



Australian Government

BSBPMG515A Manage project human resources

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 BSBPMG506A Manage project human resources.</p>

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to manage human resources in and for projects. It involves planning for human resources, implementing personnel training and development, and managing the project team.

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 organisational 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

1. Plan human resources	<p>1.1 Determine resource requirements for individual tasks to determine required project personnel levels and competencies</p> <p>1.2 Establish <i>project organisation and structure</i> to align individual and group competencies with project tasks</p> <p>1.3 Allocate <i>personnel</i> to the project to meet planned work outputs throughout the project</p> <p>1.4 Apply <i>human resource management (HRM) methods, techniques and tools</i> to support the engagement and performance of personnel</p>
2. Implement personnel training and development	<p>2.1 Negotiate, define and communicate clear <i>project role descriptions</i></p> <p>2.2 Identify, plan and implement ongoing development and training of project team members to support personnel and project performance</p> <p>2.3 Measure individuals' performance against agreed criteria and initiate actions to overcome shortfalls in performance</p>
3. Lead the project team	<p>3.1 Implement processes and take action to improve individual performance and overall project effectiveness</p> <p>3.2 Monitor and report for remedial action internal and external influences on individual and project team performance and morale</p> <p>3.3 Implement procedures for interpersonal communication, counselling and conflict resolution to maintain a positive work environment</p> <p>3.4 Identify and manage inter-project and intra-project resource conflict to minimise impact on achievement of project objectives</p>
4. Finalise human resource activities	<p>4.1 Disband the project team according to organisational policies and procedures</p> <p>4.2 Identify and document human resource issues and recommended improvements</p>

Required Skills and Knowledge

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

Required skills

- analytical skills to review project and identify improvements
- coaching and mentoring skills to boost performance
- communication and leadership skills to:
 - motivate personnel and convey expectations
 - ensure outcomes are met
- interpersonal skills to resolve conflict and conduct negotiations
- leadership skills to lead project teams
- planning skills to:
 - identify skills required
 - allocate project responsibilities to personnel.

Required knowledge

- HRM methods, techniques and tools
- methods for managing and improving performance
- project roles and responsibilities common in the industry sector
- project team organisation within project context
- workplace relations legislation, regulations and policies.

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"> managing project personnel so that outcomes are achieved for a project of sufficient complexity to demonstrate the full range of performance requirements applying 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 that present issues and problems in project human resource management assessment of personnel 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.</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>Project organisation and structure</i> may be affected by established organisational responses to external influences, such as:	<ul style="list-style-type: none"> • accepted work practices • relevant legislation, such as anti-discrimination, equal employment opportunity, affirmative action and work health and safety • workplace bargaining.
<i>Personnel</i> may be:	<ul style="list-style-type: none"> • external to the organisation, such as consultants, auditors and quality assurance specialists • from within the organisation, such as personnel on loan from other projects.
<i>Human resource management methods, techniques and tools</i> may include established organisational responses to:	<ul style="list-style-type: none"> • conflict resolution • HRM forecasts, personnel plans and job descriptions • individual and group competency identification and development • performance monitoring, assessment and reporting • personnel recruitment and reallocation • learning and development strategies.
<i>Project role descriptions</i> may include:	<ul style="list-style-type: none"> • authority levels • individual performance-measurement criteria • position descriptions • project responsibility matrix • project team responsibilities • role definitions • task responsibilities • project skills matrix • training plans.

Unit Sector(s)

Management and Leadership – Project Management