



**Australian Government**

# **BSBPMG632 Manage program risk**

**Release: 1**

## BSBPMG632 Manage program risk

### Modification History

| Release   | Comments                                                                             |
|-----------|--------------------------------------------------------------------------------------|
| Release 1 | This version first released with BSB Business Services Training Package Version 7.0. |

### Application

This unit describes the skills and knowledge required to manage risks that might affect program deliverables and organisational objectives. It covers directing the planning and management of program risks, managing risks to the overall program and assessing risk management outcomes for the program and the organisation.

The unit applies to individuals who are program managers, managing or directing a suite of projects (a program) and/or senior project managers.

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

### Unit Sector

Business Competence – 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 planning of program risk management    | 1.1 Identify potential, actual and residual risks<br>1.2 Select and modify program risk methodology to match the context for risk<br>1.3 Consult with relevant stakeholders and identify, document and analyse program level risks<br>1.4 Support and mentor project managers in the analysis, evaluation and treatment of risks<br>1.5 Confirm risk management is transparent and dynamic across the program so that risks are assigned and managed in a timely manner<br>1.6 Develop and maintain a program risk-management system for |

| ELEMENT                                    | PERFORMANCE CRITERIA                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                            | effective management and communication of risks, controls, treatments and outcomes to stakeholders across the program                                                                                                                                                                                                                                                                                                                                                |
| 2. Manage program risk                     | 2.1 Direct management of the program in accordance with agreed program risk-management plans<br>2.2 Review progress, analyse variance and initiate risk responses to achieve program objectives in dynamic risk environments<br>2.3 Confirm risks are monitored and assessed across the program at agreed intervals<br>2.4 Direct response to actuated program risk and confirm remedial actions are authorised with impact analysis according to program objectives |
| 3. Assess program risk-management outcomes | 3.1 Identify and document program residual risk and communicate to stakeholders any transferred liability at program completion<br>3.2 Review and analyse program outcomes to assess the effectiveness of the risk-management methodology<br>3.3 Seek feedback and respond to relevant stakeholders on risk management<br>3.4 Analyse, document and recommend lessons learned for application in other programs                                                      |

## Foundation Skills

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

| SKILL              | DESCRIPTION                                                                                                                                                                                                                                                       |
|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Reading            | <ul style="list-style-type: none"> <li>Applies appropriate strategies to construct meaning from complex texts</li> </ul>                                                                                                                                          |
| Writing            | <ul style="list-style-type: none"> <li>Documents results of consultations clearly and accurately to inform risk-management planning</li> <li>Documents risk-management outcomes using format and terminology appropriate to the audience</li> </ul>               |
| Oral Communication | <ul style="list-style-type: none"> <li>Participates in verbal exchanges using clear and detailed language and appropriate features, to provide relevant information</li> <li>Uses active listening and questioning techniques to confirm understanding</li> </ul> |
| Teamwork           | <ul style="list-style-type: none"> <li>Identifies requirements of important communication exchanges, selecting appropriate channels, format and content to suit purpose and audience</li> </ul>                                                                   |
| Planning and       | <ul style="list-style-type: none"> <li>Develops systems and plans for complex, high impact activities that</li> </ul>                                                                                                                                             |

| SKILL      | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| organising | <p>involve a diverse range of stakeholders with potentially competing demands</p> <ul style="list-style-type: none"><li>• Sequences and schedules complex activities, monitors implementation, and adjusts activities or resources as required</li><li>• Reviews outcomes considering results from a range of perspectives and identifying key concepts and principles that may be adaptable to future situations</li></ul> |

## Unit Mapping Information

Supersedes and is equivalent to BSBPMG616 Manage program risk.

## Links

Companion Volume Implementation Guide is found on VETNet -

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

# Assessment Requirements for BSBPMG632 Manage program risk

## Modification History

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## Performance Evidence

The candidate must demonstrate the ability to complete the tasks outlined in the elements, performance criteria and foundation skills of this unit, including evidence of the ability to:

- manage program risk on at least one occasion.

In the course of above, the candidate must:

- direct the planning of program risk management, including:
  - assessing and selecting risk methods to suit risk context
  - directing identification, documentation and analysis of risks as basis for planning
  - directing, supporting and mentoring project managers in analysing, evaluation and treatment of risks
  - confirming risk management is transparent and timely
  - developing and maintaining a risk management system across the program
- manage program risk, including:
  - managing the program
  - reviewing progress, analysing variance and initiating risk responses
  - confirming risks are assigned and monitored across the program at agreed intervals
  - assessing issues are for impact and remedial actions
- assess project and program risk-management outcomes, including:
  - identifying and documenting residual risk
  - reviewing and analysing program risk outcomes
  - documenting, analysing and recommending lessons learned
- respond to risk within complex programs that are subject to unpredictable contextual pressures.

## Knowledge Evidence

The candidate must be able to demonstrate knowledge to complete the tasks outlined in the elements, performance criteria and foundation skills of this unit, including knowledge of:

- the use of risk management tools, frameworks, systems, methodologies and standards

- the use of a dynamic risk register across a program.

## Assessment Conditions

Skills in this unit must be demonstrated in a workplace or simulated environment where the conditions are typical of those in a working environment in this industry

This includes access to:

- workplace risk management documentation
- feedback from program stakeholders as to how risks were managed.

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

## Links

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