



Australian Government

Department of Education, Employment and Workplace Relations

ICAPMG602A Manage IT project initiation

Release: 1

ICAPMG602A Manage IT project initiation

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 initiate 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 IT projects get off to a good start and are seen to be adding value to the organisation.

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. Define project	1.1 Define business problems and initial scope 1.2 Identify key stakeholders and analyse stakeholder needs 1.3 Define project constraints
2. Develop project business case and feasibility	2.1 Identify project objectives and benefits 2.2 Identify and select feasible IT solutions 2.3 Develop and present the business case or feasibility study 2.4 Obtain appropriate sign-off
3. Select project approach	3.1 Identify project core technology areas 3.2 Identify solution approach requirements 3.3 Negotiate project outcomes
4. Establish the IT project team	4.1 Identify and select team members 4.2 Establish team member roles and responsibilities 4.3 Develop a cohesive technical team 4.4 Train and support team members

Required Skills and Knowledge

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

Required skills

- analytical skills to determine current system deficiencies and new system objectives
- communication skills to gather stakeholder needs and liaise with senior enterprise management
- literacy skills to present options and recommendations in reports
- numeracy skills to develop cost-benefit analyses
- planning and organisational skills to:
 - meet project timeframes and produce required deliverables
 - mentor and coach team members and resolve conflict
- problem-solving skills to negotiate with stakeholders and senior enterprise management to ensure expected project outcomes are achievable
- research skills to identify solution alternatives.

Required knowledge

- characteristics of leadership and technical teams
- consultation and communication techniques, styles and strategies, including interviewing techniques
- estimation and cost-analysis techniques
- how to establish technical teams and determine stages of team development
- objectives and benefits analysis
- organisational values, policies and processes
- performance management and project team appraisal methods
- processes for monitoring team and own performance
- project cash flow and budgeting
- range of project-management methods and tools and how they apply in a formal project -management methodology
- self-awareness
- systems analysis and modelling techniques
- team roles and delegation within a multi-project methodology context
- technology solution models and frameworks.

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: • produce a comprehensive business case and project implementation approach that takes into account core technology limitations and project constraints • establish and work in a cohesive project team.
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 • real or appropriate simulated organisation with a desire to implement an IT project to address an identified problem, opportunity or unfulfilled legislative need.
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 • 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.

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>Business problems</i> may include:	- deficiencies in the current business process - deficiencies or identified problems with current systems or IT infrastructure - legislative mandated system changes - opportunities identified as part of the strategic or operational planning processes.
<i>Stakeholder needs</i> may include:	- expectations related to agreed project outcomes - project constraints - project objectives based on business problems - solution requirements based on project objectives.
<i>Project constraints</i> may include:	- external or internal project dependencies - limitations or standards that the project must adhere to, such as timeframe, budget resources and quality - organisational policies or procedures, including mandated project management and systems development methodologies.
<i>Feasibility</i> may relate to:	- economic - operational - technical.
<i>Core technology areas</i> may include:	- database-dependent implementations - process-oriented implementations - software implementations: - C - C++ - COBOL or other third generation languages - Java - Visual Basic - systems and network architectures: - client or server - legacy mainframe - mid-range - web-oriented solution architectures.

Unit Sector(s)

IT project management