criterion. Link with AIPM performance criterion 1.2.4 above
3 Manage program scope	3.1	Conduct regular program reviews to measure project performance and to ensure that stated program and business/strategic objectives are met		1.3.4 Analyse the program/project environment regularly to identify and assess emerging risks or threats to determine their potential impact on program/ project scope	Not a direct alignment, but some similarity. Need to check intent with AIPM to determine alignment.
	3.2	Establish and maintain <i>change management system</i> to form the basis of ongoing scope management	1.3 Direct scope change activities	1.3.1 Provide clear direction on the management of scope change within the established governance framework	Similar
	3.3	Conduct reviews of scope changes and take action to ensure that project and program objectives are achieved or modified		1.3.2 Ensure project personnel and key stakeholders provide timely advice of potential and/or perceived scope changes throughout the program/ project lifecycle to allow for adequate planning	
	3.4	Measure project outcomes against defined program scope and aligned strategic objectives		1.3.3 Measure program/project outcomes and benefits to enable a quantified evaluation of the overall program and subproject performance to be undertaken	Similar
	3.5	Communicate results of program outcomes to relevant authority			Not specifically addressed in AIPM performance criteria, although several criteria linked.

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
			1.4 Direct program/project exit criteria	1.4.1	Apply program/ project acceptance criteria to develop exit management plans that demonstrate compliance with planned program/ project outcomes	Additional AIPM performance criterion. IBSA standards do not specifically cover this area
				1.4.2	Direct the completion of project finalisation scope verification so that the impact of any scope variance on project and program objectives can be identified.	Additional AIPM performance criterion
				1.4.3	Direct transition to the operational/ support stage of the program/project life cycle.	Additional AIPM performance criterion
	3.6	Pass on scope management lessons learned to higher project authority for application in planning and implementation of later projects within the program		1.4.4	Identify lessons learned and propose best practice improvements for the benefit of future projects/programs	Similar

Unit: BSBPMG603A Direct time management of a project program

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
1 Direct project schedule development	1.1	Determine from individual project plans the duration, effort, sequence and interdependencies of major activities and milestones to form the basis of the program schedule	2.1 Develop project/program schedules	2.1.1	Determine the duration, effort, sequence and interdependencies of major activities and milestones from individual project/or sub project plans to form the basis of the program/project schedule	Similar
				2.1.2	Ensure all project/sub project schedules include all tasks and activities necessary to achieve the primary objectives of each subordinate project and has a synergistic effect on the program/project	Additional AIPM performance criterion
	1.2	Direct project managers by the use of <i>time management</i> methods, <i>techniques and tools</i> , preferred schedules, <i>time management plans</i> , resource allocation and financial requirements to enable continuous updating and refining of the program schedule		2.1.3	Direct project personnel in the use of methodologies, techniques and tools, preferred schedules, time management plans and resource allocations, to enable the continuous updating and refinement of the program schedule	Similar
	1.3	Formalise and communicate project schedules, with agreement, to stakeholders as the basis for planning, implementation and review of progress		2.1.4	Project/program schedules are agreed, formalised and communicated to stakeholders as the basis for the planning, implementation and review of progress	Similar
				2.1.5	Analyse program/project schedules against the organisation's business and strategic plans	Additional AIPM performance criterion. Some links with AIPM performance criterion 1.1.7 above

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
2 Manage program schedules	2.1	Develop, implement and modify mechanisms to monitor, control, record and report actual progress in relation to the agreed schedule and plans	2.2 Direct project/program schedules	2.2.1	Implement, control and modify as necessary mechanisms to monitor, control, record and report actual progress against the agreed program/project schedule and plans	Similar
				2.2.2	Direct project managers to take early and positive action to ensure that approved schedules are met	Additional AIPM performance criterion
	2.2	Conduct ongoing analysis to identify and forecast variances and trends, and to develop responses so that projects meet their schedules		2.2.3	Conduct ongoing analysis to identify and forecast variances and trends so that appropriate actions can be taken to ensure the program schedule	Similar
	2.3	Manage durations of key activities and interdependencies between projects to enable financial and resource rationalisation across the program, to meet strategic expectations within the management/reporting period of the program		2.2.4	Manage the duration of key activities and interdependencies between projects to enable financial and resource rationalisation across the program/project within the management/reporting period of the program.	Similar
	2.4	Review progress and refine the schedule throughout the program life cycle to ensure consistency with changing scope, objectives and constraints related to time and resource availability		2.2.5	Review progress throughout the program life cycle and make necessary changes to the program schedule to ensure consistency with any changes to the scope, objectives and constraints affected by time and resource availability	Similar
	2.5	Ensure responses to perceived, potential or actual project schedule changes are authorised to achieve program objectives		2.2.6	Authorise and support responses to perceived, potential or actual sub projects schedule changes to achieve program/project objectives	Similar

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
3 Analyse time management outcomes	3.1	Review and analyse multiple project and program outcomes from available <i>records</i> and information to determine the effectiveness of the schedule and time management processes	2.3 Analyse time management outcomes	2.3.1	Analyse multiple project/sub project outcomes to determine the effectiveness of the time management and scheduling processes, procedures and tools	Similar
				2.3.2	Direct project managers and key stakeholders on methods used to manage schedules	Additional AIPM performance criterion
	3.2	Pass on lessons learned to higher project authority and provide feedback for application, planning and implementation of later projects within the program		2.3.3	Identify time management lessons learned and recommend improvements for application in projects	Similar

Unit: BSBPMG604A Direct cost management of a project program

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
1 Direct project budget development	1.1	Direct project managers to determine resource requirements for individual tasks, in consultation with appropriate stakeholders, to develop a project budget which contributes to the program budget	3.1 Direct project/program budget development	3.1.1	Direct activity aimed at determining resource requirements for individual tasks to develop project budgets which contribute to a program budget	Similar
	1.2	Direct project <i>cost estimation</i> to enable budgets and cost management processes to be developed for the project life cycles		3.1.2	Direct program/project cost estimating so as to establish program/project budgets and cost management processes that will apply over the project life cycle	Similar
	1.3	Direct and authorise cost strategies and <i>cost management plans</i> to ensure clarity of understanding and ongoing <i>management of project finances</i> and the program budget overall		3.1.3	Authorise program/project budgeting strategies and project budget and cost management plans	Similar, but omits explanation of purpose
				3.1.4	Ensure that cost management plans provide clear detail of the management of cost control, project budget and cost requirement so as to be consistent with wider program and/or business requirements and needs	Additional AIPM performance criterion

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
2 Manage program costs	2.1	Develop and maintain <i>cost management systems</i> to direct monitoring of actual expenditure and to control costs throughout multiple project life cycles and for the program overall	3.2 Direct program/project costs and accounting	3.2.1	Develop and maintain program/project budget and cost management systems to manage the monitoring and control of actual expenditure against approved budget throughout program/project life cycles	Similar
	2.2	Conduct analysis, evaluate options and implement responses to project cost variations to maintain control over changing financial and overall program objectives		3.2.2	Analyse and evaluate options for responding to program/project budget variations, and implement selected measures to maintain control over changing program/project budget and cost objectives	Similar
	2.3	Monitor internal and external influences on program costs and, where necessary, seek approval from business management for changes to the approved program budget		3.2.3	Monitor internal and external influences on individual project budgets and, where necessary, seek approval from business management for required changes to the approved program/project budget	Similar
				3.2.4	Perform regular analysis throughout program/project lifecycles of actual and budgeted expenditure to determine level of performance that may affect contractual performance, such as risk and reward contracts	Additional AIPM performance criterion

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
			3.3 Direct program/project budget reconciliation including at completion	3.3.1	Review and analyse program/project cost and benefit outcomes throughout program/project lifecycles to ensure project cost objectives are met	Additional AIPM performance criterion
3 Direct financial completion	3.1	Provide direction for project <i>finalisation activities</i> to achieve integrated financial and physical project completion within program and therefore client and organisational expectations		3.3.2	Direct program/project finalisation activities that ensure development of an integrated project budget and cost reconciliation against program/project outcomes consistent with client and internal organisational expectations	Similar
	3.2	Review project outcomes from available <i>records</i> at the finalisation of each project, and analyse information to determine the effectiveness of cost management systems		3.3.2	Review and analyse program/project budget and cost outcomes from available records at the finalisation of each project to determine the effectiveness of program/project budget and cost management systems	Similar
	3.3	File program lessons learned as a resource for future reference and, where necessary, refer to higher project authority for application in planning strategic direction changes and business outcomes for future projects		3.3.4	Develop budget and cost management lessons learned for use as a resource for future reference and, where necessary, refer to a higher authority for application in planning strategic direction changes and business outcomes for future programs/ projects	Similar

