



Competency Units and Elements per Competency Area

Code	Competency Area	Code	Competency Unit	Code	Competency Element
CPD1101	Socio-cultural & Personal Competencies	CPD1101	Generic	A1	General professional approach to assignments, teamwork and performance development
			Leadership	A2	The direction, motivation and management of individuals and teams
			Commitment	A3	The personal dedication to task and to project outcomes
			Attitude	A4	The frame of mind that promotes integrity and support for achievement of project goals within a desired social context
			Self direction	A5	The ability to manage within and without guidelines and processes and to work without supervision
			Learning	A6	The commitment to continuous improvement in knowledge, skills and attitude, and to creating new knowledge, developing skills and approaches
			Cultural empathy	A7	The awareness of, respect for and accommodation of individual lifestyle, beliefs and norms
			Innovation and creativity	A8	Capacity to generate new ideas/approaches & realise these in a beneficial manner
SBM1101	Project/Program Strategic Intent, Business Case, Framework and Governance	1101-A	Understanding projects & programs	A1	Analyse different forms of projects, programs, relevant organisation structures and associated life cycle models
				A2	Know planning processes needed for strategic management of projects/programs
				1101-B	Managing strategic context
		B2	Develop and or assess project/program business cases		
		B3	Align project/program objectives with broader organisational strategies and priorities		
		1101-C	Managing governance and decision making	C1	Define/design project/ program governance structure
				C2	Monitor and improve governance performance
				C3	Phase out governance arrangements
		1101-D	Systems' integration	D1	Design and apply systems integration strategies
				D2	Manage change
				D3	Maintain and improve project/program health over life



APIC Chart of Competencies for Project/Program Management, Project Business Management and Socio-cultural and Personal Performance

SBM1102	Project HR, Teams, Communication & Integration Management	1102-A	Project Human Resource Management	A1	HR needs and requirements assessment
				A2	HR policies development and application
				A3	Teamwork environment
				A4	Staff development & training
		1102-B	Project Communication Management	B1	Communication management planning & tools
				B2	Information management application
				B3	Project reporting management
		1102-C	Project Integration Management	C1	Integration management plan development
				C2	Integration management plan execution
C3	Project change control				
SBM1201	Project Scope, Time and Cost Management	1201-A	Project scope management	A1	Scope planning and client needs
				A2	Scope, roles and responsibilities
				A3	Change Management
				A4	Project performance control and monitoring
				A5	Project termination analysis
		1201-B	Project time management	B1	Project time planning
				B2	Project activities identification
				B3	Project resources and time estimation
				B4	Project scheduling tools and techniques
				B5	Project schedule control and monitoring
				B6	Project progress monitoring and adjustment
				B7	Resource utilisation and control
		1201-C	Project cost management	C1	Cost estimation, analysis and control
				C2	Budget Planning (Budget, Time, Tasks, Costs)
				C3	Resource identification
SBM1202	Project Quality, Risk & Procurement Management	1202-A	Project quality management	A1	Undertake QA/QC planning
				A2	Apply quality tools and techniques to manage quality



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				A3	Undertake quality control and monitoring
				A4	Undertake quality documentation and closure
		1202-B	Project risk management	B1	Undertake risk management planning
				B2	Apply risk management tools and techniques to manage risks
				B3	Monitor and control risks
				B4	Undertake risk management documentation and closure
		1202-C	Project procurement management	C1	Plan project/program procurement
				C2	Apply project/program procurement, tools and techniques to manage procurement
				C3	Monitor and control procurement
				C4	Complete project procurement and documentation
SBM1103	Project/Program Information & Communications Systems	1103-A	Information & communication needs	A1	Determine information needs and requirements
				A2	Standardise and design data/information format
				A3	Consolidate & validate design
				A4	Evaluate and generate information system solution
		1103-B	Acquisition of information & communication systems	B1	Appraise and select optimum
				B2	Define and specify information system design architecture
				B3	Acquire the relevant information system
				B4	Define system KPIs for system continuous improvement
		1103-C	Effective utilisation & on-going improvement	C1	Develop users protocols and organise for users induction
				C2	Align communication system with project functions
				C3	Facilitate system utilisation and support users
				C4	Monitor and improve system performance continuously



