



Advanced Diploma of Project Management AQF Level 6

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: *Advanced Diploma of Project Management*
*AQF Level 6***

WORKSHOP TITLE: *PM05 Quality Management*

UNITS OF COMPETENCIES:

BSBPMG605A Direct Quality Management of a Project Program

ELEMENTS OF COMPETENCY AND PERFORMANCE CRITERIA:

BSBPMG605A Direct Quality Management of a Project Program

BSBPMG605A/01 Direct Quality Requirements Development

- 1.1 Direct reviews and consultation to ensure that the organisation's quality objectives, standards, levels and criteria are applied at the project level in consultation with stockholders
- 1.2 Modify **quality management** methods, techniques and tools to the requirements of the program, as necessary
- 1.3 Identify and communicate program quality criteria to project managers for implementation
- 1.4 Direct project managers to develop and implement quality plans that will be used as the basis for performance measurement

BSBPMG605A/02 Direct Project Quality Assurance Management

- 2.1 Analyse results of project activities and product performance to determine compliance with agreed quality standards throughout the project life cycles within the program
- 2.2 Identify causes of unsatisfactory results in consultation with project managers, clients and stakeholders, and initiate appropriate actions to enable continuous improvement in quality outcomes
- 2.3 Direct inspections of quality processes and analyse results to determine compliance with quality standards set for the overall program and the organisation
- 2.4 Develop and maintain a **quality management system** to enable effective management and communication of quality issues and outcomes

BSBPMG605A/03 Improve Program and Project Quality

- 3.1 Continually review and modify the quality management system throughout project activities to ensure project team commitment to continuous improvement of quality process and outcomes
- 3.2 Direct project outcomes review and analysis against performance criteria to determine the effectiveness of the quality management system
- 3.3 Aggregate and use **quality improvements** and lessons learned to benefit the business and, where appropriate, are pass on program initiatives/projects to organisational management for consideration in support of strategic planning and (re)direction

EVIDENCE OF THE FOLLOWING IS ESSENTIAL:

- Demonstrated experience in directing the successful application of quality management across a range of concurrent projects
- Knowledge of relevant Australian and international standards

ASSESSMENT MUST ENSURE:

- Access to workplace quality documentation
- Consideration of feedback from project team/s and stakeholders as to how quality was managed

QUALIFICATION: *Advanced Diploma of Project Management*
AQF Level 6

WORKSHOP TITLE: *PM08 Risk Management*

UNITS OF COMPETENCIES:

BSBPMG608A Direct Risk Management of a Project Program

ELEMENTS OF COMPETENCY AND PERFORMANCE CRITERIA:

BSBPMG608A Direct Risk Management of a Project Program

BSBPMG608A/01 Direct Planning of Project Risk Management

- 1.1 Direct potential, perceived and actual risk events for identification, documentation and analysis, in consultation with project managers and appropriate stakeholders, as the basis for project **risk management planning**
- 1.2 Select and modify project **risk management methods**, techniques and tools for project managers to analyse information, evaluate options and determine preferred risk approaches within the overall program environment
- 1.3 Direct development, communication and implementing of project *risk management plans* and strategies to ensure clarity of understanding and achievement of project objectives throughout the program
- 1.4 Develop and maintain a project risk management system is to enable effective management and communication of risk events, responses and results to stakeholders across projects within the program

BSBPMG608A/02 Direct Management of Project Risk and Manage Program Risk

- 2.1 Manage the program in accordance with agreed project risk management plans
- 2.2 Review progress, analyse variance and initiate risk responses to achieve program and multiple project objectives in changing environments
- 2.3 Direct risks to multiple project outcomes for monitoring, and ensure remedial actions are authorised to achieve project objectives

BSBPMG608A/03 Assess Project and Program Risk Management Outcomes

- 3.1 Review and analyse project outcomes to assess the effectiveness of the project risk management system for multiple projects, program and organisational outcomes
- 3.2 Aggregate, analyse and structure lessons learned for feedback to project managers and senior management for strategic review and planning

EVIDENCE OF THE FOLLOWING IS ESSENTIAL:

- Demonstrated experience in successfully directing risk management efforts across a range of concurrent projects
- Knowledge of risk management tools, frameworks, systems, methodologies and standards

ASSESSMENT MUST ENSURE:

- Access to workplace risk management documentation
- Consideration of feedback from project teams and stakeholders as to how risks were managed

