



Australian Government

Department of Education, Employment and Workplace Relations

PSPPM601B Direct 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 direction of project activities in situations where a person has strategic responsibility, accountability and decision making for the overall management of complex project(s). It includes identifying project scope in a strategic context, managing establishment and integration of project activities, and finalising and reviewing project 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, directing complex project activities may occur in the context of other generalist and specialist work activities such as acting ethically, applying government systems, managing resources, managing client services, managing change.

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. Identify project scope in a strategic context	1.1 Organisational requirements are anticipated/identified and communicated to project developers and managers. 1.2 Project definition studies are undertaken and the results are analysed against similar projects already conducted to determine/approve the scope of projects. 1.3 Project infrastructure is approved in accordance with organisational policy and procedures. 1.4 Projects are initiated in accordance with the organisation's strategic direction in consultation with clients. 1.5 Conceptual and analytical skills are applied to develop a management strategy to ensure project objectives and client requirements are met. 1.6 An effective risk management system is developed and applied to ensure project objectives are met within the organisation's accountability framework.
2. Manage establishment of projects	2.1 The political context is managed and stakeholder expectations are influenced in accordance with organisational policy and procedures, to ensure endorsement and whole-of-life support for the project. 2.2 Project scope and objectives are analysed to determine the work breakdown structures to achieve project objectives on time and within budget, and project infrastructure is acquired and allocated. 2.3 Project plans are approved and a personal work plan for checking progress, mentoring, reading reports, providing feedback and authorising approvals is developed in accordance with project requirements. 2.4 Processes identified for monitoring, evaluating and reporting performance against project objectives are established in accordance with project requirements.
3. Manage integration of project activities	3.1 All aspects of the project and related projects are integrated and links are established to ensure objectives remain appropriate. 3.2 Consultation and reporting mechanisms are applied in accordance with project requirements to regularly consult with and provide advice to staff and contractors, and to discuss progress to ensure effective results. 3.3 Stakeholders' motivations are identified and considered in the management of the project. 3.4 Progress is monitored to ensure time, performance, cost and quality of project are achieved, and change proposals are investigated, negotiated and approved in consultation with stakeholders. 3.5 High-level judgment is applied to provide ongoing advice and to resolve disagreements and disputes to the satisfaction of

ELEMENT**PERFORMANCE CRITERIA**

parties involved.

4. Finalise and review project activities

4.1 Finalisation plans are developed to ensure all objectives are achieved, whole-of-life support will be maintained, and transition to next/following projects is facilitated.

4.2 **Documented information** is evaluated, and lessons learnt are analysed and reported to stakeholders to assist in continuous improvement.

4.3 Evaluation of project achievement against objectives is monitored in accordance with the evaluation framework and is reported to approval authorities and stakeholders in accordance with organisational policy and 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 projects
- leading and mentoring people to achieve project outcomes
- maintaining commitment of stakeholders and project teams
- negotiating with stakeholders and team members using a range of communication styles to suit different audiences and purposes
- responding to diversity, including gender and disability
- using project management tools applicable to complex project activities
- applying risk management techniques including risk sharing and transfer
- managing finances to bring in complex projects within budget
- applying ethical decision making and problem solving related to project management of complex projects
- writing recommendations and preparing 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/jurisdictional 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
- budgetary framework
- financial management requirements
- human resources
- public relations
- equal employment opportunity, equity and diversity principles
- project specifications and objectives
- project management tools and techniques suited to a range of complex projects activities

- project management systems
- organisational and political context
- critical analysis in a project management context
- cost schedule control systems to handle potential budget blow-outs
- 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:
 - PSPGOV601B Apply government systems
 - PSPGOV604A Foster leadership and innovation
 - PSPGOV605A Persuade and influence opinion
 - PSPMNGT604B Manage change
 - PSPMNGT605B Manage diversity
 - PSPMNGT606B Manage quality client service
 - PSPMNGT608B Manage risk
 - PSPOHS602A Manage workplace safety
 - PSPPOL601A Develop public policy
 - PSPPROC602B Direct the management of contracts

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 directed 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 to capture the range of situations likely to be encountered when directing complex project activities

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 directing complex project activities, including coping with difficulties, irregularities and breakdowns in routine

- project activities directed 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 infrastructure may include:

- resources including budget
- specialist and technical support
- contractors
- project management skills required
- make-up of project team
- developing the team
- steering committee
- project site, equipment, technology, consumables

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

Risk management may include:

- acceptance
- avoidance
- transfer
- minimisation

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
- end user
- supplier/service provider

Whole-of-life support
may include:

- maintenance
- supply
- technical data
- personnel
- training
- facilities
- packaging, handling
- storage and transportation
- support and test equipment
- computing support

Work breakdown structures may include:

- how the work is to be performed and how cost and schedule data are to be tracked and reported
- identification of project tasks
- identification of specific management responsibilities for tasks

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

Integration of project activities may include:

- required project resources
- resource management
- risk management
- roles and responsibilities
- schedule/timeline
- task/work breakdown structure (WBS)
- scope
- time
- cost
- quality
- human resources
- communications
- risk
- procurement
- organisational project management framework

Documented information may include:

- statement of requirement/work
- industry development proposals
- project plans
- risk and issues plan and log
- transition plans
- project completion report
- supplier performance reports
- whole-of-life support plans
- reports detailing strategies
- performance evaluation criteria
- project team work plans

Unit Sector(s)

Not applicable.

Competency field

Project Management.