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BSBPMG520A Manage project governance

Release 1

ISC INDUSTRY SKILLS COUNCILS
Creating Australia's Future

BSBPMG520A Manage project governance

Modification History

Release	Comments
Release 1	This version first released with *BSB07 Business Services Training Package Version 8.0.*

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to establish and implement project governance. It involves identifying, applying, monitoring and reviewing project governance.

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
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.*

Elements and Performance Criteria

1. Identify project-management structure	1.1 Determine *organisational governance policies, procedures* and expectations of project stakeholders
	1.2 Negotiate clear and discrete project governance *roles and responsibilities* with relevant authorities
	1.3 Establish *delegated authorities* for project decision making
	1.4 Identify and record differences between organisation's functional authorities and project authorities
	1.5 Adopt, document and communicate unambiguous *governance plan* to relevant stakeholders
2. Apply project governance policies and procedures	2.1 Distribute and present information on governance planning to the project team and other relevant stakeholders and ensure common understanding
	2.2 Include delegated authorities within role and project position descriptions
	2.3 Moderate *conflicts* regarding roles, responsibilities and authorities to support achievement of project objectives
	2.4 Regularly report to organisation and project authorities on performance and issues arising from governance arrangements
3. Monitor and review project governance	3.1 Analyse and review project governance impact on achieving project objectives
	3.2 Document lessons learned and recommendations to assist future projects

Required Skills and Knowledge

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

Required skills

- analytical skills to make distinctions between different roles, capacities and requirements and clarify authority levels
- leadership skills to maintain team performance in line with agreed structures
- literacy skills to read and document governance plans and reviews
- negotiation skills to:
    - establish clear project roles and responsibilities
    - manage conflict.

Required knowledge

- escalation and issues-management models
- frameworks for authority delegations
- organisation or industry governance models relevant to the project context.

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	Evidence of the following is essential: • adopting and implementing a governance plan for a project of sufficient complexity to demonstrate the full range of performance requirements • effective team leadership applied to governance control and monitoring.
Context of and specific resources for assessment	Assessment must ensure access to: • examples of project governance documentation • records of governance implementation in stakeholder and team activities.
Method of assessment	A range of assessment methods should be used to assess practical skill and knowledge. The following assessment methods are appropriate for this unit: • written reports and examples of governance management • observation of performance in role plays that demonstrate techniques in governance management • direct questioning combined with review of portfolios of evidence and third-party workplace reports of on-the-job performance by the candidate • analysis of responses addressing different project scenarios that present issues and problems in managing project governance • oral or written questioning to assess knowledge of strategies for governance management • review of governance management issues and responses within authorities.
Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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.

Organisational governance policies and procedures may include:	- acceptable language and terminology - financial delegations - formal authority levels - frameworks and methodologies - preferred organisational models - quality-management requirements.
Roles and responsibilities may include:	- financial delegations - reporting lines - subordinates - task descriptions - team culture values.
Delegated authorities may include:	- client liaison - financial expenditure - process decisions - purchasing - stakeholder engagement.
Governance plan may include:	- authority and delegation levels - change and issues management - escalation management - key role descriptions - organisation chart - relationship-management process.
Conflicts may include disputes concerning:	- control over decision making - decision making outside of authority levels - functional line responsibilities and project responsibilities - non-acceptance of governance model - not following governance arrangements - unauthorised release of information.

Unit Sector(s)

Management and Leadership – Project Management