



Australian Government

Department of Education, Employment and Workplace Relations

BSBPMG607A Direct communications management of a project program

Release: 1

BSBPMG607A Direct communications management of a project program

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	<p>This unit describes the performance outcomes, skills and knowledge required to provide the critical link between people, ideas and information at all stages in the life cycles of multiple projects across a program. It covers directing project communications and information management, managing program communications and analysing communications management outcomes for projects and programs.</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

Application of the unit	<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 communications within individual projects are addressed in BSBPMG507A Manage project communications.</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 planning of project communications	<p>1.1. Direct project information requirements in consultation with appropriate stakeholders as the basis for projects and program communications planning</p> <p>1.2. Direct communications management plans and activities to ensure clarity of understanding and achievement of multiple project objectives at all levels</p> <p>1.3. Develop project management information system (PMIS), structure and procedures to maintain the quality, validity, timeliness and integrity of information and communication across the program and in regard to organisational strategic management</p>
2. Direct management of project information	<p>2.1. Direct the generation, gathering, storage, retrieval, analysis and dissemination of information by project staff and stakeholders to improve decision making processes and communications across the program and between the projects</p> <p>2.2. Direct information validation processes for development, management and modification to ensure consistent quality and accuracy of data across the program</p>
3. Manage program communications	<p>3.1. Develop and manage formal and informal communication networks between the organisation's management structure, program, projects and key stakeholders to ensure effectiveness throughout the multiple life cycles of projects within the program</p> <p>3.2. Address potential, perceived and actual problems with communication and management information systems through project managers, and ensure remedial actions are authorised to ensure project, program and organisational objectives are met</p> <p>3.3. Manage customer relationships beyond the delegated responsibility of project managers to ensure clarity of understanding of objectives and to minimise conflict across the program</p>
4. Analyse communications management outcomes	<p>4.1. Direct project finalisation activities to ensure ownership of, and responsibility for, information outcomes</p> <p>4.2. Review and analyse project outcomes to determine the effectiveness of management information and</p>

ELEMENT	PERFORMANCE CRITERIA
	<p>communications systems</p> <p>4.3. Aggregate and use lessons learned across multiple projects for other applications in the program and the organisation</p>

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- technology skills to direct the management and flow of project information and communications
- planning skills to identify project and program information requirements
- literacy skills to communicate decisions and to write quality reports
- problem-solving skills to address communication management problems
- interpersonal skills to communicate with customers and to manage customer relationships and networks
- analytical skills to review and analyse project outcomes.

Required knowledge

- PMIS structures and options
- information validation processes and their application to various contexts
- new technologies for communications and their relative strengths and weaknesses.

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 communications and information across a range of concurrent projects knowledge of PMIS structures and options.
Context of and specific resources for assessment	<p>Assessment must ensure:</p> <ul style="list-style-type: none"> access to examples of relevant workplace documentation (including electronic media) consideration of feedback from project teams and stakeholders as to how communications were managed.
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 project communications management case studies and scenarios oral or written questioning to assess knowledge of strategies for managing project communications and their application to different situations review of the project management information system developed review of how communication and management information systems were used to address potential, perceived and actual problems evaluation of how project outcomes were reviewed and analysed to determine the effectiveness of management information and communications systems.
Guidance information for	Holistic assessment with other units relevant to the

EVIDENCE GUIDE**assessment**

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.

<p><i>Communications management plans and activities</i> may:</p>	<ul style="list-style-type: none"> • be conducted non-routinely to meet complex, changing circumstances • be done independently or by taking the lead in a multiple teams environment • involve consultation with project managers and selective involvement of appropriate project stakeholders • involve the selection, modification and supervision of appropriate communications management methods, processes, procedures and tools • take into account the impact of organisational and environmental change on the program and vice versa
<p><i>Levels</i> may include:</p>	<ul style="list-style-type: none"> • organisation • operations • program • projects
<p><i>Project management information system</i> may include:</p>	<ul style="list-style-type: none"> • hierarchy of decision making responsibility/authority • individual and group authority and responsibilities • limitations and restrictions on subject matter and methods of communication • network structures, processes and procedures for storage and communication of information • types, responsibilities, distribution and regularity of reports, as well as follow-up procedures
<p><i>Information validation processes</i> may be influenced by:</p>	<ul style="list-style-type: none"> • age of the information • changes to standards, regulations or limits since information was compiled • cost of the validation process • degree of exposure to mis-information and

RANGE STATEMENT

	<p>dis-information</p> <ul style="list-style-type: none"> • language (translated or converted data may need special attention) • level of detail of information (too much or too little) • potential impact of the information on the program outcome
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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		