



Australian Government

BSBPMG601 Direct the integration of projects

Release: 1

BSBPMG601 Direct the integration of projects

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 direct the integration of all functions of project management in a program or multiple-project context, as well as directing the internal project environment to meet external needs and expectations, and directing projects within a program throughout their life cycle.

It applies to individuals who are program managers, managing a suite of projects (a program).

No licensing, legislative 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. Direct integration of all functions of project management	1.1 Support project managers in project stakeholder analysis to determine influence of others on project outcomes 1.2 Analyse, rationalise and integrate requirements of all projects, and inter-relationships of project management functions, to determine agreed, achievable program objectives that align to organisational goals, strategies and objectives as stated in strategic planning documentation 1.3 Review, rationalise and, when approved, integrate project plans into a structured, cohesive program plan for program management 1.4 Derive integrated program-control mechanisms from project plans, to establish program-control requirements

ELEMENT	PERFORMANCE CRITERIA
	1.5 Use project plans to develop consolidated program budgets, schedules and interdependencies, and to identify program risks
2. Direct internal project environment to meet external needs and expectations	2.1 Ensure project managers' work is conducted effectively throughout multiple, aligned project life cycles 2.2 Establish and maintain links to direct alignment between projects and organisational objectives within the program 2.3 Evaluate project proposals (scope definitions) against organisation's strategic objectives 2.4 Coordinate and direct conflicting requirements of individual projects to achieve program objectives 2.5 Modify, where necessary, individual project objectives to achieve overall program objectives 2.6 Coordinate impact of external environmental influences on individual projects to achieve program objectives
3. Direct projects throughout project life cycles	3.1 Direct all project managers to provide project phases, approval points, review points and other milestones, to allow program integration 3.2 Establish project baselines and report progress in relation to these baselines, to measure program performance throughout business reporting cycle 3.3 Progressively review project baselines to ensure nominated benefits are consistent with organisational expectations 3.4 Direct finalisation plans, procedures and activities to ensure final outcomes are met, and projects meet agreed program objectives 3.5 Review finalised projects in a program-management reporting period to evaluate benefits to the business 3.6 Pass on integration-management lessons learnt to higher project authority and provide feedback for application to other projects

Foundation Skills

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

Skill	Performance	Description
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	Criteria	
Reading	1.2, 1.3	- Interprets and critically analyses complex texts - Applies appropriate strategies to construct meaning from complex texts
Writing	1.3, 1.5, 2.5, 3.2, 3.5, 3.6	Develops a range of project related documents using appropriate format, vocabulary and structure
Oral Communication	1.1, 2.1, 3.1	Participates in discussions and presents information using language and features appropriate to the audience
Numeracy	1.5, 3.4	- Extracts and evaluates mathematical information embedded in a range of tasks and texts - Selects from, and applies, an expanding range of mathematical and problem-solving strategies in a range of contexts
Interact with others	1.1, 2.1, 3.1	Collaborates with others to achieve joint outcomes, playing a lead role in facilitating successful outcomes and influencing direction
Navigate the world of work	1.2, 2.2, 3.3, 3.5	Understands how own role contributes to broader organisational goals
Get the work done	1.1-1.5, 2.1-2.6, 3.3, 3.5	- Develops flexible plans for complex, high impact activities that involve stakeholders with potentially competing demands - Regularly reviews priorities and performance during implementation, identifying and addressing issues and reallocating resources - Uses analytical processes to identify key information and issues, evaluate alternative strategies, anticipate consequences and consider implementation issues and contingencies - Reviews outcomes to evaluate results against goals, and to identify opportunities for improvement

Unit Mapping Information

Code and title current version	Code and title previous version	Comments	Equivalence status
BSBPMG601 Direct the integration of projects	BSBPMG601A Direct the integration of projects	Updated to meet Standards for 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 BSBPMG601 Direct the integration of projects

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Performance Evidence

Evidence of the ability to:

- direct integration of all functions of project management, including:
 - determining stakeholder influence and program objectives
 - rationalising and integrating project plans into a program plan
 - establishing program control requirements
 - developing consolidated program budgets, schedules and interdependencies
 - identifying program risks
- direct the internal project environment, throughout multiple, aligned project life cycles, to meet external needs and expectations, including:
 - establishing links to direct alignment of projects with organisational objectives
 - evaluating project proposals against organisational objectives
 - coordinating and directing conflicting individual project requirements to achieve program objectives
 - modifying individual project objectives to achieve program objectives
 - coordinating impact of external environmental influences to achieve program objectives
- direct projects throughout project life cycles, including:
 - directing project managers to provide information to enable program integration
 - establishing and reporting progress against baselines, to measure program performance
 - reviewing baselines
 - directing finalisation plans, procedures and activities to ensure outcomes and objectives are met
 - evaluating benefits to business
 - passing on lessons learnt and feedback.

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:

- describe key steps in program planning
- outline methodologies, tools and techniques for project management
- describe a range of leadership models
- summarise relevant legislation, codes and national standards.

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:

- relevant project documentation
- feedback from project stakeholders
- case studies and, where possible, real situations.

Assessors must satisfy NVR/AQTF assessor requirements.

Links

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