

6. Units of Competency

The table below provides a summary of the Units of Competency while the table on the following page provides an overview of the Units, Elements, and Performance Criteria. Details for all, plus the Range Statements, are provided on the following pages.

Units 1-5 are applicable to Global Level 1 project managers while Units 1-6 are applicable to Global Level 2 project managers. Although the Performance Criteria are the same for both levels, the context in which that performance must be demonstrated is different as defined by the level of the project using the CIFTER.

Unit No.	Unit Title	Unit Descriptor
PM01	Manage Stakeholder Relationships	This Unit defines the Elements required to manage stakeholder relationships during a project. It includes the Performance Criteria required to demonstrate competence in ensuring the timely and appropriate involvement of key individuals, organisations, and groups throughout the project.
PM02	Manage Development of the Plan for the Project	This Unit defines the Elements required to manage development of the plan for the project. It includes the Performance Criteria required to demonstrate competence in determining how to realise the project in an efficient and effective manner.
PM03	Manage Project Progress	This Unit defines the Elements required to manage project progress. It includes the Performance Criteria required to demonstrate competence in ensuring that the project is moving constructively toward delivery of the product of the project and in support of the agreed project outcomes.
PM04	Manage Product Acceptance	This Unit defines the Elements required to ensure that the product, service, or result of the project will be accepted by relevant stakeholders. It includes the Performance Criteria required to demonstrate competence in ensuring that the product of the project is defined, agreed, communicated, and accepted.
PM05	Manage Project Transitions	This Unit defines the Elements required to manage project transitions. It includes the Performance Criteria required to demonstrate competence in getting the project underway, in moving from one project phase to the next, and in closing the project down at its conclusion.
PM06	Evaluate and Improve Project Performance	This Unit defines the Elements required to evaluate and improve project performance. It includes the Performance Criteria required to demonstrate competence in ensuring that opportunities for improvement are applied on this project and made available for future projects.

