COMPASS Competency List

THE COMPETENCE MANAGEMENT SYSTEM FOR PROJECT PROFESSIONALS. VERSION 1.1
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Introduction

This document contains a listing of the competencies used in QA’s COMPASS assessment tool.

It is the full listing of all the standard competencies that are contained within the APM Competence Framework, and shows the description of the competency and the indicators for that competency.

This document can be used to gain an insight into the requirements for each competency as a pre-cursor to completing the COMPASS assessment online at https://compass.qa.com or for use as a reference when reviewing the final report that is generated when you have completed a COMPASS assessment.

Scoring

<table>
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<tr>
<th>SCORE</th>
<th>KNOWLEDGE</th>
<th>EXPERIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>No Knowledge</td>
<td>No Experience</td>
</tr>
<tr>
<td>1</td>
<td>Has an awareness of the competence element</td>
<td>Has participated in a single project which involved the competence element</td>
</tr>
<tr>
<td>2</td>
<td>Knows about the competence element</td>
<td>Has participated in a number of projects which have involved the competence element</td>
</tr>
<tr>
<td>3</td>
<td>Can describe the competence element</td>
<td>Has practiced the competence element with others in a number of projects</td>
</tr>
<tr>
<td>4</td>
<td>Has an understanding of how the competence element could be practiced within a single project</td>
<td>Has independently practiced the competence element in a number of projects</td>
</tr>
<tr>
<td>5</td>
<td>Has an understanding of how the competence element could be practiced within a number of projects and can evaluate the value to the projects</td>
<td>Has managed others in practicing the competence in a number of projects</td>
</tr>
<tr>
<td></td>
<td>Has a good understanding of how the competence element could be practiced within a complex project and can evaluate and adapt as required</td>
<td>Has managed others in practicing the competence in a complex project</td>
</tr>
<tr>
<td>---</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>7</td>
<td>Has a detailed understanding of how the competence element is practiced within complex projects and can critically evaluate and optimise as required</td>
<td>Has managed others practicing the competence element in a number of complex projects</td>
</tr>
<tr>
<td>8</td>
<td>Has a detailed understanding of how the competence element is practiced within complex projects and can critically evaluate and develop further as required</td>
<td>Has managed others practicing the competence element in many complex projects</td>
</tr>
<tr>
<td>9</td>
<td>Has a deep knowledge of how the competence element is practiced within very complex projects and educate others</td>
<td>Has guided and facilitated others in practicing the competence element in very complex projects</td>
</tr>
<tr>
<td>10</td>
<td>Has a deep knowledge of all aspects of the competence element in very complex projects and is a recognised industry expert (written papers and presentations)</td>
<td>Has guided and facilitated others in all aspects of the competence element in very complex projects and is a recognised industry expert</td>
</tr>
</tbody>
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TECHNICAL COMPETENCE DOMAIN

TC01 CONCEPT (TC01)

Concept is the first phase in the project life cycle. During this phase the need, opportunity or problem is confirmed, the overall feasibility of the project is considered and a preferred solution identified. The business case for the project will be produced in this phase.

1. Gathers, documents and gets agreement on project requirements with key stakeholders.
2. Validates and/or develops a business case and project strategies, and places them under change control.
3. Defines project objectives, appraises the project (including financial appraisal), carries out a feasibility study and establishes an outline project plan.
4. Identifies, assesses, documents and communicates the potential impact of high-level risks.
5. Validates requirements at key points during the concept phase.
6. Assesses compliance with project objectives and requirements and seeks authorisation for the project.
7. Sets up project review process and associated schedule.
8. Gains approval either to progress to definition phase, refine concept phase or cancel project.

TC02 PROJECT SUCCESS AND BENEFITS MANAGEMENT (TC02)

Project success is the satisfaction of stakeholder needs and is measured by the success criteria as identified and agreed at the start of the project. Benefits management is the identification of the benefits at an organisational level and the monitoring and realisation of those benefits.

1. Analyses and understands the project and its context within the proposed business change and how these can enable the expected benefits (indirect, direct, financial and non-financial).
2 Agrees success criteria for the project with the sponsor, ensuring they are measurable.
3 Identifies critical success factors for the project with stakeholders.
4 Agrees KPIs ensuring these are quantitative by using traditional time, cost and quality techniques.
5 Understands the relationship between the timing of deliverables and the realisation of benefits.
6 Discusses and agrees the project success criteria and benefits realisation responsibilities with all relevant stakeholders as part of the project management contract with the customer.
7 Executes and controls PM plans and changes, and reports on project performance.
8 Ensures that the impacts of any deviations from plan are considered against the business case and the benefits realisation plan, and are escalated to the responsible stakeholders.
9 Collects results and prepares project performance reports against the agreed KPIs and anticipated benefits, and communicates to relevant stakeholders.
10 Ensures that benchmark data is captured against which benefit realisation can be measured.

TC03 STAKEHOLDER MANAGEMENT (TC03)
Stakeholder management is the systematic identification, analysis and planning of actions to communicate with, negotiate with and influence stakeholders. Stakeholders are all those who have an interest or role in the project or are impacted by the project.

1 Identifies and prioritises stakeholder interests.
2 Analyses their interests, requirements and level of influence.
3 Develops a strategy/plan to manage and communicates effectively with all stakeholders. Include stakeholder interests and expectations in the requirements, objectives, scope, deliverables, time schedule and costs of the project plan.
4 Implements and monitors the effectiveness of the stakeholder management plan.
5 Communicates to stakeholders which of their requirements will be fulfilled or not fulfilled by the project.
Ensures the threats and opportunities represented by stakeholders are captured and proactively managed as risks.

Executes, communicates and manages changes in the stakeholder management plan throughout the life cycle.

Gains the commitment of all stakeholders, including the most challenging.

TC04 REQUIREMENTS MANAGEMENT (TC04)

Requirements management is the process of capturing, analysing and testing the documented statement of stakeholder and user wants and needs. Requirements are a statement of the need that a project has to satisfy, and should be comprehensive, clear, well structured, traceable and testable.

1. Gathers, documents and gets agreement on project requirements and related acceptance criteria.
2. Analyses and prioritises requirements, taking into consideration business benefits and priorities.
3. Evaluates prioritised requirements to ensure they still meet the project objectives and will deliver the required benefits.
4. Ensures documented requirements are subject to the project configuration management processes.
5. Establishes a common understanding of the requirements across the project team and all stakeholders.

TC05 PROJECT RISK MANAGEMENT (TC05)

Project risk management is a structured process that allows individual risk events and overall project risk to be understood and managed proactively, optimising project success by minimising threats and maximising opportunities.

1. Identifies and assesses risks (threats and opportunities) (using qualitative and quantitative techniques), including any assumptions and prepares a risk log.
2. Develops a risk (threat and opportunity) response plan, assigns ownership, and has it approved by the relevant body and communicated.
3. Identifies and undertakes response actions and formulates contingency plans as appropriate.
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4. Assesses the probability of achieving time, cost and quality objectives throughout the project.
5. Continuously identifies new risks, reassess risks, plans responses, modifies the project plan and updates the risk log.
6. Facilitates risk workshops.

