

Introduction

ADAS Dive Project Manager's Manual

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1. ADAS

The Australian Diver Accreditation Scheme (ADAS) is a not-for-profit diver training and accreditation scheme developed under the auspices of the Petroleum Sub-Committee of the Australian and New Zealand Minerals and Energy Council (ANZMEC). ADAS is administered under a Memorandum of Understanding between the ADAS Board and the Department of Industry, Tourism and Resources of the Australian Government.

ADAS is administered and quality controlled in line with the terms of the agreement with the Australian Government by a voluntary industry Board. The Board represents a wide cross section of occupational diving sectors and aims to ensure that ADAS remains at the forefront of international occupational diver certification bodies. More information on ADAS can be found at the website www.adas.org.au.

ADAS has obtained official recognition of its courses under the Australian Qualifications Framework up to Diploma level. ADAS is a Registered Training Organisation with

approval to issue nationally recognised qualifications. The Advanced Diploma, Diploma and Certificate IV are comprehensive diving qualifications, which qualify the holder to work in a wide range of areas requiring specialist diving skills and in particular the supervision and management of dive operations. This manual has been developed for the Advanced Diploma course, which is a recognised qualification for dive project managers.

Designed to appeal to ‘get ahead’ divers who want to develop a career at the managerial level involved in the planning, implementation, direction and supervision of diving related projects, the award will offer positive value to personnel involved in scientific, fisheries, police and military diving activities at a management or project management level.

The course will provide working divers and supervisors with advanced diving and contract management skills and would be particularly relevant to any divers starting their own business. It will:

- further develop and/or polish their professional leadership and management abilities;
- provide them with ‘hard’ advanced project-management skills including estimating and quoting on contracts, preparing tender documents to bid for jobs, managing jobs (including personnel management, project development, planning, implementation and reporting);
- develop their risk management skills in relation to overall organisational development and project-based risk and sustainable organisation development;
- develop the awareness and skills required to ensure ongoing client satisfaction and increasing the probability of repeat business.

The course will be structured around a combination of:

- self-paced reading, research and assignments
- formal face-to-face teaching
- directed study and completion of directed course workbook-based material
- research projects
- project-based work (eg; preparing a full tender for a job, based on an identified business with nominated characteristics – eg, personnel, facilities, resources, experience, etc)

The course is intended to be conducted over a 12 month period, but will be self-paced and the length (within reason up to 18 months duration) basically determined by the efforts of the students.

Contact details for ADAS and for Diver Training Establishments are given in the appendices.

2. Dive Project Manager's Manual

This manual has been specially developed for the ADAS Dive Project Manager's course. It is intended for use both as a training manual and as the basis for developing a reference manual for the practising dive project manager. There is also a workbook with study questions and exercises, as well as some online support materials.

The manual should be used in conjunction with the information available on the internet in order to ensure the latest reference material is being used.

Each chapter is one module and has an associated list of study questions and exercises in the workbook. It is designed to comply with the requirements for accredited courses to be delivered in modular format. The modular format means that in some modules a topic may only be referenced briefly, as it is expanded on fully in another module.

The module titles are shown in the table of contents below, together with an indication of the size of the chapter. A summary of the learning outcomes for each module are given in the next section.

	Chapter	Approx No of Pages
1	Manage effective communication in a diving organisation	11
2	Establish, maintain and evaluate the occupational health and safety system¹	80
3	Leadership and management in a diving organisation	14
4	Developmental planning in a diving organisation	13
5a	Prepare tenders, quotes and estimates	50
5b	Direct project activities	20
6	Manage the delivery of quality client service	27
7	Manage business risk	25
Supp	Dive Supervisor Chapters 2 and 5: Occupational Health and Safety; and Manage risk associated with dive operations	27 32
Supp	Project Management Workbook "Crisp Fifty-Minute Book"	96
Supp	ADAS Dive Project Manager Workbook	
Supp	ADAS Dive Project Manager Introductory Online Learning Resource and CD	
Supp	ADAS Dive Project Manager Online OHS Learning Resource and CD	

¹ The prerequisite to this module is the Dive Supervisor Occupational Health and Safety and Manage Risk Competencies. Supplementary materials provided for participants who have not completed the Dive Supervisor course.

3. Summary of Dive Project Manager Competencies

7.1 MANAGE EFFECTIVE COMMUNICATION IN A DIVING ORGANISATION		
	7.1.x	<ol style="list-style-type: none"> 1. Conduct effective meetings to achieve objectives in a diving organisation. 2. Negotiate to achieve an agreed outcome in the context of the diving industry. 3. Facilitate group problem solving and decision making to achieve objectives in a diving organisation.
7.2 ESTABLISH, MAINTAIN AND EVALUATE OCCUPATIONAL HEALTH AND SAFETY SYSTEM		
	7.2.x	<ol style="list-style-type: none"> 1. Establish and maintain the framework for the occupational health and safety system in the area of responsibility 2. Establish and maintain participative arrangements for the management of occupational health and safety. 3. Establish and maintain procedures for identifying hazards and dealing with hazardous events. 4. Establish and maintain procedures for assessing and controlling risk. 5. Establish and maintain occupational health and safety training program 6. Establish and maintain a system for occupational health and safety records. 7. Evaluate the organisation's occupational health and safety system and related policies, procedures and programs.
7.3 LEADERSHIP AND MANAGEMENT IN A DIVING ORGANISATION		
	7.3.x	<ol style="list-style-type: none"> 1. Employ leadership styles appropriate to the situation and the needs of the team in a diving organisation. 2. Apply appropriate administrative management techniques in a dive organisation. 3. Apply appropriate human resource management techniques in a diving organisation. 4. Describe and explain the formation, operation and termination of contracts as they affect business activities.

