

## 6. Overview of Units, Elements, and Performance Criteria

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 are provided in Section 7.

### 6.1 Summary of Units of Competency

Unit	Title	Description
PC01	Appreciate the context for project control	This Unit defines the Elements required to demonstrate an understanding and appreciation of the requirements for project controls. It includes the Performance Criteria required to demonstrate competency in how the project controls work, within an organisation/project and within a governance framework.
PC02	Develop project control processes	This Unit defines the Elements required to develop project control processes. It includes the Performance Criteria required to demonstrate competency in how to establish monitoring processes, develop coding structures, utilize information management systems and apply measurement approaches.
PC03	Support development of integrated baseline	This Unit defines the Elements required to support the development of an integrated baseline for a project. It includes the Performance Criteria required to demonstrate competency in defining packages of work, establishing, validating and integrating baselines and communicating with other functions. In the context of project controls, a baseline is an approved start point used as a basis for performance measurement.
PC04	Implement control framework	This Unit defines the Elements required to implement the control framework. It includes the Performance Criteria required to demonstrate competency in how to support the project applying control processes, gathering and analysing data and information, providing reports, recommending corrective actions and supporting the implementation of corrective action.
PC05	Exercise professional and social responsibility	This Unit defines the Elements required to maintain effective and professional working relationships. It includes the Performance Criteria required to demonstrate competency in applying values and ethics in a professional manner, achieving effective working relationships and continuing development of performance.
PC06	Manage the control team (optional for Project Controller)	This Unit defines the Elements required to manage the project control team. It includes the Performance Criteria required to demonstrate competency in how to allocate work, support and develop the team. It is an optional unit as a specialist project controls person may not be managing a team.

**Figure 2: Summary of Units of Competency**

## 6.2 Summary of Units, Elements, and Performance Criteria

Units	Elements	Performance Criteria
PC01 Appreciate the context for project control	1.1 Understand project control requirements.	1.1.1 Project and project control objectives are understood.
		1.1.2 Established <b>budget</b> for project <b>control function</b> is confirmed.
		1.1.3 Understanding of <b>project control organization structure</b> is demonstrated.
		1.1.4 Limits of <b>personal expertise</b> are acknowledged.
		1.1.5 <b>Roles and responsibilities</b> are confirmed.
		1.1.6 <b>Operating processes and procedures</b> are identified..
		1.1.7 <b>Control requirements</b> of relevant stakeholders are understood.
	1.2 Work within governance framework.	1.2.1 Alignment of reporting structures with organisational and project strategy is maintained.
		1.2.2 <b>Information</b> required to control the project is defined, agreed and <b>reviewed</b> .
		1.2.3 Prescribed signing and approval authorities are fully understood and applied. Approval processes and authorities are confirmed and applied
PC02 Develop project control processes	2.1 Establish monitoring processes and parameters.	2.1.1 Program stakeholders and their communication needs are identified and documented.
		2.1.2 Communication approaches are agreed to by pertinent stakeholders.
		2.1.3 Information is shared as planned, and variances are identified and addressed.
		2.1.4 Communication interfaces among constituent projects are monitored.
	2.2 Develop coding structures.	2.2.1 Interests and expectations of pertinent stakeholders are investigated, documented, and considered when making program decisions.
		2.2.2 Approaches to influence ongoing stakeholder commitment are developed and implemented.
	2.3 Utilize information management systems.	2.3.1 <b>Information management systems</b> are selected or adapted to suit the specific requirements of the project.
		2.3.2 A data repository is established.
		2.3.3 Agreed data integrity and security principles are applied.
	2.4 Define and apply measurement approaches.	2.4.1 <b>Performance measures</b> to be used are determined and agreed by <b>relevant stakeholders</b> ..
		2.4.2 Compliance with <b>applicable industry standards</b> is ensured.
		2.4.3 <b>Measurement criteria</b> are established.
	PC03 Support development of integrated baseline	3.1 Facilitate refinement of project deliverables and requirements
3.1.2 <b>Assumptions and constraints</b> are documented..		
3.2 Define executable packages of work		3.2.1 Detailed <b>breakdown structures</b> are developed.
		3.2.2 Responsibilities for work packages are identified.
3.3 Establish the baseline		3.3.1 <b>Resource requirements</b> are determined.
		3.3.2 Sources of data are identified.
		3.3.3 <b>Input</b> is sought from <b>other functions</b> ..
		3.3.4 <b>Scope, cost, schedule, risk and quality baselines</b> are integrated.
3.4 Communicate with other functions		3.4.1 Report content, formats and <b>frequencies</b> are determined.
		3.4.2 Responsibilities for information provision are defined and accepted.
		3.4.3 Baseline information is provided as an input to <b>other functions</b> .
		3.4.4 Information on quality and availability of potential <b>resources</b> is provided.
3.5 Validate the baseline		3.5.1 Report content, formats and <b>frequencies</b> are determined.
		3.5.2 Responsibilities for information provision are defined and accepted.
		3.5.3 Baseline information is provided as an input to <b>other functions</b> .
	3.5.4 Information on quality and availability of potential <b>resources</b> is provided.	

