



PTMX/APMX

In partnership with



Allied Projects

ASEAN PROJECT MANAGEMENT CENTRE OF EXCELLENCE

AACE COMPETENCY DEVELOPMENT COURSE

Certified Cost Professional, Planning & Scheduling Professional, Earned Value Professional, Cost Estimating Professional and Decision & Risk Management Professional Preparation Course

(Preparation Course for AACE Certifications CCP, PSP, EVP, CEP and DRMP)

What AACE certifications does this course prepare you for?

CCP Certification

Certified Cost Professional (CCP) must meet specific education and experience requirements in cost management and cost engineering.

CEP Certification

A Certified Estimating Professional (CEP) must meet specific education and experience requirements in estimating and cost management.

PSP Certification

A Planning & Scheduling Professional (PSP) must meet specific requirements in cost management, planning and scheduling knowledge. A PSP is a skilled planning and scheduling professional with advanced experience in project planning, and developing, monitoring, updating, forecasting and analyzing integrated project schedules.

EVP Certification

An Earned Value Professional (EVP) must meet specific requirements in cost management and earned value management knowledge.

DRMP Certification

Certified Decision & Risk Management Professional (DRMP) must meet specific requirements in decision analysis and uncertainty analysis.

What are the Course Objectives?

Primary Objective

To prepare for and pass a MINIMUM of one (or more) of the 5 possible AACE Certification exams for CCP, PSP, EVP, CEP or DRMP. Additionally the course work will include the completion of the 2,500 word Technical Paper required to accompany the exam submission for the CCP Certification.

Secondary Objective

This course is designed to develop COMPETENCY in applied asset, portfolio, program and project management tools, techniques and methodology for practitioners, generating a measurable, favourable return on training investment, for both the professional practitioner and for the organisation that sponsors them.

Return on investment for the sponsoring organisation

Because this course has been designed to use the participants actual day to day work responsibilities as the basis for their case studies, not only is the training “just in time”, but by applying what they are learning in real time, the sponsoring

organisation is realizing benefit while the participants are in the course. That is, they do not need to graduate before the sponsor can see the benefits of the training.

Furthermore, because each participant is using their own case studies from their working environment under the watchful eyes of our expert mentor/facilitators, the training is also part consulting as the mentor/facilitator provides expert guidance and advice.

How do we build competency?

The only way to build competency is by practicing and using the tools and techniques associated with asset, portfolio, program or project management under real life conditions.

The course is based on the tested and proven concept know broadly as [Project Based Learning](#) and has been designed specifically for adult learners who are working full time, following the Phil Race's [Ripple Learning](#) approach. This course is also consistent with [Kirkpatrick Level 3](#) and with follow on organisational support and analysis, [Kirkpatrick Level 4](#).

Who should Attend?

This course has been designed for those who are actively involved in or responsible for asset, portfolio, program or project management.

This includes technicians such as planners/schedulers, cost estimators, cost engineers, risk analysts, project controllers, business analysts, systems engineers and those preparing feasibility studies as well as their first and second level managers. (Team leaders/Project Control Managers, Project, Program, Portfolio and Asset Managers).

Minimum Requirements

As this is an experiential based program, it is NOT suitable or appropriate for people with little or no experience. The MINIMUM requirements are: 8 years of documented asset, program, portfolio or project work experience OR a 4 year technical degree and 4 years of asset, program, portfolio or project management experience.

Not just focused on technical skills

While the course content is primarily technical in nature, the course has been designed to also help develop Soft Skills such as:

- Leadership
- Team Building
- Mentoring
- Communications (especially WRITTEN communications)
- Conflict Resolution
- Making things happen - ie, getting people to perform with little or no formal authority over them.

As most of this 24 week course will be run in Distance Learning Mode with participants working as a Virtual Team, this is an opportunity to develop competencies by using collaborative software platforms, such as Google Groups and Skype in a multi-cultural and multi-lingual environment.

Who is the Trainer?