QUALIFICATION: *Advanced Diploma of Project Management*
AQF Level 6

WORKSHOP TITLE: *PM07 Project Communications Management*

UNITS OF COMPETENCIES:

BSBPMG607A Direct Communications Management of
a Project Program

ELEMENTS OF COMPETENCY AND PERFORMANCE CRITERIA:

BSBPMG607A Direct Communications Management of a Project Program

BSBPMG607A/01 Direct Planning of Project Communications

- 1.1 Direct project information requirements in consultation with appropriate stakeholders, as the basis for projects and program communications planning
- 1.2 Direct **communications management plans and activities** to ensure clarity of understanding and achievement of multiple project objectives at all *levels*
- 1.3 Develop **project management information system (PMIS)**, structure and procedures to maintain the quality, validity, timeliness and integrity of information and communication across the program and in regard to organisational strategic management

BSBPMG607A/02 Direct Management of Project Information

- 2.1 Direct the generation, gathering, storage, retrieval, analysis and dissemination of information by project staff and stakeholders to improve decision making processes and the communications throughout the program and between the projects
- 2.2 Direct **information validation** processes for development, management and modification to ensure consistent quality and accuracy of data across the program

BSBPMG607A/03 Manage Program Communications

- 3.1 Develop and manage formal and informal communication networks between the organisation's management structure, program, projects and key stakeholders to ensure effectiveness throughout the multiple life cycles of projects within the program
- 3.2 Address potential, perceived and actual problems with communication and management information systems through project managers, and ensure remedial actions are authorised to ensure project, program and organisations objectives are met
- 3.3 Manage customer relationships beyond the delegated responsibility of project managers to ensure clarity of understanding of objectives and to minimise conflict throughout the program

BSBPMG607A/04 Analyse Communications Management Outcomes

- 4.1 Direct project finalisation activities to ensure ownership of, and responsibility for, information outcomes
- 4.2 Review and analyse project outcomes to determine the effectiveness of management information and communications systems
- 4.3 Aggregate and use lessons learned across multiple projects for other applications in the program and the organisation

EVIDENCE OF THE FOLLOWING IS ESSENTIAL:

- Demonstrated experience in directing communications and information across a range of concurrent projects
- Knowledge of PMIS structures and options

ASSESSMENT MUST ENSURE:

- Access to examples of relevant workplace documentation (including electronic media)
- Consideration of feedback from project teams and stakeholders as to how communications were managed

QUALIFICATION: *Advanced Diploma of Project Management*
AQF Level 6

WORKSHOP TITLE: *PM604 Earned Value Performance Management*

UNITS OF COMPETENCIES:

BSBPMG603A Direct Time Management of a Project Program

BSBPMG604A Direct Cost Management of a Project Programs

ELEMENTS OF COMPETENCY AND PERFORMANCE CRITERIA:

BSBPMG603A Direct Time Management of Multiple Projects/Programs

BSBPMG603A/01 Direct Project Schedule Development

- 1.1 Determine from individual project plans the duration and effort, sequence and interdependencies of major activities and milestones to form the basis of the program schedule
- 1.2 Direct project managers by the use of ***time management*** methods, ***techniques and tools***, preferred schedules, ***time management plans***, resource allocations and financial requirements to enable continuing update and refinement of the program schedule
- 1.3 Formalise and communicated project schedules, with agreement, to stakeholders as the basis for planning, implementation and review of progress

BSBPMG603A/02 Manage Program Schedules

- 2.1 Develop, implement and modify mechanisms to monitor, control, record and report actual progress in relation to the agreed schedule and plans
- 2.2 Conduct ongoing analysis to identify and forecast variances and trends, and to develop responses so that projects meet their schedules
- 2.3 Manage durations of key activities and interdependencies between projects to enable financial and resource rationalisation across the program of projects, to meet strategic expectations within the management/reporting period of the program
- 2.4 Review progress and refine the schedule throughout the program life cycle to ensure consistency with changing scope, objectives and constraints related to time and resource availability
- 2.5 Ensure responses to perceived, potential or actual projects' schedule changes are authorised to achieve program objectives

BSBPMG603A/03 Analyse Time Management Outcomes

- 3.1 Review and analyse multiple project and program outcomes from available *records* and information to determine the effectiveness of the schedule and time management processes
- 3.2 Pass on lessons learned to higher project authority and feedback is provided for application in planning and implementation of later projects within the program