7.4 DEVELOPMENTAL PLANNING FOR A DIVING ORGANISATION		
	7.4.x	<ol style="list-style-type: none"> 1. Identify and analyse major contemporary issues impacting on the diving industry. 2. Outline the processes involved in establishing, monitoring and reviewing a development plan for a diving organisation. 3. Outline the processes involved in the development of policy and procedures for a diving organisation. 4. Explain the key concepts and practices of quality management and continuous improvement and the advantages for organisations and individuals in the diving industry.

7.5a PREPARE ESTIMATES, QUOTES AND TENDERS		
	7.5a.x	<ol style="list-style-type: none"> 1. Carry out preliminary planning activities for estimating, quoting and/or tendering 2. Determine resource requirements 3. Prepare schedules for the estimate, quote or tender 4. Prepare and document the estimate, quote or tender for submission to the client

7.5b DIRECT PROJECT ACTIVITIES		
	7.5.x	<ol style="list-style-type: none"> 5. Identify project scope in a strategic context 6. Acquire project resources 7. Manage integration of project activities 8. Evaluate project activities

7.6 MANAGE THE DELIVERY OF QUALITY CLIENT SERVICE		
	7.7.x	<ol style="list-style-type: none"> 1. Analyse client needs 2. Deliver service which satisfies changing client requirements 3. Secure employee commitment to the provision of client service 4. Promote client service 5. Analyse and review client services

7.7 MANAGE BUSINESS RISK		
	7.4.x	<ol style="list-style-type: none"> 1. Establish the risk management context 2. Plan for risk management in a specific activity 3. Manage risk 4. Evaluate the risk management plan

3.1 Prerequisite modules from Dive Supervisor Course

The following modules from the Dive Supervisor are pre-requisites for this course, due to the safety critical nature of the content. For the convenience of participants, the course materials from the Dive Supervisor course are provided for these two modules for self-study. The Dive Project Manager assessment will include the competencies within these two modules.

6.2 IMPLEMENT AND MONITOR OCCUPATIONAL HEALTH AND SAFETY PROGRAMS		
	6.2.x	<ol style="list-style-type: none"> 1. Provide information to the workgroup about the organisation's occupational health and safety policies, procedures and programs. 2. Implement and monitor the organisation's procedures for identifying hazards, assessing risks and controlling risks. 3. Implement the organisation's procedures for dealing with hazardous events and equipment. 4. Implement and monitor the organisation's procedures for maintaining occupational health and safety records.
6.5 MANAGE RISK ASSOCIATED WITH DIVE OPERATIONS		
	6.5.x	<ol style="list-style-type: none"> 1. Apply risk controls for general diving risks. 2. Undertake site and task-specific risk assessment and select appropriate risk control measures. 3. Apply standard air, surface decompression and therapeutic tables in planning and conducting dive operations. 4. Undertake contingency planning.

3.2 Assessment Conditions and Methods

Assessment Conditions	Assessment Methods	Weighting
<p>Learner will be provided with the ADAS Dive Project Manager's manual</p> <p>Learner will be provided with a workbook with questions to be completed and assessed as well as classroom exercises.</p> <p>Learner will be required to have access to the internet</p> <p>Examination will be conducted under standard academic examination conditions with access to relevant information, such as tables from AS/NZS 2299.1.</p>	Individual workbook and assignments – All modules	30%
	Examination 1 – Chapter 1, 2, 3, 4 (Requires a pass mark of 70% minimum)	10%
	Examination 2 – Chapters 5a, 5b, 6, 7 (Requires a pass mark of 70% minimum)	10%
	Written dive tender estimate and project plan	20%
	Written report for client	10%
	Oral questioning and participation in classroom activities	10%
	Observation in practical exercises	10%

4. Acknowledgements

The manual was developed by Active Learning Partners on behalf of ADAS with extensive reference to the commercial operations of the Diver Training Establishments (DTEs) and industry contractors. The cooperation and support of the DTEs and the industry reference group is acknowledged as a key success factor in providing a comprehensive and useful training and reference manual.

The ADAS Dive Project Manager's manual will assist in consistency of teaching throughout Australia and New Zealand.

The ADAS Dive Project Manager's manual will be continually improved as new information is gathered. Your comments would be most gratefully received for improvements to the manual. Please forward all comments to the National Manager ADAS (Contact details in the appendices.)

5. Disclaimer

5.1 Accuracy of content

This manual was compiled from a number of sources, references and websites. It is not always possible to verify the accuracy and validity of the information sourced. In addition, things can change rapidly with regard to legislation and technology.

While every endeavour is made to supply useful, relevant, accurate and up to date information, ADAS makes no promise, express or implied, that the information contained herein is the latest and most accurate information available.

5.2 Links or References to Websites

Throughout the course, links or references to websites are provided for guidance or illustration.

The materials in this training resource and in linked or references websites may be the opinions or recommendations of third parties. ADAS cannot guarantee their accuracy, currency, reliability or completeness.

ADAS does not necessarily endorse these third party opinions or recommendations or any associated organisations, products or services found on these websites.

Similarly, the absence of a link to a third party website should not be seen as a criticism or comment by ADAS on the provider or content of that website.

It is sometimes possible for a third party website to have been subjected to an unauthorised redirection to an inappropriate website. All websites were checked at the time of course development. ADAS cannot be held responsible for any such redirection or the results thereof.

Should you discover any non-functional or inappropriate websites, please notify ADAS immediately (contact details are in the appendices).