Australian Government

Department of Education, Employment and Workplace Relations

BSBPMG605A Direct quality management of a project program

Release: 1

INDUSTRY SKILLS COUNCILS
Creating Australia's Future

BSBPMG605A Direct quality 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 quality management across multiple projects and within the overall program. It covers directing the development of quality requirements, directing quality assurance management, and reviewing and improving the quality of projects and the program.
	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 quality within individual projects are addressed in BSBPMG505A Manage project quality.

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.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Direct quality requirements development	1.1. Direct reviews and consultation to ensure that the organisation's quality objectives, standards, levels and criteria are applied at the project level, in consultation with stakeholders
	1.2. Modify **quality management** methods, techniques and tools to the requirements of the program, as necessary
	1.3. Identify and communicate program quality criteria to project managers for implementation
	1.4. Direct project managers to develop and implement quality plans that will be used as the basis for performance measurement
2. Direct project quality assurance management	2.1. Analyse results of project activities and product performance to determine compliance with agreed quality standards throughout the project life cycles within the program
	2.2. Identify causes of unsatisfactory results in consultation with project managers, clients and stakeholders, and initiate appropriate actions to enable continuous improvement in quality outcomes
	2.3. Direct inspections of quality processes and analyse results to determine compliance with quality standards set for the overall program and the organisation
	2.4. Develop and maintain a **quality management system** to enable effective management and communication of quality issues and outcomes
3. Improve program and project quality	3.1. Continually review and modify the quality management system throughout project activities to ensure project team commitment to continuous improvement of quality processes and outcomes
	3.2. Direct project outcomes review and analysis against performance criteria to determine the effectiveness of the quality management system
	3.3. Aggregate and use **quality improvements** and lessons learned to benefit the business and, where appropriate, pass on program initiatives/projects to organisational management for consideration in support of strategic planning and (re)direction

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Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- leadership, communication and interpersonal skills to foster compliance with quality benchmarks
- literacy skills to communicate decisions and to write quality reports
- skills in analysing, interpreting and reviewing data to assess performance against quality benchmarks
- problem-solving skills to address gaps in quality assurance.

Required knowledge

- range of quality management methods, techniques, tools and systems and their various applications
- relevant Australian and international standards.

Evidence Guide

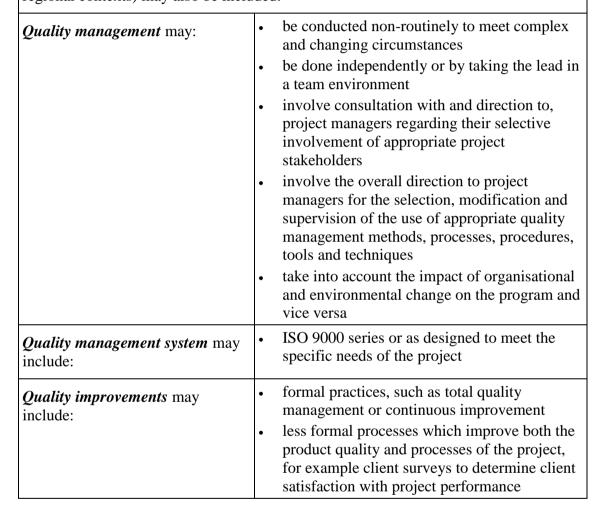| EVIDENCE GUIDE	
The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.	
Overview of assessment	
Critical aspects for assessment and evidence required to demonstrate competency in this unit	Evidence of the following is essential: - demonstrated experience in directing the successful application of quality management across a range of concurrent projects - knowledge of relevant Australian and international standards.
Context of and specific resources for assessment	Assessment must ensure: - access to workplace quality documentation - consideration of feedback from project team/s and stakeholders as to how quality 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 scope management techniques by the candidate - analysis of responses addressing different project quality management case studies and scenarios - oral or written questioning to assess knowledge of strategies for managing project quality and their application to different situations - assessment how program quality criteria were identified and communicated - review of actions initiated to enable continuous improvement.
Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example: 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.	
Quality management may:	• be conducted non-routinely to meet complex and changing circumstances • be done independently or by taking the lead in a team environment • involve consultation with and direction to, project managers regarding their selective involvement of appropriate project stakeholders • involve the overall direction to project managers for the selection, modification and supervision of the use of appropriate quality management methods, processes, procedures, tools and techniques • take into account the impact of organisational and environmental change on the program and vice versa
Quality management system may include:	• ISO 9000 series or as designed to meet the specific needs of the project
Quality improvements may include:	• formal practices, such as total quality management or continuous improvement • less formal processes which improve both the product quality and processes of the project, for example client surveys to determine client satisfaction with project performance

Unit Sector(s)

Unit sector	

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Competency field

Competency field	Management and Leadership - Project Management

Co-requisite units

Co-requisite units		