



Certificate IV in Project Management AQF Level 4

Assessment Criteria

***Please refer to checklist on the last page**

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HOW TO COMPLETE YOUR ASSESSMENT

This book has been designed to assist you in achieving your competency level assessment through a systematic and relatively simple process. We encourage you to read and understand the requirements and should you have any concerns please do not hesitate to contact us so that we can assist you in completing the assessment.

Your Assessment

The process you will be following is known as a competency-based assessment. The difference between this process and traditional forms of assessments is that evidence of your current skills and knowledge will be measured against national and international standards of best practice, not against the learning you have undertaken either recently or in the past. Furthermore, the assessment will be concerned with how you apply the skills and knowledge in your workplace, not in the training room or in a hypothetical case study.

The standards used are known as Competency Standards and are endorsed by industry groups and national bodies here and overseas.

When your assessment is successful against these standards, your skills and knowledge will be deemed to be equal to national and international best practice, and the qualification you gain will reflect this.

Using the Assessment Guidelines

The criteria by which you will be assessed are listed in this book. Also listed is the underpinning knowledge you will be questioned on either by written or verbal assessment.

Included is the evidence you may bring forward to show that your competencies (that is, your skills and knowledge as they are applied in your workplace) match the desired standards. This evidence will be assessed and judged and any recommendations made from this.

There are only two recommendations that will be made as a result of your assessment – the evidence you have brought forward shows that you are:

- competent against the national standards and need produce no more evidence, or
- you are not yet competent, in that evidence you have provided doesn't yet show your skills and knowledge to be equivalent to the national standards – you will be asked to bring forward other evidence

Please Note: You may find that as a result of your assessment you are 'competent' in some areas but 'not yet competent' in others. This is okay. Where you have been assessed as 'competent', these areas need not required any further production of evidence leaving you free to concentrate on the others. Your assessor will explain this to you further at the time of you assessment.

Evidence

Evidence of competency can be shown in any one, of a number of ways:

- Direct examination of evidence – either by written exam to ascertain your underpinning knowledge or by observation of you carrying out the task
- Oral or written questions – these help the assessor get a better understanding of why you do, or have done, certain things in the manner shown
- Supporting evidence – from workmates, current or former employers and supervisors, or others who have worked with you and know the quality and degree of skills and knowledge you possess. Such evidence doesn't necessarily have to come from formal or full-time work you've done in the past – it might be voluntary or part-time work, or it might even be from a different area altogether such as sports, home duties or hobbies
- Historical evidence – such things as qualifications, certificates, reports etc. These will show that you were capable of demonstrating the required level of competence in the past. In some cases historical evidence might have to be supported by direct evidence that shows your skill and knowledge is still current.

Any of these can be presented as written evidence, video-taped performance or audio tapes of such things as interviews, counselling sessions etc, or supporting evidence given verbally by friends or workmates.

Your evidence will be assessed against the Element and the Performance Criteria of the Units of Competency you nominate. Don't be put off if you can only find, for example, Direct Evidence for one part of the Element and Performance Criteria and Historical Evidence for the rest – this is okay. The assessor will decide whether or not it meets the Rules of Evidence and that is all that matters.

What is important is that your evidence satisfied your assessor as to the level and degree of your skills and knowledge when measure against the competency standards.

How the Assessment is Carried Out

When you feel that you are ready to have your skills and knowledge assessed, you should arrange for the assessor to observe the activity you are claiming competency in. If you do not have the time or resources to provide direct observation of your skills and knowledge you can provide written or other evidence and this is known as a Portfolio of Evidence. The majority of your assessment for this qualification will be through a 'Portfolio of Evidence'.