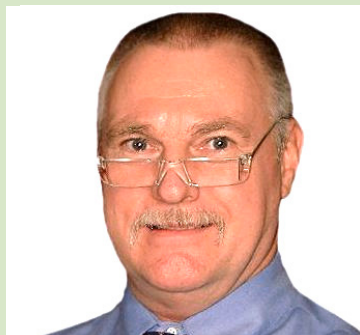
Dr. Paul D. Giammalvo

CDT, CCE (No.1240), MScPM, MRICS, GPM-M

Dr Giammalvo is the Senior Technical Advisor (Project Management) to ASEAN [Project Management Centre of Excellence](#). He is also active in the Global Project Management Community by playing an active leadership role in the [Association for the Advancement of Cost Engineering International](#) (AACEI).

He also is active in two IPMA member organisations: The [Green Project Management Association](#) (GPM) where he is on the Certification Board of Directors at the [American Society for the Advancement of Project Management](#) for which he was elected to serve on the Board of Directors as Director of Marketing.

Paul also sat on the Board of Directors of the [Global Alliance for Project Performance Standards](#) (GAPPS), Sydney, Australia and is active as a regional leader



in the [International Guild of Project Controls](#).

Dr. Giammalvo holds an undergraduate degree in Construction Management, his Master of Science in Project Management through the George Washington University and was awarded his PhD in Project and Program Management through the Institute Superieur DeGestionIndustrielle (ISGI) and EcoleSuperieureDe Commerce De Lille (ESC-Lille)", Paris, France.

How much work is required?

As this is a two semester long (24 week) GRADUATE LEVEL (500 series) blended learning program, (combined face to face and distance learning mode) it will require:

210-280 person hours
spread over **6 Months**

Classroom Time

8 days (64–70 hours) of traditional face to face classroom time spread over about 180 days

- 5 Day Kick Off Session Minimum 5 days (40 hours)
- 3 Day Final Review Session Minimum 3 days (24 hours)

Homework Time

About 140 - 210 hours of individual homework and team assignments during the distance learning mode. Approximately 2-3 hours of homework for each hour of face to face classroom time).

This works out to an average of 1-2 hours homework per day during distance learning mode.

Total Hours

Consistent with any graduate level university course, the Total Level of Effort for any individual ranges between 210 and 280 person hours spread over a 180 day period. (70 classroom + 140 homework = 210 to 70 classroom + 210 homework = 280 hours)

Where is the course held?

Courses will be conducted at major centres in Australia including Adelaide, Sydney, Brisbane, Melbourne and Perth. Please check our website www.AlliedProjects.com.au for the appropriate timing of these courses.

How much does this cost?

Specific cost is dependent on the number of participants. However, this course compares very favourably for similar graduate level capstone or master certificate courses at top ranked universities (e.g. The George Washington University Online Masters Degree in Project Management - which forms the basis for this course) and is the equivalent of 6 credit hours of graduate level work. Please refer to our website www.AlliedProjects.com.au to see the most up-to-date pricing.

How to enrol

Allied Projects have exclusive Australian rights to this training course, so contact us direct by email