EVIDENCE OF THE FOLLOWING IS ESSENTIAL:

- Demonstrated experience in directing project work so that timelines are met across a range of concurrent projects
- Knowledge of the relationship between time, cost and resources to the project management framework

ASSESSMENT MUST ENSURE:

- Access to workplace documentation
- Consideration of feedback from project team and stakeholders as to how time was managed

ELEMENTS OF COMPETENCY AND PERFORMANCE CRITERIA:

BSBPMG604A Direct Cost Management of a Project Program

BSBPMG604A/01 Direct Project Budget Development

- 1.1 Direct project managers to determine resource requirements for individual tasks, in consultation with appropriate stakeholders, to develop a project budget which contributes to the program budget
- 1.2 Direct project cost **estimation** to enable budgets and cost management processes to be developed for the project life cycles
- 1.3 Direct and authorise cost strategies and **cost management plans** to ensure clarity of understanding and ongoing **management of project finances** and the program budget overall

BSBPMG604A/02 Manage Program Costs

- 2.1 Develop and maintain **cost management systems** to direct monitoring of actual expenditure and to control costs throughout multiple project life cycles and for the program overall
- 2.2 Conduct analysis, evaluate options and implement responses to project cost variations to maintain control over changing financial and overall program objectives
- 2.3 Monitor internal and external influences on program costs and, where necessary, seek approval from business management for changes to the approved program budget

BSBPMG604A/03 Direct Financial Completion

- 3.1 Provide direction for project **finalisation activities** to achieve integrated financial and physical project completion within program and therefore client and organisational expectations
- 3.2 Review project outcomes from available **records** at the finalisation of each project, and information is analysed to determine the effectiveness of cost management systems
- 3.3 File program lessons learned as a resource for future reference and, where necessary, refer to higher project authority for application in planning strategic direction changes and business outcomes for future projects

EVIDENCE OF THE FOLLOWING IS ESSENTIAL:

- Demonstrated experience in directing cost management approaches across a range of concurrent projects
- Knowledge of regulatory and legislative financial reporting requirements

ASSESSMENT MUST ENSURE:

- Access to financial documentation and files
- Consideration of feedback from project team and other stakeholders as to how program costs were managed

QUALIFICATION: *Advanced Diploma of Project Management*
AQF Level 6

WORKSHOP TITLE: *PM605 Developing a Project Methodology*

UNITS OF COMPETENCIES:

BSBPMG602A Direct the Scope of a Project Program

ELEMENTS OF COMPETENCY AND PERFORMANCE CRITERIA:

BSBPMG602A Direct the Scope of a Project Program

BSBPMG602A/01 Authorise Projects

- 1.1 Analyse *needs*, in consultation with client and other relevant stakeholders, to justify each project and for the designation of project managers
- 1.2 Conduct project selection and prioritisation within guidelines provided by, or under direction of, a relevant (governance) authority
- 1.3 Make ***project authorisation recommendations*** to relevant authority as the basis for future projects management activity, and commitment of resources and effort

BSBPMG602A/02 Define and Plan Program Scope

- 2.1 Define projects' objectives, major deliverables and resource requirements at the project and program level, and confirm them with the governance group or relevant authority
- 2.2 Determine and agree measurable projects' outcomes and benefits to enable quantified evaluation of program performance
- 2.3 Develop, agree on and communicate scope definition, ***scope management*** strategies and plans
- 2.4 Align program scope to business requirements and organisational strategy

BSBPMG602A/03 Manage Program Scope

- 3.1 Conduct regular program reviews to measure ***project performance*** and to ensure that stated program and business/strategic objectives are met
- 3.2 Establish and maintain ***change management system*** to form the basis of ongoing scope management
- 3.3 Conduct reviews of scope changes and take action to ensure that project and program objectives are achieved or modified
- 3.4 Measure project outcomes against defined program scope and aligned strategic objectives
- 3.5 Communicate results of program outcomes to relevant authority
- 3.6 Pass on scope management lessons learned to higher project authority for application in planning and implementation of later projects within the program

EVIDENCE OF THE FOLLOWING IS ESSENTIAL:

- Demonstrated experience in directing a range of concurrent projects so that scope is successfully managed across all projects
- Knowledge of a broad range of project scope management tools, methodologies and techniques

ASSESSMENT MUST ENSURE:

- Access to workplace documentation, including feedback from stakeholders, which reflects how scope was managed for projects

