BSBPMG602A Direct the scope of a project program

Release: 1

BSBPMG602A Direct the scope of a project program

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to direct the scope of projects within a program or multiple projects context. It covers the management of project authorisations and defining, planning and managing the program scope.
	No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Application of the Unit

Application of the unit	A program is defined as a set of interrelated projects, each of which has a project manager. Multiple projects (sometimes called a portfolio of projects) refers to a number of projects related in some way and managed by the same person as a program to achieve a common organisational objective/s.
	For the purposes of this unit someone who manages a suite of projects (a program) will be referred to as a program manager.
	The functions performed by a project manager to manage scope within individual projects are addressed in BSBPMG502A Manage project scope.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.	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.

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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Authorise projects	1.1. Analyse *needs*, in consultation with client and relevant stakeholders, to justify each project and to designate project managers
	1.2. Conduct project selection and prioritisation within guidelines provided by, or under the direction of, a relevant (governance) authority
	1.3. Make *project authorisation recommendations* to relevant authority as the basis for future project management activity, and commitment of resources and effort
2. Define and plan program scope	2.1. Define projects' objectives, major deliverables and resource requirements at the project and program level, and confirm them with the governance group or relevant authority
	2.2. Determine and agree measurable project outcomes and benefits to enable quantified evaluation of program performance
	2.3. Develop, agree on and communicate scope definition, *scope management* strategies and plans
	2.4. Align program scope to business requirements and organisational strategy
3. Manage program scope	3.1. Conduct regular program reviews to measure *project performance* and to ensure that stated program and business/strategic objectives are met
	3.2. Establish and maintain *change management system* to form the basis of ongoing scope management
	3.3. Conduct *reviews of scope changes* and take action to ensure that project and program objectives are achieved or modified
	3.4. Measure project outcomes against defined program scope and aligned strategic objectives
	3.5. Communicate results of program outcomes to relevant authority
	3.6. Pass on scope management lessons learned to higher project authority for application in planning and implementation of later projects within the program

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Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- high level literacy skills to review and amend project plans, to communicate decisions and to write quality reports
- high level analysis, planning, organising, problem-solving and evaluating skills in relation to project scope management
- self management skills to prioritise actions for successful outcomes
- negotiation skills to control proposed changes in scope.

Required knowledge

- scope management plans, methodologies, techniques and tools
- project life cycle and the significance of scope management
- typical challenges and issues encountered in project scope management and options for addressing these.

Evidence Guide

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	Evidence of the following is essential: • demonstrated experience in directing a range of concurrent projects so that scope is successfully managed across all projects • knowledge of a broad range of project scope management tools, methodologies and techniques.
Context of and specific resources for assessment	Assessment must ensure: • access to workplace documentation, including feedback from stakeholders, which reflects how scope was managed for projects.
Method of assessment	A range of assessment methods should be used to assess practical skill and knowledge. The following examples are appropriate for this unit: • direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance of scope management techniques by the candidate • analysis of responses addressing different project scope management case studies and scenarios • oral or written questioning to assess knowledge of strategies for managing project scope and their application to different situations • review of project authorisation recommendations • assessment of measurement of project performance.
Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example: • other units from the Advanced Diploma of Project Management.

Range Statement

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.	
Needs may be:	• activity-oriented, for example to stage major sporting events • improvement-oriented, for example to find better way/s of doing something • outcome-oriented, for example to fulfil needs • product-oriented, for example to acquire new computer systems or buildings
Project authorisation recommendations may include:	• broad details of required project outcomes and objectives • major projects phases, activities and milestones that will require timing coordination across the program (particularly as new approved projects enter the program) • project managers' terms of reference, authorisations and limitations directed by the program manager • relationship between multiple project objectives and the programs and strategic objectives of the organisation
Scope management may include:	• controlling program scope creep, that is incremental increases to scope, to accommodate wishes rather than needs • determining that a scope change has occurred or is about to occur • managing factors which influence changes to scope • managing scope changes when they occur • managing the effect of scope changes on other areas and on the achievement of multiple project objectives • progressive refinement of scope throughout multiple project life cycles
Project performance may include:	• time and resources spent on the projects, as compared to baseline data • projects' progress in terms of time and

RANGE STATEMENT

	resources
Change management system may include:	• change to control boards/committees • configuration management • documentation • impact analysis • risk analysis
Reviews of scope changes may include:	• formal agreements, that is contracts, sub-contracts and memoranda of understanding • major elements of the program liable to change, for example deletion of a line of business endeavour, new projects prioritising program and deletion of poorly performing projects • potential, perceived and actual changes • program documentation, including plans, integrated schedules, integrated budgets and integrated (program) risk analysis

Unit Sector(s)

Unit sector	

Competency field

Competency field	Management and Leadership - Project Management

Co-requisite units

Co-requisite units		