TC06   ESTIMATING (TC06)

Estimating uses a range of tools and techniques to produce estimates. An estimate approximates project time and cost targets and is refined throughout the project life cycle.

1. Is aware of and understands the degrees of uncertainty that apply to estimates as they are developed throughout the project life cycle. Uses this knowledge to identify assumptions and risks to develop contingency proposals for the project.
2. Depending on the type and needs of the project, ensures one or more of the three main estimating techniques (bottom-up, comparative and parametric), are used to prepare estimates.
3. Ensures a suitable number of relevant experts are used to prepare estimates and that the resulting ranges of estimates are used to prepare an overall estimate, together with optimistic and pessimistic targets for each activity.
4. When using the bottom-up technique, develops product breakdown / work breakdown structures to identify the deliverables (products) and associated development activities needed.
5. Ensures, whenever possible, that comparative techniques are used e.g. estimates are based on previous experience and usage statistics.
6. Uses the parametric technique where bottom-up is not feasible and/or comparative data is not available.
7. Throughout the project ensures that estimates are continually reviewed and revised as and when new information becomes available and more is known about the project.

TC07   BUSINESS CASE (TC07)

The business case provides justification for undertaking a project, in terms of evaluating the benefit, cost and risk of alternative options and rationale for the
preferred solution. Its purpose is to obtain management commitment and approval for investment in the project. The business case is owned by the sponsor.

1. Understands the content and is prepared to write a business case on behalf of the sponsor according to the agreed standards and accounting norms.
2. Is aware of the internal (i.e. project changes) and external (legislative, market forces) factors that could impact the business case.
3. Articulates the balance between the benefits sought and the costs and risks of delivering these benefits for each of the options identified. Ensures the project team are made aware of the business case and the potential impact to the business case arising from any changes to the programme and/or associated project plans.
4. Throughout the project and at closure, evaluates against the business case to ensure the continued viability of the project; report and escalate any variations to appropriate management levels for decisions.

TC08   MARKETING AND SALES (TC08)

Marketing involves anticipating the demands of users and identifying and satisfying their needs by providing the right project at the right time, cost and quality. Sales is a marketing technique used to promote a project. Marketing and sales needs to be undertaken internally and possibly externally to an organisation.

1. Develops marketing and sales strategy for the project.
2. Ensures external and internal environment is understood in terms of project context in effective marketing strategy.
3. Is aware of various selling techniques to achieve buy-in from stakeholders, the project team and users for the project’s approach.
4. Demonstrates appropriate negotiation and influencing skills in marketing and sales.
5. Investigates and analyses customer dynamics and uses research to inform marketing plans.
6. Is aware of the impact of marketing and sales in assisting and securing appropriate resources.
7. Is aware of the need to draw on marketing expertise available within the project or organisation or externally for effective marketing and sales.
8. Ensures conformance to any copyright, Intellectual Property Rights or any other legal framework that applies to the project deliverables.
Monitor and evaluate marketing and sales activities.

**TC09 PROJECT REVIEWS (TC09)**

Reviews take place throughout the project life cycle to check the likely or actual achievement of the objectives specified in the project management plan (PMP) and the benefits detailed in the business case. Additional reviews will take place following handover and closeout to ensure that the benefits are being realised by the organisation.

1. Establishes an effective project review system to be used during and after the project is complete (post-project review).
2. Schedules project evaluation reviews at key milestones during the project.
3. During each evaluation: Evaluates the project management processes used, review the likely technical success of the project, reviews the likely commercial success of the project (e.g. Does it still meet the business case?), validates overall progress to time, cost and quality, considers stakeholder relationships and perceptions, develops and applies corrective actions.
4. Reports project status and performance to interested parties and agrees resulting actions.
5. At post-project review, prepare a lessons-learned report and apply to future projects.

**TC10 DEFINITION (TC10)**

Definition is the second phase of the project life cycle. During this phase the preferred solution is further evaluated and optimised. Often an iterative process, definition can affect requirements and the projects scope, time, cost and quality objectives. As part of this phase the project management plan (PMP) is produced and the resources required during the implementation phase will be identified.

1. Considers alternative designs, using modelling and what-if techniques to meet the preferred solution.
2. Agrees a design and the preferred solution with the sponsor and stakeholders, ensuring that they can meet the conditions (especially the supply of resources) necessitated by the solution.
3 Prepares a detailed PMP, including, for example: Risk management plan, quality plan, communication plan, health & safety plan (as required), benefits management plan (or the projects contribution to it).
4 Revalidates the estimates based on the design and risk mitigation.
5 Communicates and updates the business with any changes from the concept phase.
6 Finalises and agrees the PMP with the sponsor and stakeholders
7 Gains approval from the business to move the project to the implementation phase, refine the definition phase or cancel the project.

**TC11 SCOPE MANAGEMENT (TC11)**

Scope management is the process by which the deliverables and work to produce them are identified and defined. Identification and of the scope must describe what the project will include and what it will not include, i.e. what is in and out of scope.

1 Identifies and defines interested parties’ requirements and objectives.
2 Agrees appropriate deliverables with relevant stakeholders using product break-down structure and work break-down structure.
3 Documents and agrees the project scope, and places it under configuration control.
4 Updates project scope document as changes are agreed via the change control process.

**TC12 MODELLING AND TESTING (TC12)**

Modelling and testing are used to provide a representation and assurance of whether the project objectives can be achieved. Modelling is the process of creating and using a device that duplicates the physical or operational aspects of a deliverable. Testing is the process of determining how aspects of a deliverable perform when subjected to specified conditions.

5 Identifies project deliverables that require prototyping, modelling and/or testing.
6 Develops an appropriate testing strategy and schedule, agrees them with the sponsor and stakeholders, and ensures incorporation in project schedule.
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7 Ensures that project plans take account of areas of uncertainty, identifying responsibilities and allowing adequate budget and time for resolution.
8 Ensures that the design decisions taken at one stage are based on information discovered in earlier stages.
9 Ensures that a robust and logical approach is adopted and applied in generating and managing technical, cost and schedule risk associated with modelling and testing.
10 Ensures that modelling and testing are an integral part of quality assurance and quality control.

TC13 METHODS AND PROCEDURES (TC13)
Methods and procedures detail the standard practices to be used for managing projects throughout a life cycle. Methods provide a consistent framework within which project management is performed. Procedures cover individual aspects of project management practice and form an integral part of a method.

1 Understands the organisation's project management methods, processes and supporting systems, including appropriate delivery life cycles available for use by the project.
2 Complements the organisation's methods and procedures through the use of recognised project management techniques, tools and experience and scales these appropriately to the complexity and risk requirements of the project.
3 Ensures the methods and procedures adopted integrate into the organisation's reporting structure and schedule.
4 Ensure all members of the project team understand the methods and procedures to be employed, using training and/or coaching as necessary.
5 6 Ensures improvements developed on the project are communicated and offered as general improvements to the organisation's methods and procedures.