QUALIFICATION: *Advanced Diploma of Project Management*
AQF Level 6

WORKSHOP TITLE: *PM601 Managing Project Benefits*

UNITS OF COMPETENCIES:

BSBPMG601A Direct the Integration of Projects
BSBPMG604A Direct Cost Management of a Project
Program (see PM604)

ELEMENTS OF COMPETENCY AND PERFORMANCE CRITERIA:

BSBPMG601A Direct the Integration of a Projects

BSBPMG601A/01 Direct Integration of all Functions of Project Management

- 1.1 Support project managers in project stakeholder analysis to determine the influence of others on project outcomes
- 1.2 Analyse, rationalise and integrate the requirements of all projects and the multiple inter-relationships of ***project management functions*** to determine agreed, ***achievable program objectives*** that align to organisational goals, strategies and objectives as stated in strategic planning documentation
- 1.3 Review, rationalise and, when approved, integrate project plans into a structured, cohesive program plan for ongoing program management
- 1.4 Derive integrated program control mechanisms from project plans to establish program control requirements
- 1.5 Use project plans to develop consolidated program budgets, schedules and interdependencies, and to identify program risks

BSBPMG601A/02 Direct the Internal Project Environment to Meet External Needs and Expectations

- 2.1 Direct the ***internal project working environment*** to ensure project managers' work is conducted effectively throughout multiple, aligned project life cycles
- 2.2 Establish and maintain links to direct the alignment between projects and organisation objectives within the program
- 2.3 Evaluate project proposals (scope definitions) against the organisation's strategic objectives
- 2.4 Coordinate and direct conflicting requirements of individual projects to achieve program objectives
- 2.5 Modify, where necessary, individual project objectives to achieve overall program objectives
- 2.6 Coordinate the impact of *external environmental influences* on individual projects to achieve program objectives

BSBPMG601A/03 Direct Projects throughout Project Life Cycles

- 3.1 Direct all project managers to provide project phases, approval points, review points and other milestones, to allow program integration
- 3.2 Establish project baselines and report progress in relation to baselines, to measure program performance throughout the business reporting cycle
- 3.3 Progressively review project baselines to ensure nominated benefits are consistent with organisational expectations
- 3.4 Direct **finalisation plans, procedures and activities** to ensure final outcomes are met and that projects meet agreed program objectives
- 3.5 Review projects finalised in a program management reporting period to evaluate benefits to the business
- 3.6 Pass on integration management lessons learned to higher project authority and feedback is provided for application to other projects

EVIDENCE OF THE FOLLOWING IS ESSENTIAL:

- Demonstrated experience in directing an integrated range of concurrent projects so that project outcomes and stakeholders expectations are met
- Knowledge of relevant legislation, codes and national standards

ASSESSMENT MUST ENSURE:

- Access to a range of project documentation
- Consideration of feedback from project stakeholders

QUALIFICATION: *Advanced Diploma of Project Management*
AQF Level 6

WORKSHOP TITLE: *CP01 Principles of Contract Management*
CP04 Tendering

UNITS OF COMPETENCIES:

BSBPMG609A Direct Procurement and Contracting for
a Project Program

ELEMENTS OF COMPETENCY AND PERFORMANCE CRITERIA:

BSBPMG609A Direct Procurement and Contracting for a Project Program

BSBPMG609A/01 Direct Planning for Project Contracting and Procurement

- 1.1 Direct product specifications and procurement requirements for identification, analysis and prioritisation, in consultation with appropriate stakeholders, for procurement and contract planning
- 1.2 Direct development of ***procurement strategies, methods and management plans*** for project objectives throughout the program

BSBPMG609A/02 Direct Set Up of Contract and Procurement Process

- 2.1 Direct project managers to source organisations that meet procurement requirements
- 2.2 Establish selection processes and selection criteria, in consultation with stakeholders, and arrange communication to prospective contractors
- 2.3 Ensure contract and procurement actions accord with organisation and program objectives

BSBPMG609A/03 Direct Management of Contract and Procurement Process

- 3.1 Provide direction for requirements of *proposals*, and arrange communication to prospective contractors
- 3.2 Ensure responses are evaluated and preferred contractors are selected in accordance with agreed selection processes
- 3.3 Direct negotiation of contract terms and conditions between client and preferred contractor

