



Australian Government

BSBPMG418A Apply project stakeholder engagement techniques

Release 1

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Modification History

Release	Comments
Release 1	This version first released with <i>BSB07 Business Services Training Package Version 8.0</i> .

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to assist in managing stakeholder relationships during a project. It involves ensuring the timely and appropriate involvement of key individuals, organisations and groups throughout the project.

This unit is adapted from the unit 'PM01 Manage Stakeholder Relationships' found in GAPPS (2007) *A Framework for Performance Based Competency Standards for Global Level 1 and 2 Project Managers* Sydney: Global Alliance for Project Performance Standards.

Application of the Unit

This unit applies to a project practitioner working in a project support role.

The individual may be operating in a large or small organisation and applying skills in the context of enterprise projects.

The project practitioner may be part of a project team under the direction of a project manager, or may work as part of a smaller scale self-directed team.

This unit has generic application to a range of industries and organisations and a range of projects, from simple to complex.

In the context of this unit a project is defined as involving:

- a practical and comprehensive project plan
- a documented communications strategy
- a detailed project budget
- strategic engagement with stakeholders
- a risk, issues and change-management methodology
- a quality plan with assurance and control processes
- a supportive team-based environment.

The functions performed in project work, where formal project management methodology is not the main focus, are covered by BSBPMG522A Undertake project work.

Licensing/Regulatory Information

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

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Element	Performance Criteria
<i>Elements describe the essential outcomes of a unit of competency.</i>	<i>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.</i>

Elements and Performance Criteria

1. Assist in identifying and addressing stakeholder interests	1.1 Assist in identifying stakeholders relevant to project objectives 1.2 Segment stakeholder interests and assist in determining forms of engagement 1.3 Consider interests of stakeholders when advising on project operations 1.4 Support actions to address differing stakeholder interests where required
2. Actively participate in stakeholder engagement	2.1 Apply interpersonal skills to ensure stakeholder engagement is effective 2.2 Conduct stakeholder engagement in line with agreed defined project roles 2.3 Establish and clarify stakeholder behavioural expectations where required 2.4 Openly engage with stakeholder performance reviews 2.5 Recognise and address development needs and opportunities to support stakeholder engagement
3. Assist stakeholder communications	3.1 Assist in determining and documenting stakeholder communication needs 3.2 Assist in negotiating agreement on project communication method , and content and timing of stakeholder engagement 3.3 Support the communication of information as planned within authority levels, identifying and addressing variances

Required Skills and Knowledge

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

Required skills

- analytical skills to identify and segment stakeholder engagement
- interpersonal skills to facilitate stakeholder engagement
- teamwork and communication skills to acquire and disseminate relevant project information
- technology skills to use software and communication technologies relevant to the industry and project context
- writing and media skills to generate project communications content with stakeholders.

Required knowledge

- common problems leading to variances in stakeholder engagement
- interests and expectations of stakeholders
- levels and means of stakeholder engagement in projects
- types of project stakeholders.

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: - identifying and segmenting stakeholders relevant to the project - engaging stakeholders using interpersonal skills appropriate to the project context - selecting communications methods relevant to the project needs and stakeholder expectations.
Context of and specific resources for assessment	Assessment must ensure access to: - examples of project documentation detailing stakeholder engagement - records of project team involvement in stakeholder engagement activities.
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: - written reports and examples of stakeholder engagement - observation of performance in role plays that demonstrate techniques in stakeholder engagement - direct questioning combined with review of portfolios of evidence and third-party workplace reports of on-the-job performance by the candidate - analysis of responses addressing different project scenarios that present issues and problems in project stakeholder engagement - oral or written questioning to assess knowledge of strategies for engagement stakeholders - review of stakeholder engagement issues and responses within authorities.
Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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.

Stakeholders are those whose interests are impacted by the project, and may include:	• associated organisations • clients • community • internal and external parties • sponsors • suppliers • team members • users.
Interests:	• may include: • articulated needs • expectations • expressed or implied • preferences • requirements • may relate to: • how the activities of the project are conducted • the product of the project.
Forms of engagement may include:	• collaborating • consulting • empowering • informing • involving.
Interpersonal skills may include:	• conflict management • dealing with emotions and stress • decision making • demonstrating sensitivity to diversity issues • emotional intelligence • leadership • modelling desired behaviour • negotiating • trust building • verbal and non-verbal communication.

Roles may include:	• accountabilities • authorities • delegations • reporting arrangements • responsibilities.
Behavioural expectations may include:	• client expectations • dealing with differences in: • culture • ethnic background • other personal characteristics of project individuals • religion • skills • organisation performance indicators • responding to conflict.
Communication needs may include:	• communication method used • confidentiality requirements • content required • cultural differences • geographical dispersion • privacy and other relevant legislation • protocols • required approvals.
Communication method may include:	• direct and indirect • face-to-face • discussions • interviews • large and small meetings • forums and workshops • use of communications media, including: • audiovisual media • internet • mobile communications • newspaper and magazines • radio • social and business media • telephone • television.
Variances may include:	• incorrect or misleading content • missing reports • stakeholder complaints

	• untimely distribution.
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Unit Sector(s)

Management and Leadership – Project Management