BSBPMG406A Apply communications management techniques

Revision Number: 1

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Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to provide a critical link between people, ideas and information at all stages in the project lifecycle. It covers assisting the project team to plan communications, communicating information related to the project and reviewing communications.
	No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Application of the Unit

Application of the unit	This unit applies to a project team member working under the direction of a project manager with other project team members. The individual may be operating within an organisation or as a consultant. The skills should be applied in the context of multiple complex projects, with the individual operating as part of a specialist project management team.
	In the context of this unit a complex project is defined as a project which involves:
	- the need for a comprehensive and multi faceted project plan - the need for a formal internal or external communications strategy - a dedicated and diverse project budget - multiple administrative components - multiple operational components - a wide range of stakeholders - a project operations team.
	The functions performed by a worker managing a straightforward project or a section of a larger project where project management is not the main focus of the job role are covered by BSBPMG510A Manage projects.
	The functions performed by a project manager to manage project communications for the whole project are addressed in BSBPMG507A Manage project communications.

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.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Contribute to communications planning	1.1. Identify, source and contribute relevant information requirements to initial project documentation 1.2. Contribute to developing and implementing the communications plan and communications networks
2. Conduct information management activities	2.1. Gather, validate, store, retrieve, filter and disseminate information within agreed procedures as directed, to aid decision making processes throughout project life cycle 2.2. Maintain information to ensure data is secure and auditable
3. Communicate project information	3.1. Undertake ***communication within project***, ***with client and other stakeholders*** within agreed networks, processes and procedures to ensure flow of necessary information 3.2. Ensure reports are written and released in accordance with authorisation, or drafted for release by ***others*** 3.3. Seek information and advice from appropriate project authorities when in doubt
4. Contribute to assessment of communication effectiveness	4.1. Provide assistance in the ongoing review of project outcomes to determine the effectiveness of communications management activities 4.2. Report communication management issues and responses to higher project authorities for application in future projects

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- writing skills to generate reports and project communications for stakeholders
- teamwork and communication skills to acquire and disseminate relevant project information
- organisational skills to sort and prioritise information and ideas
- technological skills to manage information storage and retrieval.

Required knowledge

- models and methods of communications management in the context of the project life cycle and other project management functions
- communications theory.

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: • contribution to the development and implementation of communications plans in relation to multiple complex projects • knowledge of communications theory.
Context of and specific resources for assessment	Assessment must ensure: • access to examples of project management documentation for communications management purposes • access to records of project team involvement in communications activities.
Method of assessment	A range of assessment methods should be used to assess practical skill and knowledge. The following assessment methods are appropriate for this unit: • written reports/examples of project communications • observation of performance in role plays which demonstrate techniques in communicating important project information • direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate • analysis of responses addressing different project scenarios which present issues and problems in project communication management • oral or written questioning to assess knowledge of strategies for managing project communications • review of communication management issues and responses reported to higher project authorities.
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 Certificate IV in 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.	

Communication within project, *with client and other stakeholders*:	• will be:
	   • in a multi-disciplinary environment subject to frequent change
	   • under limited guidance and supervision
	   • within agreed authorisation and limits
	   • within established organisational framework, procedures and routines
	 • and may include:
	   • written reports, briefs, minutes, letters and other documentation
	   • oral briefings, advice, conversations and telephone calls
	   • computer generated communications, for example electronic data transfer and internet

Others may include:	• higher project authorities • project manager • project specialists or personnel • team members

Unit Sector(s)

Unit sector	

Innovation and Business Skills Australia

Competency field

Competency field	Management and Leadership - Project Management

Co-requisite units

Co-requisite units		