



Australian Government

Department of Education, Employment and Workplace Relations

ICAPMG601A Establish IT project governance

Release: 1

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Modification History

Release	Comments
Release 1	This Unit first released with <i>ICA11 Information and Communications Technology Training Package version 1.0</i>

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to establish an information technology (IT) project within small, medium or large organisations.

Application of the Unit

Project managers in small, medium or large organisations apply the skills and knowledge in this unit to ensure governance processes, roles and responsibilities, and stakeholder expectations are established at the commencement of IT projects.

Licensing/Regulatory Information

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement but users should confirm requirements with the relevant federal, state or territory authority.

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-governance framework	1.1 Assess current project methodology and determine state of <i>project management maturity</i> 1.2 Determine <i>governance framework</i> 1.3 Appoint project governance team 1.4 Establish project governance reporting processes
2. Establish project-governance roles and responsibilities	2.1 Agree with project sponsor on responsibilities 2.2 Delegate steering committee or project board responsibilities 2.3 Confirm project manager responsibilities
3. Establish IT project stakeholder expectations	3.1 Educate stakeholders on <i>characteristics of IT projects</i> 3.2 Develop and maintain project relationships 3.3 Negotiate successful project outcomes

Required Skills and Knowledge

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

Required skills

- communication skills to:
 - access and prepare information electronically or in hard copy
 - communicate in styles to suit different audiences and purposes
 - establish and manage expectations
 - present complex or technical information and ideas in a way appropriate to the audience
 - resolve conflicts
 - write recommendations and prepare project reports requiring precise expression
- initiative and enterprise skills to:
 - act as a positive role model
 - agree achievable project objectives with stakeholders and team members
 - apply OHS procedures in line with project requirements
 - establish and maintain professional relationships at various levels within the organisation
 - establish stakeholder and team member project roles and responsibilities
 - lead and coach project team members to achieve project outcomes
 - use diversity of staff, including gender and disability to improve project outcomes
- planning and organisational skills to use project-management tools to establish reasonably complex projects
- problem-solving and decision-making skills to apply ethical management of reasonably complex projects.

Required knowledge

- organisation's industry
- organisation's current information systems and processes
- organisational policies and procedures, including:
 - project management and procurement policies
 - environment
 - duty of care
 - contract
 - company
 - freedom of information
 - industrial relations
 - privacy and confidentiality
 - due diligence
 - records management
- project governance approaches and methods
- relevant legislation and regulations that impact on business continuity, such as OHS.

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 ability to: • assess the project environment and establish or implement an appropriate project management governance framework • negotiate with stakeholders to agree achievable project objectives.
Context of and specific resources for assessment	Assessment must ensure access to: • appropriate learning and assessment support when required • modified equipment for people with special needs • relevant documentation: • appropriate policies • current project practices • legislation if applicable.
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 observation of the candidate carrying out project work • verbal or written questioning to assess required knowledge and skills • review of reports and implementation plans prepared by the candidate for the project • review of a portfolio of the project work undertaken. Note: The preferred assessment method is through a workplace project or through a simulated medium to large enterprise workplace.
Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, where appropriate. Assessment processes and techniques must be culturally appropriate, and suitable to the communication skill level, language, literacy and numeracy capacity of the candidate and the work being performed. Indigenous people and other people from a non-English speaking background may need additional support.

	In cases where practical assessment is used it should be combined with targeted questioning to assess required knowledge.
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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 management maturity</i> may relate to:	• decision-making process • internal project management approach • methodology • strategy • five levels of project management maturity: • ad hoc • planned • managed • integrated • adaptive.
<i>Governance framework</i> within an organisation may include:	• principles for how projects should be run • project management methodology • rules about project communication and decision making • specific roles and responsibilities to be adopted for every project • structure of working groups and other stakeholder groups that might be established.
<i>Characteristics of IT projects</i> may include:	• complex interrelated activities • difference to operational work • high propensity to change: • budget • quality • scope • time • inherent risk • need to manage uncertainty • scope becoming more explicit as the project progresses.

Unit Sector(s)

IT project management