



Australian Government

BSBPMG516A Manage project information and communication

Release 1

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Modification History

Release	Comments
Release 1	This version first released with <i>BSB07 Business Services Training Package Version 8.0</i> . Replaces BSBPMG507A Manage project communications.

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to link people, ideas and information at all stages in the project life cycle. Project communication management ensures the timely and appropriate generation, collection, dissemination, storage and disposal of project information through formal structures and processes.

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 communication 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 information and communication processes	<p>1.1 Identify, analyse and document information requirements, with input from stakeholders, as the basis for communication planning</p> <p>1.2 Develop, within <i>delegated authority</i>, an agreed <i>communication management plan</i> to support the achievement of project objectives</p> <p>1.3 Establish and maintain designated <i>project-management information system</i> to ensure the quality, validity, timeliness and integrity of information and communication</p>
2. Implement project information and communication processes	<p>2.1 Manage the generation, gathering, storage, retrieval, analysis and dissemination of information by project staff and stakeholders</p> <p>2.2 Implement, modify, monitor and control designated information-validation processes to optimise quality and accuracy of data</p> <p>2.3 Implement and maintain appropriate <i>communication networks</i></p> <p>2.4 Identify and resolve communication and information-management system issues</p>
3. Assess information and communication outcomes	<p>3.1 Finalise and archive records according to agreed project information ownership and control requirements</p> <p>3.2 Review project outcomes to determine the effectiveness of management information and communication processes and procedures</p> <p>3.3 Identify and document lessons learned and recommended improvements for application to future projects</p>

Required Skills and Knowledge

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

Required skills

- analytical and organising skills to manage information and review project outcomes
- literacy skills to write reports and communicate key issues
- technology skills to facilitate effective communication.

Required knowledge

- alternative communication methods and media applications
- project-management information systems and their various applications.

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"> • developing and implementing a range of project communication that facilitates effective outcomes for a project of sufficient complexity to demonstrate the full range of performance requirements • applying workplace-based project information system • developing a project communication plan.
Context of and specific resources for assessment	<p>Assessment must ensure:</p> <ul style="list-style-type: none"> • access to project communication and information management documentation • consideration of feedback from project team members and other stakeholders as to how effectively communication was 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 information and communication and their application to different situations • analysis of responses in addressing case studies and scenarios that present issues and problems in project communication management • observation of performance in role plays that demonstrate communication skills • evaluation of communication management plan • review of identification and reporting of problems in communication and information management system.
Guidance information	Holistic assessment with other units relevant to the industry sector,

for assessment	workplace and job role is recommended.
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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>Delegated authority</i> means that activities may:</p>	<ul style="list-style-type: none"> • be conducted routinely or as changing circumstances dictate • be done independently within broad guidance • involve consultation with other project members, teams and internal stakeholders • involve taking a lead role in a team where required • involve the selection, use and supervision of appropriate communication-management methods and tools • take into account internal organisational change and external environmental change.
<p><i>Communication management plan</i> may include:</p>	<ul style="list-style-type: none"> • communication strategy, including: <ul style="list-style-type: none"> • allocated responsibility • frequency • media used • type • objectives • organisational chart • organisational communication policy and procedures • responsibilities • stakeholder communication expectations • stakeholder segmentation against interests, power and influence • target audience • type of project reporting.
<p><i>Project-management information system:</i></p>	<ul style="list-style-type: none"> • is a means of communicating knowledge about the project • provides a systematic approach to the storage, searching and retrieval of information relevant to the project • may include: <ul style="list-style-type: none"> • access authority levels • complex computer-based systems • data ownership considerations • modified systems to cater for unique project requirements • privacy considerations • simple manual systems.
<p><i>Communication</i></p>	<ul style="list-style-type: none"> • client organisation

<i>networks</i> may include:	<ul style="list-style-type: none">• community groups• end users• formal networks• informal networks• internet and intranet-based• lobby groups• organisation's communication networks• project governance bodies, including:<ul style="list-style-type: none">• expert groups• project directorate• reference groups• steering committees• task teams• working groups• social media.
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Unit Sector(s)

Management and Leadership – Project Management