



Australian Government

Department of Education, Employment and Workplace Relations

BSBPMG404A Apply quality management techniques

Revision Number: 1

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Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to enhance project outcomes through contributing to quality planning, applying quality policies and procedures and contributing to continuous improvement within projects. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.
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Application of the Unit

Application of the unit	This unit applies to a project team member working under the direction of a project manager with other project team members. The individual may be operating within an organisation or as a consultant. The skills should be applied in the context of multiple complex projects, with the individual operating as part of a specialist project management team. In the context of this unit a complex project is defined as a project which involves: • the need for a comprehensive and multi faceted project plan • the need for a formal internal or external communications strategy • a dedicated and diverse project budget • multiple administrative components • multiple operational components • a wide range of stakeholders • a project operations team. The functions performed by a worker managing a straightforward project or a section of a larger project where project management is not the main focus of the job role are covered by BSBPMG510A Manage projects.
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
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Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Contribute to quality planning	1.1. Contribute to determining quality requirements of project stakeholders 1.2. Contribute to establishing quantifiable quality criteria for project outcomes and objectives 1.3. Source information to locate and interpret quality policy and procedures 1.4. Contribute to the development of quality requirements in the project plan and processes
2. Apply quality policies and procedures	2.1. Undertake work under delegated authority to implement quality assurance within the project in accordance with agreed quality standards and guidelines 2.2. Maintain records and documentation in accordance with set procedures to facilitate quality control and to provide an audit trail 2.3. Document and evaluate results of project activities and product performance to determine compliance with agreed quality standards 2.4. Report shortfalls in quality outcomes to others to enable appropriate action to be initiated
3. Contribute to continuous improvement process	3.1. Participate in the ongoing review of project outcomes to determine the effectiveness of quality management activities 3.2. Report quality management issues and responses to others for application in future projects

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit.

Required skills

- literacy skills to work with quality documents and project records, and to produce records for quality control and auditing purposes
- organisational skills and attention to detail to monitor compliance with agreed standards
- teamwork and communication skills to communicate quality issues.

Required knowledge

- quality auditing processes and requirements
- quality standards and their place in the project life cycle.

Evidence Guide

EVIDENCE GUIDE

The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment

Critical aspects for assessment and evidence required to demonstrate competency in this unit

Evidence of the following is essential:

- application of quality management and continuous improvement techniques in relation to multiple complex projects
- knowledge of quality auditing processes and requirements.

Context of and specific resources for assessment

Assessment must ensure:

- access to examples of project management documentation used for quality control purposes
- access to project team records.

Method of assessment

A range of assessment methods should be used to assess practical skill and knowledge. The following assessment methods are appropriate for this unit:

- direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate
- oral or written questioning to assess knowledge of strategies for managing project quality and their application to different situations
- analysis of responses to case studies and scenarios which present issues and problems in project quality management
- review of records documented and maintained
- evaluation of documented results of project activities and product performance
- evaluation of reports developed about shortfalls in quality outcomes.

Guidance information for assessment

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:

- other units from the Certificate IV in Project Management.

Range Statement

RANGE STATEMENT

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

<i>Information</i> may include:	- designated standard operating procedures and regulations - organisation and project standards - organisational quality management policy and guidelines as applied to specific requirements of a project - project quality guidelines and instructions
<i>Delegated authority</i> means:	- carried out under limited guidance and supervision - subject to frequent change in a multi-disciplinary environment - within agreed authorisation and limits - within established organisational framework, procedures and routines
<i>Quality assurance</i> may include:	- project finalisation process to capture lessons learned and to enable continuous improvement - systematic review of the project management process to ensure compliance with organisational policy and guidelines
<i>Quality control</i> may include:	- inspections and audits in compliance with guidelines - monitoring conformance with the specification - recommending ways to eliminate causes of unsatisfactory performance of products or processes - regular inspection by the individual or the monitoring of inspections by internal or external agents - reporting of variances
<i>Others</i> may include:	- higher project authority - project manager - project specialists or other personnel - team members

Unit Sector(s)

Unit sector	
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Competency field

Competency field	Management and Leadership - Project Management
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Co-requisite units

Co-requisite units		