



Australian Government

PSPPM502B Manage complex projects

Revision Number: 3

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Modification History

Release	TP Version	Comments
3	PSP12V1	Unit descriptor edited.
2	PSP04V4.2.	Layout adjusted. No changes to content.
1	PSP04V4.1	Primary release.

Unit Descriptor

This unit covers management of projects that may be reasonably complex in terms of scope, degree of risk, political, cultural and social factors that apply, consequences of failure and degree of control of the projects. It includes managing start-up, project implementation, project integration and follow-up activities. Contract management requirements are not included as this aspect is addressed by units of competency within the Competency field of *Procurement and Contract Management*.

In practice, managing complex projects overlaps with other generalist and specialist work activities such as acting ethically, coordinating resource allocation and usage, developing client services, undertaking research and analysis.

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication

Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements are the essential outcomes of the unit of competency. Together, performance criteria specify the requirements for competent performance. Text in ***bold italics*** is explained in the Range Statement following.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Manage start-up activities	1.1 Project plans are refined in consultation with steering committee and team members, and precise details are included for schedules of activities, milestones and resources. 1.2 Required systems are established and maintained throughout the project in accordance with the complexity of the project and in line with the project plan. 1.3 Project team members' understanding of and commitment to fulfilling the project requirements and their roles and responsibilities for the duration of the project are confirmed. 1.4 Project management tools are selected and applied effectively to achieve project outcomes.
2. Manage project implementation	2.1 Integration and management of complex project activities are handled in accordance with the project plan. 2.2 Leadership and required development are provided to the project team, and morale, stress levels and triggers are managed throughout the life of the project in accordance with organisational policy and procedures. 2.3 Stakeholder input and expectations are managed throughout the project in accordance with the communication plan. 2.4 Disagreements and disputes are resolved to the satisfaction of stakeholders or referred to a higher authority in accordance with organisational policy and procedures. 2.5 Project change proposals are negotiated, agreed and documented in accordance with policy and procedures.
3. Manage project integration	3.1 All aspects of the project and related projects are integrated and links are established to ensure objectives are met in accordance with the project plan. 3.2 Consultation and reporting mechanisms are applied in accordance with the communication plan and staff and contractors are regularly consulted to discuss progress and ensure effective results. 3.3 Project integration is monitored, and management plans and any related contracts are reviewed and amended as appropriate, with results reported in accordance with mechanisms identified in the communication plan. 3.4 Ongoing progress is monitored against agreed milestones in accordance with the project plan to provide a measure of performance throughout the life of the project. 3.5 Programmed review of objectives and achievement is planned and implemented in accordance with the project plan.
4. Coordinate project	4.1 Significant judgment is applied in the analysis of project

ELEMENT**PERFORMANCE CRITERIA****follow-up activities**

- deliverables against *specifications*, performance standards and project objectives, and the results are reported to stakeholders.
- 4.2 Support package arrangements are identified and offered to stakeholders who will be required to apply the project results.
- 4.3 Options for stakeholders to take account of environmental and cultural factors in applying the project results are included in the support package.
- 4.4 Operational and support authorities are consulted to investigate any testing/trialling/building and evaluation requirements resulting from the project, and funding implications estimated in project report.

Required Skills and Knowledge

This section describes the essential skills and knowledge and their level, required for this unit.

Skill requirements

Look for evidence that confirms skills in:

- leading and mentoring people to achieve project outcomes
- maintaining agreement of stakeholders and team members to timelines, roles and responsibilities
- negotiating with stakeholders and team members using communication styles to suit different audiences and purposes
- responding to diversity, including gender and disability
- using project management tools applicable to reasonably complex projects
- applying ethical decision making and problem solving related to project management of reasonably complex projects
- writing recommendations and preparing project reports requiring precision of expression
- applying workplace safety procedures in line with project requirements
- accessing/preparing information electronically or in hard copy

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- legislation, organisational policies and procedures that may impact on project implementation, for example:
 - public sector codes of ethics/conduct
 - occupational health and safety and environmental and sustainability requirements
- project governance requirements
- quality standards
- risk management
- procurement guidelines
- financial management and budgetary framework
- human resources
- equal employment opportunity, equity and diversity principles
- project management tools to suit a range of reasonably complex projects in terms of scope, degree of risk, political, cultural and social factors that apply, consequences of failure and degree of control of the project
- project management systems
- organisational and political context
- critical analysis in a project management context
- business and commercial issues related to the projects managed

Evidence Guide

The Evidence Guide specifies the evidence required to demonstrate achievement in the unit of competency as a whole. It must be read in conjunction with the Unit descriptor, Performance Criteria, the Range Statement and the Assessment Guidelines for the Public Sector Training Package.

