



Australian Government

BSBPMG606 Direct human resources management of a project program

Release: 1

BSBPMG606 Direct human resources management of a project program

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 human resource organisation and staffing across a program, direct project managers in relation to staff performance, and to provide leadership within the program.

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 human resources management planning	1.1 Direct human resource requirement analysis for projects to determine numbers and skill levels required for overall program 1.2 Direct stakeholder assessment to establish a basis for stakeholder management within projects and overall program 1.3 Direct responsibility assignment for project activities and tasks, and establish authorisation protocols
2. Manage program organisation and staffing	2.1 Determine resource requirements for projects in consultation with project managers and appropriate stakeholders, to establish program staffing levels, allocation to projects and required competencies 2.2 Direct project organisation and structure to optimise alignment

ELEMENT	PERFORMANCE CRITERIA
	of individual and group competencies within projects 2.3 Direct recruitment of staff for allocation to projects or reallocation within the organisation, within agreed delegated authority, to meet competency requirements throughout the program 2.4 Direct project managers' use of human resources management (HRM) methods, techniques and tools, and modify for program requirements 2.5 Utilise organisational HRM system and HRM processes across projects
3. Direct project staff performance management	3.1 Obtain agreement on performance measurement criteria for clarity of roles and responsibilities and ongoing assessment 3.2 Ensure systems for ongoing development and training of personnel across the program are established and implemented by project managers 3.3 Measure individuals' performance against agreed criteria and authorise actions to overcome shortfalls in performance and encourage career progression
4. Provide overall leadership to project teams	4.1 Manage a system of continuous improvement of staff to enhance program effectiveness 4.2 Analyse individual and team performance and morale levels and take action where necessary 4.3 Direct procedures for interpersonal communication, counselling and conflict resolution by project managers, and review results to maintain and promote a positive working environment 4.4 Identify and positively manage intra-organisational and intra-project conflict to maximise achievement of program objectives 4.5 Aggregate HRM lessons learnt for application in planning and, where appropriate, pass on information to others for consideration in strategic planning and direction

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, 3.3	- Organises, evaluates and critiques ideas and information from complex texts - Draws on a broad range of strategies to build and maintain understanding throughout complex texts
Writing	1.3, 2.1, 2.2, 2.3, 3.1, 3.3, 4.5	Develops a range of project related documents using appropriate format, vocabulary and structure
Oral Communication	1.1, 1.2, 1.3, 2.1, 2.2, 2.3, 2.4, 4.2, 4.3, 4.4	- Provides information using language and features appropriate to the audience - Use listening and questioning skills to confirm or clarify understanding
Numeracy	1.1, 2.1, 2.2, 3.1, 4.2	- Extracts, interprets and evaluates mathematical information in organisational and project documentation - Compares and contrasts performance against criteria
Interact with others	1.1, 1.2, 1.3, 2.1, 2.2, 2.3, 2.4, 4.2, 4.3, 4.4	- Actively identifies requirements of important communication exchanges, selecting appropriate channels, format and content to suit purpose and audience - Plays a lead role in situations requiring effective collaborative skills, demonstrating ability to influence and motivate others - Recognises potential for conflict and takes steps to stop an issue from escalating
Get the work done	1.1-1.3, 2.2-2.5, 3.1, 3.3, 4.1, 4.2	- Develops plans for complex activities that contribute to overall project goals and involve multiple stakeholders - Regularly reviews priorities and performance during implementation, identifying and addressing issues, and reallocating resources - Identifies issues and uses analytical techniques to generate and evaluate possible solutions

Unit Mapping Information

Code and title current version	Code and title previous version	Comments	Equivalence status
BSBPMG606 Direct human resources	BSBPMG606A Direct human resources	Updated to meet Standards for	Equivalent unit

Code and title current version	Code and title previous version	Comments	Equivalence status
management of a project program	management of a project program	Training Packages	

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 BSBPMG606 Direct human resources management of a project program

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Performance Evidence

Evidence of the ability to:

- direct human resources management (HRM) planning, including:
 - directing project analysis to determine program requirements
 - directing stakeholder assessment
 - directing responsibility assignment and establishing authorisation protocols
- manage program organisation and staffing, including:
 - determining project resource requirements
 - directing project organisation and structure
 - directing staff recruitment
 - directing project managers' use of HRM methods, techniques and tools
 - utilising organisational HRM system and processes across projects
- direct project staff performance management, including:
 - obtaining agreement on measurement criteria
 - ensuring systems for ongoing development and training
 - measuring individuals' performance and authorising relevant actions
- provide overall leadership to project teams, including:
 - managing a continuous improvement system
 - analysing and taking action on individual and team performance and morale levels
 - directing procedures for interpersonal communication, counselling and conflict resolution by project managers, and reviewing results
 - identifying and positively managing intra-organisational and intra-project conflict
 - aggregating and passing on HRM lessons learnt.

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:

- explain human resource management methods, techniques and tools
- identify relevant legislation
- describe models of performance management and performance development.

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:

- workplace HRM documentation
- feedback from project teams and stakeholders as to how human resource management was handled.

Assessors must satisfy NVR/AQTF assessor requirements.

Links

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