Unit: BSBPMG605A Direct quality management of a project program

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
1 Direct quality requirements development	1.1	Direct reviews and consultation to ensure that the organisation's quality objectives, standards, levels and criteria are applied at the project level, in consultation with stakeholders	4.1 Identify quality requirements	4.1.1	Direct reviews and consultations with stakeholders to ensure that the organisation's quality objectives, standards, levels and criteria are identified and clearly stated	Similar, though slightly different emphasis – identification vs application
	1.2	Modify <i>quality management</i> methods, techniques and tools to the requirements of the program, as necessary		4.1.2	Where necessary, develop additional quality elements at the program/project level in consultation with stakeholders	Similar
	1.3	Identify and communicate program quality criteria to project managers for implementation		4.1.3	Advise project personnel of program/project quality criteria for implementation	Similar
				4.1.4	Plan the quality assurance framework for the program/project and develop implementation for project/sub project strategies	Additional AIPM performance criterion. 'Quality assurance framework' not defined in AIPM standards
	1.4	Direct project managers to develop and implement quality plans that will be used as the basis for performance measurement		4.1.5	Direct project personnel to develop and implement quality plans to be used as the basis for performance measurement	Similar

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
2 Direct project quality assurance management	2.1	Analyse results of project activities and product performance to determine compliance with agreed quality standards throughout the project life cycles within the program	4.2 Conduct program/project quality assurance	4.2.1	Analyse the results of program/project activities to determine compliance with agreed quality standards throughout the project life cycle	Similar
	2.2	Identify causes of unsatisfactory results in consultation with project managers, clients and stakeholders, and initiate appropriate actions to enable continuous improvement in quality outcomes		4.2.2	Consult with project personnel to identify cause(s) of unsatisfactory results and liaise with clients and stakeholders to initiate actions that facilitate continuous improvement of quality systems	Similar
	2.3	Direct inspections of quality processes and analyse results to determine compliance with quality standards set for the overall program and the organisation		4.2.3	Review quality processes and analyse results to determine compliance with quality standards set for the overall program/project and the organisation	Similar
	2.4	Develop and maintain a <i>quality management system</i> to enable effective management and communication of quality issues and outcomes		4.2.4	Develop and maintain the program quality management system to enable effective management and communication of quality issues and outcomes	Similar

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
3 Improve program and project quality	3.1	Continually review and modify the quality management system throughout project activities to ensure project team commitment to continuous improvement of quality processes and outcomes	4.3 Manage the quality management process	4.3.1	Review the program quality management system and modify appropriately throughout project lifecycle	Similar, but omits details on purpose
				4.3.2	Encourage program and project teams to maintain a commitment to continuous improvement of quality processes and outcomes	Additional AIPM performance criterion
	3.2	Direct project outcomes review and analysis against performance criteria to determine the effectiveness of the quality management system		4.3.3	Review and analyse program/project outcomes against performance criteria to determine the effectiveness of the quality management systems	Similar
				4.3.4	Review project progress, issues and outcomes to determine the effectiveness of project quality management systems	Additional AIPM performance criterion
	3.3	Aggregate and use <i>quality improvements</i> and lessons learned to benefit the business and, where appropriate, pass on program initiatives/projects to organisational management for consideration in support of strategic planning and (re)direction		4.3.5	Aggregate quality improvements and lessons learned that would benefit the business and later program initiatives/projects and, where appropriate, pass to organisational management for consideration in support of strategic planning and redirection	Similar

Unit: BSBPMG606A Direct human resources management of a project program

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
1 Direct human resources management planning	1.1	Direct human resource requirement analysis for projects to determine numbers and skill levels required for the overall program	5.1 Ensure effective human resource systems	5.1.2	Monitor staff need forecasts and liaise with stakeholders to ensure timely supply of suitable individuals throughout the	Similar, although AIPM performance criterion goes a little further
	1.2	Direct stakeholder assessment to establish a basis for stakeholder management within projects and the overall program		5.1.3	Review project stakeholder assessments as a baseline input for program stakeholder management	Similar
				5.1.4	Define any specific OH&S requirements for the program/project and subordinate projects	Additional AIPM performance criterion
	1.3	Direct responsibility assignment for project activities and tasks, and establish authorisation protocols		5.1.5	Assign key project responsibilities and ensure effective project task authorisation protocols are in place	Similar
2 Manage program organisation and staffing	2.1	Determine resource requirements for projects in consultation with project managers and appropriate stakeholders, to establish program staffing levels, allocation to projects and required competencies	5.2 Ensure effective systems for project organisation and staffing	5.1.1	Determine resource requirements for projects in consultation with project personnel and appropriate stakeholders to establish program staffing levels and resource allocations to projects program/project life cycle	Similar
	2.2	Direct <i>project organisation and structure</i> to optimise alignment of individual and group competencies within projects		5.2.1	Direct the development of project organisation and structure to optimise alignment of individual and group competencies within projects	Similar
				5.2.2	Direct the appointment of project personnel based on individual competence, knowledge and experience	Additional AIPM performance criterion

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
	2.3	Direct recruitment of <i>staff</i> for allocation to projects or reallocation within the organisation, within agreed delegated authority, to meet competency requirements throughout the program		5.2.3	Within agreed delegated authorities, arrange for staff recruitment and allocation to projects/ the organisation, to deliver the competencies required throughout the program/project	Similar
	2.4	Direct project managers' use of <i>human resources management (HRM) methods, techniques and tools</i> , and modify for program requirements		5.2.4	Direct the adoption/modification HRM methods, techniques and tools to meet organisation and program/ project requirements	Similar
				5.25	Monitor and manage any financial implications from resource utilisation, such as staff billing targets	Additional AIPM performance criterion
	2.5	Utilise organisational HRM system and HRM processes across projects				IBSA performance criterion 2.5 is very broad. Probably covered by other AIPM performance criteria for this unit, though to a far greater degree of detail.
3 Direct project staff performance management	3.1	Obtain agreement of performance measurement criteria for clarity of roles and responsibilities and ongoing assessment	5.3 Ensure effective systems for staff performance management process	5.3.1	Conduct goal setting, planning and other appropriate activities to ensure that program/project performance measurement criteria are developed and that there is agreement on staff roles and responsibilities approaches to performance assessment	Similar, but more detailed re approach
	3.2	Ensure systems for ongoing <i>development and training</i> of personnel across the program are established and implemented by project managers				IBSA performance criterion 3.2 is very similar to IBSA performance criterion 4.1. Aligns with AIPM performance criteria 5.8.5. 5.9.4 and 5.9.5 below

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
				5.3.2	Implement and monitor performance management processes to ensure they are applied consistently throughout project/program lifecycle	Additional AIPM performance criterion
	3.3	Measure individuals' performance against agreed criteria and authorise actions to overcome shortfalls in performance and encourage career progression		5.3.3	Measure individual performance and agreed criteria and authorise actions to overcome shortfalls in performance	Similar
				5.3.4	Direct and address any OH&S issues relevant to the project and ensure all necessary regulatory requirements are met	Additional AIPM performance criterion
4 Provide overall leadership to project teams	4.1	Manage a system of continuous improvement of staff to enhance program effectiveness	5.4 Manage organisational change implications			See comments for IBSA performance criterion 3.2 above
				5.4.1	Identify organisational change requirements and opportunities in consultation with project managers and stakeholders	Additional AIPM performance criterion
				5.4.2	Review and prioritise change requirements/opportunities	Additional AIPM performance criterion
				5.4.3	Undertake risk analysis, identify barriers to change and recommend mitigation strategies for the identified change requirements/opportunities	Additional AIPM performance criterion
				5.4.4	Work with stakeholders as required to develop a change management strategy	Additional AIPM performance criterion

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
				5.4.5	Implement change management strategy/ies as required	Additional AIPM performance criterion
			5.5 Understand program participants and other stakeholders	5.5.1	Identify strategies to increase team member self-awareness of strengths and weakness, and implement initiatives that address any identified weaknesses	Additional AIPM performance criterion
				5.5.2	Motivate project personnel to ensure their teams work cooperatively to achieve project objectives	Additional AIPM performance criterion
			5.6 Provide program team leadership	5.6.1	Ensure that project team/s and individual boundaries of responsibility and accountability are negotiated and clear to all involved	Additional AIPM performance criterion
				5.6.2	Respond fairly, equitably and flexibly to all team members and address issues openly so as to engender trust and group cohesion	Additional AIPM performance criterion
				5.6.3	Model ethical behaviour in all areas of team work and encourage others to incorporate business and professional ethical behaviour in their day to day work performance	Additional AIPM performance criterion
				5.6.4	Communicate a sense of energy, enthusiasm and commitment to the project/ program and the client's organisational goals	Additional AIPM performance criterion