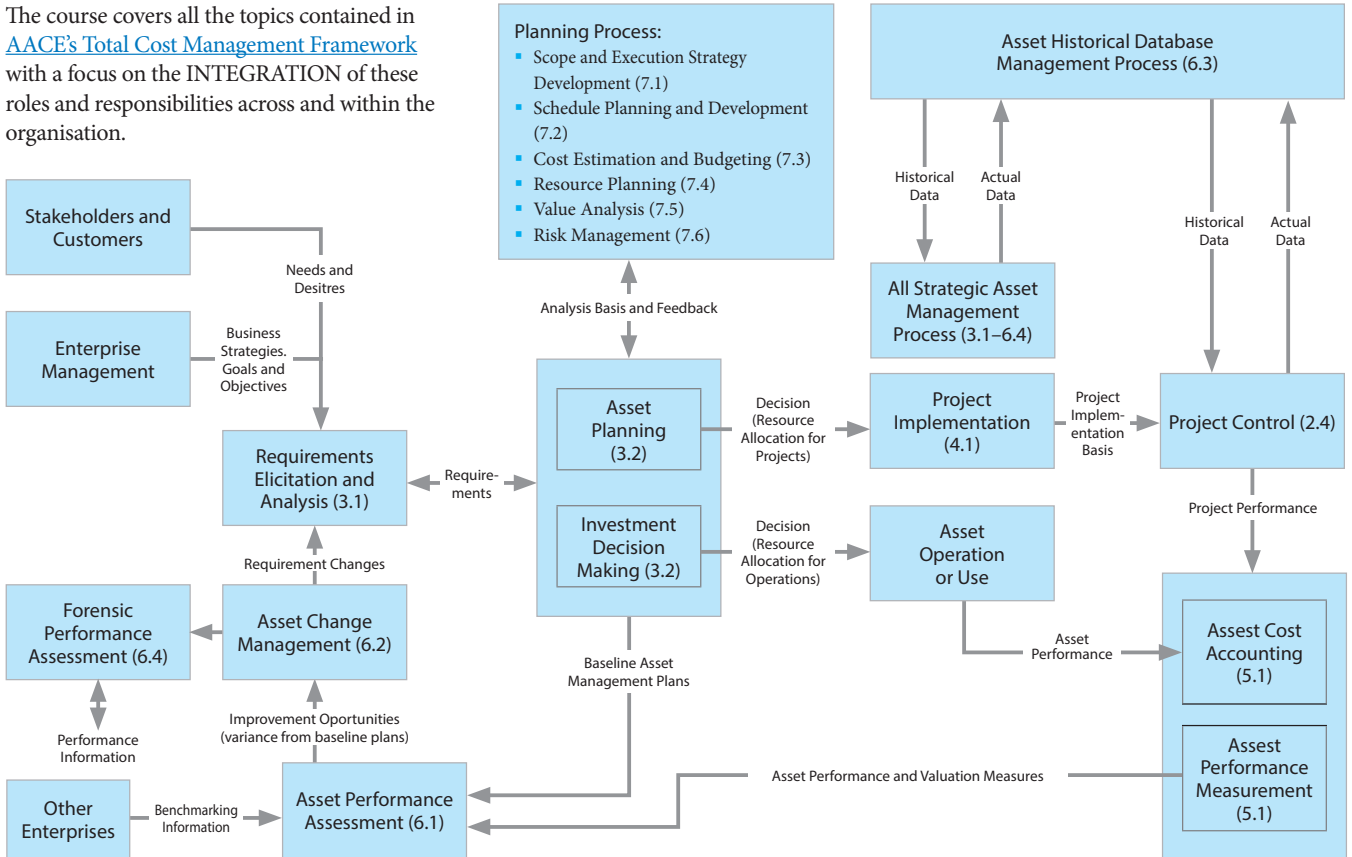
training@alliedprojects.com.au

or call Allan on +61 (0)8 6162 1644 or mobile +61 (0)419 199 344

www.AlliedProjects.com.au

WHAT topics are covered in this course?

The course covers all the topics contained in [AACE's Total Cost Management Framework](#) with a focus on the INTEGRATION of these roles and responsibilities across and within the organisation.



DETAILED COURSE CURRICULUM

Preparation Course for AACE Certifications CCP, PSP, EVP, CEP and DRMP covering COMPETENCY in Integrated Asset, Portfolio, Program and Project Management

5 Day Intensive Session

Starts 180 days before the desired examination dates.