TC14 PROJECT QUALITY MANAGEMENT (TC14)
Project quality management is the discipline that is applied to ensure that both the outputs of the project and the processes by which the outputs are delivered meet the required needs of stakeholders. Quality is broadly defined as fitness for
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purpose or more narrowly as the degree of conformance of the outputs and processes.

1 Discusses and agrees the quality expectations and quality criteria with the stakeholders.
2 Develops a quality approach for the project, including key activities and the application of required quality systems.
3 Develops the project quality plan taking into consideration the customer’s quality assurance and quality control procedures as appropriate, wherever possible including quantitative criteria against which deliverables can be measured. Agrees the quality plan with the customer.
4 Executes the project quality plan, carrying out quality assurance and control, and maintains a quality log containing all assurance activities and results.
5 Recommends and applies continuous improvements and preventative and corrective actions, and reports on impact on quality.

TC15 SCHEDULING (TC15)

Scheduling is the process used to determine the overall project duration and when activities and events are planned to happen. This includes identification of activities and their logical dependencies, and estimation of activity durations, taking into account requirements and availability of resources.

1 Defines and sequences the activities and/or work packages taking into account any dependencies.
2 Applies estimates of effort and duration considering resource constraints.
3 Identifies major phases, milestones and appropriate review points, and schedules the project to determine the critical path as appropriate. Considers any risks, updating the risk log as appropriate.
4 Compares target, planned and actual dates, and takes corrective actions or updates forecast as necessary.
5 Regularly updates the schedule with actuals and estimates to complete and reschedule to determine whether target date and costs remain viable, and checks for any changes to the critical path.
6 Raises scheduling issues and escalates for sponsor decision.
7 Maintains the schedule with respect to changes.
TC16 RESOURCE MANAGEMENT (TC16)

Resource management identifies and assigns resources to activities so that the project is undertaken using appropriate levels of resources and within an acceptable duration. Resource allocation, smoothing, levelling and scheduling are techniques used to determine and manage appropriate levels of resources.

1. Identifies what resources are required, including the specific project management effort. The competence required of the personnel in the project team should also be made explicit.
2. Schedules the resources and applies appropriate smoothing and levelling until an optimised plan is achieved.
3. Obtains agreement with line management/resource owners for resource assignments to the project.
4. Places the schedule and resource allocation plan under change control.
5. Controls the resources with respect to changes to project scope and resource availability.
6. Manages introduction and release of project resources throughout the project.

TC17 INFORMATION MANAGEMENT AND REPORTING (TC17)

Information management is the collection, storage, dissemination, archiving and appropriate destruction of project information. Information reporting takes information and presents it in an appropriate format which includes the formal communication of project information to stakeholders.

1. Plans the information management system for the project and agrees it with stakeholders, ensuring all of their information needs are met.
2. Ensures compliance with the organisation’s data and information policies and any regulatory requirements.
3. Implements the project information management and reporting system.
4. Implements procedures for processing documents, including incoming and outgoing information, filing and archiving.
5. Audits the use of the project information management and reporting system.
6. Communicates the project information to stakeholders.
TC18 PROJECT MANAGEMENT PLAN (TC18)

The project management plan (PMP) brings together all the plans for a project. The purpose of the PMP is to document the outcomes of the planning process and to provide the reference document for managing the project. The PMP is owned by the project manager.

1. Defines the structure and format of the PMP, recognising that it could comprise one or more documents depending on the size, need and complexity of the project.
2. Works with the project team and stakeholders to ensure that the PMP answers the why, what, how, how much, who, when and where questions for the project.
3. Documents and confirms the high-level background and rationale for the project, referencing any other relevant detailed documentation (why).
4. Documents and confirms the overall objectives, scope, high-level deliverables/products (including acceptance criteria), and success criteria (project KPIs) for the project. Ensures constraints, assumptions and dependencies are documented and understood (what).
5. Documents and confirms the governance for the project, including the life cycle/approach, management controls (reporting and handover mechanisms), relevant tools and techniques (how).
6. Documents and confirms the project estimates, overall budget and cost management processes (how much).
7. Documents and confirms the project organisational breakdown structure (OBS), defining key roles and responsibilities, and confirms the resources to be used, including third-party responsibilities (who).
8. Documents and confirms the project schedule, critical path, including milestones (when).
9. Documents and confirms where the work will be performed, including geographical locations and time zone working arrangements as required for all participants (where).
10. Obtains formal acceptance of the key elements of the project management plan as they are produced or updated, and places them under configuration management.
TC16 RESOURCE MANAGEMENT (TC16)

Resource management identifies and assigns resources to activities so that the project is undertaken using appropriate levels of resources and within an acceptable duration. Resource allocation, smoothing, levelling and scheduling are techniques used to determine and manage appropriate levels of resources.

1 Identifies what resources are required, including the specific project management effort. The competence required of the personnel in the project team should also be made explicit.
2 Schedules the resources and applies appropriate smoothing and levelling until an optimised plan is achieved.
3 Obtains agreement with line management/resource owners for resource assignments to the project.
4 Places the schedule and resource allocation plan under change control.
5 Controls the resources with respect to changes to project scope and resource availability.
6 Manages introduction and release of project resources throughout the project.

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2. Works with the project team and stakeholders to ensure that the PMP answers the why, what, how, how much, who, when and where questions for the project.
3. Documents and confirms the high-level background and rationale for the project, referencing any other relevant detailed documentation (why).
4. Documents and confirms the overall objectives, scope, high-level deliverables/products (including acceptance criteria), and success criteria (project KPIs) for the project. Ensures constraints, assumptions and dependencies are documented and understood (what).
5. Documents and confirms the governance for the project, including the life cycle/approach, management controls (reporting and handover mechanisms), relevant tools and techniques (how).
6. Documents and confirms the project estimates, overall budget and cost management processes (how much).
7. Documents and confirms the project organisational breakdown structure (OBS), defining key roles and responsibilities, and confirms the resources to be used, including third-party responsibilities (who).
8. Documents and confirms the project schedule, critical path, including milestones (when).
9. Documents and confirms where the work will be performed, including geographical locations and time zone working arrangements as required for all participants (where).
10. Obtains formal acceptance of the key elements of the project management plan as they are produced or updated, and places them under configuration management.
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**TC23   BUDGETING AND COST MANAGEMENT (TC23)**

Budgeting and cost management is the estimating of costs and the setting of an agreed budget, and the management of actual and forecast costs against that budget.

1. Estimates and evaluates costs of each work package, including overhead costs using work breakdown structure/product breakdown structure.
2. Establishes and agrees overall budget including tolerances, risk premium, assumptions and exclusions based on the business case and investment appraisal.
3. Identifies when expenditure will take place and develops a cash flow forecast, ensuring funds will be available when required.
4. Establishes cost monitoring and controlling elements, as well as inflation and currency management if necessary.
5. Reports on financial performance to stakeholders in line with project and organisation requirements.
6. Monitors forecast vs. actual resource usage and costs or expenses incurred, taking into account any approved changes.
7. Captures key project metrics for actuals versus estimates and ensures these are fed back into the estimating process/systems.
8. Forecasts cost trends and final costs, noting variations, and develops and applies corrective actions as necessary.
9. Completes all financial transactions and updates the final costs as per the project and organisation requirements.