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence
				5.6.5 Foster leadership at all levels within the project team to create greater individual responsibility for, and commitment to, program/project momentum and program/project success	Additional AIPM performance criterion
				5.6.6 Provide timely, ongoing and open feedback to the project team and contractors on their progress and deliver regular and timely recognition or appraisal of their contributions	Additional AIPM performance criterion
				5.6.7 Acknowledge and respond to the queries and concerns of team members to ensure they are dealt with in an effective and timely manner	Additional AIPM performance criterion
			5.7 Monitor program team workload	5.7.1 Monitor and accurately assess the current and likely workload of team members	Additional AIPM performance criterion
				5.7.2 Effectively schedule team workload to facilitate operational efficiency	Additional AIPM performance criterion
				5.7.3 Continually assess workload of team members to ensure agreed program/project objectives and timelines are met	Additional AIPM performance criterion

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
			5.8 Monitor and maintain program team and individual performance	5.8.1	Establish clear performance expectations that deliver client needs and meet the requirements of the project	Additional AIPM performance criterion
	4.2	Analyse individual and team performance and morale levels and take action where necessary		5.8.2	Review individual and team performance and morale on an ongoing basis against agreed expectations to ensure that employer/client needs and requirements are met	Similar, but more detailed explanation
				5.8.3	Monitor internal and external influences on individual and team performance and morale and take action to reduce or enhance any impact	Additional AIPM performance criterion
				5.8.4	Provide feedback to team members on their performance in a timely and constructive manner	Additional AIPM performance criterion
	4.3	Direct procedures for interpersonal communication, counselling and conflict resolution by project managers, and review results to maintain and promote a positive working environment				Covered to a greater level of detail by AIPM element 5.3 above and other performance criteria within AIPM performance criterion 5.8
	4.4	Identify and positively manage intra-organisational and intra-project conflict to maximise achievement of program objectives				Maps to AIPM performance criterion 5.9.1 below

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
	4.5	Aggregate HRM lessons learned for application in planning and, where appropriate, pass on information to others for consideration in strategic planning and direction				Maps to AIPM performance criterion 5.11.2 below.
				5.8.5	Direct and manage a system of continuous improvement of staff to enhance program/project effectiveness	See comments for IBSA performance criterion 3.2 above
				5.8.6	Refer performance issues which cannot be rectified or addressed within the team to appropriate personnel according to employer policy	Additional AIPM performance criterion
				5.8.7	Continually reinforce effective task accomplishment during the program/project lifecycle	Additional AIPM performance criterion
				5.8.8	Continually reinforce loyalty to the organisation and identification with organisational and program/ project objectives	Additional AIPM performance criterion
			5.9 Build program team cohesion	5.9.1	Identify and manage inter-personal and inter-project conflict to ensure achievement of program/project objectives	See comments for IBSA performance criterion 4.4 above
				5.9.2	Encourage team members to demonstrate mutual concern for each other's personal growth enabling interchangeable skills and greater flexibility amongst team members	Additional AIPM performance criterion
				5.9.3	Encourage reflection and learning from individual mistakes and lessons learnt within the team	Additional AIPM performance criterion

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
				5.9.4	Develop and implement effective mentoring and coaching processes to facilitate the personal and professional growth of team members	See comments for IBSA performance criterion 3.2 above
				5.9.5	Develop and implement an induction program for new team members to ensure they are effectively assimilated into the project team	See comments for IBSA performance criterion 3.2 above
			5.10 Develop project staff	5.10.1	Establish development programs to encourage career progression	Additional AIPM performance criterion
				5.10.2	Where appropriate, implement the development program with project participants	Additional AIPM performance criterion
			5.11 Assess human resource outcomes	5.11.1	Review project progress, issues and outcomes to determine the effectiveness of HRM processes, procedures and tools	Additional AIPM performance criterion
				5.11.2	Identify HRM lessons learned and recommend improvements to higher project authority for application in projects	Aligns with IBSA performance criterion 4.5 above.

Unit: BSBPMG607A Direct communications management of a project program

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
1 Direct planning of project communications	1.1	Direct project information requirements in consultation with appropriate stakeholders as the basis for projects and program communications planning	6.1 Plan program/project communications	6.1.1	Identify, document and analyse program/ project information requirements, in consultation with appropriate stakeholders, and set a basis for project and program communications planning	Similar
	1.2	Direct <i>communications management plans and activities</i> to ensure clarity of understanding and achievement of multiple project objectives at all <i>levels</i>		6.1.2	Direct the development of communications management plans and associated activities to ensure clarity of understanding and achievement of multiple project objectives at all levels throughout the life cycle	Similar
	1.3	Develop <i>project management information system</i> (PMIS), structure and procedures to maintain the quality, validity, timeliness and integrity of information and communication across the program and in regard to organisational strategic management		6.1.3	Plan and implement the program/ project management information system to provide quality, validity, timeliness and integrity of information and communication across the program and within subordinate projects	Similar
				6.1.4	Lead and manage close relationships with project sponsors to ensure appropriate two way flow of program/project related information	Additional AIPM performance criterion

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
2 Direct management of project information	2.1	Direct the generation, gathering, storage, retrieval, analysis and dissemination of information by project staff and stakeholders to improve decision making processes and communications across the program and between the projects	6.2 Direct program/project information	6.2.1	Direct the generation, gathering, storage, retrieval, analysis and dissemination of information by project staff and stakeholders to improve decision making processes	Similar
	2.2	Direct <i>information validation</i> processes for development, management and modification to ensure consistent quality and accuracy of data across the program		6.2.2	Direct the development, management and modification of information validation processes to ensure consistent quality and accuracy of data across the program/project	Similar
3 Manage program communications	3.1	Develop and manage formal and informal communication networks between the organisation's management structure, program, projects and key stakeholders to ensure effectiveness throughout the multiple life cycles of projects within the program	6.3 Direct program/project communications	6.3.1	Develop and manage formal and informal communication networks between the organisation's management structure, program/project teams and key stakeholders to ensure network effectiveness throughout the multiple program/project life cycles	Similar
	3.3	Manage customer relationships beyond the delegated responsibility of project managers to ensure clarity of understanding of objectives and to minimise conflict across the program		6.3.4	Manage stakeholder relationships beyond the delegated responsibility of project managers to ensure clarity of understanding of objectives and to minimise conflict throughout the program/project	Similar

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
4 Analyse communications management outcomes	4.1	Direct project finalisation activities to ensure ownership of, and responsibility for, information outcomes	6.4 Analyse communications management outcomes	6.4.1	Direct program/project finalisation activities to ensure ownership of, and responsibility for, information outcomes	Similar
	4.2	Review and analyse project outcomes to determine the effectiveness of management information and communications systems		6.4.2	Review and analyse program/project outcomes to determine the effectiveness of management information and communications systems	Similar
	4.3	Aggregate and use lessons learned across multiple projects for other applications in the program and the organisation		6.4.3	Aggregate lessons learned across multiple projects and use for other applications in the program and the organisation	Similar

Unit: BSBPMG608A Direct risk management of a project program

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
1 Direct planning of project risk management	1.1	Direct potential, perceived and actual risk events for identification, documentation and analysis, in consultation with project managers and appropriate stakeholders, as the basis for project <i>risk management planning</i>	7.1 Plan for the management of risk	7.1.1	Identify, document and analyse potential, perceived and actual risk events, in consultation with project managers and appropriate stakeholders, to determine the overall impact on the program	Similar
	1.2	Select and modify project <i>risk management methods, techniques and tools</i> for project managers to analyse information, evaluate options and determine preferred risk approaches within the overall program environment		7.1.2	Direct the selection and modification of program/project risk management methods, techniques and tools for use by project managers to analyse information, evaluate options and determine preferred risk approaches within the overall program/project environment	Similar

