Appendix B

Research Framework (Job-related and Person-related Competencies)
Appendix C
Competency Elements of Job-related Competency
Appendix D

Dependent Variables (Competency Elements) of Job-related Competencies
Appendix E

Dependent Variables (Competency Elements) of Job-related Competencies

To know satisfaction of stakeholder needs, identifying critical success factors of project

Methods & procedures define the standard practices to be used for managing projects. Methods provide a consistent framework within which project management is performed. Procedures cover individual aspects of project management.

The process that ensures that all changes made to a project’s baseline, scope, time, cost & quality objectives are identified, evaluated, approved, rejected or deferred.

Management of the relationship between available & emerging technologies the organization & the project, management of enabling technologies used to deliver project.

Defining what value means to organization & project. It is a framework that allows needs, problems or opportunities to be defined & then enable review of whether the initial project objectives can be improved to optimal approach & solution.

Final project deliverables are handed over to the sponsor & user. Closeout is the process of finalising all project matters, carrying out final project reviews, archiving project information & redeploying the project team.

Project documentation should list approved variances from organization, procedures & policies, with additional information that is unique & important to project success.

Using tools, equipment & materials such as appraisal templates & forms, organizational structure, corporate & training policies so that appraisal system & criteria are set up, periodic appraisal is carried out & appraisals are rated.

Using tools, equipment & materials such as design guidelines, statutory by law, design standard, so that design parameters are coordinated, design concept development is monitored, proposals is tested, design authority approved are coordinated.

Authorities & authority requirements are identified, liaison process flow, procedures & standards are established. Liaison requirements are organized.

Using tools, equipment & materials such as evaluation templates, project close-out reports, contract documents so that evaluation goals, purposes & term of reference are established & information for continuous improvements for future are analyses.

Verbal skills
Written skills

To know project success criteria

Methods & procedures
Change Control

Technology Control
Value management

Handover & Closeout
Documentation

Technical expertise

Project Management

Knowledge & Skills

Job-related Competencies

Managing similar projects
Number of years working in construction industry
Experience variety of project types
Membership in appropriate professional body
Appendix F
Competency Elements of Person-related Competency
Appendix G

Dependent Variables (Competency Elements) of Person-related Competencies

<table>
<thead>
<tr>
<th>Achievement orientation (Result orientation)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achievement and Action</td>
</tr>
<tr>
<td>Consent for order, quality, accuracy</td>
</tr>
<tr>
<td>Initiative</td>
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<tr>
<td>Information Seeking</td>
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<tr>
<td>Identifying &amp; Solving problems</td>
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<tr>
<td>Prevents for order, quality, accuracy</td>
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<td>Identifying &amp; Solving problems</td>
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</tbody>
</table>

A genuine intention to work cooperatively with others, to be part of a team, to work together, to be associated with a team, or to work in a team setting. This is fostered within the organization through team-building activities, team projects, team-building exercises, and team activities. The intention to take a role as a leader of a team or group. This implies a desire to lead others, demonstrate leadership of the project, lead the project team. Expressing the individual’s role in the project, how others may contribute, and what their responsibilities are. The ability to correct employee performance in a constructively restorative manner in a manner that is congruent with the project team. Making decisions is a process of selecting the best solution for meeting the project goals. Working through a situation by breaking it apart into smaller pieces or by breaking the implications of a situation into a step-by-step causal way. Understanding at a suitable level all issues associated with the project. Developing solutions across all issues. The ability to keep emotions under control, to sustain negative emotions and situations, not to express personal feelings, or to control personal behavior. The ability to adapt to stressful situations by adopting a variety of strategies, including, for example, planning, organizing, and delegating. The ability to understand, accept, and deal with the facts of the situation. The ability to keep emotions under control, to sustain negative emotions and situations, not to express personal feelings, or to control personal behavior. The ability to adapt to stressful situations by adopting a variety of strategies, including, for example, planning, organizing, and delegating. The ability to understand, accept, and deal with the facts of the situation. The ability to keep emotions under control, to sustain negative emotions and situations, not to express personal feelings, or to control personal behavior. The ability to adapt to stressful situations by adopting a variety of strategies, including, for example, planning, organizing, and delegating. The ability to understand, accept, and deal with the facts of the situation. The ability to keep emotions under control, to sustain negative emotions and situations, not to express personal feelings, or to control personal behavior. The ability to adapt to stressful situations by adopting a variety of strategies, including, for example, planning, organizing, and delegating. The ability to understand, accept, and deal with the facts of the situation. The ability to keep emotions under control, to sustain negative emotions and situations, not to express personal feelings, or to control personal behavior. The ability to adapt to stressful situations by adopting a variety of strategies, including, for example, planning, organizing, and delegating. The ability to understand, accept, and deal with the facts of the situation. The ability to keep emotions under control, to sustain negative emotions and situations, not to express personal feelings, or to control personal behavior. The ability to adapt to stressful situations by adopting a variety of strategies, including, for example, planning, organizing, and delegating. The ability to understand, accept, and deal with the facts of the situation.
Appendix H

Dependent Variables (Competency Elements) of Person-related Competencies

[Diagram of competency elements with arrows and descriptions, illustrating the relationships between different competencies and their associated variables.]
Appendix I

Core competencies required for project managers in construction industry in Malaysia based on quantitative and qualitative data analysis
Appendix J

Important job-related competencies required for project managers in construction industry in Malaysia based on quantitative and qualitative data analysis.

Diagram: Important Job-related Competencies Required for Project Managers in Construction Industry in Malaysia Based on Quantitative & Qualitative Data Analysis.
Appendix K

Important person-related competencies required for project managers in construction industry in Malaysia based on quantitative and qualitative data analysis.