**TC24   PROCUREMENT (TC24)**

Procurement is the process by which the resources (goods and services) required by a project are acquired. It includes development of the procurement strategy, preparation of contracts, selection and acquisition of suppliers, and management of the contracts.

1. Clarifies requirements and specifications for key products and services.
2. Investigates the technical and commercial options for fulfilling the requirements, including possible sources of supply, and agree the preferred
options (contractual arrangements) and potential suppliers with the business.

3 Ensures that suppliers are approved in accordance with agreed procedures.

4 Manages the tender, evaluation and selection process.

5 Negotiates with preferred suppliers, prepares contracts (including appropriate terms and conditions) and technical schedules, and develops acceptance procedures and criteria, recognising the organisations overarching procurement procedures and authorisation limits as applicable.

6 Manages the placement of contracts and ensures effective management of the contract in respect of relationship with the suppliers and monitoring of their performance.

7 Implements, maintains and disseminates procurement strategy, policy, standards, methods and processes relating to the project.

**TC25 ISSUE MANAGEMENT (TC25)**

Issue management is the process by which concerns that threaten the project objectives and cannot be resolved by the project manager are identified and addressed to remove the threats they pose.

1 Is aware of the need to manage issues that, if left unresolved, could threaten the success of a project.

2 Prepares and maintains an issue log to facilitate the progress tracking of project issues from identification to resolution and closure, ensuring each is allocated an owner responsible for resolution.

3 Is aware of the common failures in the management of issues: Failure to identify the difference between an issue, a problem (a concern that a project manager can deal with on a day-to-day basis) and a risk. Failure to escalate to the appropriate level when resolution is not achieved in a timely manner.

4 Continuously monitors and reports to the project sponsor/ project steering group the 'ageing of issues', and ensures that issues are taken up to the sponsor/project steering group so that resolution can be reached.
**TC26 DEVELOPMENT (TC26)**

Development is the progressive working up of a preferred solution to an optimised solution during the analysis and implementation phases. The optimised solution is refined with the stakeholders against the requirements.

1. Identify and agree the development methodology to be used.
2. Engage with stakeholders and users throughout the development process, managing expectations and maintaining commitment as the solution develops.
3. Apply a phased development approach with design documentation reviews, quality reviews and lessons-learned reviews as the project proceeds from analysis to implementation.
4. Appreciate and ensure continual management of the solution development through progressive testing of emerging solutions against identified requirements.

**TC27 VALUE MANAGEMENT (TC27)**

Understands and communicates the concept of value management, the concepts of value and their function and purpose within the project.

1. Understands and applies the structure of the VM team and role of the value manager.
2. Maintains audit trails and records of implementation.
3. Establishes and agrees an integrated and baselined EVM plan by profiling anticipated progress (measured to agreed standard, e.g. delivery, cost, etc.) over time, and places it under configuration management.
4. Documents planned work, cost to achieve planned work and whether the work achieved is costing more or less than what was planned.

**TC28 EARNED VALUE MANAGEMENT (TC28)**

Earned value management (EVM) is a project control process based on a structured approach to planning, cost collection and performance measurement. It facilitates the integration of project scope, time and cost objectives and the establishment of a baseline plan for performance measurement.
1 Establishes and agrees an integrated and baselined EVM plan by profiling anticipated progress (measured to agreed standard, e.g. delivery, cost, etc.) over time, and places it under configuration management.

2 Analyses whether the project is ahead or behind the planned schedule.

3 Continuously measures ongoing efficiency and performance in terms of project scope, time and cost.

4 Interrogates data to identify problems, corrective actions and re-planning if required.

5 Documents planned work, cost to achieve planned work and whether the work achieved is costing more or less than what was planned.

6 Where so required by procurement contracts, make supplier payments according to earned value achievements as agreed.

7 Calculates, documents and communicates variance and trend analyses.

TC29 VALUE ENGINEERING (TC29)

Value engineering (VE) is concerned with optimising the conceptual, technical and operational aspects of a project’s deliverables. It utilises a series of proven techniques during the implementation phase of a project.

1 Understands and communicates the role of value engineering, the concepts of value and their function and purpose and the link to value management within the project.

2 Understands and communicates the benefits of value engineering.

3 Understands and communicates the key principles of value engineering: Management style, positive human dynamics, internal/external environment, methods & tools.

4 Defines the structure of the VE team and communicates the role of the value engineer.

5 Knows when, where and how to apply the methods and tools of value engineering.

6 Applies VE structured problem-solving techniques when appropriate.

7 Analyses the structure, scope and context of the project.

8 Optimises the conceptual, technical and operational aspects of the project.

9 Ensures any links are identified between VE and risk management.

10 Maintains audit trails and records of implementation, including lessons learned, and applies them to future projects.
Handover and closeout is the fourth and final phase in the project life cycle. During this phase final project deliverables are handed over to the sponsor and users. Closeout is the process of finalising all project matters, carrying out final project reviews, archiving project information and redeploying the project team.

1. Formalises the project completion process, hands over operational documents and agrees on a process to resolve open issues.
2. Undertakes an assessment of the readiness of the business to accept and utilise the project deliverables/products.
3. Ensures that all of the required project deliverables/products have been delivered to and accepted by the required stakeholders, agreeing ownership of any outstanding requests for change and open risks and issues, with plans for resolution.
4. Obtains appropriate sign-off certificates and agreements on handover of responsibility for all deliverables/products from required stakeholders.
5. Closes contracts with contractors and suppliers.
6. Completes all financial transactions and update the final costs.
7. Obtains formal project closedown from the steering group or other appropriate governance forum.
8. Conducts a post project review, evaluates and documents lessons learned, and applies them to future projects.
9. Releases human resources and other assets, dissolves project organisation, obtains release from project management role and hands over responsibility to project owner.
10. Archives project records.
11. Schedules benefits realisation review(s) to be carried out by the project sponsor at a date in the future.
BEHAVIOURAL COMPETENCE DOMAIN

BC01 COMMUNICATION (BC01)

Communication is the giving, receiving, processing and interpretation of information. Information can be conveyed verbally, non-verbally, actively, passively, formally, informally, consciously or unconsciously.

1. Effectively communicates to stakeholders throughout the project’s lifecycle enabled by the analysis of stakeholders’ and team members’ communication needs and preparation of a communication plan.

2. Develops and executes the communication plan using formal and informal mechanisms as required throughout the project’s lifecycle and in order to deliver the project successfully.

3. Acknowledges own personal style of communication and the impacts it has on others (including language, tone and body language). Actively listens and is able to adapt own style appropriate to the situation and target audience.

4. Seeks feedback on the effectiveness of the communication and continuously revises the plan according to the needs of the audience.