BSBPMG609A/04 Direct Management of Contracts

- 4.1 Direct management of contract and procurement activities in accordance with program contract and procurement management guidelines
- 4.2 Provide direction for regular reviews for available *records* and information, and ensure variances are analysed and changes are agreed for implementation
- 4.3 Ensure project managers work within the legal and organisational framework for contracts

4.4 Identify potential, perceived and actual contractual conflicts approve remedial actions to minimise disruption

BSBPMG609A/05 Direct Finalisation of Contracts

- 5.1 Direct finalisation activities for management of contract deliverables in accordance with contractual and project and program requirements
- 5.2 Direct review and analysis of project outcomes to determine the effectiveness of contract and procurement processes and procedures
- 5.3 Aggregate and use lessons learned for application in planning and implementation of later projects within the program and, where appropriate, pass on to organisational management for use in strategic planning

EVIDENCE OF THE FOLLOWING IS ESSENTIAL:

- Demonstrated experience in successfully directing procurement and contract management processes across a range of concurrent projects
- Knowledge of contract management and legal obligations

ASSESSMENT MUST ENSURE:

- Access to workplace contractual and procurement documentation
- Consideration of feedback from project team and stakeholder as to how procurement and contractual processes were handled

QUALIFICATION: *Advanced Diploma of Project Management*
AQF Level 6

WORKSHOP TITLE: *FM02 Leadership in the Workplace*

UNITS OF COMPETENCIES:

BSBPMG606A Direct Human Resources Management
of a Project Program

ELEMENTS OF COMPETENCY AND PERFORMANCE CRITERIA:

BSBPMG606A Direct Human Resources Management of a Project Program

BSBPMG606A/01 Direct Human Resources Management Planning

- 1.1 Direct human resource requirement analysis for projects to determine numbers and skills levels required for the overall program
- 1.2 Direct stakeholder assessment to establish a basis for stakeholder management within projects and the overall program
- 1.3 Direct responsibility assignment for projects' activities and tasks and authorisation protocols are established

BSBPMG606A/02 Manage Program Organisation and Staffing

- 2.1 Determine resource requirements for projects in consultation with project managers and appropriate stakeholders, to establish program staffing levels, allocation to project and required competencies
- 2.2 Direct **project organisation and structure** for development to optimise alignment of individual and group competencies within projects
- 2.3 Direct recruitment of **staff** for allocation to projects or reallocation within the organisation, within agreed delegated authority, to meet competency requirements throughout the program
- 2.4 Direct project managers' use of **human resources management (HRM) methods, techniques and tools**, and modified for program requirements
- 2.5 Utilise organisational HRM system and HRM processes across projects

BSBPMG606A/03 Direct Project Staff Performance Management

- 3.1 Obtain agreement of performance measurement criteria for clarity of roles and responsibilities and ongoing assessment
- 3.2 Ensure systems for ongoing **development and training** of personnel across the program are established and implemented by project managers
- 3.3 Measure individuals' performance against agreed criteria and authorise actions to overcome shortfalls in performance and encourage career progression

BSBPMG606A/04 Provide Overall Leadership to Project Teams

- 4.1 Manage a system of continuous improvement of staff to enhance program effectiveness
- 4.2 Analyse individual and team performance and morale levels and take action where necessary
- 4.3 Direct procedures for interpersonal communication, counselling and conflict resolution to project managers, and review results to maintain and promote a positive working environment
- 4.4 Identify and positively manage intra-organisational and intra-project conflict to maximise achievement of program objectives
- 4.5 Aggregate HRM lessons learned for application in planning and, where appropriate, pass on information to others for consideration in strategic planning and direction

EVIDENCE OF THE FOLLOWING IS ESSENTIAL:

- Demonstrated experience in directing human resources across a range of concurrent projects so that project objectives are achieved
- Knowledge of relevant legislation

ASSESSMENT MUST ENSURE:

- Access to workplace HRM documentation
- Consideration of feedback from project teams and stakeholders as to how human resource management was handled

EVIDENCE CHECKLIST

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

- BSBPMG601A Direct the Integration of Projects
- BSBPMG602A Direct the Scope of a Project Program
- BSBPMG603A Direct Time Management of a Project Program
- BSBPMG604A Direct Cost Management of a Project Program
- BSBPMG605A Direct Quality Management of a Project Program
- BSBPMG606A Direct Human Resources Management of a Project Program
- BSBPMG607A Direct Communications Management of a Project Program
- BSBPMG608A Direct Risk Management of a Project Program
- BSBPMG609A Direct Procurement and Contracting for a Project Program