A Portfolio of Evidence is simply a compilation of all of your evidence into a manageable and easily handled folder. Once you have sufficient evidence to support your claim for competency you should submit this folder for assessment. **Don't forget to clearly mark which piece of evidence related to which Element of Competency and Performance Criteria.**

During the assessment, the assessor will first of all scan the evidence you bring forward or are demonstrating to ensure that it meets the broad requirements of the competency standards, and that:

- the activity is being or has been performance safely (whether the standards specify this or not);
- the evidence appears to meet the criteria and range of variables;
- there are no legislative or legal issues arising out of the evidence (for example, there are no obvious commercially confidential items or information being brought forward, or that there are no breaches of such things as EEO or OS&H legislation);
- the evidence appears to meet the Rules of Evidence (see below); and
- whether or not the evidence being brought forward covers the entire range of competencies or only certain performance criteria or elements

The evidence will then be judged against the competency standards.

The Rules of Evidence

When making a judgement about your evidence, the assessor will be looking for:

- Validity – does your evidence relate to the standards you are seeking assessment against or are they more closely related to something else?
- Authenticity – does your evidence reflect something you have actually done either in full or in part?
- Currency – does your evidence show that you can perform this activity now or in the future, including you having up to date knowledge?
- Reliability – will your evidence be capable of showing the same outcomes no matter how many times it is assessed or how many assessors carry out the assessment?
- Sufficiency – is there sufficient evidence to show you competency or will there need to be more (or supporting) evidence brought forward?

These are the questions the assessor will ask themselves when assessing and judging your evidence. It will be very helpful to them if you ask yourself these questions before selecting and presenting the evidence – time, and a lot of frustration and heartache, may be saved if you do.

Notes on Completing this Book

Under the National Framework for the Recognition of Training, the smallest part of the standards for which you can gain a full qualification is the Unit. To make the achievement of this easier for you, each Unit is broken down into individual Elements against which you will be assessed.

Each element is accompanied by a set of Assessment Criteria. These show the standard to which you should be displaying your skills and knowledge. Where and how you display these is detailed in the Assessment Requirements.

Please take careful note of the **Assessment Requirements**. In this section will be found details of the type of evidence you will be expected to bring forward to demonstrate your competency. This evidence will be sought either through a formal (written or demonstrated) examination or from work you are currently doing or have done in the past. (This is known as Recognition of Prior Learning – RPL – and, in most cases, can provide you with all the evidence you may need to gain the qualification. Speak to your assessor about this.)

When completing your assessment, you will be asked a number of questions in relation to the assessment. Explanations of these questions are as follows:

Question 1: How was the achievement of this element demonstrated?

In order to be assessed as competent at an Element, you must have convinced your assessor that you are able to meet all of the Assessment Criteria across the Evidence Requirements. You will probably have carried out many tasks counting towards a particular Element over a period of time, but you don't have to list everything you've done – only those that may provide the strongest source of evidence to support your claim.

Be sure to include sufficient details to show competence across all of the Assessment Criteria.

Question 2: Over what period of time/number of occasions?

Here you will need to provide details of the period of time over which you were assessed for this Element and/or the number of occasions on which the task was carried out for assessment purposes. For example, if you were assessed three times over a period of four weeks this information would be put in here.

This helps the assessor see that the competency you have claimed isn't a 'flash in the pan' and that you can actually perform consistently at the desired level.

Question 3: In what situation/locations?

Some candidates will do everything in one place, usually their normal workplace, and in that case will put the name of their office/workshop here. Others, however, may do some of the work at clients' premises or out in the field.

Where the activity was carried out isn't as important as the fact that you record it. The assessor will need this information to help them make an informed judgement about the conditions and situations in which you are applying your skills and knowledge. The quality of evidence can then be judged along with any special circumstances surrounding how the evidence was gained.

Question 4: What is the evidence and where can it be found?

The Assessment will provide a record of what you have achieved. To maintain proof of this achievement it is important that you keep an up to date record of what it is and where it can be found. This will be especially important if you are thinking of applying for assessment against a higher level of competency standards where the evidence you are developing may be usable then.

Evidence may be provided by a whole variety of things depending on your particular circumstances and the Elements against which you are seeking assessment. Some of these Elements state what is required, and this must be followed, but others may not be as specific and this is where common sense must be used.

Where possible, you should seek advice from your assessor or RPL advisor to make sure what you're thinking is in line with the needs of the standards.