5. Evaluates and takes appropriate actions on issues that could result in ineffective communication.

6. Communicates the decisions and the reasons for the decisions to team members. Encourages top-down and bottom-up communication from all members of the project team.

BC02 TEAMWORK (BC02)

Teamwork is the process whereby people work collaboratively towards a common goal, as distinct from other ways that individuals can work within a group.

1. Builds and maintains an effective project team throughout the project lifecycle. In doing so is aware of the different stages of team development and the different models that can be applied.

2. Develops the team objectives and agrees ways of working with the team.

3. Manages the requirements of the various team members and the circumstances and interests of individuals throughout the project.
4 Takes pride in the project and the team's achievements, provides regular feedback to the team and recognises and acknowledges contributions from individual team members.
5 Communicates regularly with the project team and wider networks.
6 Asks for support and offers assistance as appropriate
7 Contributes positively to address problems and devises solutions with the team.

BC03 LEADERSHIP (BC03)

Leadership is the ability to establish vision and direction, to influence and align others towards a common purpose, and to empower and inspire people to achieve project success. It enables the project to proceed in an environment of change and uncertainty.

1 Promotes and upholds the project vision, reinforces positive relationships, builds an environment that supports effective teamwork, raises morale and empowers and inspires others to follow throughout the lifecycle of the project.
2 Determines what leadership style is appropriate for the particular situation, individual or group and adapts style as appropriate.
3 Creates an environment which encourages high performance and enables team members to reach their full potential.
4 Gains the trust, confidence and commitment of others and utilises collaboration throughout the lifecycle to ensure the continued momentum of the project.
5 Builds and maintains the motivation of the team throughout the project.
6 Agrees SMART performance objectives for the team and individuals which are regularly reviewed and monitored to provide prompt and constructive feedback.
7 Identifies and addresses development needs of the team and self.
CONFLICT MANAGEMENT (BC04)

Conflict management is the process of identifying and addressing differences that, if unmanaged would affect project objectives. Effective conflict management prevents differences becoming destructive elements in a project.

1. Manages the differences of opinion of stakeholders, recognising the levels of power and influence of each and the potential impact of own views.
2. Listens to and respects the views and questions of others.
3. Anticipates and prepares for potential conflict situations that may have an impact on the project.
4. Identifies when conflict situations arise and ensures that appropriate conflict management techniques are employed to enable effective resolution.
5. Identifies the root causes rather than the symptoms of the conflict and is creative in seeking paths to resolution.
6. Implements an agreed solution and monitors the ongoing situation, being alert to signs of emerging conflict.
7. Knows when to escalate or engage others when conflict cannot be resolved.
8. Ensures appropriate stakeholders are aware that the conflict has been dealt with to the satisfaction of interested parties and to the benefit of the project.

NEGOTIATION (BC05)

Negotiation is a search for agreement, seeking acceptance, consensus and alignment of views. In a project it can take place on an informal basis throughout the project life cycle or on a formal basis such as during procurement, and between signatories to a contract.

1. Identifies areas for negotiation and prioritises appropriately.
2. Decides on the desired outcome and minimum acceptable position, recognising the extent of own remit and the point at which escalation may become necessary.
3. Distinguishes between negotiating position and real underlying need.
4. Collects and analyses all available information and develops options to achieve agreement.
5 Sets out a negotiation strategy, understanding the motivation, wants and needs of all parties.
6 Ensures the project team and stakeholders fully understand and support the strategy.
7 Considers practical options and prioritises those presenting the optimal solution for the project.
8 Negotiates firmly at the content level but maintains a positive personal relationship with all parties involved.
9 Explores and evaluate responses, repeating steps in the negotiation process as many times as necessary until a satisfactory conclusion is reached.
10 Ensures the result is documented and communicated to relevant parties.

**BC06 HUMAN RESOURCE MANAGEMENT (BC06)**

Human resource management (HRM) is the understanding and application of the policy and procedures that directly affect the people working within the project team and working group. These policies include recruitment, retention, reward, personal development, training and career development.

1 Understands and applies the HRM policies of the organisational units supplying resources to the project and all relevant legal, regulatory and other industry obligations.
2 Prepares and ensures appropriate induction into the project environment for all project team members.
3 Explains to each project team member what is expected of them recognising their individual personal circumstances, motivations, interests and goals, in particular any development opportunities arising from the assignment.
4 Maintains regular contact with the line managers of team members on issues regarding performance and progress on learning and development opportunities.
5 On closing down the project, redeploy each team member and release them to their organisational units, with an appropriate acknowledgement of their contribution to the project.
BC07  BEHAVIOURAL CHARACTERISTICS (BC07)

Behavioural characteristics are the elements that separate and describe a person’s preferred way of acting, interacting and reacting in a variety of situations. They complement knowledge and experience and are a function of values, beliefs and identity. They can be used in assessment, engagement and career advice.

1  Has an open, positive, “can-do” attitude which builds confidence and credibility both within the team and stakeholders.
2  Identifies and adopts sensible, effective, straightforward solutions.
3  Is open to new ideas, practices and methods and gives consideration to the plurality of the views on the project.
4  Adapts thinking and behaviour to the requirements of the project, the needs of the sponsor, its environment and the people working on it to ensure a successful outcome.
5  Articulates innovative strategies and solutions to identify ways of working with disparate resources and interests to achieve project objectives.
6  Identifies and understands threats and opportunities and takes risks prudently.
7  Respects all human values and reflects contract particulars, appointment conditions, legal agreements and legislation.
8  Focuses on project objectives with a strong orientation towards achievement of goals, targets and benefits.

BC08  LEARNING & DEVELOPMENT (BC08)

Learning and development involves the continual improvement of competencies in the organisation. The identification and application of learning within projects develops the organisation’s capability to undertake current and future projects.

1  Develops the team and self-according to the relevant learning & development policies and processes.
2  Assesses the skills and levels of competence of project team members and identifies any development needs.
3  Assists and identifies development opportunities, and encourages project team members to undertake learning and development.
4  Evaluates the extent to which team members have applied the knowledge and skills gained during their development.
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5 Considers learning and development to be a lifelong activity, and is aware of and promotes the need to undertake continuing professional development (CPD) in order to keep pace with changing standards, techniques and methods.

BC09 PROFESSIONALISM & ETHICS (BC09)

Professionalism and ethics both relate to proper conduct. Professionalism is demonstrable awareness and application of qualities and competencies covering knowledge, appropriate skills and behaviours. Ethics covers the conduct and moral principles recognised as appropriate within the project management profession.

1 Honestly represents self at the appropriate level of competence which can be evidenced by appropriate continuing professional development, qualifications, knowledge and experience.

2 Understands the relevant commercial and legal relationships, and behaves with integrity and in an equitable manner with good faith and good conscience.

3 Adopts a morally, legally and socially appropriate manner of behaviour and working with all members of the project team and stakeholders.

4 Is alert to possible unethical situations arising, or proposals being made, that affect the project, the environment and individuals working on it. Is sure to maintain transparency in bringing such issues into the open and escalating them to resolve differences.

