



**Australian Government**

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

# **ICAICT710A Synchronise IT projects**

**Release: 1**

## ICAICT710A Synchronise IT projects

### Modification History

Release	Comments
Release 1	This Unit first released with <i>ICA11 Information and Communications Technology Training Package version 1.0</i>

### Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to synchronise IT projects in a medium to large organisation, with an emphasis on costs.

### Application of the Unit

Chief information officers in medium to large organisations apply the skills and knowledge in this unit to ensure internal and external information and communications technology (ICT) projects fit within the strategic and economic constraints of the organisation and deliver the expected financial benefits.

Their job roles combine high-level ICT management and business financial skills to perform strategic evaluation and direction of projects within the ICT industry.

### Licensing/Regulatory Information

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement but users should confirm requirements with the relevant federal, state or territory authority.

### Pre-Requisites

Not applicable.

### Employability Skills Information

This unit contains employability skills.

## Elements and Performance Criteria Pre-Content

Element	Performance Criteria
<i>Elements describe the essential outcomes of a unit of competency.</i>	<i>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.</i>

## Elements and Performance Criteria

1. Evaluate project opportunities	1.1 Evaluate <b><i>project proposals</i></b> in a strategic context 1.2 Review <b><i>financial criteria</i></b> to determine economic feasibility of project 1.3 Prioritise projects to leverage financial resources
2. Monitor project performance	2.1 Direct project schedule and budget development 2.2 Direct <b><i>integration of project activities</i></b> 2.3 Evaluate project performance using earned value techniques 2.4 Proactively manage strategic projects' risks and issues 2.5 Determine need and direct project audits 2.6 Identify and take action to address unsatisfactory performance
3. Manage project completion activities	3.1 Direct financial completion 3.2 Establish benefits realisation plans 3.3 Apply project lessons learned strategically

## Required Skills and Knowledge

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

### Required skills

- analytical skills to:
  - assess deficiencies in project processes and set-up
  - determine the validity of arguments
  - formulate a logical plan of action based on proposed solutions
  - investigate situations and provide recommendations and remedies
  - make effective decisions
  - probe for consistency in information or data presented
  - validate competitive technologies in a strategic context
- financial skills to:
  - negotiate adjustments to operational budgets based on benefits realisation plans
  - validate project estimation and cost-benefit analysis
- management skills to:
  - apply project-management methods to reduce project and financial risks
  - delegate and communicate
  - maintain an overview of projects and programs
  - oversee project programs
  - plan and organise resources
- interpersonal skills to:
  - maintain appropriate communication
  - negotiate appropriate outcomes
  - provide high-level leadership and personnel management
  - resolve conflict situations
- technology skills to evaluate complex information technology issues within the organisational environment.

### Required knowledge

- appropriate cost management and estimating methodologies, techniques and tools, their capabilities and limitations, applicability and outcomes
- business and commercial issues
- cost schedule control systems
- delegation and management of responsibilities for cost management
- differences in work content, risk, processes, tools and techniques that apply in the various phases of recurring project life cycles within a volatile program environment
- direction of project development and management of program budgets
- human resource management policies
- how to apply principles and techniques relating to:
  - negotiation
  - risk management, including risk sharing and transfer

- organisational guidance and attitudes to cost management
- organisational procurement guidelines
- organisational policies, including project governance policies
- principles of program project-cost management and its application
- project management systems, tools and techniques
- project specifications and objectives
- public relations policies and strategies
- relationship between cost, time and resources to the project management framework
- political climate and organisation's culture
- use of the budget as a control mechanism.

## 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.*

<b>Overview of assessment</b>	
<b>Critical aspects for assessment and evidence required to demonstrate competency in this unit</b>	<p>Evidence of the ability to:</p> <ul style="list-style-type: none"> <li>• select project opportunities that align with organisational strategic and financial goals</li> <li>• identify and justify high priority projects to be undertaken based on trade-offs between benefits, risks and scarce financial resources</li> <li>• develop schedule and budget for selected projects to enable ongoing earned value performance measurement</li> <li>• review project performance and initiate appropriate corrective actions and audit activity where necessary</li> <li>• establish and monitor an agreed project benefits realisation plan.</li> </ul>
<b>Context of and specific resources for assessment</b>	<p>Assessment must ensure access to:</p> <ul style="list-style-type: none"> <li>• relevant strategic level enterprise documentation, including planning, financial and IT infrastructure</li> <li>• relevant organisational policies.</li> </ul> <p>Where applicable, physical resources should include equipment modified for people with special needs.</p>
<b>Method of assessment</b>	<p>A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:</p> <ul style="list-style-type: none"> <li>• direct observation of the candidate carrying out the work of overseeing projects being managed by others</li> <li>• verbal or written questioning to assess required knowledge and skills</li> <li>• review of reports and implementation plans</li> <li>• review of a portfolio of the project work undertaken.</li> </ul> <p>Note: The preferred assessment method is through a workplace project or through a simulated medium to large enterprise workplace.</p>
<b>Guidance information for assessment</b>	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, where appropriate.</p> <p>Assessment processes and techniques must be culturally</p>

	<p>appropriate, and suitable to the communication skill level, language, literacy and numeracy capacity of the candidate and the work being performed.</p> <p>Indigenous people and other people from a non-English speaking background may need additional support.</p> <p>In cases where practical assessment is used it should be combined with targeted questioning to assess required knowledge.</p>
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## 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.*

<b><i>Project proposals</i></b> may include:	<ul style="list-style-type: none"> <li>documents designed to seek authorisation and support for initiating a project within an organisation.</li> </ul>
<b><i>Financial criteria</i></b> may include:	<ul style="list-style-type: none"> <li>internal rate of return (IRR)</li> <li>net present value (NPV)</li> <li>payback period</li> <li>return on investment (RoI).</li> </ul>
<b><i>Integration of project activities</i></b> may include:	<ul style="list-style-type: none"> <li>project activities that are necessary to ensure the project's components are coordinated</li> <li>change control processes</li> <li>project plan development and execution.</li> </ul>

## Unit Sector(s)

General ICT