



Australian Government

Department of Education, Employment and Workplace Relations

ICAPMG609A Plan and direct complex IT projects

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 identify, plan, control and finalise complex IT projects.

Application of the Unit

This unit applies to senior managers responsible for identifying, planning, controlling and finalising complex projects.

The environment in which the project is managed is also complex and involves the management of a project team, which typically will include staff with diverse skill sets. The management of complex projects also involves significant reporting requirements.

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. Identify the strategic and operational needs of the IT project during the planning phase	1.1 Identify the strategic and operational needs of the project during the planning phase 1.2 Identify and consider the project's strategic context and requirements 1.3 Identify and consider the organisation's strategic and business plans and its output requirements 1.4 Identify and explore client requirements and the impact of legislation and industry codes and standards 1.5 Conduct a risk-management analysis and develop and document a risk-management plan
2. Prepare the IT project plan	2.1 Define and document precise specifications and terms of reference for the project 2.2 Identify and document project budget, specified to a level that can be used for the management of sub-tasks 2.3 Define skills needed for the successful completion of project 2.4 Define, document and secure physical and other resources required to support the project 2.5 Develop and document timelines, schedules and critical path for the project, taking into consideration contingencies and planning for time slippages 2.6 Define and document a consultation strategy or process that will be used to inform clients, contractors and other interested parties of the project's progress, and seek their input as required
3. Assemble the IT project team and commence work	3.1 Secure and brief appropriate project team members regarding the project, their roles, levels of delegated responsibility and the outcomes to be achieved 3.2 Implement effective communication processes to coordinate work and inform team members of progress 3.3 Identify and communicate clear reporting processes for team members
4. Manage the IT project	4.1 Monitor project progress according to project plan requirements, using appropriate project-management tools and methodologies 4.2 Manage team member performance, ensuring that their output is directed to the key performance indicators identified in the project plan 4.3 Make corrections, changes and additions to the project plan in light of changing circumstances to ensure project aims and

	outcomes 4.4 Monitor resourcing to support the project and make corrections to reflect changing circumstances 4.5 Report overall project progress to senior management or funding bodies as required and in line with the project plan
5. Finalise the IT project	5.1 Finalise the project in line with the project plan 5.2 Conduct handover to staff members responsible for the ongoing implementation or maintenance of project products or services efficiently, effectively and in line with organisational procedures 5.3 Debrief project team members and relevant stakeholders about the conduct of the project and the outcomes achieved 5.4 Prepare a report analysing the strengths and weaknesses of the project plan and the conduct of the project
6. Use the IT project to contribute to improved policies and processes	6.1 Identify and analyse opportunities for wider organisational learning, including changes to processes or policies generated by the project 6.2 Forward opportunities for future further developments following project completion for consideration by senior management 6.3 Consider the strategic impact of the project and feed into the organisation's ongoing strategic planning processes

Required Skills and Knowledge

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

Required skills

- analytical skills to analyse project progress
- communication skills to:
 - facilitate groups
 - liaise and negotiate with clients and team members
 - present, transfer and collect information and gain consensus
- literacy skills to:
 - read and interpret drawings, plans and specifications, including architectural, structural, mechanical, hydraulic and electrical
 - research and evaluate competing technologies in new products and systems
 - review and comment on reports, including building, insurance and corporate
 - search, access, read, interpret and apply current relevant legislation, codes and standards
 - update knowledge of products, software systems and technology
- numeracy skills for budgeting and financial management
- planning and organisational skills to:
 - manage human resources
 - manage time
 - participate in the development of strategic initiatives
 - plan and execute a project
 - plan communications and risk management for a project
 - consider scoping, timeframe, cost and quality for a project
- research skills to specify, analyse and evaluate broad features of a particular business domain and solutions to project problems
- technical skills to formulate milestones.

Required knowledge

- budgets and financial plans
- concepts of risk-management planning and processes
- computer software functions and operation, including relevant proprietary software
- relevant current legislation, codes and standards
- sustainability requirements and ratings, including reporting mechanisms
- tools and models of project management:
 - energy conservation
 - water conservation
- organisational frameworks and functions, including:
 - enterprises
 - government bodies
 - industry associations.

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: • design, implement, manage and finalise a complex IT project • manage planning processes, scheduling, human resources, reporting and response to contingencies • ensure projects undertaken are aligned with and support organisational strategies and requirements • learn from project outcomes and refine and improve future IT project management processes.
Context of and specific resources for assessment	Assessment must ensure access to: • codes and standards • legislation relevant to the jurisdiction and the project being undertaken • project documentation • research resources, including product information and data • theoretical texts and other information to support the assessment of the unit's required skills and knowledge • relevant computer software packages and suitable hardware • appropriate learning and assessment support when required • modified equipment for people with special needs.
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 candidate performing complex IT project management • verbal or written questioning to assess candidate's ability to formulate metrics and milestones • review of candidate's project documentation.
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.

Strategic context may include:	operating environment in which the project will be conducted.
Legislation and industry codes and standards may include:	- Australian Computer Society Code of Ethics - sector-specific impacts on the project design and delivery.
Risk-management analysis may include:	- business continuity, including emergency plans for activities to continue in the event of loss of building, equipment or systems - changing government policy or funding arrangements - environmental concerns: - hazardous waste - pollution - tree-retention policies - public liability - safety of staff - workers-compensation claims.
Specifications and terms of reference may include:	- definition of the project aims - description of stakeholders - description of the outcomes to be achieved using, wherever possible, the nomination of clear metrics - description of the project parameters: - flexibilities involved - scope of operations - identification of the budget - specification of the communication strategy to be used - specification of the timescale.
Project-management tools may:	- be in-house or proprietary software - incorporate scheduling and reporting templates - incorporate the use of Gantt or PERT charts - use critical path analysis.

Unit Sector(s)

IT project management