



**Australian Government**

# **BSBPMG515 Manage project human resources**

**Release: 1**

## BSBPMG515 Manage project human resources

### Modification History

| Release   | Comments                                                                             |
|-----------|--------------------------------------------------------------------------------------|
| Release 1 | This version first released with BSB Business Services Training Package Version 1.0. |

### Application

This unit describes the skills and knowledge required to manage human resources related to projects. It involves planning for human resources, implementing personnel training and development, and managing the project team.

It applies to individuals responsible for managing and leading a project in an organisation, business, or as a consultant.

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.

### Unit Sector

Management and Leadership – Project Management

### Elements and Performance Criteria

| ELEMENT                                          | PERFORMANCE CRITERIA                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Elements describe the essential outcomes.</i> | <i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>                                                                                                                                                                                                                                                                                                                                                                      |
| 1. Plan human resources relevant to projects     | 1.1 Determine resource requirements for individual tasks to determine required project personnel levels and competencies<br>1.2 Establish project organisation and structure to align individual and group competencies with project tasks<br>1.3 Allocate personnel to the project to meet planned work outputs throughout project timeline<br>1.4 Apply human resources management (HRM) methods, techniques and tools to support engagement and performance of personnel |
| 2. Implement project personnel training and      | 2.1 Negotiate, define and communicate clear project role                                                                                                                                                                                                                                                                                                                                                                                                                    |

| ELEMENT                                                   | PERFORMANCE CRITERIA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| development                                               | <p>descriptions</p> <p>2.2 Identify, plan and implement ongoing development and training of project team members to support personnel and project performance</p> <p>2.3 Measure individuals' performance against agreed criteria and initiate actions to overcome shortfalls in performance</p>                                                                                                                                                                                                                                                     |
| 3. Lead project team                                      | <p>3.1 Implement processes and take action to improve individual performance and overall project effectiveness</p> <p>3.2 Monitor and report, for remedial action, internal and external influences on individual and project team performance and morale</p> <p>3.3 Implement procedures for interpersonal communication, counselling, and conflict resolution to maintain a positive work environment</p> <p>3.4 Identify and manage inter-project and intra-project resource conflict to minimise impact on achievement of project objectives</p> |
| 4. Finalise human resource activities related to projects | <p>4.1 Disband project team according to organisational policies and procedures</p> <p>4.2 Identify and document human resource issues and recommended improvements</p>                                                                                                                                                                                                                                                                                                                                                                              |

## Foundation Skills

*This section describes language, literacy, numeracy and employment skills incorporated in the performance criteria that are required for competent performance.*

| Skill   | Performance Criteria            | Description                                                                                                                                                                                                                                                                                                   |
|---------|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Reading | 1.1, 1.2, 2.3, 3.3, 4.1         | <ul style="list-style-type: none"> <li>Interprets textual information obtained from a range of sources and determines how content may be applied to requirements</li> </ul>                                                                                                                                   |
| Writing | 1.1-1.3, 2.1-2.3, 3.1, 3.2, 4.2 | <ul style="list-style-type: none"> <li>Develops plans, role descriptions and reports using clear, specific and industry-related terminology, appropriate structures and conventions</li> <li>Documents personnel requirements, results of performance measurements and improvement recommendations</li> </ul> |
| Oral    | 1.3, 1.4, 2.1, 3.1,             | <ul style="list-style-type: none"> <li>Participates in verbal exchanges using clear language and appropriate non-verbal features</li> </ul>                                                                                                                                                                   |

|                            |                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Communication              | 3.3, 3.4                              | <ul style="list-style-type: none"> <li>Uses active listening and questioning to elicit views and opinions of others and confirm understanding</li> </ul>                                                                                                                                                                                                                                                                          |
| Numeracy                   | 1.1, 2.3, 3.4                         | <ul style="list-style-type: none"> <li>Uses mathematical formulae to calculate resources against project requirements and to measure work output against predetermined criteria</li> </ul>                                                                                                                                                                                                                                        |
| Navigate the world of work | 3.3, 4.1                              | <ul style="list-style-type: none"> <li>Understands and adheres to organisational policies and procedures</li> </ul>                                                                                                                                                                                                                                                                                                               |
| Interact with others       | 1.3, 1.4, 2.1, 2.3, 3.1, 3.3, 3.4     | <ul style="list-style-type: none"> <li>Collaborates with co-workers to negotiate and facilitate shared understanding of individual roles and group objectives</li> <li>Manages workplace conflict by recognising contributing factors and implementing resolution strategies</li> </ul>                                                                                                                                           |
| Get the work done          | 1.1-1.4, 2.2, 2.3, 3.1, 3.2, 3.4, 4.2 | <ul style="list-style-type: none"> <li>Develops plans to identify project responsibilities and needs, and allocate project personnel, with an awareness of how this contributes to overall project goals</li> <li>Uses analytical skills to review performance and decide on actions needed</li> <li>Reflects on how variables impact outcomes to gain insights into concepts that may be adapted in future situations</li> </ul> |

## Unit Mapping Information

| Code and title<br>current version              | Code and title<br>previous version              | Comments                                              | Equivalence status |
|------------------------------------------------|-------------------------------------------------|-------------------------------------------------------|--------------------|
| BSBPMG515<br>Manage project<br>human resources | BSBPMG515A<br>Manage project<br>human resources | Updated to meet<br>Standards for<br>Training Packages | Equivalent unit    |

## Links

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=11ef6853-ceed-4ba7-9d87-4da407e23c10>

## Assessment Requirements for BSBPMG515 Manage project human resources

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### Performance Evidence

Evidence of the ability to:

- plan and allocate human resources to a project
- identify and organise project personnel training and development
- manage project personnel to achieve project outcomes
- apply human resource management (HRM) methods, techniques and tools to the project.

Note: If a specific volume or frequency is not stated, then evidence must be provided at least once.

### Knowledge Evidence

To complete the unit requirements safely and effectively, the individual must:

- summarise human resource management (HRM) methods, techniques and tools
- explain strategies for managing project human resources and their application to different situations
- explain processes used to measure individuals' performance against agreed criteria
- explain techniques for managing and improving performance.

### Assessment Conditions

Assessment must be conducted in a safe environment where evidence gathered demonstrates consistent performance of typical activities experienced in the management and leadership – project management field of work and include access to:

- project documentation
- case studies and, where possible, real situations
- interaction with others.

Assessors must satisfy NVR/AQTF assessor requirements.

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