



Australian Government

MSL916005 Manage complex projects

Release: 1

MSL916005 Manage complex projects

Modification History

Release 1. Supersedes and is equivalent to MSL916005A Manage complex projects

Application

This unit of competency covers the ability to interpret complex technical briefs, determine project methodologies and resource requirements, establish project plans, manage projects to successful conclusions and evaluate project outcomes.

This unit of competency is applicable to senior technical officers and laboratory supervisors working in all industry sectors.

While no specific licensing or certification requirements apply to this unit at the time of publication, laboratory operations are governed by relevant legislation, regulations and/or external accreditation requirements. Local requirements should be checked.

Pre-requisite Unit

Nil

Competency Field

Communication/organisation

Unit Sector

Elements and Performance Criteria

Elements describe the essential outcomes.

Performance criteria describe the performance needed to demonstrate achievement of the element.

1	Interpret brief and design feasible project plan	1.1	Interpret and confirm project objectives, deliverables, constraints and principal work activities
		1.2	Determine resource requirements, including personnel, equipment and materials, and access to operational systems
		1.3	Develop a detailed implementation plan for the project outlining methodology, milestones and budget
		1.4	Identify roles, responsibilities and required capabilities of project team members

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| | | 1.5 | Analyse project plan and principal work activities to ensure compliance with relevant standards |
| | | 1.6 | Develop risk management strategies and risk management plans to ensure successful and timely outcomes |
| | | 1.7 | Secure project approval |
| 2 | Establish and implement approved project plan | 2.1 | Secure team members and brief them about the project and allocate roles and responsibilities, balancing job roles and skills development opportunities |
| | | 2.2 | Secure necessary equipment, materials and access to operational systems |
| | | 2.3 | Establish communication and reporting mechanisms |
| | | 2.4 | Implement agreed time-management strategies to ensure milestones are met |
| | | 2.5 | Apply agreed quality requirements to measure performance and outcomes |
| 3 | Manage project | 3.1 | Monitor and report progress of activities in relation to the project plan |
| | | 3.2 | Ensure income and expenditure is in line with the agreed project plan and budget |
| | | 3.3 | Work with the team to analyse and diagnose problems and to determine corrective actions |
| | | 3.4 | Make agreed variations to the plan to suit changing situations |
| | | 3.5 | Maintain accurate records and communication with stakeholders and project team members |
| 4 | Finalise project | 4.1 | Ensure project objectives are met and deliverables are provided on time and within budget |
| | | 4.2 | Complete all reporting requirements |

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| 5 | Evaluate project methodology | 5.1 | Assess the effectiveness of resource management in delivering project outcomes |
| | | 5.2 | Evaluate the effectiveness of communication processes used throughout the project |
| | | 5.3 | Recommend improvements for future projects |

Foundation Skills

This section describes those language, literacy, numeracy and employment skills that are essential to performance.

Foundation skills essential to performance are explicit in the performance criteria of this unit of competency.

Range of Conditions

This field allows for different work environments and conditions that may affect performance. Essential operating conditions that may be present (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) are included.

Standards, codes, procedures and/or workplace requirements

Standards, codes, procedures and/or workplace requirements include the latest version of one or more of:

- Australian and international standards covering the competence of testing and calibration laboratories, laboratory safety, and quality and environmental management
- national work health and safety (WHS) standards and codes of practice
- registration/licensing and/or National Association of Testing Authorities (NATA) accreditation requirements

Complex projects

Complex projects include one or more of:

- development or modification of products and services
- acquisition and commissioning of new equipment or laboratory facilities
- appraisal of supplies
- development of applications for customers
- validation of analytical methods and/or equipment
- quality improvement or corrective action teams
- restructuring of laboratory services

- reclassification of staff and staffing levels

Records

Records include, but are not limited to, one or more of:

- lists of potential costs, invoices and payment records
- project and/or workplace files and records
- reports to clients, personnel and senior management
- risk management plans and log books
- diaries, scheduling charts and other project management charts

