



Australian Government

BSBPMG413A Apply project human resources management approaches

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 BSBPMG405A Apply human resources management approaches.</p>

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to assist with aspects of human resource management of a project. It involves establishing human resource requirements, identifying the learning and development needs of people working on the project, facilitating these needs being met, and resolving conflict in the team.

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. Assist in determining human resource requirements	<p>1.1 Analyse work breakdown structure to determine human resource requirements</p> <p>1.2 Prepare a skills analysis of project personnel against project task requirements</p> <p>1.3 Assist in assigning responsibilities for achieving project deliverables</p>
2. Contribute to establishing and maintaining productive team relationships	<p>2.1 Actively seek the views and opinions of team members during task planning and implementation</p> <p>2.2 Promote cooperation and effective activities, goals and relationships in the team</p> <p>2.3 Communicate with others using styles and methods appropriate to organisational standards, group expectations and desired outcomes</p> <p>2.4 Communicate information and ideas to others in a logical, concise and understandable manner</p> <p>2.5 Regularly seek feedback on the nature and quality of work relationships, and use the feedback as the basis for own improvement and development</p>
3. Assist with human resource monitoring	<p>3.1 Monitor the work of project personnel against assigned roles and responsibilities within delegated authority levels</p> <p>3.2 Monitor and control actual effort against project plan</p> <p>3.3 Review skill levels against allocated tasks and recommend solutions, where required, to others</p> <p>3.4 Advise others within delegated authority when assigned responsibilities are not met by project personnel</p> <p>3.5 Undertake work in a multi-disciplinary environment according to established human resource management practices, plans, guidelines and procedures</p> <p>3.6 Resolve conflict within delegated authority according to agreed dispute-resolution processes</p> <p>3.7 Assist in offering human resource development opportunities to individuals with skill gaps</p>
4. Contribute to evaluating human resource practices	<p>4.1 Contribute to assessing the effectiveness of project human resource management</p> <p>4.2 Document lessons learned to support continuous improvement processes</p>

Required Skills and Knowledge

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

Required skills

- literacy skills to read and interpret project plans and schedules
- planning and monitoring skills to track personnel performance in relation to assigned tasks
- teamwork and communication skills to:
 - advise others of performance issues
 - deal with stakeholders
 - resolve conflict.

Required knowledge

- alternative project personnel engagement options
- job design principles and work breakdown structures
- learning and development approaches that can be incorporated into the project life cycle
- methods for skills analysis
- project roles, responsibilities and reporting requirements in relation to human resources.

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"> • using work breakdown structures in human resource project planning • using effective methods for monitoring roles, responsibilities and performance in projects • knowledge of methods for providing feedback on performance and for improving performance of project team members.
Context of and specific resources for assessment	<p>Assessment must ensure access to:</p> <ul style="list-style-type: none"> • examples of project-management documentation for human resource management.
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"> • analysis of responses to case studies and scenarios that reflect human resource issues and problems in a project management context • 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 human resource management scenarios • oral or written questioning to assess knowledge of strategies for managing project human resources and their application to different situations • analysis of responsibilities assigned for achieving project deliverables • review of documentation about lessons learned • evaluation of reports developed about human resource issues.
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>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>Human resource requirements</i> may include:	<ul style="list-style-type: none"> • availability and continuity • forms of engagement • resource responsibility allocation matrix • task skill requirements • time estimates to task.
<i>Skills analysis</i> may include:	<ul style="list-style-type: none"> • identifying skill capability of available personnel • identifying skill requirements for task • identifying skill gaps.
<i>Team members</i> may include:	<ul style="list-style-type: none"> • organisation and project management • stakeholders, internal and external to the organisation.
<i>Styles and methods</i> may include:	<ul style="list-style-type: none"> • audiovisual media • formal or informal • individual or group-based • written or verbal.
<i>Own improvement and development</i> may include:	<ul style="list-style-type: none"> • coaching • external training • mentoring • on-the-job training • performance feedback, including 360 • self-directed learning • work rotation.
<i>Delegated authority levels</i> may include:	<ul style="list-style-type: none"> • accountability • designated individual authority levels • responsibility for other team members.
<i>Others</i> may include:	<ul style="list-style-type: none"> • project manager • project specialists and other personnel • relevant project authority • team members.

<i>Practices, plans, guidelines and procedures</i> may include:	<ul style="list-style-type: none">• industrial relations agreements and guidelines• organisation project-management procedures• professional operating standards• project human resource management plan• skills framework nominating skill levels required for specific types of project activities• staffing plan and job descriptions.
<i>Dispute-resolution processes</i> may include:	<ul style="list-style-type: none">• documented organisational policies and procedures• industry agreements• relevant legislation and regulations.
<i>Human resource development opportunities</i> may include:	<ul style="list-style-type: none">• action learning sets• coaching and mentoring• performance feedback• team building and group activities• training.

Unit Sector(s)

Management and Leadership – Project Management