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
	1.3	Direct development, communication and implementation of project <i>risk management plans</i> and strategies to ensure clarity of understanding and achievement of project objectives across the program		7.1.3	Direct the development, communication and implementation of program/project risk management plans and strategies to ensure clarity of understanding and achievement of program/project objectives throughout the program	Similar
	1.4	Develop and maintain a project risk management system to enable effective management and communication of risk events, responses and results to stakeholders across projects within the program		7.1.4	Develop/identify and maintain a program/project risk management system to enable effective management and communication of risk events, responses and results to stakeholders across projects within the program	Similar
2 Direct management of project risk and manage program risk	2.1	Manage the program in accordance with agreed project risk management plans	7.2 Direct program/project risk	7.2.1	Review risks for progress, analyse variance and initiate response action to achieve program and multiple project objectives in changing environments	Similar, but more detail
	2.2	Review progress, analyse variance and initiate risk responses to achieve program and multiple project objectives in changing environments		7.2.2	Direct the monitoring of risks that have the potential to impact on multiple project outcomes and initiate remedial actions to achieve project and program objectives	Similar
	2.3	Direct risks to multiple project outcomes for monitoring, and ensure remedial actions are authorised to achieve project objectives		7.2.3	Direct and authorise risk responses across the program/ project to reduce the impact on the project or to take advantage of new opportunities	Similar, with more detail

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
3 Assess project and program risk management outcomes	3.1	Review and analyse project outcomes to assess the effectiveness of the project risk management system for projects, program and organisational outcomes	7.3 Assess risk management outcomes	7.3.1	Review and analyse program/ project outcomes to assess the effectiveness of the risk management system adopted for the project	Similar
				7.3.2	Direct the identification and analysis of residual risk on project/program completion to analyse impact on project objectives and benefits, and to ensure transfer of business risks following project commissioning	Additional AIPM performance criterion
	3.2	Aggregate, analyse and structure lessons learned, for project managers and senior management to undertake strategic review and planning		7.3.3	Aggregate, analyse and prioritise risk lessons learned for feedback to project managers and senior management for application in strategic reviews and planning	Similar
				7.3.4	Track program/project constraints to identify emerging opportunities to add value, maximise return on investment, and develop maximise value to the organisation, where appropriate	Additional AIPM performance criterion

Unit: BSBPMG609A Direct procurement and contracting for a project program

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
1 Direct planning for project contracting and procurement	1.1	Direct product specifications and procurement requirements for procurement and contract planning, in consultation with appropriate stakeholders	8.1 Plan program/project contracting and procurement	8.1.1	Direct the identification, analysis and prioritisation of product and/or service specifications and procurement requirements, in consultation with appropriate stakeholders, for use in procurement and contract planning	Similar, but with more detail
	1.2	Direct development of <i>procurement strategies, methods and management plans</i> in line with project objectives across the program		8.1.2	Guide and direct the development of procurement and contracting strategies, methods and management plans for use within program/projects covering subordinate projects where necessary	Similar
2 Direct set up of contract and procurement process	2.1	Direct project managers to source organisations that meet procurement requirements	8.2 Direct set up of contract and procurement	8.2.1	Direct project personnel to source prospective suppliers that meet procurement requirements	Similar
	2.2	Establish selection processes and selection criteria, in consultation with stakeholders, and arrange for communication to prospective contractors		8.2.2	Direct the establishment of selection processes and selection criteria, in consultation with stakeholders, and communicate those to prospective suppliers	Similar, though clearer direction role
	2.3	Ensure contract and procurement actions accord with organisation and program objectives		8.2.3	Ensure the processes, procedures and systems introduced to enhance the procurement activity are in accordance with organisational needs and guidelines	Similar
				8.2.4	Recognise, respect and manage the expectations of both the client and the supplier	Additional AIPM performance criterion

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria		Comment on equivalence
				8.2.5	Direct and manage the introduction of contract and procurement actions that accord with legal requirements and organisation and program/project objectives	Additional AIPM performance criterion
				8.2.6	Establish strategic links with key suppliers to ensure processes and procedures for procurement of goods and services are compatible with positive and practical working relationships	Additional AIPM performance criterion
3 Direct management of contract and procurement process	3.1	Provide direction for requirements of <i>proposals</i> and arrange communication to prospective contractors	8.3 Direct contract and procurement process	8.3.1	Direct the development of requests for proposals and release to prospective suppliers	Similar
	3.2	Ensure responses are evaluated and preferred contractors are selected in accordance with agreed selection processes		8.3.2	Direct the evaluation of proposals from respondents and the selection of preferred contractors in accordance with agreed selection processes	Similar
	3.2	Direct negotiation of contract terms and conditions between client and preferred contractor		8.3.3	Direct and manage the negotiation of contract/agreement terms and conditions between client/project personnel and preferred supplier or when appropriate, personally conduct the negotiation	Similar, though clearer about level of responsibility

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
4 Direct management of contracts	4.1	Direct management of contract and procurement activities in accordance with program contract and procurement management guidelines		8.3.4	Direct the management of contract and procurement activities in accordance with procurement management guidelines	Similar
	4.2	Provide direction for regular reviews from available <i>records</i> and information, and ensure variances are analysed and changes are agreed for implementation		8.3.5	Direct the holding of regular procurement progress reviews to determine variance from plan and to ensure that agreed changes are implemented	Similar
	4.3	Ensure project managers work within the legal and organisational framework for contracts		8.3.6	Direct project personnel to work within the legal and organisational framework of contracts	Similar
	4.4	Identify potential, perceived and actual contractual conflicts and approve remedial actions to minimise disruption		8.3.7	Ensure that potential, perceived and actual contractual/agreement conflicts are identified and that remedial action is taken	Similar

IBSA element	IBSA performance criteria		Equivalent AIPM element/s	Equivalent/additional AIPM performance criteria	Comment on equivalence	
5 Direct finalisation of contracts	5.1	Direct finalisation activities for management of contract deliverables in accordance with contractual project and program requirements	8.4 Direct finalisation of contracts	8.4.1	Direct the finalisation of contract/agreement activities to ensure that deliverables are in accordance with contracts/agreements and project and program requirements	Similar
	5.2	Direct review and analysis of project outcomes to determine the effectiveness of contract and procurement processes and procedures		8.4.2	Review and analyse program/project outcomes to determine the effectiveness of procurement processes and procedures	Similar, though possibly more of a hands-on role
	5.3	Aggregate and use lessons learned for application in planning and implementation of later projects within the program and, where appropriate, pass on to organisational management for use in strategic planning		8.4.3	Aggregate procurement lessons learned and use for application in planning and implementation of later program/projects within the program and, where appropriate, pass to organisational management for use in strategic planning	Similar

Attachment D

AIPM RegPM Assessment Processes¹

Purpose of Guidelines

The draft *AIPM RegPM Assessment Guidelines*² is a companion document to the *AIPM Professional Competency Standards*. The primary purpose of the *RegPM Assessment Guidelines* is to underpin AIPM certification processes, through providing the framework for the assessment of member competencies³.

AIPM certification recognises that individuals have attained a certain professional standard, based on established criteria (including an experience component). Certification entitles the member to be listed on the AIPM Register of Project Managers and to use a post-nominal (CPPP, CPPM or CPPD depending on level achieved). AIPM views educational qualifications as a separate form of recognition to certification – with attainment of a qualification not guaranteeing certification.

The AIPM guidelines note that “vocational education is typically undertaken in the formative stages of a project manager’s professional development” whereas “AIPM certification is given at a stage beyond the formative development of a project manager’s skills ... (that is) ...when those skills are being effectively used to deliver project outcomes”⁴.

While the AIPM process is competency-based, there is currently no direct link with the BSB07 Training Package assessment process, and only an indirect reference linking AQF qualifications with underpinning knowledge evidence⁵.

Assessment Methods

The AIPM assessment process essentially represents a form of Recognition of Prior Learning (RPL)/Recognition of Current Competence (RCC), although this is not explicitly stated in the documentation. It involves one or two face-to-face interviews (supplemented as necessary with email and phone interviews, and in some instances, third party checks⁶).

The AIPM makes a clear distinction between knowledge, skills and the application of those skills in the workplace:

- underpinning knowledge is assessed primarily through questioning at interview or possibly through evidence of equivalent qualifications (AQF or otherwise), though formal qualifications are viewed as being of lesser significance
- ‘practical skills’ (and to a lesser extent underpinning knowledge) are assessed through workplace evidence (usually in the form of dossiers of information, including a mapping between ‘evidence elements’ sighted and competency requirements)

¹ This document was compiled from AIPM documentation and consultation with AIPM as part of the IBSA Project Management Competency Review.

² These comments relate to the draft *AIPM RegPM Assessment Guidelines* Version 1.1 October 2008

³ Confirmed by Rob Tucker in email correspondence 18 November 2008.

⁴ AIPM RegPM Assessment Guidelines p4

⁵ AIPM RegPM Assessment Guidelines p8

⁶ The guidelines include a brief reference to third party verification of the candidate’s role and work outputs as one way of proving authenticity of evidence provided – p7.

