



**Australian Government**

**Department of Education, Employment and Workplace Relations**

# **ICAPMG604A Manage IT project delivery**

**Release: 1**

## ICAPMG604A Manage IT project delivery

### 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 manage the creation and delivery of the products of 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 that what is being produced by an IT project continues to meet stakeholder and organisational expectations as the project progresses.

Their job roles combine high-level management, business and technical skills necessary to manage complex technology projects within the information and communications technology (ICT) industry.

### 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. Manage systems analysis and design   | 1.1 Apply systems thinking to project design<br>1.2 <b>Model</b> IT process and systems according to specifications<br>1.3 <b>Re-engineer</b> business processes<br>1.4 Control IT systems development<br>1.5 Review IT architecture<br>1.6 Manage the design and integration of the system                |
| 2. Facilitate project-related workshops | 2.1 Apply facilitation techniques<br>2.2 Apply problem-solving techniques<br>2.3 Facilitate requirements gathering<br>2.4 Facilitate IT design workshops                                                                                                                                                   |
| 3. Manage IT project team performance   | 3.1 Establish a project team performance framework<br>3.2 Measure team member performance<br>3.3 Manage the performance of technical staff<br>3.4 Manage project team dissolution                                                                                                                          |
| 4. Manage the project delivery cycle    | 4.1 Delegate project work to project team members<br>4.2 Review and report status of project<br>4.3 Assess progress and update plans<br>4.4 Assess the quality of deliverables and rectify where required<br>4.5 Control project issues and take corrective action<br>4.6 Update project control documents |

## Required Skills and Knowledge

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

### Required skills

- analytical skills to:
  - review business models and processes
  - review designs
- communication skills to:
  - assess progress
  - delegate project work
  - facilitate IT design workshops
  - facilitate requirements gathering
  - liaise with stakeholders
  - review and report status
  - update plans
- initiative and enterprise skills to:
  - facilitate IT design workshops
  - facilitate requirements gathering
- literacy skills to:
  - develop team performance plans and update plans
  - review recommendations and reports
  - update project control documents
  - re-engineer business processes
- planning and organisational skills to manage and deliver IT project
- problem-solving skills to:
  - apply systems thinking
  - handle project issues and take corrective action.

### Required knowledge

- formal management methodology, including project management roles and responsibilities
- problem-solving tools and techniques
- data modelling
- IT design
- business processes.

## 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.*

|                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Overview of assessment</b>                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Critical aspects for assessment and evidence required to demonstrate competency in this unit</b> | <p>Evidence of the ability to:</p> <ul style="list-style-type: none"> <li>manage the execution of a complex IT project, including aspects of the IT solution definition and design process.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Context of and specific resources for assessment</b>                                             | <p>Assessment must ensure access to:</p> <ul style="list-style-type: none"> <li>appropriate learning and assessment support when required</li> <li>modified equipment for people with special needs</li> <li>real or appropriate simulated organisation with a desire to implement an IT project to address an identified problem, opportunity or unfulfilled legislative need.</li> </ul>                                                                                                                                                                                                                     |
| <b>Method of assessment</b>                                                                         | <p>A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:</p> <ul style="list-style-type: none"> <li>direct observation of the candidate carrying out project work</li> <li>verbal or written questioning to assess required knowledge and skills</li> <li>review of reports and implementation plans</li> <li>review of a portfolio of the project work undertaken.</li> </ul> <p>Note: The preferred assessment method is through a workplace project or through a simulated medium to large enterprise workplace.</p> |
| <b>Guidance information for assessment</b>                                                          | <p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, where appropriate.</p> <p>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.</p> <p>Indigenous people and other people from a non-English speaking background may need additional support.</p> <p>In cases where practical assessment is used it should be combined with targeted questioning to assess required knowledge.</p>        |

## 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.*

|                                        |                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><i>Model</i></b> may include:       | <ul style="list-style-type: none"><li>• context and dataflow diagrams</li><li>• entity relationship diagrams</li><li>• interaction models</li><li>• object models</li><li>• PMBOK and PRINCE2</li><li>• screen prototypes</li><li>• state models</li><li>• system design models</li><li>• system diagrams</li><li>• use cases</li><li>• user interaction and transaction diagrams.</li></ul> |
| <b><i>Re-engineer</i></b> may include: | <ul style="list-style-type: none"><li>• business process re-engineering</li><li>• business process redesign</li><li>• business transformation</li><li>• lean IT.</li></ul>                                                                                                                                                                                                                   |

## Unit Sector(s)

IT project management