



Australian Government

BSBPMG410A Apply project time-management techniques

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 BSBPMG402A Apply time management techniques.</p>

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to assist with project scheduling activities, apply and monitor the agreed project schedule, and evaluate the effectiveness of time management for the project.

Application of the Unit

This unit applies to a project practitioner working in a project support role.

The individual may be operating in a large or small organisation and applying skills in the context of enterprise projects.

The project practitioner may be part of a project team under the direction of a project manager, or may work as part of a smaller scale self-directed team.

This unit has generic application to a range of industries and organisations and a range of projects, from simple to complex.

In the context of this unit a project is defined as involving:

- a practical and comprehensive project plan
- a documented communications strategy
- a detailed project budget
- strategic engagement with stakeholders
- a risk, issues and change-management methodology
- a quality plan with assurance and control processes
- a supportive team-based environment.

The functions performed in project work, where formal project management methodology is not the main focus, are covered by BSBPMG522A Undertake project work.

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

<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>
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Elements and Performance Criteria

1. Assist in developing project schedule	<p>1.1. Contribute to developing the <i>work breakdown structure</i> with sufficient detail to enable effective planning and control</p> <p>1.2. Contribute to <i>estimating the duration and effort, sequence and dependencies</i> of tasks to achieve project deliverables</p> <p>1.3. Assist in using <i>project scheduling tools and techniques</i> to identify <i>schedule impact</i> on project time management, resource requirements, costs and risks</p> <p>1.4. Contribute to achieving an agreed schedule baseline and communicating the schedule to stakeholders</p>
2. Maintain project schedule	<p>2.1. Use techniques to measure, record and report progress of activities in relation to agreed schedule</p> <p>2.2. Record baseline variance between actual and planned progress</p> <p>2.3. Contribute to forecasting the impact of change on the schedule and analysing options</p> <p>2.4. Update task status and agreed changes to maintain currency and accuracy of schedule</p>
3. Participate in assessing time-management outcomes	<p>3.1. Assist in the <i>review of project performance</i> to determine the effectiveness of time management</p> <p>3.2. Document scheduling and time-management issues and responses to assist in project evaluation</p>

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

numeracy and literacy skills to:

- schedule project activities
- work with project tools and techniques
- write reports on time-management issues
- planning and organising skills to:
 - sequence tasks
 - monitor progress against agreed deliverables
 - technology skills to use software (if appropriate)

Required knowledge

- implications of time management for project resources, costs and risks
- methods for estimating task duration and resource effort
- project-management techniques and tools for creating and monitoring schedules
- project time-management terminology and methodology

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:

- creating a work breakdown structure
- creating a project schedule showing tasks, deliverable milestones, sequence, dependencies and time estimates
- applying time-management techniques to a project
- applying tools and techniques to monitor and update project schedules.

Context of and specific resources for assessment

Assessment must ensure access to:

- workplace documentation, such as diaries, progress reports, spreadsheets, scheduling software and other planning tools with timeframes linked to deliverables.

Method of assessment

A range of assessment methods should be used to assess practical skills 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 candidate's on-the-job project time management
- analysis of responses to case studies and scenarios addressing project issues and problems in project time management
- oral or written questioning to assess knowledge of strategies, tools and techniques for managing project time and their particular applications
- review of techniques used to measure, record and report progress of activities in relation to agreed schedules and plans
- assessment of changes implemented to the schedule and the updating of plans to accommodate changing situations throughout the project.

Guidance information for assessment

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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.

<i>Work breakdown structure</i> may include:	<ul style="list-style-type: none"> • activity and task descriptors • high-level deliverables framework • multi-level task granulation • work breakdown task dictionary
<i>Estimating the duration and effort</i> may include:	<ul style="list-style-type: none"> • allowance for contingency and risk • availability of resources and supplies • degree of variation • expert opinion • level of accuracy • prior project history • regulations and standards governing resource performance • top-down or bottom-up estimating
<i>Sequence and dependencies</i> may include:	<ul style="list-style-type: none"> • deliverable milestones • preferred, logical or required order of task completion • relationship between tasks impacting on start and finish times and dates
<i>Project scheduling tools and techniques</i> may include:	<ul style="list-style-type: none"> • bar charts • critical chain management • critical path diagrams • Gantt charts • project schedule network diagrams • standalone, organisation-integrated or cloud-based software tools
<i>Schedule impact</i> may include:	<ul style="list-style-type: none"> • accuracy of estimates • advances or delays in task completion • changes to project risk • changes to resources and costs • degree of change to baseline • relevance of task dependencies
<i>Review of project performance</i> may occur at:	<ul style="list-style-type: none"> • agreed major milestones, e.g. phases, subcontracts • change of key personnel • completion of major deliverables • finalisation of project and other agreed milestones

Unit Sector(s)

Management and Leadership – Project Management