



Australian Government

Department of Education, Employment and Workplace Relations

BSBPMG506A Manage project human resources

Release: 1

BSBPMG506A Manage project human resources

Modification History

Not applicable.

Unit Descriptor

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| Unit descriptor | <p>This unit describes the performance outcomes, skills and knowledge required to undertake human resource management (HRM) within projects. It involves planning for human resources, implementing staff training and development, and managing the project team and stakeholders.</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

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| 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 human resources within multiple projects are addressed in BSBPMG606A Direct human resources management of a project program.</p> |
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

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| Prerequisite units | | |
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Employability Skills Information

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| Employability skills | This unit contains employability skills. |
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Elements and Performance Criteria Pre-Content

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| 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 |
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| 1. Implement human resource and stakeholder planning activities | 1.1. Identify project stakeholders and verify their expectations in order to quantify project outcomes 1.2. Determine resource requirements for individual tasks, with input from stakeholders and guidance from a higher project authority, to determine project staffing levels and required competencies 1.3. Establish project organisation and structure to align individual and group competencies with project tasks 1.4. Allocate staff to the project with the approval of a higher project authority, to meet work requirements throughout the project life cycle 1.5. Develop and use HRM methods, techniques and tools to implement procedures and plans to ensure clarity of understanding and ongoing HRM |
| 2. Implement staff training and development | 2.1. Communicate designated staff responsibilities, authority and individual performance measurement criteria to the project team and other relevant stakeholders, to ensure clarity of understanding of the work and to provide a basis for ongoing assessment 2.2. Identify, plan and implement ongoing development and training of project team members to achieve HRM and overall project objectives, with agreement of a higher project authority 2.3. Measure individuals' performance against agreed criteria and initiate actions to overcome shortfalls in performance and to encourage career progression |
| 3. Manage the project team and stakeholders | 3.1. Implement processes to promote continuous improvement of staff, and take actions to improve staff and overall project effectiveness 3.2. Monitor and report internal and external influences on individual and project team member performance and morale to a higher project authority, if necessary, for remedial action 3.3. Implement established procedures for interpersonal communication, counselling and conflict resolution to maintain a positive working environment 3.4. Continually review stakeholder expectations to resolve expectation variance and to ensure project is on track to deliver expected outcomes 3.5. Identify and manage inter-project and intra-project |

| ELEMENT | PERFORMANCE CRITERIA |
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| | <p>conflict to minimise impact on achievement of project objectives</p> <p>3.6. Identify and document human resource and stakeholder management issues, 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

- planning skills to identify skills required and to allocate project responsibilities to staff
- communication and leadership skills to motivate staff, convey expectations and ensure outcomes are met
- interpersonal skills to resolve conflict
- coaching and mentoring skills to boost performance
- analytical skills to review project and to identify improvements.

Required knowledge

- roles and responsibilities in project management
- methods for managing and improving performance
- HRM legislation, methods, techniques and tools.

Evidence Guide

| EVIDENCE GUIDE | |
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| <p>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.</p> | |
| 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 outcomes were achieved on multiple complex projects knowledge of HRM legislation, methods, techniques and tools. |
| Context of and specific resources for assessment | <p>Assessment must ensure:</p> <ul style="list-style-type: none"> access to workplace documentation consideration of feedback from project team and other stakeholders on how human resources were managed. |
| Method of assessment | <p>A range of assessment methods should be used to assess practical skill and knowledge. The following examples 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 human resources and their application to different situations analysis of responses addressing case studies and scenarios which present project human resource management issues and problems assessment of staff allocated to the project evaluation of processes used to measure individuals' performance against agreed criteria and to overcome shortfalls in performance evaluation of how procedures for interpersonal communication, counselling and conflict resolution were implemented. |
| 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 | |
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| <p>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> | |
| <p><i>Project organisation and structure</i> may be affected by established organisational responses to external influences such as:</p> | <ul style="list-style-type: none"> • accepted work practices • relevant legislation, such as anti-discrimination, equal employment opportunity, affirmative action and occupational health and safety • workplace bargaining |
| <p><i>Staff</i> may be:</p> | <ul style="list-style-type: none"> • external to the organisation, such as consultants, auditors and quality assurance specialists • from within the organisation, such as staff on loan from other projects |
| <p><i>HRM methods, techniques and tools</i> may include established organisational responses to:</p> | <ul style="list-style-type: none"> • conflict resolution • HRM forecasts, staffing plans and job descriptions • individual and group competency identification and development • performance monitoring, assessment and reporting • staff recruitment and reallocation |

Unit Sector(s)

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| Unit sector | |
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Competency field

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| Competency field | Management and Leadership - Project Management |
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Co-requisite units

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| Co-requisite units | | |
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