



Australian Government

Department of Education, Employment and Workplace Relations

BSBPMG505A Manage project quality

Release: 1

BSBPMG505A Manage project quality

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	<p>This unit describes the performance outcomes, skills and knowledge required to manage quality within projects. It covers determining quality requirements, implementing quality assurance processes, and using review and evaluation to make quality improvements in current and future projects.</p> <p>No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.</p>
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Application of the Unit

Application of the unit	<p>This unit applies to an individual who is clearly and solely responsible for the management and leadership of a complex project, either as an employee of an organisation or an external consultant.</p> <p>In the context of this unit a complex project is defined as a project which involves:</p> <ul style="list-style-type: none"> • 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. <p>The functions performed by a program manager to manage quality within multiple projects are addressed in BSBPMG605A Direct quality management of a project program.</p>
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
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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.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Determine quality requirements	<p>1.1. Determine quality objectives, standards and levels, with input from stakeholders and guidance of a higher project authority, to establish the basis for quality outcomes and a quality management plan</p> <p>1.2. Select and use established quality management methods, techniques and tools to determine preferred mix of quality, capability, cost and time</p> <p>1.3. Identify quality criteria, obtain agreement from a higher project authority and communicate to stakeholders, to ensure clarity of understanding and achievement of quality and overall project objectives</p> <p>1.4. Include agreed quality requirements in the project plan and implement as basis for performance measurement</p>
2. Implement quality assurance processes	<p>2.1. Measure and document results of project activities and product performance throughout the project life cycle to determine compliance with agreed quality standards</p> <p>2.2. Identify causes of unsatisfactory results, in consultation with client, and recommend appropriate actions to a higher project authority to enable continuous improvement in quality outcomes</p> <p>2.3. Conduct inspections of quality processes and quality control results to determine compliance of quality standards to overall quality objectives</p> <p>2.4. Maintain a quality management system to enable effective recording and communication of quality issues and outcomes to a higher project authority and stakeholders</p>
3. Implement project quality improvements	<p>3.1. Review processes and implement agreed changes continually throughout the project life cycle to ensure continuous quality improvement</p> <p>3.2. Review project outcomes against performance criteria to determine the effectiveness of quality management processes and procedures</p> <p>3.3. Identify and document lessons learned and recommended improvements, and pass on to higher project authority for application in future projects</p>

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- literacy skills to develop quality objectives and criteria
- communication and leadership skills to motivate staff, convey expectations and ensure outcomes are met
- analytical skills to monitor achievement of project outcomes against quality criteria
- coaching and mentoring skills to boost performance.

Required knowledge

- quality management theory, techniques, tools and methodologies
- roles and responsibilities in project management
- methods for managing and improving performance
- relevant legislation codes and national standards:
 - award and enterprise agreements and industrial instruments
 - industry codes of practice
 - legislation from all levels of government that affects business operation, especially in regard to occupational health and safety and environmental issues, equal opportunity, industrial relations and anti-discrimination.

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	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> demonstrated evidence of successfully managing project staff so that quality outcomes were achieved on multiple complex projects knowledge of a range of quality management tools, techniques and methodologies.
Context of and specific resources for assessment	<p>Assessment must ensure:</p> <ul style="list-style-type: none"> access to project documentation which includes quality criteria and evidence of quality monitoring and improvement practices consideration of feedback from project stakeholders regarding project quality management.
Method of assessment	<p>This unit applies to an individual who is clearly and solely responsible for the management and leadership of a complex project, either as an employee of an organisation or an external consultant.</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 candidate responses in addressing case studies and scenarios which present project quality management issues and problems review of project plan quality requirements review of implementation of agreed changes evaluation of review of project outcomes against performance criteria.
Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:</p> <ul style="list-style-type: none"> other units from the Diploma of 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.

<p><i>Quality objectives</i> may include:</p>	<ul style="list-style-type: none"> • negotiated trade-offs between cost, schedule and performance • requirements from a higher project authority • requirements from the client and other stakeholders • those quality aspects which may impact on customer satisfaction
<p><i>Quality management plan</i> may include:</p>	<ul style="list-style-type: none"> • authorisations and responsibilities for quality control • continuous improvement • established processes • quality assurance
<p><i>Quality management methods, techniques and tools</i> may include:</p>	<ul style="list-style-type: none"> • benchmarking • brainstorming • charting processes • control charts • defining control • flowcharts • group work activities • histograms • pareto charts • processes that limit and/or indicate variation • ranking candidates • run charts • scattergrams • undertaking benefit/cost analysis
<p><i>Quality control</i> may include:</p>	<ul style="list-style-type: none"> • monitoring conformance with specifications • monitoring of regular inspections by internal or external agents • recommending ways to eliminate causes of unsatisfactory performance of products or processes

RANGE STATEMENT**Improvements** may include:

- formal practices, such as total quality management or continuous improvement
- improvement by less formal processes that enhance both the product quality and processes of the project, for example client surveys to determine client satisfaction with project team performance

Unit Sector(s)**Unit sector****Competency field****Competency field**

Management and Leadership - Project Management

Co-requisite units

Co-requisite units		