Figure 3. Summary of Units, Elements, and Performance Criteria (continued next page)

Units	Elements	Performance Criteria	
<p style="text-align: center;"><b>PC04</b> Implement control framework</p>	<p><b>4.1 Apply project control processes.</b></p>	4.1.1 Actual performance data is captured.	
		4.1.2 <b>Impacts of change</b> are analysed.	
		4.1.3 <b>Approved changes</b> are incorporated into the baseline and relevant documents.	
	<p><b>4.2 Ensure information quality.</b></p>	4.2.1 Ability to obtain information from stakeholders is demonstrated.	
		4.2.2 Information is questioned for meaning, validity and <b>reliability</b> .	
		4.2.3 Information is stored, maintained, updated and utilized.	
	<p><b>4.3 Analyse comparative data.</b></p>	4.3.1 Performance <b>variances</b> and <b>trends</b> are analysed.	
		4.3.2 Performance <b>forecasts</b> are conducted.	
	<p><b>4.4 Implement agreed reporting structures.</b></p>	4.4.1 Project reports are issued in accordance with the governance and control frameworks.	
		4.4.2 Applicable <b>regulatory and commercial control requirements</b> are supported.	
		4.4.3 Information is collated to validate <b>submissions</b> .	
	<p><b>4.5 Recommend preventative or corrective action.</b></p>	4.5.1 <b>Response options</b> are generated.	
		4.5.2 <b>Viable</b> options are identified.	
		4.5.3 Selected <b>response options</b> are documented and <b>proposed</b> .	
	<p><b>4.6 Support implementation of preventative or corrective action.</b></p>	4.6.1 Approved <b>response options</b> are communicated for implementation.	
		4.6.2 Relevant documents are updated to reflect the impacts of action approved for implementation.	
		4.6.3 Relevant documents are updated to reflect the impacts of action approved for implementation..	
		4.6.4 <b>Impacts</b> of implemented corrective actions are monitored, captured and reported	
<p style="text-align: center;"><b>PC05</b> Exercise professional and social responsibility</p>	<p><b>5.1 Observe and apply professional ethics and values</b></p>	5.1.1 Accepted <b>values and ethics</b> are defined and communicated.	
		5.1.2 <b>Behaviours</b> reflect accepted ethics and values.	
		5.1.3 <b>Sensitivity</b> to local cultural values, ethics and practices is demonstrated.	
	<p><b>5.2 Maintain effective working relationships</b></p>	5.2.1 Desired results are achieved through <b>influence and positive behaviour</b> .	
		5.2.2 The priorities, expectations and needs of colleagues are understood and considered when making decisions and taking actions.	
		5.2.3 Issues are resolved in a <b>constructive manner</b> ..	
		5.2.4 <b>Communications</b> are conducted in accordance with the approved communication plan.	
		5.2.5 People are treated with <b>respect</b> .	
	<p><b>5.3 Ensure continued personal and professional performance</b></p>	5.3.1 Personal development plan is documented, updated and implemented.	
		5.3.2 Personal performance is <b>evaluated</b> and reviewed against an agreed <b>performance contract</b> .	
	<p style="text-align: center;"><b>PC06</b> Manage the control team*</p>	<p><b>6.1 Allocate work to the team</b></p>	6.1.1 Roles and responsibilities are clarified, agreed, documented and communicated.
			6.1.2 Work is assigned and <b>agreed</b> .
<p><b>6.2 Agree objectives with team and individuals</b></p>		6.2.1 Performance criteria for each team member are clarified, negotiated and agreed.	
		6.2.2 <b>Team objectives</b> are mutually developed, understood and agreed.	
		6.2.3 Individual and team performance is monitored and feedback provided.	
<p><b>6.3 Develop the skills of team members</b></p>		6.3.1 <b>Professional development</b> is encouraged and acknowledged.	
<p><b>6.4 Build an environment of confidence and trust within the control team</b></p>		6.4.1 Team members are treated fairly and equitably.	
		6.4.2 Open discussion is encouraged and facilitated.	
		6.4.3 Differences are managed constructively.	
		6.4.4 Issues and concerns are attended to in a timely manner.	
		6.4.5 Interpersonal and leadership styles are chosen and applied based on the circumstances.	
		6.4.6 Personal commitments are realistic and honoured.	
6.4.7 An independent and objective perspective is maintained.			