Australian Government

Department of Education, Employment and Workplace Relations

BSBCMN419A Manage projects

Release: 1

INDUSTRY
SKILLS
COUNCILS
Creating Australia's Future

BSBCMN419A Manage projects

Modification History

Not applicable.

Unit Descriptor

This unit covers the management of a straightforward project or a section of a larger project. It 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.
This unit addresses the management of projects including the development of a project plan, administering and monitoring the project, finalising the project and reviewing the project to identify lessons learnt for application to future projects.
The unit does not apply to specialist project managers.   For specialist project managers, the units of competency in the Project Management domain will be applicable.
This unit covers the management of a straightforward project or a section of a larger project. It 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.
This unit addresses the management of projects including the development of a project plan, administering and monitoring the project, finalising the project and reviewing the project to identify lessons learnt for application to future projects.
The unit does not apply to specialist project managers.   For specialist project managers, the units of competency in the Project Management domain will be applicable.

Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

Not applicable.

Elements and Performance Criteria Pre-Content

Not applicable.

Elements and Performance Criteria

Elements and Performance Criteria

Element	Performance Criteria	
1 Define project	1.1	Project scope and other relevant documentation is accessed
	1.2	Project stakeholders are defined
	1.3	Clarification is sought from delegating authority of any issues related to project and project parameters
	1.4	Limits of own responsibility and reporting requirements are identified
	1.5	Relationship of project to other projects and to the organisation's objectives is clarified
	1.6	Available resources to undertake project are determined and accessed
2 Develop project plan	2.1	Project plan including timelines, task breakdown, roles and responsibilities is developed
	2.2	Appropriate project management tools are identified and accessed
	2.3	Risk management plan, which includes OHS, is formulated for project
	2.4	Project budget is developed and approved
	2.5	Team members are consulted and their views taken account of in planning the project
	2.6	Project plan is finalised and any necessary approvals gained to commence project according to documented plan

Innovation and Business Skills Australia

3	Administer and monitor project	3.1	Action is taken to ensure that project team members are clear about their responsibilities and the requirements of the project
		3.2	Support is provided to project team members, especially with regard to special needs, to ensure that the quality of the expected outcomes of the project and documented timelines are met
		3.3	Required record keeping systems are established and maintained throughout the project
		3.4	Plans for managing project finances, human, physical and technical resources and quality are implemented and monitored
		3.5	Project reports are completed and forwarded as required to stakeholders
		3.6	Risk management is undertaken as required to ensure project outcomes are met
		3.7	Project deliverables are achieved
4	Finalise project	4.1	Financial record keeping associated with project is completed and checked for accuracy
		4.2	Staff involved in project are assigned to new roles or reassigned to previous roles
		4.3	Project documentation is completed and any necessary sign offs obtained for concluding project
5	Review project	5.1	Project outcomes and processes are reviewed against the project scope and plan
		5.2	Team members are involved in the review of the project
		5.3	Lessons learnt from project are documented and reported within the organisation

Required Skills and Knowledge

Not applicable.

Evidence Guide

The Evidence Guide provides advice to inform and support appropriate assessment of this unit. It contains an overview of the assessment requirements followed by identification of specific aspects of evidence that will need to be addressed in determining competence. The Evidence Guide is an integral part of the unit and should be read and interpreted in conjunction with the other components of competency. Assessment must reflect the endorsed Assessment Guidelines of the parent Training Package.

Overview of Assessment Requirements

A person who demonstrates competency in this standard must be able to provide evidence that they have successfully managed projects - either a straightforward project or a section of a larger project.

This evidence will cover the application of project management skills and the meeting of timelines, quality standards, budgetary limits and other requirements set for the project.

Specific Evidence Requirements

Required knowledge and understanding include:

organisational policies and procedures that may impact on the project and management of the project, for example:

- OHS
- procurement
- human resources
-          quality standards
- risk assessment

organisational structure and lines of authority and communication within the organisation

how the project relates to organisation's overall mission, goals, objectives and operations

available learning and development options external and internal to organisation

Required skills and attributes include:

ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities

communication and negotiation skills

written and verbal communication skills

ability to relate to team members and delegating authority, clients and customers as appropriate

personal time management skills

budget review and monitoring skills

leadership and management skills

use of project management tools

application of quality management skills including testing and auditing as appropriate

attributes:

- attention to detail
- thoroughness
- communicative
- accuracy

Key competencies or generic skills relevant to this unit

The seven key competencies represent generic skills considered essential for effective work participation. Innovation skills represent a further area of generic competence. The bracketed numbering indicates the performance level required in this unit:

Level (1) represents the competence to undertake tasks effectively

Level (2) represents the competence to manage tasks

Level (3) represents the competence to use concepts for evaluating and reshaping tasks.

The bulleted points provide examples of how the key competencies can be applied for this unit.