Resources

Resources include:

- personnel
- budget
- equipment
- materials and facilities
- project planning software
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WHS and environmental management requirements

WHS and environmental management requirements include:

- complying with WHS and environmental management requirements at all times, which may be imposed through state/territory or federal legislation. These requirements must not be compromised at any time
- applying standard precautions relating to the potentially hazardous nature of samples
- accessing and applying current industry understanding of infection control issued by the National Health and Medical Research Council (NHMRC) and State and Territory Departments of Health, where relevant

Unit Mapping Information

Release 1. Supersedes and is equivalent to MSL916005A Manage complex projects

Links

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=5c63a03b-4a6b-4ae5-9560-1e3c5f462baa>

Assessment Requirements for MSL916005 Manage complex projects

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Performance Evidence

Evidence of competence in this unit must satisfy all of the requirements of the elements and performance criteria, and include demonstration of:

- managing at least one (1) complex project
- analysing a complex technical brief
- preparing a detailed, feasible project implementation plan containing the methodology, principal work activities, resource requirements, quality and risk management strategies/plans, budget and timelines
- establishing a capable project team with clear roles and responsibilities
- selecting and establishing operational systems and resources required for the project
- consulting and communicating effectively to ensure project outcomes are achieved on time and within budget
- monitoring and reporting project progress against the plan and making agreed variations as necessary
- maintaining accurate records and documentation in accordance with workplace procedures
- evaluating project outcomes and processes to identify opportunities for improvements.

Knowledge Evidence

Must provide evidence that demonstrates knowledge of:

- how the project fits in with the laboratory's business goals and key performance indicators (KPIs)
- principles of project planning and management
- techniques for monitoring timelines, expenditure and team performance
- techniques for achieving effective communication and cooperation
- techniques for troubleshooting, problem solving and conflict resolution
- techniques for evaluation and continuous improvements
- reporting requirements
- work health and safety (WHS) and environment requirements.

Assessment Conditions

- Judgement of competence must be based on holistic assessment of the evidence. Assessment methods must confirm consistency of performance over time, rather than a single assessment event.

- This unit of competency is to be assessed in the workplace or a simulated workplace environment. A simulated workplace environment must reflect realistic operational workplace conditions that cover all aspects of workplace performance, including the environment, task skills, task management skills, contingency management skills and job role environment skills.
- Foundation skills are integral to competent performance of the unit and should not be assessed separately.
- Assessment processes and techniques must be appropriate to the language, literacy and numeracy requirements of the work being performed and the needs of the candidate.
- Knowledge evidence may be collected concurrently with performance evidence or through an independent process, such as workbooks, written assessments or interviews (provided a record is kept in each case).
- This unit of competency may be assessed with:
 - MSL916002 Manage and develop teams
 - MSL936001 Maintain quality system and continuous improvement processes within work or functional area
- Holistic assessment methods include:
 - review of project reports, budgets and plans generated by the candidate
 - review of feedback from managers and/or customers about the quality of project outcomes and processes
 - review of feedback from project team members about the effectiveness of project planning, teamwork, resource management and communication
 - review of documented examples of quality performance improvements achieved and examples of significant problems solved
 - observation of the candidate's interaction with project team
 - questioning/interview to assess required knowledge.
- Access is required to instruments, equipment, materials, workplace documentation, procedures and specifications associated with this unit, including, but not limited to:
 - project management processes and procedures typically used by the workplace
 - sample business plans, project plans, budgets, reports and project management charts (e.g. GANTT)
- Assessors must satisfy the assessor competency requirements that are in place at the time of the assessment as set by the VET regulator.
- The assessor must demonstrate both technical competency and currency.
- Technical competence can be demonstrated through:
 - relevant VET or other qualification/Statement of Attainment AND/OR
 - relevant workplace experience.
- Currency can be demonstrated through:
 - performing the competency being assessed as part of current employment OR
 - having consulted with a laboratory about performing the competency being assessed within the last twelve months.

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