- current competence is assessed partly through the above processes, but also through evidence of current employment in the industry, with a minimum experience level of two recent projects at the appropriate certification level¹.

The guidelines themselves – currently in draft form – are primarily focused on high-level processes, with no information provided on assessment approaches at the individual competency unit or element level. They do not, for example, go to the level of detail included in the IBSA Project Management elements around *Context of and specific resources for assessment*, *Method of assessment* and *Guidance information for assessment*. The *AIPM Professional Competency Standards* do however include a listing of possible evidence sources with each unit, and the AIPM has prepared assessment record books which provide further information on suitable evidence (see *Assessment Planning* section below).

The AIPM advises that in interpreting the standards, it is expected that assessors will take a holistic approach to assessment, considering units/elements as a group, informed by the performance criteria. They will also take into account the particular context in which the project management has been undertaken, making judgements to determine critical and/or redundant competency areas. Assessment encompasses not just the key functional areas, but also how the project lifecycle is managed.

AIPM Assessment Stages

The AIPM Guidelines identify six main stages in the AIPM certification process:

- Engagement
- Assessment planning
- Assessment (later referred to as the ‘Assessment Interview’)
- Closure (later referred to as ‘Assessment finalisation and reporting’)
- Verification
- Validation.

Engagement

Under the AIPM certification process², the applicant for certification chooses an assessor from a list compiled by the AIPM³. The draft *AIPM RegPM Assessment Guidelines* acknowledge “the commercial relationship between the assessor and the member or the member organisation” but note that “the assessor acts as an agent of AIPM and is bound by the requirements and standards of the AIPM assessment process” (p4).

The AIPM advises that assessors must hold the necessary competencies from the Training and Assessment Training Package (TAA04) or equivalent (as per current National Quality Council policy), AIPM certification at least to the level being assessed, relevant qualification/s and an appropriate level of experience (generally a body of years).

¹ AIPM advises that the current practice for CPPM certification is to accept evidence relating to management of at least two complete projects of which one must have been undertaken away from a training environment/qualification; at CPPD level, evidence is required of the management of 3–4 projects over the previous 3–4 years.

² The Assessment Guidelines do not provide much detail about the actual process and must be read in conjunction with other AIPM certification documents on the AIPM website.

³ The AIPM website includes a list of 106 RegPM assessors spread across all states and territories. Current at 18 November 2008.

Assessment planning

This section of the draft *AIPM RegPM Assessment Guidelines* outlines the steps to be followed prior to the assessment interview, so as “to assess the individual’s experiential context for the certification level sought, and to prepare the candidate for an assessment by the most effective and efficient processes possible” (p5).

There is some initial screening undertaken at this point. For example, an applicant must be an AIPM member before applying for certification and have had the requisite experience (eg for CPPM certification, a person must have 3–4 years project management experience and have managed 3–4 projects through the full cycle).

An assessment record book has been compiled for each level of certification. This is used as a guide for the applicant to the provision of information ahead of the interviews, and following the interviews as a record of units in which the applicant is assessed as competent. The record books includes areas in which the applicant must show evidence (through explanations and/or documents – generally two pieces of evidence per element) together with examples of evidence that could be provided for each unit (generally more specific than those in the *in the Professional Competency Standards Evidence Guides*). It also lists a number of questions for each element which are to be answered in detail ahead of the interviews.

The draft *AIPM RegPM Assessment Guidelines* are not specific about the processes for verifying that the candidate has the appropriate experiential context.

Assessment Interview

The draft *AIPM RegPM Assessment Guidelines* identify the interview as the predominant assessment process (preferably conducted face-to-face to “facilitate direct evidence review and ... direct questioning”)¹. There are no specific references to observation in the current draft or to seeking input from supervisors/referees or workplace assessors, other than a passing reference to third-party verification of evidence in the verification section.

The certification assessment process may take the form of a single intensive 1:1 assessment interview or a combination of ‘formative’ and ‘summative’ interviews undertaken over several months.² Under the AIPM review processes:

- ‘formative assessment’ provides an opportunity for the assessor to review the evidence presented by the candidate and to judge gaps between the evidence presented and the competency requirements – details of this process are quite limited in the Guidelines, other than in relation to the assessment of “underpinning knowledge and understanding” (p8) and even then there is little guidance provided on process. Where gaps “stem from a fundamental lack of practitioner experience”, and by inference competency, the assessment is suspended and postponed until the candidate “can demonstrate current competency in all areas” (p6) or, as more specifically outlined later in the guidelines, “when the candidate can present as a practicing project manager with an extant history of at least two full recent projects” (p7)

¹ The *RegPM FAQ* on the AIPM website - accessed 18 November 2008 – includes a reference to the option of compiling evidence through interviews with the candidate and their peers/supervisor, as well as observation of performance in the workplace, but the AIPM advises this is not a regular practice; the AIPM also advised that the interview process is rigorous and may last up to 7-8 hours in total.

² The use of the terms formative and summative assessment/interviews appears to be somewhat different from their use in normal VET assessment practice.

- ‘summative assessment’ concludes the evidence collection and review process to reach an assessment decision and advise the candidate of the overall assessment outcome. During this stage, the assessor and candidate will discuss all units/elements of the standards, review a dossier of evidence (in hard copy or electronic form) and complete an Assessment Record Book.

The draft *AIPM RegPM Assessment Guidelines* suggest that total effort expended on these interviews (including planning and reporting) might be in the order of 1.5–3 hours at CPPP level through to 5–8 hours at CPPD level, with an elapsed time of up to three months between the convening of the assessment interview and the assessment decision.

Assessment Finalisation and Reporting

This section of the draft *AIPM RegPM Assessment Guidelines* focuses primarily on administrative process.

Verification

The AIPM verification process (with an emphasis on the reliability of the assessments ie “that another assessor would have reached a similar assessment conclusion”) is undertaken primarily by the National Support Office staff. This is essentially an administrative process, although there is provision for seeking further clarification from assessors or for referring an unresolved verification query to an AIPM Assessor Panel. This Panel includes an assessor representative from each state/territory, with a separate chair. The Panel reports to the AIPM Professional Development Council which in turn reports to the AIPM Board.

Validation

The National Support Office is responsible for checking the efficiency and effectiveness of the certification process and the relevance of the certification standards to contemporary workplace practice. It does this through random audits of applicants and of Assessment Record Books and associated evidence material.

Attachment E

AIPM Professional Competency Standards for Project Management

TERMS IN AIPM STANDARDS RELATING TO PROJECT MANAGEMENT¹
action learning sets CPPP CPPM CPPD ²
activity
actual costs CPPP CPPM CPPD
AICPPM Project Managed Organisation (CPPMO) Certification CPPM (<i>and see Project Managed Organisation (CPPMO) Award</i>)
affirmative action CPPM CPPD
agile tasking methods CPPM
alternative strategy development CPPP CPPM CPPD
analogous estimating CPPM CPPD
asset registers CPPM
balanced scorecards CPPM CPPD
baseline (<i>also in range indicators</i>)
baseline project schedules CPPP
benchmarking CPPM CPPD
(documented) benefit realisation CPPD
benefit-cost analysis CPPD
bottom-up estimating CPPP CPPM CPPD
brainstorming CPPM
budget control mechanisms CPPD
budgeting CPPP CPPM CPPD
business case CPPP CPPM CPPD
business plan CPPP CPPM CPPD
business planning process CPPP CPPM CPPD
business process analysis CPPM CPPD
Buyer-Conducted Performance Reviews CPPP CPPM CPPD
Capability Maturity Model (CMM) CPPP CPPM CPPD
Complexity Index
configuration management CPPD
contingency CPPP CPPM CPPD

¹ Includes key terms relating to the project management process - may not be fully complete. Does not include terms relating to VET/AQF or AIPM certification process – see next table

² Specific certification level in which term appears is noted for each term, other than where included in overall Glossary of Terms

Contingency Planning
contingency plans CPPP CPPD
contingency allowance CPPM
continuous improvement CPPP CPPM CPPD
continuous improvement methodologies CPPM CPPD
contract and procurement management techniques CPPP
contract and procurement (planning) CPPP CPPM CPPD
Contract Administration
Contract Change Control System CPPP CPPM CPPD
contract discharge procedures CPPM CPPD
contractor (and prime contractor, sub-contractor) CPPP CPPM CPPD
contribution and support CPPP
control charts CPPP CPPM
controlling costs CPPP
Corrective Action
correspondence registers CPPM
cost of quality CPPD

Code:

White background – defined in Introduction Part A – Glossary of Terms, June 2008 Version 1.0

