



Australian Government

PUAMAN005B Manage projects

Release 3

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Modification History

Release	TP version	Comments
3	PUA12 V2.1	Editorial changes.
2	PUA12 V1	Layout adjusted. Application revised.
1	PUA00 V8.1	Primary release on TGA.

Unit Descriptor

This unit covers the competency to manage and evaluate projects.

Application of the Unit

This unit applies to any workers undertaking a project management role. This includes management of small and short term projects as well as roles with a specific project management focus.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

PUATEA003B Lead, manage and develop teams (Fire sector specific)

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a Unit of Competency.

Performance Criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the Range Statement. Assessment of performance is to be consistent with the Evidence Guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Identify project scope	1.1 Project definition study is undertaken as required and the results are analysed to determine the scope of the project. 1.2 Project is initiated in accordance with organisation's policies and strategic direction in consultation with stakeholders. 1.3 Conceptual and analytical skills are applied to develop a strategy to achieve project objectives, outcomes and client requirements. 1.4 An effective risk management system is developed and applied to ensure project objectives can be met within the organisation's accountability framework.
2. Acquire project resources	2.1 Project resources, equipment and infrastructure are identified, acquired and allocated. 2.2 Project scope and objectives are analysed to determine the tasks to achieve agreed outcomes on time and within budget. 2.3 Process for monitoring, evaluating and reporting performance against objectives are developed and applied. 2.4 Roles and responsibilities of team members and stakeholders are identified and agreed.
3. Manage project activities	3.1 Tasks are implemented in accordance with project plan. 3.2 Communication process is established including responsibilities for conflict resolution. 3.3 Progress is monitored to ensure time, performance, cost and quality of project is achieved. 3.4 Proposed variations are investigated and negotiated in consultation with stakeholders.
4. Finalise project and evaluate and report on activities	4.1 Finalisation plans are developed to ensure all outcomes are met. 4.2 Evaluation of completed project is undertaken against agreed objectives and reported to stakeholders.

Required Skills and Knowledge

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

Required Skills

- analyse project outcomes
- design a strategy to achieve project outcomes and client requirements
- evaluate and report on project performance
- evaluate project achievements
- internal and external clients
- maximise team effectiveness and staff selection
- monitor
- negotiate with contractors and suppliers
- resolve disagreements and disputes satisfactorily
- team building skills

Required Knowledge

- basics of contract law
- business and commercial issues
- cost schedule control systems
- human resource management and policies
- organisation's procurement guidelines
- organisation's project management policies
- physical resource management
- project management systems
- project management tools and techniques
- project specifications and objectives
- risk management techniques

Evidence Guide

Critical aspects for assessment and evidence required to demonstrate competency in this unit

It is essential for this unit that competence be demonstrated in knowledge and application of project management skills in a wide range of project activities to support the achievement of organisation objectives.

Consistency in performance

Evidence should be gathered over a period of time in a range of actual or simulated workplace environments.

Context of and specific resources for assessment

Context of assessment

Evidence of competent performance by observing an individual in a project management role within the workplace or simulated environment Knowledge may be assessed through:

- written assignments
- project reports
- debriefings and action learning projects

Specific resources for assessment

No special requirements.

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 in the Performance Criteria is detailed below.

- Project plans*** may include:
- financial management processes
 - acquisition strategies
 - fraud control procedures
 - risk management strategies
 - integrated logistic support arrangements
 - human resource development/management strategies
 - resource requirements
 - task elements
 - test and evaluation procedures
 - intellectual property
 - industry impact
 - life cycle costs
 - specifications
 - engineering
 - preliminary estimate/budget
 - preliminary timeframes/milestones
- Stakeholders*** may include:
- industry
 - other organisations
 - general public
 - relevant interest groups (internal and external)
 - functional areas
 - principals/project director/project sponsor
 - organisation's senior management
 - government(s)
 - insurance
 - underwriting
- Policy and procedures:***
- government legislation – state, federal, local
 - financial management and accounting regulations
 - government and organisational policies
 - guidelines and procedures including project management
 - security
 - recruitment
 - quality assurance
 - risk management
 - procurement
 - guidelines and strategic plans

Integration of project activities may include:

- environmental sustainability
- scope
- time
- cost
- quality
- human resources
- communications
- risk
- feasibility
- procurement
- physical resources

Project management systems may include:

- computers
- communication channels
- project data management
- protocol
- financial records
- basic statistical information

Unit Sector(s)

Not applicable.