



Australian Government

BSBPMG522A Undertake project work

Release 1

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Modification History

Release	Comments
Release 1	<p>This version first released with <i>BSB07 Business Services Training Package Version 8.0</i>.</p> <p>Replaces BSBPMG510A Manage projects.</p>

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to undertake a straightforward project or a section of a larger project. This unit addresses the management of projects, including developing a project plan, administering and monitoring the project, finalising the project, and reviewing the project to identify lessons learned for application to future projects.

Application of the Unit

The unit focuses on the application of project-management skills and the requirement to meet timelines, quality standards, budgetary limits and other requirements set for the project.

The unit does not apply to specialist project managers. For specialist project managers, the other units of competency in the project management field (BSBPMG) will be applicable.

Licensing/Regulatory Information

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Element	Performance Criteria
<i>Elements describe the essential outcomes of a unit of competency.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.</i>

Elements and Performance Criteria

1. Define project	<p>1.1 Access <i>project scope and other relevant documentation</i></p> <p>1.2 Define project stakeholders</p> <p>1.3 Seek clarification from <i>delegating authority</i> of issues related to project and <i>project parameters</i></p> <p>1.4 Identify limits of own responsibility and reporting requirements</p> <p>1.5 Clarify relationship of project to other projects and to the organisation's objectives</p> <p>1.6 Determine and access available resources to undertake project</p>
2. Develop project plan	<p>2.1 Develop <i>project plan</i> in line with the project parameters</p> <p>2.2 Identify and access appropriate <i>project-management tools</i></p> <p>2.3 Formulate risk-management plan for project, including work health and safety (WHS)</p> <p>2.4 Develop and approve project budget</p> <p>2.5 Consult team members and take their views into account in planning the project</p> <p>2.6 Finalise project plan and gain necessary approvals to commence project according to documented plan</p>
3. Administer and monitor project	<p>3.1 Take action to ensure project team members are clear about their responsibilities and the project requirements</p> <p>3.2 Provide <i>support for project team members</i>, especially with regard to specific needs, to ensure that the quality of the expected outcomes of the project and documented time lines are met</p> <p>3.3 Establish and maintain <i>required record-keeping systems</i> throughout the project</p> <p>3.4 Implement and monitor plans for managing project finances, <i>resources</i> and quality</p> <p>3.5 Complete and forward project reports as required to stakeholders</p> <p>3.6 Undertake <i>risk management</i> as required to ensure project outcomes are met</p> <p>3.7 Achieve project deliverables</p>
4. Finalise project	<p>4.1 Complete financial record keeping associated with project and check for accuracy</p> <p>4.2 Ensure transition of staff involved in project to new roles or reassignment to previous roles</p>

	4.3 Complete project documentation and obtain <i>necessary sign-offs</i> for concluding project
5. Review project	<p>5.1 Review project outcomes and processes against the project scope and plan</p> <p>5.2 Involve team members in the project review</p> <p>5.3 Document lessons learned from the project and report within the organisation</p>

Required Skills and Knowledge

This section describes the skills and knowledge required for this unit.

Required skills

- communication and negotiation skills to work with team members and other stakeholders to maintain project schedules
- communication skills to relate to people with diverse abilities and from diverse backgrounds in a culturally appropriate way
- literacy skills to read, write and review a range of documentation
- numeracy skills to:
 - analyse data
 - compare time lines and promotional costs against budgets
- planning and organising skills to develop, monitor and maintain implementation schedules.

Required knowledge

- organisation's mission, goals, objectives and operations and how the project relates to them
- organisational structure, and lines of authority and communication in the organisation
- relevant legislation and codes from all levels of government that may affect aspects of business operations, including:
 - anti-discrimination legislation
 - codes of practice
 - environmental issues
 - ethical principles
 - WHS
 - privacy laws.

Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment	
Critical aspects for assessment and evidence required to demonstrate competency in this unit	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> • developing a project plan • examples of monitoring arrangements and evaluation of the efficacy of the project plan in addressing project time lines and budget • knowledge of relevant legislation.
Context of and specific resources for assessment	<p>Assessment must ensure:</p> <ul style="list-style-type: none"> • access to workplace project documentation • demonstration of all required skills, knowledge and performance in a workplace-based project.
Method of assessment	<p>A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:</p> <ul style="list-style-type: none"> • direct questioning combined with review of portfolios of evidence and third-party workplace reports of on-the-job performance by the candidate • observation of presentations • oral or written questioning to assess knowledge of the organisation's mission, goals, objectives and operations and how the project relates to them • review of project risk-management plan and project plan • evaluation of project reports forwarded to stakeholders • analysis of documentation reviewing project outcomes and processes against the project scope and plan • evaluation of documentation outlining lessons learned from the project.
Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:</p> <ul style="list-style-type: none"> • other project management units.

Range Statement

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

<i>Project scope and other relevant documentation</i> may include:	<ul style="list-style-type: none"> • contract or other agreement • project brief • project plan or summary • other documents outlining: <ul style="list-style-type: none"> • expected outcomes of the project • inclusions and exclusions from project • project resources • quality standards for project • timeframes for project.
<i>Stakeholders</i> may include:	<ul style="list-style-type: none"> • clients or customers (internal and external) • funding bodies • management, employees and relevant key personnel (internal and external) with special responsibilities • project sponsor.
<i>Delegating authority</i> may include:	<ul style="list-style-type: none"> • customer or client • funding body • manager or management representative • project sponsor.
<i>Project parameters</i> may include:	<ul style="list-style-type: none"> • project finances or budget • integration of project within organisation • legislative and quality standards • physical, human and technical resources available or required for project • procurement requirements associated with project • reporting requirements • risks associated with project, including WHS • scope of project • time lines.
<i>Project plan</i> may include:	<ul style="list-style-type: none"> • details of how the project will be managed • roles and responsibilities • time lines • work breakdown structure.
<i>Project management</i>	<ul style="list-style-type: none"> • cost schedule control system

tools may include:	<ul style="list-style-type: none"> • Critical Path Method • Gantt and bar charts • life cycle cost analysis • logistics support analysis • PERT charts • project management software • risk and issues logs • spreadsheets • technical resources required for the project, for example WHS management-system tools.
Support for project team members may include:	<ul style="list-style-type: none"> • additional physical, human and technical resources (within allocated budget) if and as required • encouragement • feedback • learning and development • regular project team meetings • supervision, mentoring and coaching.
Required record-keeping systems may include systems for:	<ul style="list-style-type: none"> • correspondence • financial data, including costs, expenditure, income generated and purchases • project outcomes • quality data, including any test results • recording of time spent on project and progress in completing project • samples, prototypes and models.
Resources may include:	<ul style="list-style-type: none"> • human • physical • technical.
Risk management may include:	<ul style="list-style-type: none"> • changing roles and responsibilities in project team • negotiating an extension of deadline, or redefining completion or quantity or quality of outcomes • outsourcing some aspects of the project • reducing costs • researching and applying more efficient methods for completing project tasks • seeking further resources to meet deadline • sharing ideas to gain improvements to work undertaken in the project.
Necessary sign-offs may be required by:	<ul style="list-style-type: none"> • clients • funding body • management • project sponsor.

Unit Sector(s)

Management and Leadership – Project Management