5 Encourages a culture of openness and honesty within the project.
CONTEXTUAL COMPETENCE DOMAIN

CC01 PROJECT SPONSORSHIP (CC01)

Project sponsorship is an active senior management role, responsible for identifying the business need, problem or opportunity. The sponsor ensures the project remains a viable proposition and that benefits are realised, resolving any issues outside the control of the project manager.

1. Is aware of what motivates the various stakeholders and is able and empowered to address their interest in the project.
2. Is aware of the role and responsibilities of the project sponsor and how it changes through the project life cycle.
3. Is aware of the levels of commitments and support needed for effective project sponsorship.
4. Demonstrates why effective sponsorship is important to project management, recognising the following key attributes for a project sponsor: is a business leader and decision-maker across functional boundaries is an advocate for change and the project is committed in terms of time and support of the required role is experienced in project management.
5. Ensures that any obstacles faced by a project are addressed.

CC02 HEALTH, SAFETY AND ENVIRONMENTAL MANAGEMENT (CC02)

Health, safety and environmental management is the process of determining and applying appropriate standards and methods to minimise the likelihood of accidents, injuries or environmental impact both during the project and during the operation of its deliverables.

1. Apply appropriate laws and regulations.
2. Identifies health, safety and environmental risk and impact of the project.
3. Develops plans and implements processes to manage the impact on health, safety and the environment.
4. Monitors and controls the effectiveness of the health, safety and environmental plans.
5 Reports health, safety and environmental issues and risks.
6 Documents lessons learned and applies them to future projects, to phases of the project or elsewhere in the organisation.

CC03  PROJECT LIFE CYCLES (CC03)

Project life cycles consist of a number of distinct phases. All projects follow a life cycle and life cycles will differ across industries and business sectors. A life cycle allows the project to be considered as a sequence of phases which provides the structure and approach for progressively delivering the required outputs.

1 Identifies an appropriate life cycle model for the project, taking into account the project characteristics and environment.
2 Phases the project accordingly, with a suitable number of evaluation and approval points (gates) to monitor project progress.
3 Uses the project phases for effective management of resources.

CC04  PROJECT FINANCE AND FUNDING (CC04)

Project financing and funding is the means by which the capital to undertake a project is initially secured and then made available at the appropriate time. Projects may be financed externally, funded internally, or there may be a combination of both.

1 Analyses financing options/models for project, including private finance initiative, public-private partnership, etc.
2 Negotiates with possible sources of funds and determines conditions attached.
3 Selects and secures an appropriate source of project funding, with the approval of the project sponsor and/or organisation.
4 Calculates financial resource usage and cash flows of the project.
5 Establishes and controls processes and authorisations for payments.
6 Recognises or establishes and controls bookkeeping and financial auditing systems.
7 Validates and manages budgets, covering actual costs incurred to date and forecasts to complete, and reports as required to the project sponsor and the organisation.
**CC05 LEGAL AWARENESS (CC05)**

Legal awareness provides project management professionals with an understanding of the relevant legal duties, rights and processes that should be applied to projects.

1. Is aware of and applies the legal and contractual requirements within which the project operates, being aware of own commercial obligations and personal liability.
2. Investigates and describes for the organisation the relevant legal aspects that apply to the project.
3. Initiates and manages processes to ensure that any legal or contractual requirements are adhered to, covering: Time, payments, performance, termination, claims and disputes.
4. Responds appropriately to claims of harassment, discrimination, safety issues or non-performance.

**CC06 ORGANISATIONAL ROLES (CC06)**

Organisational roles are the roles performed by individuals or groups in a project. Both roles and responsibilities within projects must be defined to address the transient and unique nature of projects and to ensure that clear accountabilities can be assigned.

1. Defines an appropriate organisation for the management of the project (organisational breakdown structure, OBS), taking into consideration the context, complexity and business impact of the project.
2. Defines roles, responsibilities, interfaces, levels of authority and procedures in the project, taking account of the transient and unique nature of projects, in accordance with the OBS for the project, and agrees with and appoints the necessary person(s) to these roles.
3. Ensures the accountability and responsibilities of the roles are clearly understood by the project team and stakeholders.
4. Maintains, updates and changes the project organisation during the project life cycle if needed.
ORGANISATION STRUCTURE (CC07)

The organisation structure is the organisational environment within which the project takes place. The organisation structure defines the reporting and decision making hierarchy of an organisation and how project management operates within it.

1. Understands and exploits the varying organisational structures (functional, matrix and project) employed by different organisations, and knows which structures operate across the project’s environment.
2. Identifies all the organisational units that will provide resources to the project.
3. Uses the project organisational breakdown structure (OBS) and defines roles and responsibilities to develop the interfaces between the project and the different parts of the organisation.
4. Agrees mechanisms to obtain resources from the organisational units.
5. Maintains, and updates when required, the interfaces with the units of the permanent organisation.
6. Determines the requirement for a project office and agrees its remit, levels of authority and position within the organisation.

GOVERNANCE OF PROJECT MANAGEMENT (CC08)

Governance of project management (GoPM) concerns those areas of corporate governance that are specifically related to project activities. Effective governance of project management ensures that an organisation’s project portfolio is aligned to the organisation’s objectives, is delivered efficiently and is sustainable.

1. Applies the organisation’s overarching governance structure, ensuring it is understood and that the points of interface with the project are clear and workable.
2. Applies the relevant organisation processes, standards and guidelines, ensuring that they are taken into account in the project plans, and that appropriate key points in the project (as a minimum, initiation, review gates, handover and closeout) are communicated to the wider community.
CC09-HE INDEPENDENT GATEWAY ASSURANCE

Independence assurance is the gathering of independent evidence to ensure that the change initiative is valid, and that the change initiative is likely to achieve its aims. It provides additional confidence to stakeholders that change initiatives will achieve their scope, time, cost and quality objectives, and realise their anticipated benefits.

1. Identifies and secures the resources required for independent assurance activities.
2. Assesses the risks associated with change initiatives and prioritises independent assurance activities accordingly.
3. Determines and agrees the scope of, and responsibility for, independent assurance activities, ensuring that the total assurance burden does not become onerous.
4. Communicates the outcomes of independent assurance activities to all relevant stakeholders, and responds promptly to any queries or concerns.

CC10-HE INDEPENDENT GATEWAY ASSURANCE

Independence assurance is the gathering of independent evidence to ensure that the change initiative is valid, and that the change initiative is likely to achieve its aims. It provides additional confidence to stakeholders that change initiatives will achieve their scope, time, cost and quality objectives, and realise their anticipated benefits.

1. Identifies and secures the resources required for independent assurance activities.
2. Assesses the risks associated with change initiatives and prioritises independent assurance activities accordingly.
3. Determines and agrees the scope of, and responsibility for, independent assurance activities, ensuring that the total assurance burden does not become onerous.
4. Communicates the outcomes of independent assurance activities to all relevant stakeholders, and responds promptly to any queries or concerns.
CC11-HE  COMMERCIAL PERFORMANCE MANAGEMENT

Commercial performance management is the mobilisation of supplier contracts and ensuring effective relationships, behaviours and governance mechanisms are in place. It encourages supplier innovation and ensures KPI are understood and measured to deliver successful outcomes.