Communicating ideas and information (2)

written and verbal communication skills for report writing, documenting project, working with team members and stakeholders

negotiating and consulting with team members, stakeholders

Collecting, analysing and organising information (2)

gathering information associated with planning, monitoring and evaluating project

Planning and organising activities (2)

scheduling required for project

supervising project team

Working in a team (3)

leading project team

liaising with other enterprise personnel including management, funding bodies, customers/clients, stakeholders involved in project

Using mathematical ideas and techniques (1)

applying basic numerical skills for managing finances associated with project and procurement activity

using basic numerical skills to develop schedules for project

Solving problems (2)

identifying potential problems that may arise in project

addressing problems arising in project

Using technology (1)

using word processing packages to complete necessary documentation

using spreadsheets or other relevant project management software and tools

Innovation skills (2)

determining lessons learnt from project to apply to future projects

Products that could be used as evidence include:

project plans

emails, letters, financial statements, other documentation relating to project management and execution

project reports

samples, prototypes, other physical products produced in project

reports of lessons learnt from review process

Processes that could be used as evidence include:

how project scope and other relevant documentation   was accessed

how project stakeholders were defined

how risk management plan was developed and implemented

how resources were determined and accessed

how project plan was formulated

how project team members were led in managing project

how project was monitored and managed

how project was finalised and closure effected

how project was reviewed

Resource implications for assessment include:

access to workplace project documentation

reports from third parties consulted in managing projects

Validity and sufficiency of evidence requires:

that where assessment is part of a learning experience, evidence will need to be collected over a period of time, involving both formative and summative assessment

at least three examples of projects managed by the assessee

assessment may be through simulated project based activity or actual development and implementation of contracting arrangements

Integrated competency assessment:

this unit can be assessed alone or as part of an integrated assessment activity involving other relevant common business and frontline management units associated with customer service delivery, teamwork, documentation and organising own work.

The Evidence Guide provides advice to inform and support appropriate assessment of this unit. It contains an overview of the assessment requirements followed by identification of specific aspects of evidence that will need to be addressed in determining competence. The Evidence Guide is an integral part of the unit and should be read and interpreted in conjunction with the other components of competency. Assessment must reflect the endorsed Assessment Guidelines of the parent Training Package.

Overview of Assessment Requirements

A person who demonstrates competency in this standard must be able to provide evidence that they have successfully managed projects - either a straightforward project or a section of a larger project.

This evidence will cover the application of project management skills and the meeting of timelines, quality standards, budgetary limits and other requirements set for the project.

Specific Evidence Requirements

Required knowledge and understanding include:

organisational policies and procedures that may impact on the project and management of the project, for example:

- OHS

- procurement

- human resources

-           quality standards

- risk assessment

organisational structure and lines of authority and communication within the organisation

how the project relates to organisation's overall mission, goals, objectives and operations

available learning and development options external and internal to organisation

Required skills and attributes include:

ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities

communication and negotiation skills

written and verbal communication skills

ability to relate to team members and delegating authority, clients and customers as appropriate

personal time management skills

budget review and monitoring skills

leadership and management skills

use of project management tools

application of quality management skills including testing and auditing as appropriate

attributes:

- attention to detail
- thoroughness
- communicative
- accuracy

Key competencies or generic skills relevant to this unit

The seven key competencies represent generic skills considered essential for effective work participation. Innovation skills represent a further area of generic competence. The bracketed numbering indicates the performance level required in this unit:

Level (1) represents the competence to undertake tasks effectively

Level (2) represents the competence to manage tasks

Level (3) represents the competence to use concepts for evaluating and reshaping tasks.

The bulleted points provide examples of how the key competencies can be applied for this unit.

Communicating ideas and information (2)

written and verbal communication skills for report writing, documenting project, working with team members and stakeholders

negotiating and consulting with team members, stakeholders

Collecting, analysing and organising information (2)

gathering information associated with planning, monitoring and evaluating project

Planning and organising activities (2)

scheduling required for project

supervising project team

Working in a team (3)

leading project team

liaising with other enterprise personnel including management, funding bodies, customers/clients, stakeholders involved in project

Using mathematical ideas and techniques (1)

applying basic numerical skills for managing finances associated with project and procurement activity

using basic numerical skills to develop schedules for project

Solving problems (2)

identifying potential problems that may arise in project

addressing problems arising in project

Using technology (1)

using word processing packages to complete necessary documentation

using spreadsheets or other relevant project management software and tools

Innovation skills (2)

determining lessons learnt from project to apply to future projects

Products that could be used as evidence include:

project plans

emails, letters, financial statements, other documentation relating to project management and execution

project reports

samples, prototypes, other physical products produced in project

reports of lessons learnt from review process

Processes that could be used as evidence include:

how project scope and other relevant documentation   was accessed

how project stakeholders were defined

how risk management plan was developed and implemented

how resources were determined and accessed

how project plan was formulated

how project team members were led in managing project

how project was monitored and managed

how project was finalised and closure effected

how project was reviewed

Resource implications for assessment include:

access to workplace project documentation

reports from third parties consulted in managing projects

Validity and sufficiency of evidence requires:

that where assessment is part of a learning experience, evidence will need to be collected over a period of time, involving both formative and summative assessment

at least three examples of projects managed by the assessee

assessment may be through simulated project based activity or actual development and implementation of contracting arrangements

Integrated competency assessment:

this unit can be assessed alone or as part of an integrated assessment activity involving other relevant common business and frontline management units associated with customer service delivery, teamwork, documentation and organising own work.

