



Australian Government

Department of Education, Employment and Workplace Relations

ICAPMG501A Manage IT projects

Release: 1

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Modification History

Release	Comments
Release 1	This Unit first released with <i>ICAI1 Information and Communications Technology Training Package version 1.0</i>

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to manage information technology (IT) projects within a medium to large organisation.

Application of the Unit

This unit applies to information and communications technology (ICT) practitioners who manage the initiation, implementation and completion of reasonably complex IT projects in terms of scope, risk, control and financial factors. The projects vary across a wide range of ICT, financial, management and business areas. The provision of specific IT-related project management within projects is a key component of the ICT environment.

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. Manage project definition activities	<p>1.1 Confirm organisational <i>project governance policy and processes</i></p> <p>1.2 Confirm business problem or opportunity as well as project objectives</p> <p>1.3 Develop project charter, including preliminary statement of project scope and obtain sign-off</p> <p>1.4 Conduct a <i>feasibility</i> study and prepare a business case as necessary</p>
2. Undertake project planning	<p>2.1 Plan <i>information-gathering activities</i> to determine project requirements, <i>constraints</i> and risks</p> <p>2.2 Identify project partitioning on the basis of intended system development life cycle and risk</p> <p>2.3 Prepare project work breakdown, schedule and budget</p> <p>2.4 Compile <i>project-management plan documents</i> as necessary to communicate the intended management strategy for the project and obtain sign-off</p>
3. Establish the IT project team	<p>3.1 Identify and select team members, including roles and responsibilities, based on project solution requirements</p> <p>3.2 Determine training and support needs of team members</p> <p>3.3 Establish project team values and agreed behavioural standards with team members</p>
4. Manage project execution activities	<p>4.1 Monitor delivery and acceptance of assigned project team work activities and manage individuals as necessary</p> <p>4.2 Monitor and control the quality of project deliverables</p> <p>4.3 Monitor and control project scope changes, risks and issues</p> <p>4.4 Manage system testing and <i>hand-over activities</i></p>
5. Coordinate project closure	<p>5.1 Prepare IT support plans and <i>maintenance or support documents</i></p> <p>5.2 Obtain final project sign-off</p> <p>5.3 Conduct post-project review and document lessons learned</p> <p>5.4 Review and update disaster recovery plan</p> <p>5.5 Close project</p>

Required Skills and Knowledge

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

Required skills

- analytical skills to determine current system deficiencies and new system objectives
- communication skills to:
 - gather stakeholder needs
 - liaise with enterprise senior management
- counselling skills to mentor and coach team members and resolve conflict
- literacy skills to present options and recommendations in reports
- negotiation skills to ensure expected project outcomes are achievable
- numeracy and documentation skills to develop cost-benefit analyses
- planning and organisational skills to plan project activities
- research skills to identify solution alternatives
- technical team management and leadership skills, including providing feedback.

Required knowledge

- characteristics of leaders and technical teams
- consultation and communication techniques and strategies
- how to establish technical teams and determine stages of team development
- estimation and cost-analysis techniques
- methods of communication and communication styles, including interviewing techniques
- objectives and benefits analysis
- organisational values, policies and processes
- performance management and project team appraisal methods
- processes for monitoring team and own performance
- project cash flow and budgeting
- range of project-management methods and tools
- self-awareness
- systems analysis and modelling techniques
- team roles and delegation within a multi-project methodology context
- technology solution models and frameworks.

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	<p>Evidence of the ability to:</p> <ul style="list-style-type: none"> define, plan, execute and close a reasonably complex project to meet project requirements.
Context of and specific resources for assessment	<p>Assessment must ensure access to:</p> <ul style="list-style-type: none"> real or appropriate simulated organisation with a desire to implement an IT project to address an identified problem, opportunity or unfulfilled legislative need appropriate learning and assessment support when required modified equipment for people with special needs.
Method of assessment	<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"> direct observation of the candidate carrying out project work verbal or written questioning to assess required knowledge and skills review of reports and implementation plans review of a portfolio of the project work undertaken.
Guidance information for assessment	<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 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>

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>Project governance policy and processes</i> may include:</p>	<ul style="list-style-type: none"> • established roles and responsibilities for key project stakeholders • mandated positions to be filled on various project-governance boards or committees, such as the project steering committee or quality-review board • mandated project-management standard or development methodology for the organisation • project portfolio prioritisation process or criteria • project selection process or criteria.
<p><i>Feasibility</i> in relation to IT solutions may refer to:</p>	<ul style="list-style-type: none"> • economic • operational • technical.
<p><i>Information-gathering activities</i> may include:</p>	<ul style="list-style-type: none"> • interviews • research related to existing documents, and similar or previous projects • surveys • workshops.
<p><i>Constraints</i> may include:</p>	<ul style="list-style-type: none"> • external or internal project dependencies • limitations or standards that the project must adhere to: <ul style="list-style-type: none"> • resources budget • quality • timeframe.
<p><i>Project-management plan documents</i> may include:</p>	<ul style="list-style-type: none"> • change control • communications • human resource • procurement • quality • risk management • training.
<p><i>Hand-over activities</i> may include:</p>	<ul style="list-style-type: none"> • communications to users and other stakeholders • production system environment verification tests • user training and documentation.
<p><i>Maintenance or support</i></p>	<ul style="list-style-type: none"> • additional tasks or changed responsibilities within the support team for ongoing support of the new system

<i>documents</i> may include:	<ul style="list-style-type: none">• new policies and procedures and how these differ to current practices• technical documents relating to the system:<ul style="list-style-type: none">• specifications• system dependencies• technical requirements.
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Unit Sector(s)

IT project management