



Australian Government

Department of Education, Employment and Workplace Relations

PSPPM504A Carry out complex project activities

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 the work activities required to carry out complex project activities or multiple projects simultaneously. Typically this work is undertaken by project officers who are required to work on projects for multiple clients, or all aspects of larger projects. They are sometimes responsible for all the project deliverables, and at other times they work in teams on aspects of a number of projects. Contract management requirements are not included, as this aspect is addressed by units of competency within the Competency field of *Procurement and Contract Management*.

The unit includes reviewing and confirming requirements of each project/activity, organising and undertaking project activities, managing the progress of multiple projects/activities and finalising projects/activities.

In practice, conducting complex project activities 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. Review and confirm project requirements | <ul style="list-style-type: none">1.1 Limits of own responsibility and reporting requirements are confirmed for each of the projects/project activities assigned.1.2 Information and supporting materials for each project/project activity are obtained in accordance with project requirements, organisational policy and procedures.1.3 Project plans are analysed and requirements, timeframes, roles, responsibilities and stakeholder involvement are confirmed for each.1.4 Project management procedures and controls are confirmed in accordance with each project plan, and any required changes are negotiated according to the project plan change management strategy.1.5 Project plans are updated with confirmed information for milestones, resources, team members and steering committee details. |
| 2. Organise and undertake project activities | <ul style="list-style-type: none">2.1 Personal work plans are prepared to assign activities, timeframes and milestones for all projects/project activities to a single planning management framework to meet the progress requirements for each project/project activity.2.2 Where project requirements cannot be accommodated and clashes occur, negotiations are conducted with project managers and/or supervisory staff to find a compromise satisfactory to all stakeholders.2.3 Project tasks are accomplished in accordance with project plans and any changes are managed in accordance with the approved project change strategy.2.4 Project data is captured and recorded in accordance with project requirements.2.5 Specialist advice and support are provided to project managers, steering committees and stakeholders as required to achieve project objectives. |
| 3. Manage progress of multiple projects/activities | <ul style="list-style-type: none">3.1 Project management tools are used for integration and timing of project activities and achievement of project outcomes.3.2 Risks to progress and achievement of project objectives are anticipated and reported to project management for action in accordance with risk management plans.3.3 Completion of project activities and progress against targets and milestones are monitored and corrective action is taken if needed, in accordance with project plans and in consultation with project managers.3.4 Problem solving to find innovative solutions to project problems or unplanned-for contingencies is undertaken in consultation with project management.3.5 Progress reports are provided as required by project |

ELEMENT**PERFORMANCE CRITERIA****4. Finalise project activities**

communication plans.

- 4.1 Project deliverables for each project/activity are completed to the required standard in the required timeframes.
- 4.2 Recordkeeping associated with each project is completed as required by project plans.
- 4.3 Project processes are evaluated, issues identified and recommendations made for continuous improvement of projects/activities.
- 4.4 Project reports are prepared containing required information completed to the required standard using agreed style, voice and formats.
- 4.5 Project hand-overs of deliverables and return of borrowed/unused materials are completed in accordance with project plans and organisational procedures.

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:

- managing the logistics of dealing with multiple projects/activities, masters and milestones
- managing self, time and costs
- using project management tools
- negotiating changes to timelines, roles and responsibilities
- communicating with project managers and other stakeholders using a range of communication styles to suit different audiences and purposes
- responding to diversity, including gender and disability
- recording information, writing recommendations and preparing reports requiring complex language structures and 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 projects and management of the projects, for example:
 - public sector codes of ethics/conduct
 - occupational health and safety and environmental and sustainability standards
- project governance requirements
- quality standards
- risk management
- procurement
- financial management
- human resources
- equal employment opportunity, equity and diversity principles
- principles of project management
- project management tools to suit the combination of projects/activities carried out
- risk management strategies for carrying out multiple projects

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
 - PSPGOV507A Undertake negotiations
 - PSPGOV512A Use complex workplace communication strategies
 - PSPPROC501A Manage contract risk
 - PSPPROC502A Establish contract management arrangements
 - 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)
- complex project activities carried out 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
- 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 conducting multiple project activities, including coping with difficulties, irregularities and breakdowns in routine
- complex project activities carried out 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.

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
 - environmental and sustainability standards

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
- occupational health and safety plan
- 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)

Stakeholders may include

- project sponsor/funding bodies
- clients or customers (internal and external)
- industry
- other agencies
- general public
- relevant interest groups
- unions
- functional areas
- the organisation's senior management
- Ministers
- project team
- steering committee members
- end user
- supplier/service provider

Project data may include

- research data
- quality data including trials or test results
- draft materials
- samples, prototypes, models
- project outcomes
- record of time spent on project and progress in completing project
- correspondence
- financial data including costs, expenditure, income generated, purchases

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

Risk management may

- removing the risk

include:

- transferring the risk
- minimising the risk
- accepting the risk
- preparing a contingency plan
- keeping reserves

Consultation with project managers may also include:

- steering committees
- project sponsors
- business owners of the projects
- program managers
- specialist project management office
- chief executive officer, manager or management representative
- funding body representatives
- customers or clients

Solutions to problems may include:

- reducing costs
- researching and applying more efficient methods of completing project tasks
- seeking further resources to meet deadline
- negotiating an extension of deadline or redefining completion or quantities or quality of outcomes
- sharing of ideas to gain improvements to work undertaken within the project
- outsourcing aspects of the project
- changing roles and responsibilities within project team

Unit Sector(s)

Not applicable.

Competency field

Project Management.