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SBM1104	Project/Program Leadership & Change Management	1104-A	Creditability	A1	Skills in being influential and persuading others
				A2	Ability to act a strong role model
				A3	Ability to be analytically agile
		1104-B	Knowledge	B1	Ability to develop project/program-related policies and processes
				B2	Ability to understand project/program organisational dynamics
				B3	Ability to attract, develop own people and set reward systems
		1104-C	Relationship	C1	Ability to create and maintain partnerships
				C2	Know how to focus on the needs of others
				C3	Know how to coach and develop others
		1104-D	Innovation	D1	Ability to prepare people for change
				D2	Ability to seek out and act on opportunities
				D3	Know how to demonstrate flexibility and explore options
		1104-E	Alignment	E1	Ability to scan and read the business
				E2	Ability to integrate project/program initiatives with business plans
				E3	Ability to contribute to and support project/program business strategy
1104-F	Performance	F1	Ability to apply business acumen to project/program decisions		
		F2	Ability to drive for results and manage risk		
		F3	Ability to evaluate outcomes		
SBM1203	Venture/Project Economics & Finance	1203-A	Financial modelling	A1	Evaluate suitability of financial techniques
				A2	Determine criteria and apply financial appraisal techniques
		1203-B	Financial analysis	B1	Analyse financial alternatives
				B2	Apply financial sensitivity and risk analysis techniques
		1203-C	Finance & financial planning & management	C1	Develop project finance plan
				C2	Apply project finance plan
SBM1204	Project/Program Delivery Systems	1204-A	Selection of optimum delivery system	A1	Evaluate typical and innovative delivery options
				A2	Select and apply optimum delivery system to meet specific criteria
		1204-B	Identification and allocation of delivery risks	B1	Analyse project delivery risks
				B2	Apply risk analysis results to guide contract design



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		1204C	Development, roll-out and on-going management	C1	Implement delivery system
				C2	Administer contracts and manage change
SBM1105	Strategic Project, Program & Portfolio Management	1105-A	Program strategic goals & criteria	A1	Determine program goals and requirements
				A2	Determine and assess criteria
		1105-B	Program policies & systems	B1	Determine program implementation policy and standards
				B2	Apply tools for assessment and integration
				B3	Establish managerial system and infrastructure
		1105-C	Program planning	C1	Conduct SWOT analysis and select strategy
				C2	Structure the program
				C3	Develop program masterplan
				C4	Develop resource acquisition strategies
		1105-D	Program implementation	D1	Organise program implementation
				D2	Coordinate and integrate the program
				D3	Manage upstream and external factors
				D4	Ensure fast assessment and optimum decision making
				D5	Lead program implementation
		1105-E	Program assessment & continuous alignment	E1	Assess/measure program performance
				E2	Apply performance continuous improvement
SBM1106	Assessment and Development of Project-based Organisations	1106-A	Assessment	A1	Conduct organisational maturity assessment vs. typical models
				A2	Select, develop and apply assessment tools
				A3	Develop an OMM assessment plan and consult stakeholders
				A4	Implement OMM assessment plan
		1106-B	Design and implementation of improvement	B1	Delineate OMM gaps & obtain consensus on missing capabilities
				B2	Implement organisation improvement initiatives



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				B3	Exercise program implementation leadership
		1106-C	Appraisal and continuous improvement	C1	Evaluate progress and align capability acquisition effectiveness
				C2	Address capability acquisition shortcomings
				C3	Prioritise and facilitate implementation of corrective actions
				C4	Expedite performance
SBM1205	Project Formulation and Business Planning	1205-A	Designing the planning framework & approach	A1	Design the business planning framework and approach
		1205-B	Formulating product/service	B1	Assess demand and develop initial marketing strategy
				B2	Develop business concept/project design
		1205-C	Planning for management & administration	C1	Assess statutory and due diligence requirements
				C2	Determine governance and administrative requirements
		1205-D	Environment & stakeholders' management	D1	Identify and manage stakeholders
				D2	Determine health and safety issues
				D3	Determine environmental and sustainability impacts
				D4	Conduct social cost-benefit analysis
		1205-E	Formulating business/venture	E1	Forecast revenue over project life
				E2	Estimate project costs over project life
				E3	Identify and treat risks
				E4	Analyse and determine finance
				E5	Evaluate venture viability
		1205-F	Presenting business & implementation plan	F1	Compile project/business definition report
				F2	Develop presentation materials
				F3	Design and conduct public communication
SBM1206	Advanced Risk and Uncertainty Management	1206-A	Designing the risk management framework & approach	A1	Design risk management framework and approach



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	1206B	Identifying & classifying risks	B1	Define and identify risks and opportunities over project life
			B2	Classify risks
	1206-C	Acquiring data and evaluating risks	C1	Collect data for risk and opportunity analysis
			C2	Evaluate risks
	1206-D	Quantifying and interpreting risks	D1	Model and quantify risks
			D2	Interpret results from risk quantification
	1206-E	Planning and implementing response	E1	Develop and implement risk response plan
	1206-F	Monitoring risks and readjusting project plans	F1	Monitor risks and effectiveness of response plan
			F2	Adjust and apply response plan dynamically
			F3	Maintain risk vigilance and records
	1206-G	Managing knowledge	G1	Capture, develop and re-utilise risk management knowledge