



**Australian Government**

**Department of Education, Employment and Workplace Relations**

# **BSBPMG405A Apply human resources management approaches**

**Release: 1**

## BSBPMG405A Apply human resources management approaches

### Modification History

Not applicable.

### Unit Descriptor

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| <b>Unit descriptor</b> | <p>This unit describes the performance outcomes, skills and knowledge required to assist with aspects of human resources management of a project. This involves establishing human resource requirements, identifying the learning and development needs of people working on the project, facilitating these needs being met and resolving conflict within the team.</p> <p>No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.</p> |
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### Application of the Unit

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| <b>Application of the unit</b> | <p>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.</p> <p>In the context of this unit a complex project is defined as a project which involves:</p> <ul style="list-style-type: none"><li>• the need for a comprehensive and multi faceted project plan</li><li>• the need for a formal internal or external communications strategy</li><li>• a dedicated and diverse project budget</li><li>• multiple administrative components</li><li>• multiple operational components</li><li>• a wide range of stakeholders</li><li>• a project operations team.</li></ul> |
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## Licensing/Regulatory Information

Not applicable.

## Pre-Requisites

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| <b>Prerequisite units</b> |  |  |
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## Employability Skills Information

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| <b>Employability skills</b> | This unit contains employability skills. |
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## Elements and Performance Criteria Pre-Content

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| 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| 1. Assist with determining human resource requirements                          | 1.1. Analyse <b>work breakdown structure</b> to determine human resource requirements<br>1.2. Assess skill levels of project personnel against project task requirements<br>1.3. Assign responsibilities for achieving project deliverables                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 2. Assist with human resource monitoring and stakeholder liaison                | 2.1. Monitor the work of project personnel against assigned roles and responsibilities<br>2.2. Track, monitor and control actual effort against plan, review skill levels against allocated tasks and recommend remedial action, where required, to <b>others</b><br>2.3. Contribute to tracking, monitoring and controlling stakeholder participation and communication with the project<br>2.4. Advise others when assigned responsibilities are not met by project personnel, or stakeholder expectations are at variance<br>2.5. Undertake work in a multi-disciplinary environment in accordance with established human resource management <b>practices, plans, guidelines and procedures</b> to achieve designated project objectives<br>2.6. Resolve potential and actual conflicts in accordance with agreed dispute resolution processes or report to others for resolution<br>2.7. Offer <b>human resource development opportunities</b> to individuals with skill gaps |
| 3. Contribute to evaluating human resource and stakeholder management practices | 3.1. Contribute to assessing the overall effectiveness of project human resource management and document lessons learned<br>3.2. Report human resource issues to others to aid the continuous improvement process<br>3.3. Contribute to stakeholder satisfaction analysis and assist with post-project operational review                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

## Required Skills and Knowledge

### REQUIRED SKILLS AND KNOWLEDGE

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

#### Required skills

- literacy skills to read and interpret project plans and schedules
- planning and monitoring skills to track performance in relation to assigned tasks
- teamwork and communication skills to resolve conflict, advise others of performance issues and deal with stakeholders.

#### Required knowledge

- job design principles and work breakdown structures
- learning and development options
- project roles, responsibilities and reporting requirements in relation to human resources.

## Evidence Guide

| <b>EVIDENCE GUIDE</b>                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| 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. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Overview of assessment</b>                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Critical aspects for assessment and evidence required to demonstrate competency in this unit</b>                                                                                                                    | <p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> <li>• use of work breakdown structures in human resource project planning</li> <li>• use of effective methods for monitoring roles and responsibilities in multiple complex projects</li> <li>• knowledge of methods for providing feedback on performance and for improving performance of project team members.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Context of and specific resources for assessment</b>                                                                                                                                                                | <p>Assessment must ensure:</p> <ul style="list-style-type: none"> <li>• access to examples of project management documentation for human resource management.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Method of assessment</b>                                                                                                                                                                                            | <p>A range of assessment methods should be used to assess practical skill and knowledge. The following assessment methods are appropriate for this unit:</p> <ul style="list-style-type: none"> <li>• analysis of responses to case studies and scenarios which reflect human resource issues and problems in a project management context</li> <li>• direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate</li> <li>• analysis of responses addressing different project human resource management scenarios</li> <li>• oral or written questioning to assess knowledge of strategies for managing project human resources and their application to different situations</li> <li>• analysis of responsibilities assigned for achieving project deliverables</li> <li>• review of documentation about lessons learned</li> <li>• evaluation of reports developed about human resource issues.</li> </ul> |
| <b>Guidance information for assessment</b>                                                                                                                                                                             | <p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:</p> <ul style="list-style-type: none"> <li>• other units from the Certificate IV in Project</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

**EVIDENCE GUIDE**

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.

|                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                        |
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| <b><i>Work breakdown structure</i></b> is:                            | <ul style="list-style-type: none"> <li>• a planning tool or process which divides and sub-divides the work of a project into smaller, more manageable work packages</li> </ul>                                                                                                                                                                                                                         |
| <b><i>Others</i></b> may include:                                     | <ul style="list-style-type: none"> <li>• project manager</li> <li>• project specialists or other personnel</li> <li>• relevant project authority</li> <li>• team members</li> </ul>                                                                                                                                                                                                                    |
| <b><i>Practices, plans guidelines and procedures</i></b> may include: | <ul style="list-style-type: none"> <li>• industrial relations agreements and guidelines</li> <li>• organisation project management procedures</li> <li>• professional operating standards</li> <li>• project human resources management plan</li> <li>• skills framework nominating skill levels required for specific types of project activities</li> <li>• staffing plan/job description</li> </ul> |
| <b><i>Human resource development opportunities</i></b> may include:   | <ul style="list-style-type: none"> <li>• action learning sets</li> <li>• coaching and mentoring</li> <li>• performance feedback</li> <li>• team building and group activities</li> <li>• training</li> </ul>                                                                                                                                                                                           |

**Unit Sector(s)**

Unit sector

## Competency field

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

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| Co-requisite units |  |  |
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