Australian Government

Department of Education, Employment and Workplace Relations

SITXMGT003A Manage projects

Revision Number: 1

ISC INDUSTRY SKILLS COUNCILS
Creating Australia's Future

SITXMGT003A Manage projects

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to manage all aspects of a complex project, including project planning, monitoring and evaluation.
	The project administration skills required by operational staff are found in the Business Services Training Package.

Application of the Unit

Application of the unit	This unit applies to individuals who are responsible for the overall management of complex projects in the context of a broader job role. Specialist project management units and qualifications are found in the Business Services Training Package.

In the context of this unit a complex project is defined as a project that involves:

- need for a comprehensive and multifaceted project plan
- need for a formal internal or external communications strategy
- dedicated and diverse project budget
- multiple administrative components
- multiple operational components
- wide range of stakeholders
- project operations team.

Project management occurs across the full spectrum of business and community activity and may be extremely diverse in nature. Some examples where project management will occur include events, product development initiatives, research projects and projects related to the introduction of new workplace systems or technologies.

Senior personnel and managers undertake project management at this level.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units	Nil

Employability Skills Information

Employability skills   The required outcomes described in this unit of competency contain applicable facets of employability skills. The Employability Skills Summary of the qualification in which this unit is packaged will assist in identifying employability skills requirements.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.

Performance criteria describe the required performance needed to demonstrate achievement of the element. Where **bold italicised** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1 Confirm project.	1.1 Confirm **project objectives and scope** in consultation with appropriate **stakeholders**.
	1.2 Evaluate financial viability of project through analysis of **key factors**.
	1.3 Determine and develop a resource strategy for project.
	1.4 Confirm **administrative structure** for project.
2 Plan project.	2.1 Develop an integrated **project management plan** using appropriate **project management tools** and communicate plan to appropriate colleagues.
	2.2 Allocate project responsibilities in agreement with others, and clearly communicate responsibilities to all involved.
	2.3 Identify **key project milestones** and communicate these to persons involved.

ELEMENT		**PERFORMANCE CRITERIA**
	2.4	Plan internal and external communications and *public relations and marketing approaches* together with appropriate colleagues.
	2.5	Consult and reach agreement on suitable project *evaluation methods*.
3 Administer and monitor project.	3.1	Implement project strategies and monitor them in conjunction with project team members.
	3.2	Provide *support and assistance* to team members as required.
	3.3	Use effective interpersonal communication to build trust and respect within the project team.
	3.4	Assess progress against project goals and review progress in consultation with project team members.
	3.5	Determine the need for additional project resources and take action accordingly.
	3.6	Implement *financial control systems* and monitor them according to project guidelines.
	3.7	Provide regular reports on project progress to appropriate colleagues and customers.
	3.8	Complete the project within agreed timelines.
4 Evaluate project.	4.1	Assess effectiveness of project at specified stages, using agreed *evaluation methods*.
	4.2	Take account of agreed goals and priorities when carrying out a project evaluation.
	4.3	Involve project team members, appropriate colleagues and customers in the project evaluation.
	4.4	Incorporate evaluation results into ongoing project management.
	4.5	Share information from project evaluation with appropriate colleagues and incorporate information into future planning.

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the essential skills and knowledge and their level, required for this unit.

The following skills must be assessed as part of this unit:

- planning and organisational skills to allow for the complete management of a complex project and all its facets
- problem-solving skills to allow for the development of contingency management plans and to anticipate a wide range of unpredictable problems and operational challenges
- communication and leadership skills to lead and motivate a project team effectively, and to liaise and negotiate with a wide range of diverse stakeholders
- literacy skills to interpret and develop a wide range of documentation dealing with complex ideas and management issues
- numeracy skills to manage budgets.

The following knowledge must be assessed as part of this unit:

- project management processes, the project life-cycle and relationship between project stages
- administrative structures and processes required for successful project planning and implementation, including the range of documentation required to support the project
- in-depth knowledge of nature of the project being managed, including internal and external issues to be considered
- risk management processes and issues applicable to project in general and to projects in a particular workplace context
- OHS requirements that may impact on project management
- project planning and control procedures.

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, the range statement and the Assessment Guidelines for this Training Package.

Critical aspects for assessment   Evidence of the following is essential:

EVIDENCE GUIDE

and evidence required to demonstrate competency in this unit	• ability to effectively plan, administer, monitor and evaluate a tourism or hospitality-based project, including evidence of skills in planning, administration, financial management and leadership • ability to apply understanding of the critical aspects of effective project management • management of a multifaceted, complex industry-based project that reflects real industry practice and is completed within a specified timeframe.
Context of and specific resources for assessment	Assessment must ensure: • involvement of a project team for whom the candidate is a leader.
Methods of assessment	A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit: • project to plan an event or function • project to undertake a reform or redevelopment of a work aspect • written or oral questions to assess underpinning knowledge related to project management • review of portfolios of evidence relating to workplace experience, such as project plans, budgets, records of coordination and implementation of project phases and milestones, records of project reports. Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.
Assessing employability skills	Employability skills are integral to effective performance in the workplace and are broadly consistent across industry sectors. How these skills are applied varies between occupations and qualifications due to the different work functions and contexts. Employability skills embedded in this unit should be assessed holistically with other relevant units that make up the skill set or qualification and in the context of the job role.

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 in the performance criteria is detailed below.

Project objectives and scope may relate to:	• overall business objectives • community or industry development objectives • specific outcomes required • levels of resourcing to be applied • how project relates to other internal and external projects and activities.
Stakeholders may include:	• internal or external customers • organising committees • management • funding bodies • regulatory authorities • industry associations.
Key factors to determine financial viability of the project may include:	• availability of short and long-term funding • cash flow issues • market feasibility • level of financial risk involved • cost-benefit analysis • impact on other aspects of operation • break-even points and profitability.

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RANGE STATEMENT

Administrative structure for the project may involve:	• management • secretariat • consultants • contractors and suppliers • steering committee • advisory and reference groups • consultative groups.
Project management plan may include:	• goals and outcomes • selection or tendering process • personnel • budget • stages • timeframes • key milestones • internal and external communication processes and channels • sponsors • risk management and contingency plans • quality assurance • consultation strategies • reporting requirements • marketing.
Project management tools may include:	• project management software • planning tools, such as PERT and Gantt charts, and critical path.
Key project milestones may relate to:	• stages • outcomes • reporting requirements.

RANGE STATEMENT

Public relations and marketing approaches are those directly relevant to the project, including:	• providing advice and information to clients, funding bodies and stakeholders • developing and publishing reports • developing and distributing brochures, flyers and other marketing materials • communicating to public and stakeholders via mass media.
Evaluation methods may be internal or external and may include:	• customer and stakeholder feedback • client or funding body evaluation • surveys and questionnaires • pilots and trials • long-term monitoring strategies.
Support and assistance may include:	• informal coaching and feedback • formal training opportunities • moderation and joint planning sessions • regular meetings and briefings • representing the team's interests in wider forums • additional resources.
Financial control systems may include:	• established organisational systems • project-specific systems.

Unit Sector(s)

Sector   Cross-Sector

Competency field

Competency field   Management and Leadership