Green background – not separately defined but included in one or more range indicators

Yellow background – not separately defined or included in range indicators

cost activities CPPP
Cost Aggregation CPPP CPPM CPPD
Cost As an Independent Variable (CAIV) CPPM
cost benefit analysis CPPM
Cost Change Control System CPPP CPPM CPPD
(schedule and) cost factors CPPP
cost control CPPP CPPM CPPD
cost estimate methods CPPM CPPD
cost estimating CPPP CPPM CPPD (<i>management of cost, cost estimating and project budgeting defined in CPPP & CPPM & CPPD Unit 3 definition</i>)
cost management CPPP CPPM CPPD (<i>management of cost, cost estimating and project budgeting defined in CPPP & CPPM & CPPD Unit 3 definition</i>)
cost management activities CPPP CPPM CPPD
cost management plan CPPP CPPM CPPD
cost management processes CPPD
cost management methodologies CPPM
cost management techniques and tools CPPP CPPM CPPD
cost management plans, strategies, analysis, forecasts and predictions CPPD

cost modelling and estimating CPPD
cost variations CPPP
Cost of Quality (COQ) CPPP
Critical Chain management CPPP CPPM CPPD
Critical Path Method
Critical Path
critical path diagrams CPPP CPPM CPPD
cultural environment CPPM
(project) deliverable <i>(and in range indicators)</i>
decision analysis CPPP CPPM CPPD
definition of resources CPPP
deliverable
delphi method CPPM
(external) dependencies CPPP CPPM CPPD
dependency determination CPPD
direct
duration
earned schedules CPPD
earned value CPPP CPPM CPPD
Earned Value Analysis CPPP CPPM CPPD
earned value rules CPPP CPPM CPPD
employment compliance approaches CPPM CPPD
equal employment opportunity CPPM CPPD
estimate
<i>(cost) estimating (explained in CPPP & CPPM & CPPD Unit 3 definition - management of cost, cost estimating and project budgeting)</i>
Estimate At Completion CPPP
estimated costs CPPP
estimating CPPP CPPM CPPD
Executive Project Director CPPP CPPM CPPD
expectation variance CPPM
expenditure forecasts CPPD
external dependencies CPPM CPPD
Feasibility Studies
finalisation activities CPPM CPPD
financial authority CPPP
financial change management CPPD

Financial Close Out
financial feasibility studies CPPD
(project) financial completion activities CPPM
financial management processes, procedures (and tools) CPPM CPPD
financial transition plans CPPM CPPD
Flowcharting/flowcharts CPPP CPPM
forecasting CPPP CPPM CPPD
formal/informal communication CPPD
Function point analysis CPPM
funding limit reconciliation CPPM CPPD
Gantt Chart
governance (requirements/parameters) CPPP CPPM CPPD
The G(g)overnance F(f)ramework CPPM CPPD
(higher authority/)governance group CPPD
higher project authority/ies CPPP CPPM CPPD
histogram CPPP CPPM
HR methods (techniques) and tools CPPM CPPD
HR systems and plans CPPM
Human Resource Management (HRM) CPPP CPPM CPPD (<i>explained in CPPP & CPPM & CPPD Unit 5 definition</i>)
HRM development and training CPPD (and CPPM?)
HRM forecasts CPPM CPPD
HRM plans (and procedures) CPPP CPPM CPPD
HRM process CPPP CPPD(<i>explained in CPPP Unit 5 definition</i>)
HRM stages CPPD
impact CPPP CPPM CPPD (schedule impact, estimating impact)
impact analysis CPPD
incident logs CPPP CPPM CPPD
information management activities CPPP
integration CPPM CPPD
integration processes CPPM CPPD
IP CPPM
ISO 9000 Series CPPM CPPD
Kaizen CPPM CPPD
key performance indicators CPPM CPPD
leadership
Lean Management CPPP CPPM CPPD

Life Cycle Costing
manage
management information system CPPD
management of cost, cost estimating and project budgeting (<i>explained in CPPP, CPPM & CPPD Unit 3 definition</i>)
management of (program/) project time CPPP CPPM CPPD
market analysis CPPP CPPM CPPD
Master Schedule
Matrix Organisation
methodology
milestone
monitoring
monitoring risks CPPM CPPD
multi-disciplinary environment CPPP
Network Analysis
networking CPPP CPPM CPPD
(project) objective
obligation and expenditure forecasting CPPD
occupational health and safety (OH&S) (policy and procedures) CPPM CPPD
occurrence reports CPPP CPPM CPPD
Organisational Breakdown Structure (OBS) (<i>and defined in CPPM Unit 1 RI</i>)
organisational matrix CPPP CPPM CPPD
Organisational Project Management Maturity Model (OPM3) CPPP CPPM CPPD
organisational structure CPPP
outcome (of a project)
output
(measurable) outcome criteria CPPM CPPD
owner (of a project)
Pareto chart CPPP CPPM
parametric estimating CPPP CPPM CPPD
participation/contribution CPPP
(project) performance
Payment System CPPP CPPM CPPD
percentage operating or overhead cost reduction CPPM CPPD
performance feedback CPPP CPPM CPPD
performance measurement CPPM CPPD
Performance Measurement Analysis CPPP CPPD
performance measurement processes and procedures CPPP
performance measurement systems CPPM

(project) performance reports CPPP CPPM CPPD
performance reporting CPPP CPPM CPPD
performance reward and recognition strategies CPPM CPPD
permissible variance thresholds CPPP CPPD
PERT method CPPM CPPD
planned value CPPP CPPM CPPD
(standard) CPPMIS data, structure and procedures CPPM CPPD
portfolio (of programs and projects)
Portfolio Management
precedence and dependency principles CPPM CPPD
precedence diagramming method CPPD
probability and impact matrix CPPM CPPD
Problem Resolution
process
procurement activities CPPP CPPM CPPD <i>(and defined in Unit 8 description CPPD)</i>
procurement administration tools CPPM CPPD
procurement finalisation procedures CPPM
procurement management activities CPPM CPPD
(project) procurement management process CPPP CPPD
procurement management plan CPPM CPPD
procurement management tools and techniques CPPP
procurement plan CPPP
procurement planning and contracting CPPM
procurement processes CPPM CPPD
procurement records (including procurement logs/reports) CPPP CPPD
(contingency-based) procurement strategy CPPP CPPD
product and contract definition CPPP CPPM CPPD
Product Acceptance Criteria CPPP
product breakdown structure CPPP & CPPM & CPPD
Product Scope Description CPPP
program (of projects)
program/project environment CPPD
Program Evaluation and Review Technique (PERT)
program/project integration CPPD
Program Management
program/project monitoring and control requirements CPPD
project
project acceptance criteria CPPP, CPPM, CPPD

project authorisation CPPM CPPD
project boundaries CPPP
(program/) project budget CPPP CPPM CPPD
project budget (reconciliation) process CPPP CPPD
project budgeting (<i>explained in CPPP and CPPM & CPPD Unit 3 definition – management of cost, cost estimating and project budgeting</i>)
Project Champion
project charter CPPM CPPD
Project Close Out
project communication plan CPPP (<i>and see communications management plan</i>)
(program/) project communications management CPPP CPPM CPPD (<i>explained in CPPP& CPPM & CPPD Unit 6 definition</i>)
project constraints CPPP CPPM CPPD
project context CPPM
project controls CPPM
project cost management methods, techniques and tools CPPP
(program/project) deliverables CPPP CPPM CPPD
Project Director
project directory structures CPPM
Project Environment
project finalisation reports CPPM CPPD
Project Life Cycle (and in range indicators)
project lifecycle management process CPPP
Project Managed Organisation (PMO) Award CPPD
Project Management
Project Management Information Systems (PMIS) CPPP CPPM CPPD
project management plan CPPP CPPM CPPD
project management tools CPPM CPPD
Project Management Office CPPD
Project Manager (<i>and work defined in Part C Intro</i>)
project monitoring and reporting systems CPPP
(achievable) project objectives CPPP CPPM CPPD
(Initial) Project Organization CPPP
project outcomes CPPP CPPM CPPD
project performance evaluation CPPP
project personnel CPPD
project plan CPPP CPPM CPPD (<i>partly explained in Unit 1 definition</i>)
Project Practitioner (<i>range of work explained in Intro</i>) CPPP
Project Phase