Range Statement

The Range Statement adds definition to the unit by elaborating critical or significant aspects of the performance requirements of the unit. The Range Statement establishes the range of indicative meanings or applications of these requirements in different operating contexts and conditions. The specific aspects which require elaboration are identified by the use of italics in the Performance Criteria.

Legislation, **codes and national standards relevant to the workplace which may include**:
award and enterprise agreements and relevant industrial instruments
relevant legislation from all levels of government that affects business operation, especially in regard to Occupational Health and Safety and environmental issues, equal opportunity, industrial relations and anti-discrimination
relevant industry codes of practice

Project scope and other relevant documentation refers to:
project brief
contract or other agreement
project plan or summary
other documents outlining the expected outcomes of the project, inclusions and exclusions from project, timeframes for project, quality standards for project, project resources

Stakeholders might include:
project sponsor
management, employees and relevant key personnel (internal and external) with special responsibilities
clients or customers (internal and external)
funding bodies

Delegating authority might include:
project sponsor
manager or management representative
funding body
customer or client

Project parameters will include:
scope of project
legislative and quality standards
timelines
finances for project
integration of project within organisation
risks associated with project, including OHS
reporting requirements
procurement requirements associated with project
physical, human and technical resources available or required for project

Project plan will include:
details of how the project will be executed including management of project in relation to the project parameters identified above

Project management tools might include:
project management software
technical resources required for the project e.g. OHS management system tools
Gantt and bar charts
PERT charts

Critical Path Method
cost schedule control system
logistics support analysis
life cycle cost analysis
spreadsheets
Support for team members might include:
supervision, mentoring and coaching
feedback
encouragement
additional physical, human and technical resources (within allocated budget) if and as required
regular meetings of project team
learning and development
Required record keeping systems might include systems for:
financial data including costs, expenditure, income generated, purchases
quality data including any test results
recording of time spent on project and progress in completing project
correspondence
samples, prototypes, models
outcomes of project
Risk management might include:
seeking further resources to meet deadline
negotiating an extension of deadline or redefining completion or quantities or quality of outcomes
reducing costs
researching and applying more efficient methods of completing project tasks
sharing of ideas to gain improvements to work undertaken within the project
outsourcing some aspects of the project
changing roles and responsibilities within project team
Necessary sign-offs might be required by:
project sponsor
management
funding body
clients customers
The Range Statement adds definition to the unit by elaborating critical or significant aspects of the performance requirements of the unit. The Range Statement establishes the range of indicative meanings or applications of these requirements in different operating contexts and conditions. The specific aspects which require elaboration are identified by the use of italics in the Performance Criteria.
Legislation, **codes and national standards relevant to the workplace which may include**:
award and enterprise agreements and relevant industrial instruments
relevant legislation from all levels of government that affects business operation, especially in regard to Occupational Health and Safety and environmental issues, equal opportunity, industrial relations and anti-discrimination
relevant industry codes of practice
Project scope and other relevant documentation refers to:
project brief
contract or other agreement

project plan or summary

other documents outlining the expected outcomes of the project, inclusions and exclusions from project, timeframes for project, quality standards for project, project resources

Stakeholders might include:

project sponsor

management, employees and relevant key personnel (internal and external) with special responsibilities

clients or customers (internal and external)

funding bodies

Delegating authority might include:

project sponsor

manager or management representative

funding body

customer or client

Project parameters will include:

scope of project

legislative and quality standards

timelines

finances for project

integration of project within organisation

risks associated with project, including OHS

reporting requirements

procurement requirements associated with project

physical, human and technical resources available or required for project

Project plan will include:

details of how the project will be executed including management of project in relation to the project parameters identified above

Project management tools might include:

project management software

technical resources required for the project e.g. OHS management system tools

Gantt and bar charts

PERT charts

Critical Path Method

cost schedule control system

logistics support analysis

life cycle cost analysis

spreadsheets

Support for team members might include:

supervision, mentoring and coaching

feedback

encouragement

additional physical, human and technical resources (within allocated budget) if and as required

regular meetings of project team

learning and development

Required record keeping systems might include systems for:

financial data including costs, expenditure, income generated, purchases

quality data including any test results

recording of time spent on project and progress in completing project

correspondence

samples, prototypes, models

outcomes of project

Risk management might include:

seeking further resources to meet deadline

negotiating an extension of deadline or redefining completion or quantities or quality of outcomes

reducing costs

researching and applying more efficient methods of completing project tasks

sharing of ideas to gain improvements to work undertaken within the project

outsourcing some aspects of the project

changing roles and responsibilities within project team

Necessary sign-offs might be required by:

project sponsor

management

funding body

clients customers

Unit Sector(s)

Not applicable.