Day 1 - Morning

Introduction to the Course Content, Objectives & Strategies

- Overview of the AACE Exam Requirements for CCP, PSP, EVP, CEP and DRMP
 - How this course will prepare you for any/all of them.
- Overview of Common Terms, Concepts and Philosophies
- Introduction to the TCM Methodology
- Introducing the Asset Life Span/Life Cycle
- Asset Manager Roles and Responsibilities
 - As Project Sponsors and Customers
- Portfolio Manager Roles and Responsibilities
 - Portfolios of Assets
 - Portfolios of Projects
- Program and Operations Manager Roles and Responsibilities
 - As Project Sponsors and Customers
- Project Manager Roles and Responsibilities
 - Project Manager as Business Person
 - Project Manager as Communicator
 - Project Manager as Planner and Executor

Day 1 - Afternoon

Linking Project Management to Achieving Enterprise Strategic Objectives

- Identifying and Analysing Organisational Competencies
- Identifying and Analysing Individual Competencies
- Applying “Triage” to Allocate Scarce/Limited Resources to Achieve Strategic Objectives
- Logical Framework and Other tools to allocate scarce/limited resources to projects to achieve strategic or operational organisational goals
- Creating the Decision Support Package to move from
- Ideation Phase to Options Phase.
 - Class 5 WBS Structure
 - Class 5 Risk Analysis
 - Class 5 Schedule
 - Class 5 Cost Estimate
- Create and Sign the Team Governance Agreement
- Latest trends in WBS Development
 - Building Information Modeling (BIM)
 - Multi-dimensional WBS

- Introducing Standardized WBS Structures
 - CSI Master/Unifomat
 - Omniclass
 - Norsok Z-014
- Using the WBS as the basis for Risk Assessment

Day 2 - Morning

Project Management from the Operations or Program Manager's Perspective

- Identifying and Analysing Operational/Program Management Competencies
- Creating the Decision Support Package to move from Alternatives Phase to Single Option Phase.
 - Class 4 WBS Structure
 - Class 4 Schedule
 - Class 4 Cost Estimate
- Value Analysis/Value Engineering
- Contracting For Capital Investment Projects
- Project Documentation and Change Order Management

Day 2 - Afternoon

Planning and Scheduling

- Turning the WBS from WHAT into HOW
 - CSI's Master and Unifomat
 - Norsok Z-014
 - Omniclass
- Creating complete Project Charters
 - Roles and Responsibilities of the Operations/Program
- Manager as Project SPONSOR
- Workshops on Class Projects

Day 3 - Morning

Project Management from the Project Manager's Perspective

- Accepting the Project Charter
- Detailed Scope Definition
 - CSI's Master and Unifomat
 - Norsok Z-014
 - Omniclass
- Creating the Next Decision Support Package (DSP)
 - Class 3 WBS Structure - Class 3 Schedule
 - Class 3 Risk Analysis - Class 3 Cost Estimate

- Class 3 Resource Analysis and Assessment

Day 3 - Afternoon

Project Management from the Project Manager's Perspective

- Effective Contracting Strategies- Owner's Perspective
 - Linking Scope Definition to Contract Type
- Traditional and Incentive Contracting
- Effective Contract Management
 - Managing scope changes
 - Managing claims
 - Managing contractor quality
 - Managing contractor safety and environmental issues
- Workshops on Class Projects- Creating the Program and Project Management Team

Day 4 - Morning

Project Management from the Contractor's Perspective

- Effective BIDDING Strategies- Contractor's Perspective
 - Effective scope definition
 - Impacts of the “shall” clauses in the contract
 - Risk Analysis from the contractors
- Creating the Next Decision Support Package (DSP)
 - Class 2 and Class 1 WBS Structure
 - Class 2 and Class 1 Risk Analysis:
 - Owner's Perspective
 - Contractor's Perspective
 - Class 2 and Class 1 Schedule
 - Class 2 and Class 1 Cost Estimate
 - Class 2 and Class 1 Resource Analysis and Allocation

Day 4 - Afternoon

Project Management from the Contractor's Perspective

- Activity Based Costing/Activity Based Management
- Creating the Fully Cost Loaded Schedule for the Course Projects
- Contract Claims Prevention/Analysis
 - Owner's Perspective
 - Contractor's Perspective
- Games Contractors/Owners Play with SCHEDULES.
- Workshops on Class Projects

