



Australian Government

BSBPMG512A Manage project time

Release 1

BSBPMG512A Manage project time

Modification History

Release	Comments
Release 1	This version first released with <i>BSB07 Business Services Training Package Version 8.0</i> . Replaces BSBPMG503A Manage project time.

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to manage time in projects. It involves determining and implementing the project schedule, and assessing time-management outcomes.

Application of the Unit

This unit applies to those responsible for managing and leading a project in an organisation, business or as a consultant.

The project manager operates within assigned authority levels, and is responsible for own performance and the performance of others.

The project manager may undertake the work in the context of an organisation program and/or portfolio of projects.

This unit has generic application for projects in a range of industries, organisations and contexts.

In the context of this unit a project is defined as involving:

- a comprehensive, detailed and integrated project management plan
- a formal communications plan
- a dedicated and project-based budget
- formal and planned engagement with a wide range of stakeholders
- a documented risk, issues and change-management methodology
- a quality plan with assurance and control processes
- a project team-based environment.

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

<p>1. Determine project schedule</p>	<p>1.1 Develop the <i>work breakdown structure</i> with sufficient detail to enable effective planning and control</p> <p>1.2 <i>Estimate the duration and effort, sequence and dependencies</i> of tasks to achieve project deliverables</p> <p>1.3 Use <i>project-scheduling tools and techniques</i> to identify <i>schedule impact</i> on project time management, resource requirements, costs and risks</p> <p>1.4 Contribute to achieving an agreed <i>schedule baseline</i> and communication of the schedule to stakeholders</p>
<p>2. Implement project schedule</p>	<p>2.1 Implement mechanisms to measure, record and report progress of activities in relation to the agreed schedule</p> <p>2.2 Conduct ongoing analysis to identify baseline variance</p> <p>2.3. Analyse and forecast the impact of changes to the schedule</p> <p>2.4 Review progress throughout the project life cycle and implement <i>agreed schedule changes</i></p> <p>2.5 Develop responses to potential or actual schedule changes and implement them to maintain project objectives</p>
<p>3. Assess time-management outcomes</p>	<p>3.1 <i>Review schedule performance records</i> to determine the effectiveness of time-management activities</p> <p>3.2 Identify and document time-management issues and recommend improvements</p>

Required Skills and Knowledge

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

Required skills

- analytical skills to review and evaluate process
- communication skills to:
 - convey expectations
 - advise others of progress
- literacy skills to read, develop and interpret project schedules
- planning and organising skills to sequence tasks and see that objectives are met
- technology skills to use appropriate software to develop project schedules.

Required knowledge

- estimation techniques to determine task duration and resource effort
- procedures for identifying critical path
- procedures for managing project baselines, establishment and variance
- project life cycle phases and what is included in each phase
- time-management methodologies, and their capabilities, limitations, application and outcomes
- tools and techniques for project schedules
- work breakdown structures and application to project schedules.

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 successful application of time-management tools and techniques for a project of sufficient complexity to demonstrate the full range of performance requirements • knowledge of time-management methodologies, and their capabilities, limitations, application and outcomes.
Context of and specific resources for assessment	<p>Assessment must ensure:</p> <ul style="list-style-type: none"> • access to workplace documentation, schedules and reports from project team • consideration of feedback from project stakeholders regarding the management of project time.
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 time and their application in different situations • analysis of responses in addressing case studies and scenarios that present project time-management issues and problems • review of progress throughout project life cycle; and review of implementation of agreed schedule changes • assessment of documented time-management issues and recommended improvements.
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>Estimating the duration and effort</i> may include:	<ul style="list-style-type: none"> • allowance for contingency and risk • availability of resources and supplies • degree of variation • expert opinion • level of accuracy • prior project history • regulations and standards governing resource performance • top-down or bottom-up estimating.
<i>Sequence and dependencies</i> may include:	<ul style="list-style-type: none"> • deliverable milestones • preferred, logical or required order of task completion • relationship between tasks impacting on start and finish times and dates.
<i>Project-scheduling tools and techniques</i> may include:	<ul style="list-style-type: none"> • bar charts • conducting or supervising qualitative and/or quantitative time analysis, such as schedule simulation, decision analysis, contingency planning and 'what if' scenarios • critical chain management • critical path diagrams • Gantt charts • project schedule network diagrams • standalone, organisation-integrated or cloud-based software tools • using personal experience and/or subject matter experts • using specialist time-analysis tools to assist in the decision-making process.
<i>Schedule impact</i> may include:	<ul style="list-style-type: none"> • accuracy of estimates • advances or delays in task completion • changes to project risk • changes to resources and cost • degree of change to baseline

	<ul style="list-style-type: none"> • relevance of task dependencies.
<i>Schedule baseline</i> may include:	<ul style="list-style-type: none"> • assigned responsibility • assigned schedule-management responsibilities • charted milestones • contingency plans • project schedule and sub-schedules • critical path analysis • resource assignment to task • schedule-management strategies and actions.
<i>Agreed schedule changes</i> may include:	<ul style="list-style-type: none"> • applied constraints • changing objectives • changing scope • delayed or advanced task completion • resource availability.
<i>Review of schedule performance</i> may occur at:	<ul style="list-style-type: none"> • agreed major milestones, e.g. phases and subcontracts • change of key personnel • completion of major deliverables • finalisation of project and other agreed milestones.
<i>Records</i> may include:	<ul style="list-style-type: none"> • diaries, incident logs, occurrence reports and other such records • evaluation of options • Gantt, PERT and other scheduling charts • lists of variances and forecasts of potential scheduled events • project and/or organisation files and records • recommended and approved courses of action • records of analysis • work breakdown structure.

Unit Sector(s)

Management and Leadership – Project Management