



Australian Government

BSBPMG519A Manage project stakeholder engagement

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 manage 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 those responsible for managing and leading a project in an organisation, business or as a consultant.

The project manager operates within 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 organisational 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. Identify and address stakeholder interests	1.1 Identify stakeholders relevant to project objectives 1.2 Segment stakeholder interests and determine forms of engagement 1.3 Consider interests of stakeholders when considering and advising on project-management issues 1.4 Identify and implement actions to address differing interests where required
2. Manage effective stakeholder engagement	2.1 Support development of team members' interpersonal skills in effective stakeholder engagement 2.2 Distribute team work effectively to ensure defined project roles are followed 2.3 Identify and clarify stakeholder behavioural expectations where required 2.4 Openly lead stakeholder performance reviews 2.5 Identify and address individual development needs and opportunities to support stakeholder engagement
3. Manage stakeholder communications	3.1 Determine and document stakeholder communication needs 3.2 Ensure relevant stakeholders agree to communication method , content and timing of engagement 3.3 Communicate information as planned and in line with 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
- leadership skills to facilitate and motivate project teams and other stakeholders
- 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
- stakeholder engagement theory and strategies
- 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: • developing and implementing stakeholder engagement for a project of sufficient complexity to demonstrate the full range of performance requirements • effective team leadership applied to project team and project stakeholders.
Context of and specific resources for assessment	Assessment must ensure access to: • examples of project-management documentation for stakeholder engagement • records of project team leadership 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 engaging 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