



Australian Government

Department of Education, Employment and Workplace Relations

BSBPMG601A Direct the integration of projects

Release: 1

BSBPMG601A Direct the integration of projects

Modification History

Not applicable.

Unit Descriptor

<p>Unit descriptor</p>	<p>This unit describes the performance outcomes, skills and knowledge required to manage the integration of all functions of project management in a program or multiple project context.</p> <p>This covers managing conflicting priorities between projects, directing project managers in re aligning projects within the program, directing the internal environment with the needs and expectations of the external environment, and directing projects within the program throughout their life cycle.</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

<p>Application of the unit</p>	<p>A program is defined as a set of interrelated projects, each of which has a project manager. Multiple projects (sometimes called a portfolio of projects) refers to a number of projects related in some way and managed by the same person as a program to achieve a common organisational objective/s.</p> <p>For the purposes of this unit someone who manages a suite of projects (a program) will be referred to as a program manager.</p> <p>The functions performed by a project manager to manage integration within individual projects are addressed in BSBPMG501A Manage application of project integrative processes.</p>
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

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

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
1. Direct integration of all functions of project management	<p>1.1. Support project managers in project stakeholder analysis to determine the influence of others on project outcomes</p> <p>1.2. Analyse, rationalise and integrate the requirements of all projects and the inter-relationships of <i>project management functions</i> to determine agreed, <i>achievable program objectives</i> that align to organisational goals, strategies and objectives as stated in strategic planning documentation</p> <p>1.3. Review, rationalise and, when approved, integrate project plans into a structured, cohesive program plan for ongoing program management</p> <p>1.4. Derive integrated program control mechanisms from project plans, to establish program control requirements</p> <p>1.5. Use project plans to develop consolidated program budgets, schedules and interdependencies, and to identify program risks</p>
2. Direct the internal project environment to meet external needs and expectations	<p>2.1. Direct the <i>internal project working environment</i> to ensure project managers' work is conducted effectively throughout multiple, aligned project life cycles</p> <p>2.2. Establish and maintain links to direct the alignment between projects and organisational objectives within the program</p> <p>2.3. Evaluate project proposals (scope definitions) against the organisation's strategic objectives</p> <p>2.4. Coordinate and direct conflicting requirements of individual projects to achieve program objectives</p> <p>2.5. Modify, where necessary, individual project objectives to achieve overall program objectives</p> <p>2.6. Coordinate the impact of <i>external environmental influences</i> on individual projects to achieve program objectives</p>
3. Direct projects throughout project life cycles	<p>3.1. Direct all project managers to provide project phases, approval points, review points and other milestones, to allow program integration</p> <p>3.2. Establish project baselines and report progress in relation to these baselines, to measure program performance throughout the business reporting cycle</p> <p>3.3. Progressively review project baselines to ensure</p>

ELEMENT	PERFORMANCE CRITERIA
	<p>nominated benefits are consistent with organisational expectations</p> <p>3.4. Direct <i>finalisation plans, procedures and activities</i> to ensure final outcomes are met and that projects meet agreed program objectives</p> <p>3.5. Review projects finalised in a program management reporting period to evaluate benefits to the business</p> <p>3.6. Pass on integration management lessons learned to higher project authority and provide feedback for application to other projects</p>

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- high level leadership skills to gain confidence and trust from people working on all levels
- literacy skills to communicate decisions and to write quality reports
- high level prioritising, planning and organising skills
- innovation skills to develop new and better systems for managing in complex situations
- problem-solving skills to deal with project management issues.

Required knowledge

- program planning
- methodologies, tools and techniques for project management
- leadership models
- relevant legislation, codes and national standards.

Evidence Guide

EVIDENCE GUIDE	
<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 experience in directing an integrated range of concurrent projects so that project outcomes and stakeholders expectations are met knowledge of relevant legislation, codes and national standards.
Context of and specific resources for assessment	<p>Assessment must ensure:</p> <ul style="list-style-type: none"> access to a range of project documentation consideration of feedback from project stakeholders.
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 of scope management techniques by the candidate analysis of responses addressing different program management case studies and scenarios oral or written questioning to assess knowledge of strategies for managing project integration and their application to different situations assessment of consolidated program budgets, schedules, interdependencies and identified program risks assessment of project baselines established and progress reported in relation to these baselines review of program plan.
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 in the Advanced Diploma of Project Management.

Range Statement

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>Project management functions</i> are:</p>	<ul style="list-style-type: none"> • communications • cost • human resources • procurement • quality • risk • scope • time
<p><i>Achievable program objectives</i> may include:</p>	<ul style="list-style-type: none"> • client's objectives, for example maximum value for money or maximum performance at minimum cost • end-user/s objectives, for example maximum performance as well as optional extras • higher project authorities' objectives (that is, management/projects governance group), for example reputation, retention of market share, buying into market within the constraints of performance, time, cost, quality, resources and skills • organisation's objectives, for example quantifiable benefits • supplier's/contractor's objectives, for example minimum cost, minimum time and acceptable quality
<p><i>Internal project working environment</i> may include:</p>	<ul style="list-style-type: none"> • computing support and integrated computer networks • identity and differentiation of the program's projects within the larger environment • personal working conditions (physical and emotional) • physical location of program project managers, personnel and equipment • physical location of projects within the organisation

RANGE STATEMENT	
	<ul style="list-style-type: none"> teams and interpersonal dynamics
<i>External environmental influences</i> may include:	<ul style="list-style-type: none"> employee representative groups, such as unions, professional associations and lobby groups external stakeholder expectations parent organisation, enterprise and/or industry physical environment, for example geography, ecology and environmental sensitivity political, environmental and societal influences public and media interest
<i>Finalisation plans, procedures and activities</i> may include:	<ul style="list-style-type: none"> assessment of stakeholder satisfaction against expectations evaluation of projects completed in a reporting period evaluation of projects for benefits derived forwarding program progress report to higher governance authority for projects review of success/failure criteria for projects completed in a given reporting period settling of financial liabilities for projects completed in a consolidated budget context transition of responsibility/ownership of projects' deliverables/products for those projects that concluded in a reporting/management period (such as financial year)

Unit Sector(s)

Unit sector	
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Competency field

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

Co-requisite units		