



Australian Government

BSBPMG411A Apply project quality-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 BSBPMG404A Apply quality management techniques.</p>

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to enhance project outcomes through contributing to quality planning, applying quality policies and procedures, and contributing to continuous improvement in projects.

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

Element	Performance Criteria
<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>

Elements and Performance Criteria

1. Contribute to project quality planning	<p>1.1 Contribute to determining quality requirements of project stakeholders</p> <p>1.2 Contribute to identifying quantifiable quality criteria for project deliverables</p> <p>1.3 Source information to locate and interpret quality policy and procedures</p> <p>1.4 Contribute to developing quality requirements in the project plan and processes</p>
2. Apply quality policies and procedures	<p>2.1 Implement quality assurance in the project according to agreed quality standards and guidelines</p> <p>2.2 Select and apply quality-management tools and methodologies to project processes according to organisational policy</p> <p>2.3 Maintain quality control records and audit documentation according to agreed procedures</p> <p>2.4 Determine and maintain compliance records against agreed quality requirements</p> <p>2.5 Report shortfalls in quality outcomes to others to enable appropriate action to be initiated</p>
3. Contribute to project continuous improvement process	<p>3.1 Participate in the ongoing review of project outcomes to determine the effectiveness of quality-management activities</p> <p>3.2 Contribute to stakeholder satisfaction analysis to ensure expectations have be met</p> <p>3.3 Report quality-management issues and responses to others for application to future projects</p>

Required Skills and Knowledge

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

Required skills

- literacy skills to:
 - work with quality documents and project records
 - produce records for quality control and auditing purposes
- planning and organising skills and attention to detail to monitor compliance with agreed standards
- teamwork and communication skills to:
 - communicate quality issues
 - identify stakeholder satisfaction.

Required knowledge

- quality assurance processes and requirements
- quality control processes and requirements
- quality criteria relevant to the industry context
- quality-management tools and methodologies relevant to the industry and organisation context
- quality standards and their place in the project life cycle.

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	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> • applying quality-management and continuous-improvement techniques in a project relevant to the organisation and industry context • applying quality processes and procedures in a project • clarifying quality requirements with stakeholders • identifying external standards, legislation and regulations • maintaining accurate quality records.
Context of and specific resources for assessment	<p>Assessment must ensure access to:</p> <ul style="list-style-type: none"> • examples of project documentation used for quality-management purposes • project records.
Method of assessment	<p>A range of assessment methods should be used to assess practical skill and knowledge. The following assessment methods are appropriate for this unit:</p> <ul style="list-style-type: none"> • direct questioning combined with review of portfolios of evidence and third-party workplace reports of on-the-job performance by the candidate • oral or written questioning to assess knowledge of strategies for managing project quality and their application to different situations • analysis of responses to case studies and scenarios that present issues and problems in project quality management • review of records documented and maintained • evaluation of documented results of project activities and product performance • evaluation of reports developed about shortfalls in quality outcomes.
Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>

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>Quality requirements</i> may include:	<ul style="list-style-type: none"> • acceptable tolerances and variation to specifications • explicit and implicit performance expectations • product and service specifications.
<i>Quality criteria</i> may include:	<ul style="list-style-type: none"> • Australian and international standards • codes of conduct • industry and organisational policies and practices • legislation and regulation requirements.
<i>Information</i> may include:	<ul style="list-style-type: none"> • designated standard operating procedures and regulations • organisation and project standards • organisational quality-management policy and guidelines as applied to specific requirements of a project • project quality guidelines and instructions.
<i>Quality assurance</i> may include:	<ul style="list-style-type: none"> • project finalisation process to capture lessons learned and to enable continuous improvement • systematic review of the project-management process to ensure compliance with organisational policy and guidelines.
<i>Quality-management tools and methodologies</i> may include:	<ul style="list-style-type: none"> • methodologies, including: <ul style="list-style-type: none"> • continuous improvement process • lean management • Six Sigma • Total Quality Management • tools, including: <ul style="list-style-type: none"> • cause and effect diagram (fishbone, Ishikawa) • control charts • flowcharting • histogram • Pareto chart • root cause analysis • run chart • scatter diagram.
Quality control may include:	<ul style="list-style-type: none"> • inspections and audits in compliance with guidelines • monitoring conformance to the specification • recommending ways to eliminate causes of unsatisfactory

	<p>performance of products or processes</p> <ul style="list-style-type: none">• regular inspection by the individual or the monitoring of inspections by internal or external agents• reporting variances.
Others may include:	<ul style="list-style-type: none">• higher project authority• organisational quality management• project manager• project specialists and other personnel• team members.

Unit Sector(s)

Management and Leadership – Project Management