



Australian Government

BSBPMG513A Manage project quality

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>. Replaces BSBPMG505A Manage project quality.

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to manage quality in projects. It involves determining quality requirements, implementing quality control and assurance processes, and using review and evaluation to make quality improvements in current and future projects.

Application of the Unit

This unit applies to those responsible for managing and leading a project in an organisation, business or as a consultant.

The project manager operates according to assigned authority levels, and is responsible for own performance and the performance of others.

The project manager may undertake the work in the context of an organisation program and/or portfolio of projects.

This unit has generic application for projects in a range of industries, organisations and contexts.

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

- a comprehensive, detailed and integrated project management plan
- a formal communications plan
- a dedicated and project-based budget
- formal and planned engagement with a wide range of stakeholders
- a documented risk, issues and change-management methodology
- a quality plan with assurance and control processes
- a project team-based environment.

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. Determine quality requirements	1.1 Determine quality objectives and standards with input from stakeholders 1.2 Document in a quality-management plan the quality metrics for project and product output 1.3 Select established quality-management methods, techniques and tools to resolve quality issues 1.4 Distribute, discuss and support quality requirements with project team and stakeholders 1.5 Include agreed quality requirements in the project management plan and implement as basis for performance measurement
2. Implement quality processes	2.1 Undertake quality-assurance audit of project processes for compliance with agreed plans 2.2 Assess quality control of project and product output according to agreed quality specifications 2.3 Identify causes of variance to quality metrics and undertake remedial action 2.4 Maintain a quality management system to enable accurate and timely recording of quality audit data
3. Implement project quality improvements	3.1 Review processes and implement agreed changes continually throughout the project life cycle to ensure continuous quality improvement 3.2 Review project outcomes against performance requirements to determine the effectiveness of quality-management processes and procedures 3.3 Identify and document lessons learned and recommended improvements

Required Skills and Knowledge

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

Required skills

- analytical skills to monitor achievement of project outcomes against quality criteria
- communication and leadership skills to:
 - motivate staff and convey expectations
 - ensure outcomes are met
- literacy skills to develop quality objectives and criteria
- mentoring skills to boost performance.

Required knowledge

- quality management theory
- quality assurance and control techniques, tools and methodologies
- quality roles and responsibilities in project management
- methods for managing performance and continuous improvement
- relevant legislation, codes and national standards, including:
 - award and organisation agreements and industrial instruments
 - industry codes of practice
 - legislation from all levels of government that affects business operation, especially in regard to work health and safety (WHS) and environmental issues, equal opportunity, industrial relations and anti-discrimination.

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: • successfully managing project environment so that quality outcomes are achieved for a project of sufficient complexity to demonstrate the full range of performance requirements • applying a range of quality management tools, techniques and methodologies.
Context of and specific resources for assessment	Assessment must ensure: • access to project documentation, which includes quality criteria and evidence of quality monitoring and improvement practices • consideration of feedback from project stakeholders regarding project quality management.
Method of assessment	A range of assessment methods should be used to assess practical skill and knowledge. The following examples 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 in different situations • analysis of candidate responses in addressing case studies and scenarios that present project quality-management issues and problems • review of quality requirements of project plan • review of implementation of agreed changes to ensure continuous quality improvement • evaluation of review of project outcomes against performance requirements.
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.

Quality objectives may include:	• client definition of 'fit for purpose' • explicit and assumed performance requirements • negotiated trade-offs between cost, schedule and performance • organisation, client or sponsor requirements • requirements of other stakeholders • those quality aspects that may impact on customer satisfaction.
Standards may include:	• Australian and international standards • enterprise and industrial agreements • industry codes of practice • industry standards • organisational policy, systems and procedures • regulations and legislation.
Quality-management plan may include:	• authorisations and responsibilities for quality control • continuous improvement processes • applicable standards • measurable quality metrics for process and product • quality data recording and maintenance • reliability and validity requirements.
Quality-management methods, techniques and tools may include:	• benchmarking • brainstorming • charting processes • control charts • defining control • flowcharts • histograms • Pareto charts • processes that limit and/or indicate variation • root cause analysis • run charts • scattergrams • selection criteria • undertaking cost-benefit analysis.
Quality-assurance audit	• conformance to plan • conformance to standards

may include:	• governance and decision making • independence and valid processes • maintenance of project records.
Assessing quality control may include:	• monitoring conformance to product specifications • monitoring of regular inspections by internal or external agents • recommending ways to eliminate causes of unsatisfactory performance of products or processes.
Improvements may include:	• formal practices, such as total quality management or continuous improvement • improvement by less formal processes that enhance both the product quality and processes of the project.

Unit Sector(s)

Management and Leadership – Project Management