5 Day Intensive Session continued

Day 5 - Morning

Progress Measurement Using Earned Value

- Applying Earned Value To Fixed Budgets
- Applying Earned Value To Variable Budgets
- Tracking, Reporting and Analysing Performance
- Effective Decision making based on the Analysis
- Performance and Productivity Management
 - Owner's Perspective
 - Contractor's Perspective
- Claims Management Using Earned Value Management

Day 5 - Afternoon

Writing the Professional Paper

- Complete the Program and Project Management Plan
- Submit the Completed Project Plan for Distance Learning mode for Approval by the Client from Hell.



Distance Learning Mode

Start Date + 7 days and lasts for 170 – 180 days)

Working individually, in small groups or in one large group, participants are required to produce the following six deliverables:

1. Each person is required to write a 2,500 word long paper, in English, of publishable quality, on a topic of your choosing, as long as it is related to topics covered by AACE. (Approximately 10 A4 sheets of paper, one side) This is your ticket to sit for the CCP Exam and will be required to be submitted about 10-12 weeks BEFORE the CCP Exam scheduled or target date. Writing the paper is an ITERATIVE process that requires not less than THREE interim milestones before it can be accepted by Dr. PDG for submittal. The paper will also have to pass a plagiarism test using VIPER or similar software. EVERYONE is required to write a 2,500 paper, on a topic of your choice whether you want to sit for the CCP exam or not. The papers will be submitted to your sponsors and champions as evidence of your progress and commitment to the program.
2. You will also be required to calculate the answers to some 300 - 500 problems, which will be done as a team exercise. These questions will be from Engineering Economics, Skills and Knowledge of Cost Engineering and other textbooks assigned for the course. (Assignments vary depending on exactly which exams each person desires to sit for).
3. You will be required to create a proper cost and resource loaded plan showing how you intend to produce the expected deliverables within the time frame allowed, at the targeted level of quality and monitor and report your progress each week using Earned Value Management by setting up and maintaining a project dashboard reporting mechanism.
4. You will take a “live fire” Benchmark Exam No. 1 at approximately the halfway point. (Mid Term Exam) The results of this “Mid Term Exam” will be communicated to your sponsors and to your champions in the organisation. This will be an “Open Book” exam which will require 5 hours of effort over a 7 day period and will consist of questions like those found on the CCP, PSP, CEP or EVP exams.
5. You will prepare a 250 – 500 word report to be posted on the team blog each week demonstrating which tools/techniques you are applying in your day to day working environment. For public classes, this blog posting will be publicly available and for in-house training. We use an Intranet, but in either case, your sponsors, project champions and other interested stakeholders can see what you are doing on a weekly basis.
6. You will break into teams of 3 or 4 people and these teams will be bidding against one another as contractors for a firm fixed price contract. The objective is to provide owners with a better understanding of what contractors need to do in order to prepare a credible bid and how much effort it takes to create these bids along with the risks involved.

3 Day Final Review Session

(Start Date + 170 -180 days OR Target Completion Date Minus 10 to 14 days)

Day 1 - Morning

- Bid Opening and Analysis (Bidding Project - Deliverable No. 6)
- Review of Benchmark Exam No. 1 AM Session (“Live Fire” Exam Review)

Day 1 - Afternoon

- Take Benchmark Exam No. 2 PM Session (“Live Fire” Exam Review)

Day 2 - Morning

- Grade and Review Benchmark Exam No. 3 (“Live Fire” Exam)

- Take Benchmark Exam No. 3

Day 2 - Afternoon

- Grade and Review Benchmark Exam No. 3

Day 3 - Morning

- Presentations of Selected Papers by the Authors

Day 3 - Afternoon

- Driven by the participants needs and questions (open discussion and review of all items still not fully understood)

To Enrol Contact



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