



Australian Government

BSBPMG624 Engage in collaborative alliances

Release: 1

BSBPMG624 Engage in collaborative alliances

Modification History

Release	Comments
Release 1	This version first released with BSB Business Services Training Package Version 3.0.

Application

This unit describes the skills and knowledge required to enable a program manager to engage in collaborative alliances. It includes the performance criteria required to demonstrate competency in forging alliances with other organisations to facilitate attainment of program benefits.

Collaborative alliances are significantly different in focus and content from commercial contracts in that the parties operate as partners with shared interests and a higher degree of joint decision-making. However, collaborative alliances are often formalised with the use of a legally binding contract. Collaborative agreements often involve organisations that are part of the same legal entity; business units of the same corporation or departments of the same government.

A program is defined as a set of interrelated projects, each of which has a project manager. 'Multiple projects', or 'a program of projects', refers to a number of related projects managed by the same person as a program to achieve organisational objective/s.

It applies to individuals who are program managers and those managing a suite of projects (a program). They operate within assigned authority levels, are responsible for their own performance, program outcomes, and sometimes the performance of others.

Individuals in this role may be operating within an organisation, a business or as a consultant.

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>

ELEMENT	PERFORMANCE CRITERIA
1. Identify opportunities for collaboration and develop collaborative alliances	1.1 Identify and evaluate opportunities for collaborative alliances according to organisational and program objectives 1.2 Identify and evaluate potential collaborators in line with relevant organisational policies 1.3 Initiate and develop relationships with potential collaborators according to relevant organisational policies and procedures
2. Establish collaborative agreements	2.1 Initiate, negotiate, agree and document a collaborative approach with parties which adhere to organisational policies and relevant legal requirements 2.2 Approve and regularly review each formal agreement to ensure continuation of envisaged value and potential need for changes and additions, in accordance with relevant organisational policies and procedures 2.3 Develop collaboration plans for each agreement to support implementation
3. Support the evolution of collaborative agreements	3.1 Monitor and nurture relationships with collaborators to sustain commitment 3.2 Assess performance of all parties to an agreement against organisational and program objectives and expected results, and address variances 3.3 Make changes to agreements as required in accordance with organisational policies and procedures

Foundation Skills

This section describes those language, literacy, numeracy and employment skills that are essential to performance but not explicit in the performance criteria.

Skill	Description
Reading	Identifies and interprets information from a range of sources
Writing	Prepares and modifies agreements and plans using appropriate language and format
Oral Communication	- Participates in verbal exchanges using language and features appropriate to the audience - Uses active listening and questioning techniques to confirm understanding

Interact with others	• Uses interpersonal skills to negotiate agreements with diverse stakeholders • Invests time and energy in building and maintaining effective working relationships
Get the work done	• Plans, implements and monitors tasks and activities required to achieve collaborative alliance goals • Analyses and evaluates options to make decisions about possible alliances • Evaluates outcomes to identify improvement opportunities

Unit Mapping Information

Code and title current version	Code and title previous version	Comments	Equivalence status
BSBPMG624 Engage in collaborative alliances	BSBPMG614 Engage in collaborative alliances	Updates to elements, performance criteria and assessment requirements	Equivalent

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 BSBPMG624 Engage in collaborative alliances

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Performance Evidence

Evidence of the ability to:

- adopt appropriate communication and networking skills to assist in engaging potential collaborators
- employ environment scanning techniques to identify opportunities for collaboration that are aligned to desired program outcomes
- conduct negotiations to devise and agree collaboration arrangements
- conduct review of formal agreements
- conduct assessment of effectiveness of collaborative relationships.

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

Knowledge Evidence

The candidate must be able to demonstrate the following knowledge to effectively complete the tasks outlined in the elements and performance criteria of this unit, and to manage tasks and reasonably foreseeable contingencies in the context of the work role:

- Key features of methods to maintain and sustain alliances
- Key features of several negotiating strategies
- Discuss summary profiles of collaborators
- Key features of several types and forms of collaboration agreements
- Key features of relevant organisational policies and procedures
- Key program and organisational objectives.

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 documentation regarding collaborative alliances
- feedback from stakeholders, which reflects how collaborative alliances were managed for a program.

Assessors must satisfy the requirements for assessors in applicable vocational education and training legislation, frameworks and/or standards.

Links

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