



Australian Government

Department of Education, Employment and Workplace Relations

ICAPMG608A Manage IT project systems implementation

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 manage system implementation tasks during 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 the successful implementation of the products of an IT project into the existing IT production operational environment.

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. Prepare for system implementation	1.1 Review relevant project and system development documentation 1.2 Consider organisational culture as part of an implementation risk analysis 1.3 Identify implementation options and constraints and select a preferred approach in consultation with stakeholders 1.4 Develop a detailed implementation plan and a high-level training plan and obtain sign-off 1.5 Ensure the creation of system-user documentation and obtain sign-off 1.6 Ensure the preparation of operations documentation and obtain sign-off
2. Manage organisational change	2.1 Communicate relevant information about the pending change through appropriate channels 2.2 Establish necessary support structures
3. Coordinate release management	3.1 Establish and confirm release management roles and responsibilities, including those of the release manager 3.2 Determine release configuration items, including any production system software, hardware and capacity changes required and compile a request for change 3.3 Ensure the creation of required test environment 3.4 Establish ongoing monitoring procedure to cover the post-release warranty period 3.5 Undertake data conversion activities if needed
4. Manage acceptance testing	4.1 Review results of system test and ensure acceptance test entry criteria are met 4.2 Ensure test environment and IT configuration management processes meet solution requirements and organisational standards 4.3 Ensure acceptance testing is performed and results are collated 4.4 Ensure test results meet acceptance test exit criteria and obtain sign-off
5. Manage user training	5.1 Undertake training needs analysis 5.2 Review high-level training plan and schedule and add detailed activities as necessary 5.3 Ensure training materials are prepared and user training is

	conducted
6. Release system to production	6.1 Develop an hour by hour action plan or checklist for release activities 6.2 Create a rollback strategy and plan to guide rollback of changes if required 6.3 Prepare appropriate communication to inform users of possible interruption to service due to the release 6.4 Manage the installation of the new release into production and ensure performance of operational verification tests and rollback changes if necessary 6.5 Review and update service level agreements (SLAs) and disaster recovery plan

Required Skills and Knowledge

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

Required skills

- analytical skills to identify implementation risks, risk mitigations and contingency plans
- communication skills to:
 - communicate plans and status to stakeholders
 - coordinate training, run implementation workshops and presentations
 - negotiate implementation priorities and manage stakeholder expectations
- literacy skills to develop documentation, recommendations and reports
- planning skills to develop implementation, testing and training plans.

Required knowledge

- methods and techniques of configuration management
- organisational policies and standards relating to IT configuration management, e.g. an IT infrastructure library (ITIL)
- business analysis, processes and techniques
- project management and systems development, as well as potential risks associated with implementation activities
- structure and implications of disaster recovery plans and SLAs.

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: plan, prepare and implement a complex IT project by ensuring appropriate acceptance testing and training has been conducted.
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 - appropriate simulated or real organisation to implement an IT project - facilities suitable for holding risk management-related workshops.
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, plans and documents - review of a portfolio of the project work undertaken.
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>Project and system development documentation</i> may include:	- planned project schedule tasks and milestones - project and organisational assumptions and constraints - project-management plan documents, such as quality plan, acceptance plan, implementation plan, and training plan - system specification or vendor product specifications in the case of a procured solution.
<i>Implementation plan</i> may include:	- cut-over activities - data conversion.
<i>Relevant information</i> may include:	- background and business need and strategy for the change - new policies and procedures and how these differ to current practices - planned implementation schedule, including milestones, such as: - data conversion - new system cut-over - recognition of staff who contributed to the project in any special way - roles and responsibilities within the implementation, and for ongoing operation of the new system.
<i>Appropriate channels</i> may include:	- help desk - organisation intranet - regular departmental team meetings, including informal discussion and feedback - specific training courses - staff newsletters or wall posters - workshops and staff briefing sessions.
<i>Support structures</i> may include:	- checklists or frequently asked question (FAQ) guides - help desk - identified change leaders.
<i>Release manager</i> may include:	- project manager - specialist release manager - systems administration manager - systems development manager - other nominated technical IT manager given the specific

	responsibility of managing the release of system changes into the IT production environment.
Configuration items refer to:	exact list of the items, including version designations that make up the configuration of the system changes at the time of the release.
Configuration management processes refer to:	processes and procedures developed to control system changes and maintain the integrity of IT systems.
Training needs analysis refers to:	activity undertaken to identify the extent of training needed to ensure staff can effectively operate in the new or changed system environment.
Rollback strategy:	- refers to strategy or plan to facilitate the act of reverting the production system to its earlier stable state, in response to an unsuccessful release, such as a new system failing operational verification tests - usually includes creation of a backup of the production system or relevant system components.

Unit Sector(s)

IT project management