Project Plan
Project Planning
(program/) project procurement management CPPP CPPM <i>(explained in CPPP & CPPM & CPPD Unit 8 definition – also see contract and project procurement management techniques)</i>
project procurement policy CPPD
(program/) project quality management CPPP CPPM & CPPD <i>(explained in CPPP & CPPM Unit 4 definition)</i>
project (progress) reports CPPM
project reviews CPPP CPPM
project risk reviews CPPP
Project Schedule
(project) schedule management plan CPPP CPPM CPPD
project schedule network diagrams CPPM CPPD
project scope control CPPP
(project) scope change proposal CPPP
project scope definition activities CPPM
Project Scope Description CPPP
project scope reviews CPPP
project systems, plans and processes CPPP
project tasks CPPP CPPM CPPD
Project Team Members
project time management (also management of project time) <i>(explained in CPPP & CPPM & CPPD Unit 2 definition)</i>
QM documentation requirements CPPM CPPD
quality by design CPPD
quality assurance CPPP CPPM CPPD
Quality Assurance activities CPPP CPPM CPPD
quality constraints CPPM
quality control CPPP CPPM CPPD
quality control activities CPPP CPPM CPPD
Quality Control Tools CPPP
quality criteria CPPP CPPM CPPD
quality improvement CPPM CPPD
quality management activities CPPP CPPM CPPD
quality management plan CPPM CPPD
quality management methods (or methodologies), techniques and tools CPPM CPPD
quality management plans CPPM CPPD
quality management processes CPPD
quality management systems CPPM CPPD

quality management techniques CPPM CPPD
quality objectives CPPM CPPD
quality planning CPPP CPPM CPPD
quality standards CPPM CPPD
RACI chart CPPM
Range Indicator (with further explanation in CPPP intro)
Records Management System CPPM CPPD
reporting CPPP CPPM CPPD
reporting formats CPPP CPPM CPPD
reserve analysis CPPP CPPM CPPD
resource
resource cost rates CPPM CPPD
resource allocation CPPP CPPM CPPD
resource levelling CPPM CPPD
Responsibility Assignment Matrix (RAM)
(Initial Defined) Risks CPPP CPPM CPPD (risks explained in CPPP & CPPM & CPPD Unit 7 definition)
risk and reward contracts CPPD
Risk Analysis
risk analysis methods CPPM CPPD
risk analysis and planning CPPP
risk analysis methods (techniques and tools) CPPP CPPM CPPD
Risk Audits CPPP CPPM CPPD
risk categorization CPPM CPPD
risk contingency measures CPPP
risk control activities CPPP
risk control trigger mechanisms CPPM
risk data quality assessment CPPM CPPD
risk management (explained in CPPP & CPPM & CPPD Unit 7 definition)
risk management activities CPPP CPPM CPPD
risk management approaches CPPP CPPM CPPD
risk management outcomes CPPP CPPM CPPD
risk management plans CPPP CPPM CPPD
risk management planning CPPP
risk management processes (and procedures) CPPP CPPM
risk management (treatment) strategies CPPP CPPM CPPD
risk management (methods) (tools and) techniques CPPP CPPM CPPD
risk planning CPPM
risk probability and impact (assessment) CPPP CPPM CPPD

Risk Reassessment CPPP CPPM CPPD
Risk Register and updates CPPP CPPM CPPD
risk reporting mechanisms CPPP
risk response planning CPPM
risk urgency assessment CPPM CPPD
role
rolling wave planning CPPD
run chart CPPP CPPM
scattergram CPPM
Scatter Diagram CPPP
Schedule (and Cost) Factors CPPP
schedule compression and analysis CPPM CPPD
schedule control trigger mechanisms CPPM CPPD
schedule management plan CPPM
schedule simulation CPPP CPPM CPPD
schedule management plan CPPD
(project planning and) scheduling (software) tools and techniques (and approaches) CPPP CPPM CPPD
(project) scope CPPP CPPM CPPD <i>(and explained in CPPP, CPPM & CPPD Unit 1 introduction)</i>
scope baseline CPPD
(formal) scope change CPPP CPPM CPPD
scope change controls CPPP
scope creep <i>(defined in CPPM & CPPD Unit 1 RI)</i>
scope controls CPPM
scope control processes CPPD
scope definition CPPP CPPM CPPD
scope management (defined in Unit 1 CPPP, CPPM & CPPD)
scope management (processes, procedures) CPPP CPPM CPPD
scope management approaches CPPP CPPD
scope management plan CPPM CPPD
Scope management strategies CPPD
scope (management) stages CPPD
scope statement CPPD
scope verification CPPD
Six Sigma CPPP CPPM CPPD
(project) sponsor
SPICE CPPD
staff release plan CPPM CPPD
staff succession plan CPPM

staff training and development CPPP CPPM
Stakeholder (+ <i>in range indicators</i>)
stakeholder satisfaction analysis CPPP
stakeholder tolerances CPPP CPPM CPPD
Status Meetings CPPP CPPM CPPD
strategic planning process CPPP CPPM CPPD
sub-project CPPM CPPD
SW tools CPPD
systems thinking CPPP CPPM CPPD
task
task definition CPPP CPPM CPPD
team leader CPPP CPPD
Technical Performance Information CPPP CPPM CPPD
test and acceptance procedures CPPM CPPD
time management CPPP CPPM CPPD
time management activities CPPP CPPM CPPD
time management (tools, procedures, processes and) techniques CPPP CPPM CPPD
Time Management Plan CPPM CPPD
total productive maintenance CPPM CPPD
Total Quality Management CPPP CPPM CPPD
tracking of risk CPPM CPPD
training needs strategies CPPM CPPD
Value Analysis
variance CPPP CPPM CPPD
variance and trend analysis CPPP CPPM CPPD
variance management CPPP CPPM CPPD
variance thresholds CPPP CPPM CPPD
Work Breakdown Structure (WBS) (<i>and defined in CPPM & CPPD Unit 1 range indicator</i>)
work package (level) CPPM
work place bargaining CPPM CPPD
workplace

Terms in AIPM standards relating to training/certification/assessment processes

Accreditation
Advanced standing
AQF
Articulation
Assessment
Attributes and behaviours
Awarding body
Behaviours
Career Path
Certification
Common Competencies
Competency
Competency Based Training
Competency Interview
Competency Standards
Core competencies
Credit transfer
Cross-industry competency standard
Curriculum
Elements of competency
Evidence
Fairness
Formative assessment
General competencies
Generic competencies
Holistic assessment
IBSA
Industry competency standards
Judgement
Key competencies
Knowledge
Performance criteria
Portfolio (of evidence)
Quality assurance (of assessment)
Range indicator (also explained in Intro)
Recognition of Prior Learning
Records (of assessment)
Registration of providers of training
Reliability (of assessment)
Simplicity (of assessment)
Skill
Summative assessment
Underpinning knowledge
Unit of competency
Validity
VET

Attachment F

Major Australian and international project management standards

Sponsoring authority	Standards/certification arrangements	Comment
AIPM PROFESSIONAL COMPETENCY STANDARDS FOR PROJECT MANAGEMENT		
<p>Australian Institute of Project Management (AIPM) www.aipm.com.au</p>	<p>AIPM offers three levels of certification based upon the National Competency Standards in Project Management (NCSPM)</p> <ul style="list-style-type: none"> Certified Practising Project Director Certified Practising Project Manager Certified Practising Project Practitioner <p>The NCSPM were developed by the AIPM in consultation with industry and under the auspices of the former Australian National Training Authority (ANTA). They have recently been reviewed.</p> <p>Competency units within the NCSPM are aligned with Certificate IV, Diploma and Advanced Diploma qualifications levels</p>	<p>AIPM is the national peak body for project management in Australia. It was founded in 1976 as the Project Managers' Forum, and has since assumed a leadership role in progressing the profession of project management in Australia.</p> <p>The AIPM adopted the PMBOK¹ as the knowledge-base for the NCSPM. The NCSPM is structured around nine functions:</p> <ul style="list-style-type: none"> integration management scope management time management cost management quality management human resources management communications management risk management procurement management. <p>Certification is competency based, and includes a face-to-face assessment process with a qualified assessor based on a combination of workplace evidence and knowledge.</p>

¹ A *Guide to the Project Management Body of Knowledge (PMBOK)* was first published by the Project Management Institute (PMI) as a white paper in 1987 in an attempt to document and standardise generally accepted project management information and practices. The fourth edition of the English-language edition PMBOK was released on December 31, 2008. The PMBOK Guide includes a focus on project management functions and processes.