1. Aware of Highways England’s internal contract management processes and implements effective governance mechanisms.
2. Agrees and clarifies contract management responsibilities with stakeholders and can advise them on setting up effective processes.
3. Determines and agrees the most appropriate deliverables and KPI’s to manage supplier performance, and actively monitors management information to improve supplier performance.
4. Establishes and maintains good working relationships with peers in supplier organisations and ensures relationship arrangements are in place.
5. Effectively plans for formal contractual variations and sets clear objectives, ensuring that VFM is achieved. Leads variation negotiations to resolve issues.
6. Identifies and addresses issues before escalation without creating unnecessary bureaucracy. Is able to escalate supply issues to the appropriate level for resolution when necessary.

CC12-HE  PORTFOLIO PERFORMANCE MANAGEMENT

Portfolio Performance management is evaluation of portfolios against strategic goals. It provides an analytical view of all the change initiatives in a portfolio to enable the organisation to make informed decisions to maximise shareholder value.

1. Prepares a financial plan showing profiled capital and revenue expenditure for the related change initiatives, for periods aligned to the organisation’s overall financial management cycle.
2. Understands investment criteria including net present value (NPV) and rates of return; rules for compiling cost forecasts, and rules for valuing efficiency savings.
3 Understands the ways to identify optimism bias in estimating costs and benefits.

CC13-HE RESOURCE CAPACITY PLANNING

Resource capacity planning is the process of structuring related change initiatives to make efficient use of resources, by optimising the alignment of resource demand and availability, while taking account of dependencies between the different change initiatives’ outputs, outcomes and benefits, which avoids bottlenecks and conflicting demands, and which sequences outcomes in order to enable the efficient realisation of benefits.

1 Determines the resource demands for each of the related change initiatives at each of their respective stages.
2 Identifies potential dependencies and deadlines for delivery of the outputs and outcomes from all of the related change initiatives, taking account of the schedule for realisation of benefits.
3 Determines the total resource capacity that can be allocated over the duration of all of the related change initiatives.
4 Plans how to phase the related change initiatives to make full use of the total resource capacity without making excessive demands, taking account of opportunities for shared infrastructures and/or procurement, and of the need to allow for contingency.
5 Prepares a schedule of major phases, milestones and review points for all of the related change initiatives, sufficient to inform the direction of work and the monitoring of progress.
6 Defines reporting requirements and schedules for milestones and reviews for managers leading the related change initiatives.
7 Draws on milestone reports from the related change initiatives to prepare and deliver overall progress reviews.
8 Refines the overall schedule as appropriate, on the basis of progress in each of the related change initiatives, while taking account of external factors.

CC14-HE ASSET ALLOCATION

Asset allocation is the ongoing process of reviewing the likely balance of investment and benefit from related change initiatives, both current and proposed, and the determination of which of them should be initiated, continued
or closed (including premature closure) to best support the organisation’s strategic objectives.

1. Determines changes required by the organisation’s strategic objectives
2. Reviews the alignment of related change initiatives, both current and proposed, by: categorising the change initiatives to aid in their comparison and evaluation, mapping intended outputs, outcomes and benefits of change initiatives to the strategic objectives and identifying the change initiatives’ governance arrangements and states of progress.
3. Identifies gaps where changes required by the strategic objectives are not yet addressed by current or proposed change initiatives, and initiates proposals to address these gaps
4. Identifies and prepares appropriate measures to compare the likely value of the related change initiatives, both current and proposed, which measures might include; financial metrics, other return metrics, risk and opportunity analyses.
5. Applies these measures to prioritise the related change initiatives, both current and proposed, and to determine how they should be balanced towards the strategic objectives, taking account of the availability of finance and other resources
6. Prepares recommendations for the initiation and/or continuation and/or closure of the change initiatives to implement one or more balanced portfolios
7. Uses appropriate representations and documentation to enable stakeholders to make informed decisions regarding the recommendations.

**CC15-HE FINANCIAL MANAGEMENT**

Financial management is the coordinated financial management and evaluation of programmes or portfolios and their related change initiatives as a means to driving strategic performance. It provides an interface between the financial management arrangements for the individual change initiatives and the financial systems of the organisation as a whole.

1. Ensures that the financial metrics used to justify related change initiatives are comparable, and that they relate to financial metrics used elsewhere in the organisation.
2. Ensures that the financial metrics have been estimated consistently across the different change initiatives.
3 Defines financial reporting requirements and schedules for milestones and reviews for the related change initiatives including financial measures and the use of financial dashboards.

4 Defines control limits for reporting variances from budget and for approval of requests for additional funding.

5 Defines arrangements for the release of funding linked to stage or phase gates.

6 Uses financial information from the related change initiatives to prepare and deliver overall financial progress reports.

7 Refines the financial plan as appropriate, on the basis of progress, while taking account of external factors.

CC16-HE TRANSITION MANAGEMENT

Transition management is the process of integrating change initiative outputs into business-as-usual to achieve the benefits associated with the change. It is the ability to manage the integration of the outputs of change initiatives into business-as-usual, addressing the readiness of users, compatibility of work systems and the realisation of benefits.

1 Identifies key staff that will be needed to support the transition process, at all relevant levels.

2 Identifies logistic requirements to support the transition process, including the acquisition and/or development of additional systems and/or resources.

3 Identifies the knowledge transfer requirements for the transition process, including the full range of participants and stakeholders.

4 Develops solutions to address staffing, logistic and knowledge transfer requirements during the transition phase and agrees these with relevant stakeholders.

5 Develops a plan for the transition process, taking into account priorities and the potential for disruption, and identifying when ownership for change initiative outputs and benefits realisation are transferred to business-as-usual and agrees this with relevant stakeholders.

6 Establishes a benefit review process to monitor benefits realisation and sustainability.
CC17-HE  PROJECT CONTROL FRAMEWORK (PCF)

The Project Control Framework is designed to ensure Highways England deliver major and complex projects which meet customer and stakeholder aspirations. PCF supports projects by specifying legal requirements, the design standards and defines the appropriate governance framework by outlining control gates throughout the project lifecycle.

1. Understands and assures the appropriate Governance structure and timetable is applied to the project throughout the lifecycle e.g.: SGARs, IAR (OGC Gateway), Operations TLG, IDC, Validates and cooperates with the project’s governance reviews by actively participating and providing all information and documentation requested. Is open to listen, learn and adapt plans to reflect review outcomes.

2. Validates and cooperates with the project’s governance reviews by actively participating and providing all information and documentation requested. Is open to listen, learn and adapt plans to reflect review outcomes.

3. Evaluates PCF products produced by the wider project team for quality and concise content relevant to support delivery of the project.

4. Manages the PCF deliverables in line with the project development, to maintain accurate reporting of project progress and status.

