Australian Government

BSBPMG417A Apply project life cycle management processes

Release 1

INDUSTRY
SKILLS
COUNCILS
Creating Australia's Future

BSBPMG417A Apply project life cycle management processes

Modification History

Release	Comments
Release 1	This version first released with *BSB07 Business Services Training Package Version 8.0*.

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to assist in implementing project management life cycle processes.

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
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

1. Assist in establishing project	1.1 Identify and clarify **project initiation documentation** where required
	1.2 Establish the relationship between the project and **broader organisational strategies and goals**
	1.3 Assist in negotiating and documenting project **objectives, outcomes and benefits**
	1.4 Assist in establishing the **project governance structure**
	1.5 Assist in drafting a **project charter** for approval
2. Support project planning and design processes	2.1 Support the disaggregation of project objectives into achievable **project deliverables**
	2.2 Assist in identifying project stages, and key requirements for stage completion
	2.3 Identify project milestones and map clearly against time and objectives
	2.4 Assist in consolidating **associated plans and baselines** in the project management plan
	2.5 Support negotiation with relevant stakeholders and project authority to gain approval of project plan
3. Assist with project control and execution	3.1 Maintain and update records against project deliverables and plans at required intervals
	3.2 Prepare **status reports** on project progress and identified issues
	3.3 Assist with undertaking an **impact analysis** of proposed changes to the project
	3.4 Maintain relevant **project logs and registers** accurately and regularly to assist with project audit
	3.5 Update associated plans to reflect project progress against baselines and approved changes
4. Assist with project finalisation	4.1 Assist with **project finalisation activities** where required
	4.2 Prepare project products and **associated documentation** for handover to client
	4.3 Assist in completing financial, legal and contractual obligations where required
	4.4 Contribute perspectives on project performance to assist with **project review assessments**

Required Skills and Knowledge

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

Required skills

- literacy skills to interpret potentially complex project plans and documentation
- numeracy skills to conduct forecasting
- planning and organising skills to:
  - plan, monitor and respond to project issues
  - measure progress against agreed plans
- teamwork and communication skills to liaise with other members of the project team
- technology skills to use software common to work office products for documentation and analysis.

Required knowledge

- basic project governance models
- project finalisation and evaluation products
- project life cycle stages, phases and structures relevant to industry and project context
- project planning documents and format relevant to industry and context
- types of organisational documentation of strategies and goals
- types of project initiation documentation, including charter documentation
- types of project logs and registers in use in the industry sector and context.

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: • contributing to project establishment processes • documenting charter and project management plan • maintaining various project registers and logs • preparing project reports • undertaking impact analysis • undertaking project finalisation activities.
Context of and specific resources for assessment	Assessment must ensure access to: • project documentation, which includes information about participation in life cycle processes.
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 on-the-job performance by the candidate • analysis of responses addressing different project scenarios • oral or written questioning to assess knowledge of project life cycle processes relevant to the industry sector and project context • assessment of contribution to project life cycle processes.
Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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.

Project initiation documentation may include:	• client or customer requirements • concept proposal • contract documentation • executive team instructions • feasibility study • output from prior project.
Broader organisational strategies and goals may include:	• market focus • organisation mission statement • strategy plans • values and ethics.
Objectives, outcomes and benefits may include:	• expected benefits to be achieved for organisation • measurable project product statement • short and long-term outcomes for the organisation.
Project governance structure may include:	• boards, committees, working groups, reference groups, advisory groups, sponsors, project managers, project team members and stakeholders • identified authority levels assigned to groups and individuals • issue-escalation procedures • project organisation chart • statements of roles for project management bodies and participants.
Project charter may include:	• approvals and sign-off • broad scope and project boundaries • broad stakeholder identification • consolidated project initiation documentation (PID) • documented objectives • high-level product deliverables • high-level risk assessment • project assumptions and constraints • project brief or proposal • project mandate • source of project authority • terms of reference.

Project deliverables may include:	- definable product, service or document - discrete components of the overall project outputs - specified products of the project - time, quality and cost.
Associated plans and baselines may include:	- communications plan (stakeholders and information) - human resources plan - procurement plan - project budget - project schedule - quality-management plan - risk plan - scope-management plan.
Status reports may include:	- client progress reports - internal or external - regular consolidated reports to project authority - reports under contractual obligations - specific budget and schedule reports.
Impact analysis may include:	- assessment against project quality requirements - forecasting against triple constraints (scope, time and cost) - review of project baselines against proposed change.
Project logs and registers may include:	- change log - correspondence log - daily log - issues log - non-conformance log - quality log - risk register - task completion log - version control log.
Project finalisation activities may include:	- completing financial transactions - consolidating and storing project data - documenting outstanding project issues - obtaining or providing certifications - preparing final project reports - updating organisation knowledge management.
Associated documentation may include:	'as built' design specifications - certificates, guarantees, indemnities and warranties - product or service specifications - user, training and installation manuals.
Project review assessments may	- benefits realisation review - outcomes evaluation

Innovation and Business Skills Australia

include:	• post-implementation review • project lessons learned.

Unit Sector(s)

Management and Leadership – Project Management