Sponsoring authority	Standards/certification arrangements	Comment
IPMA COMPETENCE BASELINE		
International Project Management Association (IPMA) www.ipma.ch	<p>The IPMA operates a four level certification system.</p> <ul style="list-style-type: none"> Certified Projects Director Certified Senior Project Manager Certified Project Manager Certified Project Management Associate <p>The IPMA Competence Baseline (ICB) sets the standards for the IPMA certification system. It sets out the knowledge and experience expected from managers of projects, programs and project portfolios. It contains basic terms, tasks, practices, skills, functions, management processes, methods, techniques and tools that are used in good project management practice and theory, as well as specialist knowledge and experience, where appropriate, of innovative and advanced practices used in more limited situations.</p>	<p>IPMA is a major international non-profit-making project management organisation. It represents 45 national project management associations.¹ The national associations are responsible for developing and managing their own project management qualification and competence program, and for establishing their certification bodies.</p> <p>Certification is based on self assessment, written examination, project report and interview. It is competence based and provides standards by which project management performance can be measured.</p> <p>In all cases, other than for Certified Project Management Associate, certification also requires a minimum period of project management experience.²</p>

¹ Most of these associations are European. The United States, India, Brazil, and South Africa are also represented. Australia is not represented.

² For example, the proposed entry requirement for Certified Senior Project Manager is at least three years project management experience in responsible leadership functions of projects with limited complexity.

Sponsoring authority	Standards/certification arrangements	Comment
PMI GLOBAL STANDARDS		
Project Management Institute (PMI) www.pmi.org	PMI offers a comprehensive certification program for practitioners with different levels of experience. The program supports a career framework in the project management profession. There are currently five credentials available. No one credential serves as a prerequisite for another. Certified Associates in Project Management Project Management Professionals Program Management Professionals PMI Risk Management Professionals PMI Scheduling Professionals	PMI was founded by working project managers in the United States in 1969. It promotes itself as the world's leading not-for-profit association for the project management profession. It now has 420,000 members and credential holders with 250 chapters in over 70 countries, including 6 chapters in Australia. PMI relies on an examination-based Project Management Professional (PMP) model. Certification involves a multiple choice examination, and also minimum time in roles.
APM CERTIFICATION		
Association for Project Management (APM) www.apmgroupltd.com	APM's qualifications are aligned to IPMA's four level structure, based on the IPMA Competency Baseline, in addition to the <i>APM Body of Knowledge</i> . APM offers certification against three qualifications: APM Introductory Certificate APM Practitioner APM Certificated Project Manager	APM is a UK based organisation which is a founding member of the IPMA and is also a member of GAPPS. It is the largest independent professional body of its kind in Europe with over 17,000 individual and 500 corporate members throughout the UK and abroad. ¹ Assessment is based on examination ² and interview. The APM Introductory Certificate training course requires no prior knowledge or experience in project management. The other qualifications require varying degrees of experience as a prerequisite.

¹ From the APM website www.apm.org.uk

² multiple choice examination for the APM Introductory Certificate; assessment for the APM Practitioner is by means of a three hour essay-based paper; With the Certified Project Manager, the assessors assess project management competencies through experience, a self-assessment form and project report and also through an interview.

Sponsoring authority	Standards/certification arrangements	Comment
GAPPS – PERFORMANCE BASED COMPETENCY STANDARDS		
Global Alliance for Project Performance Standards (GAPPS) www.globalpmstandards.org	<p>The GAPPS framework and standards are intended to be used to assess threshold competency ie. demonstration of the ability to do something at a standard considered acceptable in the workplace. The framework is applicable to:</p> <ul style="list-style-type: none"> Global Level 1 Project Managers Global Level 2 Project Managers¹ <p>The standards are formatted in much the same way as Australian competency standards with units, elements, performance criteria and range statements.</p> <p>They were released in September 1996, following extensive consultation involving a large number of organisations internationally. A number of Australian organisations have subscribed to the initiative, including Innovation and Business Skills Australia.</p>	<p>GAPPS is a volunteer organisation working to create a framework and standards that describe acceptable levels of workplace performance for project personnel.²</p> <p>The framework is intended to support the development and recognition of local standards and to provide a sound basis for mutual recognition and transferability of project management qualifications. It is intended to be used by businesses, academic institutions, training providers, professional associations, and government standards and qualifications bodies globally. However, some query whether this is more a methodology than a standard and question the strength of its international representation.</p> <p>The framework includes Assessment Guidelines which involve an evidence-based approach and specific requirements that the assessor has to meet.</p>
ISO 21500: GUIDE TO PROJECT MANAGEMENT		
International Standards Organisation (ISO) Standards Australia www.iso.org	<p>The ISO has initiated work to create a new standard entitled ISO 21500: Guide to Project Management.</p> <p>The introduction to the current working draft emphasises that ISO 21500 is not intended to replace or nullify any existing national, regional or organisational standards. Instead, it is intended to serve as a reference document to provide guidance for the development of such standards.³</p>	<p>The ISO established a Project Committee in February 2007 to develop ISO 21500. At the invitation of the ISO, Standards Australia has set up a national mirror committee⁴ to contribute to the development of ISO 21500.</p> <p>A final product is reported to be 5–6 years away.</p>

¹ The GAPPS framework recognises that these two levels are a subset of the full range of project manager performance: entry level project managers generally function at a level of management complexity below that required for Global Level 1 while highly complex projects may require a level of performance beyond that of a Global Level 2 project manager.

² For details see www.globalpmstandards.org

³ See Standards Australia Communiqué No.2, January 2009: Summary of Progress ISO 21500: Guide to Project Management.

⁴ Membership of the committee, known as the Australian Mirror Committee MB012-Project Management, is by nomination from major national associations representing the project management profession in Australia. The committee is chaired by Dr Neveen Moussa, a past president of AIPM.

Sponsoring authority	Standards/certification arrangements	Comment
PRINCE2		
Office of Government Commerce (OGC) www.ogc.gov.uk	PRINCE2 ¹ Foundations PRINCE2 Practitioner PRINCE2 certification is examination-based. The Foundation exam is a one hour, multiple-choice paper. The Practitioner exam lasts for three hours and consists of an open-book paper with questions based around a given scenario. The PRINCE2 Practitioner qualification has a life of 5 years, after which a one hour re-registration examination must be taken to keep the qualification current. PRINCE2 training is delivered by Accredited Training Organisations in Australia and elsewhere worldwide. To train people for PRINCE2 exams, training organisations need to be accredited by the APM Group. ²	PRINCE was derived from an IT project management method/standard, initially developed in 1989 by the Central Computer and Telecommunications Agency (CCTA), an agency of the UK Government's Office of Government Commerce (OGC). PRINCE2 was released in 1996 as a generic project management method – the most current revision was released in 2005 by the OGC. PRINCE2 is the most common project management methodology in Europe. It is now the <i>de facto</i> project management standard in the UK. PRINCE2 has a major focus on the process of project management whereas PMBOK is more about the function and processes of project management. ³ PRINCE2 consists of eight processes, eight components and four techniques. It is a non-prescriptive methodology (including electronic processes) that guides a project team step by step through what should be done, by whom and when. Certification does not confer membership of any particular professional body.
MSP		
Office of Government Commerce (OGC) www.ogc.gov.uk	Standard MSP courses are at four levels: Overview Foundation Practitioner Advanced practitioner. MSP examinations are available for Foundation, Practitioner and Advanced practitioner levels. These lead to internationally recognised qualifications.	MSP (Managing Successful Programmes) comprises a set of principles and processes for use when managing a programme. It was devised for the Office of Government Commerce (OGC) and was founded upon best practice and a body of knowledge drawn together from many years of real life experience MSP provides a standard and consistent approach to programme management.

¹ PRINCE2 stands for PProjects IN Controlled Environments (2nd edition)

² The APM Group is partner to the UK Office of Government Commerce. It is a leading accreditation, certification and qualification organisation recognised internationally by government agencies. See www.apmgroupltd.com

³ Refer AIPM website, www.aipm.com.au for a detailed comparison of PRINCE2 against PMBOK.

Sponsoring authority	Standards/certification arrangements	Comment
GATEWAY PROCESS		
Office of Government Commerce (OGC) www.ogc.gov.uk	Underlying the OGC Gateway process is a set of guiding Brand principles which define what Gateway is. These are applied by all Gateway users to maintain brand standards.	<p>The OGC Gateway Process examines programs and projects at key decision points in their lifecycle. It looks ahead to provide assurance that they can progress successfully to the next stage.</p> <p>OGC Gateway Reviews deliver a "peer review" in which independent practitioners from outside the program/project use their experience and expertise to examine the progress and likelihood of successful delivery of the program or project. The review uses a series of interviews, documentation reviews and the team's experience to provide an additional perspective on the issues facing the project team, and an external challenge to the robustness of plans and processes.</p>