5. Delivers clear engagement plan with all stakeholders feeding into PCF products, ensuring that there is time allowed for informed comment by consultees. Consultation is supported by face to face discussions not relying on email comms alone.

6. Ensures the ‘end user’ is consulted and kept informed of project design and development throughout the lifecycle and a clear handover and closure is managed through the framework.
SPONSORSHIP

SP01  STRATEGIC THINKING

Ability to translate the company’s strategic vision and direction across their delivery programme ensuring that the project/programme is set-up to make an unambiguous and demonstrable link to strategic policy.

Develop and promote concepts, plans and innovation to realise the maximum benefits for customers.

1. Translate strategic policy into clear deliverables which are established and agreed with senior stakeholders
2. Champion the programme with the client, taking ownership of the relationship to benefit delivery outcomes
3. Direct the development of clear strategy to align project plans and realise the company strategic objectives
4. Ensure all strategic dependencies are considered in decision making
5. Display values based behavioural leadership style at all times

SP02  NEGOTIATION AND SECURING FUNDING

Demonstrate application of full corporate governance and standards to secure funding. Able to negotiate with authority across all stakeholders and with the client to achieve effective outcomes. Clear demonstration and understanding of the importance of cost and efficiencies to Highways England, evidence where commercially focused decisions are made.

1. Understands and can evidence efficient management of public money through effective corporate governance
2. Ability to negotiate with the client to secure delivery confidence and funding throughout the programme lifecycle
3. Carry out a robust and commercially viable options appraisal, which balances risk with opportunity, as part of initial feasibility
4 Directing design and delivery teams to achieve and evidence cost efficiencies to supporting corporate targets, to the benefit of the programme maximising benefits and outcomes.

SP03 CUSTOMER FOCUSED THINKING

Understand and champion the customers’ needs, being clear and able to challenge decisions and solutions to prioritise the customer’s experience both during delivery and through to realising benefits.

Promote early, open consultation and engagement with customers to remove any ambiguity and explain the decisions made which impact on customers.

1 Challenge design and delivery to document and evidence clear development of solutions based on customer needs and input.

2 Promote the requirements and customer experience through all stages of the lifecycle across teams; from design, delivery to effective operation and long term realisation of benefits.

3 Ability to act as champion for all customers, specifically where conflict and disagreement arises, making balanced, informed decisions - promoting solutions to optimise and balance programme benefits with customer satisfaction.

4 Ensure that there is a coherent, communicated organisation and customer centric delivery plan.

5 Ensure the company and its customers can fully exploit the outcome of the Project and enjoy the planned benefits.

SP04 PARTNERING AND COLLABORATION

Ability to engage, persuade or influence individuals or groups, through their communication style and approach; Is clear and open about their objectives as programme sponsor to gain support to achieve effective outcomes.

Capability to build rapport to develop robust partnerships at all levels through adapting messages or approaches to gain their commitment to the programme, reducing risks of conflict or tension which would impact the programme.

1 Build strong and effective relationships with key stakeholders, justifying their trust and retaining their confidence, and obtain their commitment to benefits realisation.
2 Evidence of leading relationships through modelling positive behaviours challenging disruptive, damaging actions and relationships between partners.

**SP05 CHAMPIONING THE VISION**

Champion for their projects and programme; assuming authority and accountability of planned outcomes and maximising the benefits realised through the change programme.

A visible, accessible leader to stakeholders sharing information and knowledge while balancing the potentially differing and/or conflicting needs of different stakeholders while ensuring stakeholder satisfaction has been defined agreed and plans are in place to meet.

1 Ensure projects and programmes are set-up to make an unambiguous and demonstrable link to strategic policy which is clearly owned and communicated by the sponsor
2 Transmits management information and decisions ‘downwards’ to delivery team and advocates ‘upwards’ to government and stakeholders
3 Has ability to present the vision to all levels of stakeholders and maintain a clear current position on all issues aligned to current company strategy.

**SP06 LEADERSHIP AS SPONSOR**

Provide strong direction and leadership instilling trust and confidence in others and improving team, functional or organisational performance across their programme of delivery. Accessible engaged, proactive leader who uses their influence across their collaborative matrix team, government the client and stakeholders. A positive leader and active figurehead.

1 Demonstrate positive leading behaviours to effect change within the industry to behavioural maturity
2 Create an open, honest and positive culture committed to delivering at pace
3 Challenge colleagues and Ministers when appropriate and escalate quickly
4 Provide support, steer and strategic focus and ensure there are transparent objectives across their business area
SP07  BENEFITS MANAGEMENT

Owns and directs the benefits management strategy and plans to ensure that objectives are met and the projects and programme delivers and captures the optimum benefits.

The sponsor requires a constant focus on the intended benefits (measurable improvements) and remain aligned with business strategic goals. Defining the benefits and outcomes is completed before a programme is approved and continues through the identification, profiling, tracking and embedding of benefits and efficiencies. This also involves assessing risk against the proposed outcome to confirm how best value can best be achieved.

1. Gain agreement to the project objectives and benefits amongst stakeholders, including Ministers where appropriate
2. Understand the broader government perspective and agenda and impact on long term benefits planning and realisation and incorporate within plans.
3. Ensure the strategic alignment of objectives and benefits to company strategy and achieve positive long reaching legacy

SP08  BUSINESS CASE

The business case is owned and developed by the sponsor who ensures it is regularly evaluated and remains valid and relevant throughout the project or programme lifecycle.

The business case is not limited to financial outcomes, but should also incorporate wider socio-economic impacts.

The sponsor will take full account of detailed objectives of the project, as well as higher level organisational and external stakeholder objectives. The sponsor will not proceed without a sound business case.

1. Owning the Business Case, Delivery Plan, and Impact Assessment(s) and taking responsibility for establishing and maintaining them, refreshing and renewing them as appropriate from initiation and definition through the programme’s lifecycle, and for ensuring that the aims of the programme continue to be aligned with Highways England’s broader business objectives
2 Have judgement and autonomy to re-examine the business case and intervene or close down projects no longer supporting the realisation of strategic company benefits.

**SP09  REVIEWS**

Reviews take place throughout the programme lifecycle to check the likely or actual achievement of the objectives specified in the project/programme management plan (PMP) and the benefits detailed in the Business Case.

The sponsor will review and evaluate performance and assesses how any lessons learnt might be shared and applied in the future. Reviews should be independent and provide assurance business justification to continue the change initiative if the business case remains valid and supports the company's strategic objectives.

1 Display ownership and responsibility for the IAAP ensuring objective risk based approach is used when evaluating the viability of the programme/project

2 Ensure projects and programmes remain viable through independent programme assurance, using the recommendations to inform sound decisions

3 Ensure stakeholder, end user and operator interests remain throughout life cycle Prioritise assurance activities to promote sound governance within delivery and reviews are undertaken in line with the IAAP

4 Take ownership of recommendations or concerns arising from Gateway Reviews ensuring plans and actions are implemented to address before progressing to the next delivery stage