Throughout your initial interview or training session you will have discussed what may or may not be useful or sufficient evidence of competency against the standards. You should refer to your notes for ideas on where to start collecting evidence or talk to your assessor.

Common Range of Variables

The Range of Variables used to relate to the context and conditions under which or through which the Element and Assessment Criteria are to be performed for the purposes of the assessment.

There are a number of Ranges that are common to all Units. To reduce unnecessary duplication, these are listed below:

Higher project authorities may be:

- the client/customer
- the manager (in larger projects where the individual is section head or sub-project leader)
- other personnel within the project/organisation designated specific authority over certain aspects of the project
- the program/maintenance managers
- higher management within the organisation

Stakeholders may be from: within the project, other activities affected by this project, the client/customer, suppliers/contractors and/or the parent organisation.

The Client is the authority, or authorities, for whom the task is being undertaken. The client may be internal or external to the organisation. The client may be the customer, the owner, the sponsoring authority in the case of projects where a contract does not exist, or it may be an authority specifically designated as the client.

Further Information

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QUALIFICATION: *Certificate IV in Project Management AQF Level 4*

WORKSHOP TITLE: *PMF02 Project Management Fundamentals*

UNITS OF COMPETENCIES:

- BSBPMG401A Apply Scope Management Techniques
- BSBPMG405A Apply Human Resources Management Approaches
- BSBPMG406A Apply Communications Management Techniques

ELEMENTS OF COMPETENCY AND PERFORMANCE CRITERIA:

BSBPMG401A Apply Scope Management Techniques

BSBPMG401A/01 Contribute to Scope Definition

- 1.1 Contribute to the identification of **project deliverables**
- 1.2 Contribute to the identification of measurable outcomes to enable evaluation of project performance
- 1.3 Contribute to the development of the **scope management plan**

BSBPMG401A/02 Apply Project Scope Controls

- 2.1 Undertake work in accordance with agreed project management plan and by using established **change control procedures and performance measurement procedures**
- 2.2 Monitor and control aspects of project scope and communicate instances of non-compliance with overall scope to the project manager and other team members
- 2.3 Measure progress to determine potential, perceived and actual scope changes
- 2.4 Appropriately report scope changes
- 2.5 Provide assistance in the review of project outcomes to determine the effectiveness of initial and subsequent scope management approaches

EVIDENCE OF THE FOLLOWING IS ESSENTIAL:

- Knowledge of project scope management methodologies
- Participation in the definition and management of scope in relation to multiple complex projects

ASSESSMENT MUST ENSURE:

- Access to project documentation which includes information about project scope and project team involvement

ELEMENTS OF COMPETENCY AND PERFORMANCE CRITERIA:

BSBPMG405A Apply Human Resources Management

BSBPMG405A/01 Assist with Determining Human Resource Requirements

- 1.1 Analyse **work break-down structure** to determine human resource requirements
- 1.2 Assess skill levels of project personnel against project task requirements
- 1.3 Assign responsibilities for achieving project deliverables

BSBPMG405A/02 Assist with Human Resource Monitoring and Stakeholder Liaison

- 2.1 Monitor the work of project personnel against assigned roles and responsibilities
- 2.2 Tracked, monitor and control actual effort against plan, review skill levels against allocated tasks, and recommend remedial action, where required, to *others*
- 2.3 Contribute to tracking, monitoring and controlling stakeholder participation in and communication with the project
- 2.4 Advise others when assigned responsibilities are not met by project personnel, or stakeholder expectations are at variance
- 2.5 Undertake work in a multi-disciplinary environment in accordance with established human resource management **practices, plans, guidelines and procedures** to achieve designated project objectives
- 2.6 Resolve potential and actual conflicts in accordance with agreed dispute resolution processes or report to others for resolution
- 2.7 Offer **human resource development opportunities** to individuals with skill gaps

BSBPMG405A/03 Contribute to Evaluating Human Resource and Stakeholder Management Practices