Units to be assessed together

- *Pre-requisite* units that must be achieved prior to this unit: *Nil*
- *Co-requisite* units that must be assessed with this unit: *Nil*
- *Co-assessed units* that may be assessed with this unit to increase the efficiency and realism of the assessment process include, but are not limited to:
 - PSPETHC501B Promote the values and ethos of public service
 - PSPGOV502B Develop client services
 - PSPGOV503B Coordinate resource allocation and usage
 - PSPGOV504B Undertake research and analysis
 - PSPGOV505A Promote diversity
 - PSPPM501B Design complex projects
 - PSPPM503B Close complex projects
 - PSPPROC501A Manage contract risk
 - PSPPROC503A Manage contract performance

Overview of evidence requirements

In addition to integrated demonstration of the elements and their related performance criteria, look for evidence that confirms:

- the knowledge requirements of this unit
- the skill requirements of this unit
- application of the Employability Skills as they relate to this unit (see Employability Summaries in Qualifications Framework)
- management of complex projects in a range of (3 or more) contexts (or occasions, over time)

Resources required to carry out assessment

These resources include:

- legislation, guidelines, procedures and protocols relating to project management in the organisation and the public sector
- workplace project documentation
- scenarios and case studies
- examples of project management tools

Where and how to assess evidence

Valid assessment of this unit requires:

- a workplace environment or one that closely resembles normal work practice and replicates the range of conditions

likely to be encountered when managing complete projects, including coping with difficulties, irregularities and breakdowns in routine

- management of complex projects in a range of (3 or more) contexts (or occasions, over time)

Assessment methods should reflect workplace demands, such as literacy, and the needs of particular groups, such as:

- people with disabilities
- people from culturally and linguistically diverse backgrounds
- Aboriginal and Torres Strait Islander people
- women
- young people
- older people
- people in rural and remote locations

Assessment methods suitable for valid and reliable assessment of this competency may include, but are not limited to, a combination of 2 or more of:

- case studies
- demonstration
- portfolios
- questioning
- scenarios
- authenticated evidence from the workplace and/or training courses

For consistency of assessment

Evidence must be gathered over time in a range of contexts to ensure the person can achieve the unit outcome and apply the competency in different situations or environments

Range Statement

The Range Statement provides information about the context in which the unit of competency is carried out. The variables cater for differences between States and Territories and the Commonwealth, and between organisations and workplaces. They allow for different work requirements, work practices and knowledge. The Range Statement also provides a focus for assessment. It relates to the unit as a whole. Text in ***bold italics*** in the Performance Criteria is explained here.

Project plans will include some or all of:

- acquisition strategies
- budget and financial management strategy
- contract management
- cost estimates
- evaluation criteria
- expected outcomes/measurable benefits of the project
- facilities
- inclusions and exclusions from project
- information/communication strategy
- intellectual property strategies
- milestones
- objectives
- outputs/project deliverables and their acceptance criteria
- people plan including human resource management and human resource development
- performance criteria/indicators
- project control mechanisms
- project implementation strategy
- project governance strategy
- purpose
- quality assurance
- quality control
- quality standards for project
- rationale
- required project resources
- resource management
- risk management
- roles and responsibilities
- schedule/timeline
- task/work breakdown structure (WBS)

Required systems for project management may

- planning and monitoring system
- financial management including:

include:

- budget allocation/funding
- income generated
- expenditure
- recordkeeping for documented information such as:
- correspondence
- quality data including survey, needs, test results
- contracts
- time allocated and spent on each aspect of the project
- progress reports
- performance reports against milestones
- project outcomes
- samples, prototypes, models

Project management tools may include:

- risk analysis
- organisational project governance framework
- communications plan
- reporting framework
- project management software and other tools:
- Gantt and bar charts
- Program Evaluation and Review Technique (PERT) charts
- Critical Path Method
- cost schedule control system
- logistics support analysis
- life cycle cost analysis
- spreadsheets
- recording systems - electronic and manual

Integration of project activities may include:

- scope
- time
- cost
- quality
- human resources
- communications
- risk
- procurement

Management may include:

- scope management
- communication and reporting
- schedule management
- financial management
- fraud control
- quality management

- resources management
 - people management
 - logistics management
 - risk management
 - contract management
 - project implementation
 - transition
 - change management
- Development*** may include:
- regular meetings
 - feedback
 - encouragement
 - mentoring and coaching
 - additional physical and human resources (within allocated budget) if and as required
- Policy and procedures*** may include:
- government legislation (Federal, State and Local) affecting organisation's administration such as:
 - public sector management acts
 - financial management and accounting legislation and regulations
 - privacy legislation
 - government and organisational guidelines and procedures relating to:
 - project governance
 - resourcing
 - security
 - strategic plans
 - recruitment
 - risk management
 - procurement guidelines
 - designation approvals
 - industrial agreements
 - environment and sustainability
- Stakeholders*** may include:
- project sponsor/funding bodies
 - clients or customers (internal and external)
 - industry
 - other agencies
 - general public
 - relevant interest groups
 - unions
 - functional areas

Contract change proposals may include:

- the organisation's senior management
- Ministers
- project team
- steering committee
- end user
- supplier/service provider
- administration
- cost
- engineering, technical, technology changes
- resources
- scope
- specifications
- time
- functional
- technical
- performance
- material

Specifications may include:

Unit Sector(s)

Not applicable.

Competency field

Project Management.