



**Australian Government**

**Department of Education, Employment and Workplace Relations**

# **BSBPMG606A Direct human resources management of a project program**

**Release: 1**

## BSBPMG606A Direct human resources management of a project program

### Modification History

Not applicable.

### Unit Descriptor

<b>Unit descriptor</b>	<p>This unit describes the performance outcomes, skills and knowledge required to direct human resource organisation and staffing across the program, to direct project managers in relation to staff performance and to provide leadership within the program.</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

<b>Application of the unit</b>	<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 human resources within individual projects are addressed in BSBPMG506A Manage project human resources.</p>
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### Licensing/Regulatory Information

Not applicable.

## Pre-Requisites

<b>Prerequisite units</b>		

## Employability Skills Information

<b>Employability skills</b>	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 human resources management planning	1.1. Direct human resource requirement analysis for projects to determine numbers and skill levels required for the overall program 1.2. Direct stakeholder assessment to establish a basis for stakeholder management within projects and the overall program 1.3. Direct responsibility assignment for project activities and tasks, and establish authorisation protocols
2. Manage program organisation and staffing	2.1. Determine resource requirements for projects in consultation with project managers and appropriate stakeholders, to establish program staffing levels, allocation to projects and required competencies 2.2. Direct <b>project organisation and structure</b> to optimise alignment of individual and group competencies within projects 2.3. Direct recruitment of <b>staff</b> for allocation to projects or reallocation within the organisation, within agreed delegated authority, to meet competency requirements throughout the program 2.4. Direct project managers' use of <b>human resources management (HRM) methods, techniques and tools</b> , and modify for program requirements 2.5. Utilise organisational HRM system and HRM processes across projects
3. Direct project staff performance management	3.1. Obtain agreement of performance measurement criteria for clarity of roles and responsibilities and ongoing assessment 3.2. Ensure systems for ongoing <b>development and training</b> of personnel across the program are established and implemented by project managers 3.3. Measure individuals' performance against agreed criteria and authorise actions to overcome shortfalls in performance and encourage career progression
4. Provide overall leadership to project teams	4.1. Manage a system of continuous improvement of staff to enhance program effectiveness 4.2. Analyse individual and team performance and morale levels and take action where necessary 4.3. Direct procedures for interpersonal communication, counselling and conflict resolution by project managers, and review results to maintain and promote a positive working environment

ELEMENT	PERFORMANCE CRITERIA
	<p>4.4. Identify and positively manage intra-organisational and intra-project conflict to maximise achievement of program objectives</p> <p>4.5. Aggregate HRM lessons learned for application in planning and, where appropriate, pass on information to others for consideration in strategic planning and direction</p>

## Required Skills and Knowledge

### REQUIRED SKILLS AND KNOWLEDGE

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

#### Required skills

- planning skills to identify human resource requirements across the program
- literacy skills to communicate decisions and to write quality reports
- high level leadership skills to inspire trust and confidence in teams, managers and stakeholders
- communication and interpersonal skills to convey expectations, negotiate, resolve conflict and motivate performance
- problem-solving skills to address HRM issues across the program
- coaching and mentoring skills.

#### Required knowledge

- human resource management methods, techniques and tools
- relevant legislation
- models of performance management and performance development.

## Evidence Guide

<b>EVIDENCE GUIDE</b>	
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.	
<b>Overview of assessment</b>	
<b>Critical aspects for assessment and evidence required to demonstrate competency in this unit</b>	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> <li>demonstrated experience in directing human resources across a range of concurrent projects so that project objectives are achieved</li> <li>knowledge of relevant legislation .</li> </ul>
<b>Context of and specific resources for assessment</b>	<p>Assessment must ensure:</p> <ul style="list-style-type: none"> <li>access to workplace HRM documentation</li> <li>consideration of feedback from project teams and stakeholders as to how human resource management was handled.</li> </ul>
<b>Method of assessment</b>	<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"> <li>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</li> <li>analysis of responses addressing different project scope management case studies and scenarios</li> <li>oral or written questioning to assess knowledge of strategies for managing project human resources and their application to different situations</li> <li>observation of demonstrated techniques in performance feedback and/or conflict resolution</li> <li>observation of performance in role plays</li> <li>review of the measurement of individuals' performance against agreed criteria</li> <li>evaluation of how the staff continuous improvement system was managed</li> <li>assessment of analysis of individual and team performance and morale levels.</li> </ul>
<b>Guidance information for assessment</b>	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended,

**EVIDENCE GUIDE**

for example:

- other units in the Advanced Diploma of Project Management.

## Range Statement

<b>RANGE STATEMENT</b>	
<p>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>	
<p><b><i>Project organisation and structure</i></b> may be affected by external influences such as:</p>	<ul style="list-style-type: none"> <li>• accepted work practices</li> <li>• legislation, including anti-discrimination, equal employment opportunity, affirmative action and occupational health and safety</li> <li>• workplace bargaining</li> </ul>
<p><b><i>Staff</i></b> may:</p>	<ul style="list-style-type: none"> <li>• be external to the organisation, such as consultants, collaborative or alliance agencies and external authorities</li> <li>• come from within the organisation, such as staff on loan from other programs/projects</li> </ul>
<p><b><i>Human resources management methods, techniques and tools</i></b> may include:</p>	<ul style="list-style-type: none"> <li>• conflict resolution</li> <li>• HRM forecasts, staffing plans and job descriptions</li> <li>• individual and group competency identification and development</li> <li>• performance monitoring, assessment and reporting</li> <li>• staff recruitment and reallocation</li> </ul>
<p><b><i>Development and training</i></b> may be formal or informal, and may include:</p>	<ul style="list-style-type: none"> <li>• general management</li> <li>• interpersonal communications</li> <li>• project administration, for example computer applications, filing systems</li> <li>• project management</li> <li>• specialist/professional skills and career progression</li> <li>• team building and group activities</li> </ul>

## Unit Sector(s)

<b>Unit sector</b>	
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## Competency field

<b>Competency field</b>	Management and Leadership - Project Management
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## Co-requisite units

<b>Co-requisite units</b>		