- 3.1 Contribute to assessing the overall effectiveness of project human resource management, and document lessons learned
- 3.2 Report human resource issues to others to aid the continuous improvement process
- 3.3 Contribute to stakeholder satisfaction analysis, and assist with post-project operational review

EVIDENCE OF THE FOLLOWING IS ESSENTIAL:

- Use of work breakdown structure in human resource project planning
- Use of effective methods for monitoring roles and responsibilities in multiple complex projects
- Knowledge of methods for providing feedback on performance and for improving performance of project team members

ASSESSMENT MUST ENSURE:

- Access to examples of project management documentation for human resource management

ELEMENTS OF COMPETENCY AND PERFORMANCE CRITERIA:

BSBPMG406A Apply Communications Management Techniques

BSBPMG406A/01 Contribute to Communications Planning

- 1.1 Identify, source and contribute relevant information requirements to initial project documentation
- 1.2 Contribute to developing and implementing the communications plan and communications networks

BSBPMG406A/02 Conduct Information Management Activities

- 2.1 Gather, validate, store, retrieve, filter and disseminate information within agreed procedures as directed, to aid decision making processes throughout project life cycle
- 2.2 Maintain information to ensure data is secure and auditable

BSBPMG406A/03 Communicate Project Information

- 3.1 Undertake **communication within project, with client and other stakeholders** within agreed networks, processes and procedures to ensure flow of necessary information
- 3.2 Ensure reports are written and released in accordance with authorisation, or drafted for release by **others**
- 3.3 Seek information and advice from appropriate project authorities when in doubt

BSBPMG406A/04 Contribute to Assessment of Communications Effectiveness

- 4.1 Provide assistance in the ongoing review of project outcomes to determine the effectiveness of communications management activities
- 4.2 Report communications management issues and responses to higher project authorities for application in future projects

EVIDENCE OF THE FOLLOWING IS ESSENTIAL:

- Contribution to the development and implementation of communications plans in relation to multiple complex projects
- Knowledge of communications theory

ASSESSMENT MUST ENSURE:

- Access to examples of project management documentation for communications management purposes
- Access to records of project team involvement in communications activities

QUALIFICATION: *Certificate IV in Project Management AQF Level 4*

WORKSHOP TITLE: *PM03 Planning and Scheduling Techniques*

UNITS OF COMPETENCIES:

BSBPMG402A Apply Time Management Techniques

ELEMENTS OF COMPETENCY AND PERFORMANCE CRITERIA:

BSBPMG402A Apply Time Management Techniques

BSBPMG402A/01 Assist in the Development of Project Schedules

- 1.1 Contribute, within **delegated authority**, to determining the duration and effort, sequence and dependencies of tasks to meet project objectives
- 1.2 Use **project scheduling tools and techniques** to help establish and integrate planned time management aspects of the schedule, resource allocation and financial requirements
- 1.3 Contribute to the agreement process and communication of the schedule to the client and other stakeholders

BSBPMG402A/02 Apply Agreed Schedules

- 2.1 Use techniques to measure, record and report progress of activities in relation to agreed schedules and plans
- 2.2 Record variance between actual and planned **progress** and report to **others** for remedial action
- 2.3 Contribute to forecasting the impact of changes on the schedule and analysis of options
- 2.4 Implement agreed changes to the schedule and update plans as directed to accommodate changing situations throughout the project

BSBPMG402A/03 Participate in Assessing Time Management Outcomes

- 3.1 Provide assistance in the **review of project outcomes** to determine the effectiveness of time management tools, techniques and approaches used
- 3.2 Report scheduling and time management issues and responses to project manager for application in future projects

EVIDENCE OF THE FOLLOWING IS ESSENTIAL:

- Application of time management techniques in relation to multiple complex projects
- Knowledge of tools and techniques for monitoring project schedules

ASSESSMENT MUST ENSURE:

- Access to workplace documentation such as diaries, progress reports, spreadsheets and other planning tools with timeframes linked to outcomes

QUALIFICATION: *Certificate IV in Project Management AQF Level 4*

WORKSHOP TITLE: *PM04 Controlling and Capturing Costs*

UNITS OF COMPETENCIES:

BSBPMG403A Apply Cost Management Techniques
BSBPMG408A Apply Contract and Procurement Techniques

ELEMENTS OF COMPETENCY AND PERFORMANCE CRITERIA:

BSBPMG403A Apply Cost Management Techniques

BSBPMG403A/01 Assist with the Development of the Project Budget

- 1.1 Determine **estimated costs** for tasks and activities and communicate to *others* for inclusion in project budget
- 1.2 Map costs against duration/effort and resources allocated, and communicate to project manager for inclusion in the project plan, budget and expenditure flow
- 1.3 Contribute to the development of **cost management strategies and processes**, and financial authorisation within **delegated authority**

BSBPMG403A/02 Monitor Project Costs

- 2.1 Monitor income and expenditure against the agreed project plan and budgets to facilitate cost management throughout the project life cycle
- 2.2 Use established cost management methods, techniques and tools to identify and report variations in the budget to a higher project authority for action
- 2.3 Implement and monitor agreed actions and report progress to others to ensure cost objectives are achieved throughout the project life cycle

BSBPMG403A/03 Contribute to Cost Finalisation Process

- 3.1 Provide assistance in the finalisation and transfer of financial assets, liabilities and records to the client or relevant operational support agency
- 3.2 Provide assistance in the review of project outcomes by use of **project records**, to determine the effectiveness of initial and subsequent cost management strategies and processes
- 3.3 Report cost management issues and responses to project/program manager for application in future projects

EVIDENCE OF THE FOLLOWING IS ESSENTIAL:

- Application of cost management techniques in relation to budgets for multiple complex projects
- Knowledge of cost management tools and techniques

ASSESSMENT MUST ENSURE:

- Access to examples of project management budgets for multiple complex projects
- Knowledge of cost management tools and techniques

ELEMENTS OF COMPETENCY AND PERFORMANCE CRITERIA:

BSBPMG408A Apply Contract and Procurement Techniques

BSBPMG408A/01 Assist with Contract and Procurement Planning

- 1.1 Contribute to the establishment of procurement requirements
- 1.2 Act under ***delegated authority*** to contribute to the development of the procurement management plan
- 1.3 Contribute to the development of project documentation for contract definition and formation

BSBPMG408A/02 Contribute to Contractor Selection Process

- 2.1 Gather and evaluate information on potential suppliers
- 2.2 Make recommendations to assist in selection of preferred contractors
- 2.3 Provide contribution to the definition of agreed terms and conditions with preferred contractor/s
- 2.4 Assist with the development of the final tendering and contractual documentation

BSBPMG408A/03 Conduct Contracting and Procurement Activities

- 3.1 Undertake ***procurement activities*** and maintain information so that reporting, confidentiality and audit requirements are met
- 3.2 Receive, reconcile and register supplies in accordance with established procedures to facilitate payment throughout project
- 3.3 Monitor and control contractors and suppliers and their activities for compliance with designated responsibilities, deliverables, time/cost and quality conformance and other requirements

BSBPMG408A/04 Conduct Finalisation Activities

- 4.1 Test and accept supplies to ensure quality and suitability for purpose
- 4.2 Provide assistance in the ongoing ***review*** of project outcomes using available *records* and information to determine the effectiveness of contracting and procurement activities
- 4.3 Report contracting and procurement management issues and responses to *others* for application in future projects

EVIDENCE OF THE FOLLOWING IS ESSENTIAL:

- Application of procurement and contract management techniques in relation to multiple complex projects
- Knowledge of the place and role of procurement in the project life cycle

ASSESSMENT MUST ENSURE:

- Access to examples of project contract and procurement documentation
- Access to records of project team participation in procurement tasks and activities

QUALIFICATION: *Certificate IV in Project Management AQF Level 4*

WORKSHOP TITLE: *PM05 Quality Management*

UNITS OF COMPETENCIES:

BSBPMG404A Apply Quality Management Techniques

ELEMENTS OF COMPETENCY AND PERFORMANCE CRITERIA:

BSBPMG404A Apply Quality Management Techniques

BSBPMG404A/01 Contribute to Quality Planning

- 1.1 Contribute to determining quality requirements of project stakeholders
- 1.2 Contribute to establishing quantifiable quality criteria for project outcomes and objectives
- 1.3 Source **information** to locate and interpret quality policy and procedures
- 1.4 Contribute to the development of quality requirements in the project plan and processes

BSBPMG404A/02 Apply Quality Policies and Procedures

- 2.1 Undertake work under **delegated authority** to implement **quality assurance** within the project in accordance with agreed quality standards and guidelines
- 2.2 Maintain records and documentation in accordance with set procedures to facilitate **quality control** and to provide an audit trail
- 2.3 Document and evaluate results of project activities and product performance to determine compliance with agreed quality standard
- 2.4 Report shortfalls in quality outcomes to **others** to enable appropriate action to be initiated

BSBPMG404A/03 Contribute to Continuous Improvement Process

- 3.1 Provide assistance in the ongoing review of project outcomes to determine the effectiveness of quality management activities
- 3.2 Report quality management issues and responses to **others** for application in future projects

EVIDENCE OF THE FOLLOWING IS ESSENTIAL:

- Application of quality management and continuous improvement techniques in relation to multiple complex projects
- Knowledge of quality auditing processes and requirements

ASSESSMENT MUST ENSURE:

- Access to examples of project management documentation used for quality control purposes
- Access to project team records

QUALIFICATION: *Certificate IV in Project Management AQF Level 4*

WORKSHOP TITLE: *PM08 Risk Management*

UNITS OF COMPETENCIES:

BSBPMG407A Apply Risk Management Techniques

ELEMENTS OF COMPETENCY AND PERFORMANCE CRITERIA:

BSBPMG407A Apply risk management techniques

BSBPMG407A/01 Assist with Risk Analysis and Planning

- 1.1 Contribute to identifying and prioritising potential risks throughout the project life cycle
- 1.2 Provide input, within **delegated authority**, to develop risk management strategies and risk management plans within established guidelines
- 1.3 Establish **risk analysis methods, techniques and tools** to assist in the analysis of risks
- 1.4 Ensure reporting mechanisms for risks are planned for and agreed to

BSBPMG407A/02 Conduct Risk Control Activities

- 2.1 Undertake control activities in accordance with agreed project and risk management plans to achieve project objectives
- 2.2 Measure progress and act on perceived, potential or actual risks within authority or reported to **others** for response
- 2.3 Contribute to the implementation of agreed risk approaches and the amendment of plans to reflect the changing environment
- 2.4 Identify and report **opportunities** for action in the same way as risks

BSBPMG407A/03 Contribute to Assessing Risk Management Outcomes

- 3.1 Contribute to the ongoing **review** of project outcomes to determine the effectiveness of risk management activities by accessing project *records* and other available information
- 3.2 Report risk management issues and responses to others for lessons learned or application in future projects

EVIDENCE OF THE FOLLOWING IS ESSENTIAL:

- Application of risk management techniques in relation to multiple complex projects
- Knowledge of risk management methods, techniques and tools

ASSESSMENT MUST ENSURE:

- Access to examples of project management documentation for risk management

EVIDENCE CHECKLIST

I have the evidence required for assessment for the following units:

- | | | |
|------------|---|--------------------------|
| BSBPMG401A | Apply Scope Management Techniques | <input type="checkbox"/> |
| BSBPMG402A | Apply Time Management Techniques | <input type="checkbox"/> |
| BSBPMG403A | Apply Cost Management Techniques | <input type="checkbox"/> |
| BSBPMG404A | Apply Quality Management Techniques | <input type="checkbox"/> |
| BSBPMG405A | Apply Human Resources Management Approaches | <input type="checkbox"/> |
| BSBPMG406A | Apply Communications Management Techniques | <input type="checkbox"/> |
| BSBPMG407A | Apply Risk Management Techniques | <input type="checkbox"/> |
| BSBPMG408A | Apply Contract and Procurement Techniques | <input type="checkbox"/> |