Summary of Units, Elements, and Performance Criteria

Units	Elements	Performance Criteria
Manage Stakeholder Relationships	1.1 Ensure that stakeholder interests are identified and addressed.	1.1.1 Relevant stakeholders are determined. 1.1.2 Stakeholder interests are investigated and documented. 1.1.3 Stakeholder interests are considered when making project decisions. 1.1.4 Actions to address differing interests are implemented.
	1.2 Promote effective individual and team performance.	1.2.1 Interpersonal skills are applied to encourage individuals and teams to perform effectively. 1.2.2 Individual project roles are defined, documented, communicated, assigned, and agreed to. 1.2.3 Individual and team behavioural expectations are established. 1.2.4 Individual and team performance is monitored and feedback provided. 1.2.5 Individual development needs and opportunities are recognised and addressed.
	1.3 Manage stakeholder communications.	1.3.1 Communication needs of stakeholders are identified and documented. 1.3.2 Communication method, content, and timing is agreed to by relevant stakeholders. 1.3.3 Information is communicated as planned, and variances are identified and addressed.
	1.4 Facilitate external stakeholder participation.	1.4.1 External stakeholder participation is planned, documented, and communicated. 1.4.2 External stakeholder participation is supported as planned, and variances are addressed.
Manage Development of the Plan for the Project	2.1 Define the work of the project.	2.1.1 A shared understanding of desired project outcomes is agreed to with relevant stakeholders. 2.1.2 Processes and procedures to support the management of the project are identified, documented, and communicated to relevant stakeholders. 2.1.3 Work-items required to accomplish the product of the project are determined. 2.1.4 The work-items and completion criteria are agreed to by relevant stakeholders. 2.1.5 Assumptions, constraints, and exclusions are identified and documented. 2.1.6 Relevant knowledge gained from prior projects is incorporated into the plan for the project where feasible.
	2.2 Ensure the plan for the project reflects relevant legal requirements.	2.2.1 Relevant legal requirements are identified, documented, and communicated to relevant stakeholders. 2.2.2 Potential for conflicts caused by legal requirements are identified and addressed in the plan for the project.
	2.3 Document risks and risk responses for the project.	2.3.1 Risks are identified in consultation with relevant stakeholders. 2.3.2 Risk analysis techniques are used to evaluate risks and then prioritise them for further analysis and response planning. 2.3.3 Responses to risks are identified and agreed to by relevant stakeholders.
	2.4 Confirm project success criteria.	2.4.1 Measurable project success criteria are identified and documented. 2.4.2 Project success criteria are agreed to by relevant stakeholders.
	2.5 Develop and integrate project baselines.	2.5.1 Resource requirements are determined. 2.5.2 Schedule is developed based on resource requirements, resource availability, and required sequence of work-items. 2.5.3 Budget is developed based on resource requirements. 2.5.4 Conflicts and inconsistencies in the plan for the project are addressed. 2.5.5 The plan for the project is approved by authorised stakeholders and communicated to relevant stakeholders.
Manage Project Progress	3.1 Monitor, evaluate, and control project performance.	3.1.1 Performance of the project is measured, recorded, evaluated, and reported against the project baselines. 3.1.2 Processes and procedures are monitored and variances addressed. 3.1.3 Completed work-items are reviewed to ensure that agreed completion criteria were met. 3.1.4 Corrective action is taken as needed in support of meeting project success criteria.
	3.2 Monitor risks to the project.	3.2.1 Identified risks are monitored. 3.2.2 Changes to the external environment are observed for impact to the project. 3.2.3 Applicable legal requirements are monitored for breaches and conflicts. 3.2.4 Actions are taken as needed.
	3.3 Reflect on practice.	3.3.1 Feedback on personal performance is sought from relevant stakeholders and addressed. 3.3.2 Lessons learned are identified and documented.
Manage Product Acceptance	4.1 Ensure that the product of the project is defined.	4.1.1 Desired characteristics of the product of the project are identified in consultation with relevant stakeholders. 4.1.2 Characteristics of the product of the project are documented and agreed to by relevant stakeholders.
	4.2 Ensure that changes to the product of the project are monitored and controlled.	4.2.1 Variances from agreed product characteristics are identified and addressed. 4.2.2 Requests for changes to the product of the project are documented, evaluated, and addressed in accordance with the change control processes for the project. 4.2.3 Approved product changes are implemented.
	4.3 Secure acceptance of the product of the project.	4.3.1 The product of the project is evaluated against the latest agreed characteristics and variances addressed where necessary. 4.3.2 The product of the project is transferred to identified stakeholders and accepted.
Manage Project Transitions	5.1 Manage project start-up.	5.1.1 Authorisation to expend resources is obtained from the appropriate stakeholders. 5.1.2 Start-up activities are planned and conducted.
	5.2 Manage transition between project phases.	5.2.1 Acceptance of the outputs of a prior phase is obtained from the relevant stakeholders. 5.2.2 Authorisation to begin work on a subsequent phase is obtained from the appropriate stakeholders. 5.2.3 Transition activities are planned and conducted.
	5.3 Manage project closure.	5.3.1 Closure activities are planned and conducted. 5.3.2 Project records are finalised, signed off, and stored in compliance with processes and procedures.
Evaluate and Improve Project Performance	6.1 Develop a plan for project evaluation.	6.1.1 Purpose, focus, and criteria of evaluation are determined. 6.1.2 Relevant evaluation techniques are determined.
	6.2 Evaluate the project in accordance with plan.	6.2.1 Performance data is collected and analysed in accordance with the evaluation plan. 6.2.2 Evaluation process engages relevant stakeholders.
	6.3 Capture and apply learning.	6.3.1 Knowledge sharing and skill transfer is encouraged among relevant stakeholders. 6.3.2 Results of evaluations are documented and made available for organisational learning. 6.3.3 Potential improvements are identified, documented and communicated to relevant stakeholders. 6.3.4 Improvements agreed for this project are applied.