



Australian Government

BSBPMG521A Manage project integration

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 BSBPMG501A Manage application of project integrative processes.

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to integrate and balance the overall project management functions of scope, time, cost, quality, human resources, communications, risk and procurement across the project life cycle; and to align and track the project objectives to comply with organisational goals, strategies and objectives.

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. Establish project	1.1 Identify, clarify and prepare project initiation documentation 1.2 Identify the relationship between the project and broader organisational strategies and goals 1.3 Negotiate and document project objectives, outcomes and benefits 1.4 Negotiate the project governance structure with relevant authorities and stakeholders 1.5 Prepare and submit project charter for approval by relevant authorities
2. Undertake project planning and design processes	2.1 Establish and implement a methodology to disaggregate project objectives into achievable project deliverables 2.2 Identify project stages and key requirements for stage completion against client requirements and project objectives 2.3 Analyse project management functions to identify interdependencies and the impact of the triple constraints 2.4 Develop a project management plan that integrates all project-management functions with associated plans and baselines 2.5 Establish designated mechanisms to monitor and control planned activity 2.6 Negotiate approval of project plan with relevant stakeholders and project authority
3. Execute project in work environment	3.1. Manage the project in an established internal work environment to ensure work is conducted effectively throughout the project 3.2. Maintain established links to align project objectives with organisational objectives throughout the project life cycle 3.3. Within authority levels, resolve conflicts that may negatively affect project objectives
4. Manage project control	4.1. Ensure project records are updated against project deliverables and plans at required intervals 4.2. Analyse and submit status reports on project progress and identified issues with stakeholders and relevant authorities 4.3. Analyse and submit impact analysis on change requests for approval where required 4.4. Maintain relevant project logs and registers accurately and regularly to assist with project audit 4.5. Ensure associated plans are updated to reflect project progress

	against baselines and approved changes
5. Manage project finalisation	5.1. Identify and allocate project finalisation activities 5.2. Ensure project products and associated documentation are prepared for handover to client in a timely manner 5.3. Finalise financial, legal and contractual obligations 5.4. Undertake project review assessments as input to future projects

Required Skills and Knowledge

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

Required skills

- decision-making skills between competing interests and priorities
- literacy skills to interpret and develop complex project plans and documentation
- negotiating skills to work with stakeholders and project authorities on agreed plans and processes
- numeracy skills to conduct complex forecasting
- planning and organising skills to:
 - plan, monitor and respond to project issues
 - measure progress against agreed plans
- team leadership and communication skills to liaise with other members of the project team
- technology skills to use common software and work office products for documentation and analysis
- time-management skills to ensure priorities are addressed.

Required knowledge

- project governance models
- project knowledge areas
- project life cycle stages, phases and structures relevant to industry and project context
- types of organisational documentation for strategies and goals.

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 aligning project with organisational objectives • conducting project establishment processes • managing preparation of a project management plan for a project of sufficient complexity to demonstrate the full range of performance requirements • ensuring project registers and logs are maintained • analysing project reports • undertaking impact analysis • preparing strategy for project finalisation.
Context of and specific resources for assessment	Assessment must ensure access to: • project documentation, which includes information about participation in life cycle and integration processes.
Method of assessment	A range of assessment methods should be used to assess practical skills 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 • analysis of responses addressing different project scenarios • oral or written questioning to assess knowledge of project life cycle processes relevant to the industry sector and project context • assessment of management of the project life cycle processes.
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.

<i>Project initiation documentation</i> may include:	• agreed project management framework • agreed project methodology • client or customer requirements • concept proposal • contract documentation • executive team instructions • feasibility study • life cycle approval gateways • output from prior project.
<i>Broader organisational strategies and goals</i> may include:	• market focus • organisational mission statement • strategy plans • values and ethics
<i>Objectives, outcomes and benefits</i> may include:	• expected benefits to be achieved for organisation and business • measurable project product statement • short and long-term outcomes for the organisation.
<i>Project governance structure</i> may include:	• boards, committees, working groups, reference groups, advisory groups, sponsors, project managers, project team members and stakeholders • identified authority levels assigned to groups and individuals • issue-escalation procedures • project organisation chart • statements of roles for project management bodies and participants.
<i>Project charter</i> may include:	• approvals and sign-off • broad stakeholder identification • consolidated project initiation documentation (PID) • documented objectives • high-level product deliverables • high-level risk assessment • project assumptions and constraints • project mandate • source of project authority.

Project deliverables may include:	• definable product, service or document • discrete components of the overall project outputs • specified products of the project • time, quality and cost.
Project management functions involve all nine functions:	• communications • cost • human resources • procurement and contracting • project integration • quality • risk • scope • time.
Triple constraints include:	• cost • scope and quality • time.
Project management plan may be:	• a covering document that integrates the planning requirements of the nine functions of project management • in single or multiple document format.
Integrates may include:	• decisions that: • determine comparative value • evaluate competing interests • make trade-offs • processes and activities that: • combine • coordinate • define • identify • unify
Associated plans and baselines may include:	• communications plan (stakeholders and information) • human resources plan • procurement plan • project budget • project schedule • quality-management plan • risk plan • scope-management plan.
Internal work environment may include:	• organisational policy and procedures • organisational culture and style • physical working conditions • geographic location and/or dispersion

	team dynamics.
Status reports may include:	- client progress reports - internal or external - regular consolidated reports to project authority - reports under contractual obligations - specific budget and schedule reports.
Impact analysis may include:	- assessment against project quality requirements - forecasting against triple constraints (scope, time and cost) - review of project baselines against proposed change.
Project logs and registers may include:	- change log - daily log - issues log - quality log - risk register - task-completion log - version-control log.
Project finalisation activities may include:	- completing financial transactions - consolidating and storing project data - documenting outstanding project issues - obtaining or providing certifications - preparing final project reports - updating organisation knowledge management.
Associated documentation may include:	'as built' design specifications - certificates, guarantees, indemnities and warranties - product or service specifications - user, training and installation manuals.
Project review assessments may include:	- benefits realisation review - outcomes evaluation - post-implementation review - project lessons learned.

Unit Sector(s)

Management and Leadership – Project Management