Australian Government

Department of Education, Employment and Workplace Relations

BSBPMG603A Direct time management of a project program

Release: 1

INDUSTRY SKILLS COUNCILS
Creating Australia's Future

BSBPMG603A Direct time management of a project program

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to direct time management across projects so that key deliverables meet project and program schedules.
	No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Application of the Unit

Application of the unit	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.
	For the purposes of this unit someone who manages a suite of projects (a program) will be referred to as a program manager.
	The functions performed by a project manager to manage time and scheduling within individual projects are addressed in BSBPMG503A Manage project time.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.

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 project schedule development	1.1. Determine from individual project plans the duration, effort, sequence and interdependencies of major activities and milestones to form the basis of the program schedule
	1.2. Direct project managers by the use of *time management* methods, *techniques and tools*, preferred schedules, *time management plans*, resource allocation and financial requirements to enable continuous updating and refining of the program schedule
	1.3. Formalise and communicate project schedules, with agreement, to stakeholders as the basis for planning, implementation and review of progress
2. Manage program schedules	2.1. Develop, implement and modify mechanisms to monitor, control, record and report actual progress in relation to the agreed schedule and plans
	2.2. Conduct ongoing analysis to identify and forecast variances and trends, and to develop responses so that projects meet their schedules
	2.3. Manage durations of key activities and interdependencies between projects to enable financial and resource rationalisation across the program, to meet strategic expectations within the management/reporting period of the program
	2.4. Review progress and refine the schedule throughout the program life cycle to ensure consistency with changing scope, objectives and constraints related to time and resource availability
	2.5. Ensure responses to perceived, potential or actual project schedule changes are authorised to achieve program objectives
3. Analyse time management outcomes	3.1. Review and analyse multiple project and program outcomes from available *records* and information to determine the effectiveness of the schedule and time management processes
	3.2. Pass on lessons learned to higher project authority and provide feedback for application, planning and implementation of later projects within the program

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 inspire trust and confidence in all stakeholder groups
- literacy skills to communicate decisions and to write quality reports
- communication and interpersonal skills to convey expectations, negotiate, resolve conflict and motivate performance
- planning and organising skills to ensure that time lines are met across projects
- time management skills (of self and others)
- problem-solving skills to address time management issues.

Required knowledge

- relationship between time, cost and resources to the project management framework
- time management and estimating
- methodologies, techniques and tools, their capabilities, limitations, applicability and outcomes.

Evidence Guide

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: • demonstrated experience in directing project work so that timelines are met across a range of concurrent projects • knowledge of the relationship between time, cost and resources to the project management framework.
Context of and specific resources for assessment	Assessment must ensure: • access to workplace documentation • consideration of feedback from project team and stakeholders as to how time was managed.
Method of assessment	A range of assessment methods should be used to assess practical skill and knowledge. The following examples are appropriate for this unit: • direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance of program time management by the candidate • analysis of responses addressing different project time management case studies and scenarios • oral or written questioning to assess knowledge of strategies for managing project time and their application to different situations • review of how project schedules were formalised and communicated • evaluation of ongoing analysis to identify and forecast variances and trends • review of progress and refinement of the schedule throughout the program life cycle.
Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example: • other units from 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.	
Time management may:	• be conducted non-routinely to meet complex, changing circumstances • be done by taking the lead in a team environment • involve consultation with project managers and selective involvement of stakeholders • involve the direction of the use of appropriate time management methods, processes, procedures, tools and techniques • take into account the impact of organisational and environmental change on the program's projects and vice versa
Techniques and tools may include:	• assessing and reporting the potential impact of multiple project timings and their potential for change on the program, and therefore the organisation • collating and using the products of specialist time analysis to make program-wide time management decisions • directing qualitative and/or quantitative time analysis, such as schedule simulation, decision analysis, contingency planning and alternative strategy development • using personal experience and/or subject matter experts
Time management plans may include:	• alternative schedule management strategies and actions • assigned schedule management responsibilities • contingency plans • formal arrangements • important milestones and critical interdependencies between projects • program consolidated schedule • responsibility assignment • sub-schedules

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RANGE STATEMENT	
Records may take the form of:	• diaries, incident logs, occurrence reports and other such documentation • gantt, PERT and other scheduling charts • lists of variances, trends and forecasts of potential schedule events • program and/or organisation files and records • records of analysis, evaluation of options and selection processes • records of responses, results and lessons learned

Unit Sector(s)

Unit sector	

Competency field

Competency field	Management and Leadership - Project Management

Co-requisite units

Co-requisite units		