

PM401 Apply scope management techniques

Unit Descriptor	This unit specifies the outcomes required for the initial justification of the project and its start-up, as well as the ongoing definition of objectives, deliverables, and constraints.
Competency Field	<i>Business management services</i>
Domain	<i>Project management</i>
Application of the competency	<p>This unit addresses the application of skills in assisting with specialist aspects of the scope of the project, and actions to prevent non-compliance. The unit specifically addresses contributing to the scope definition and applying project scope controls, under the direction of the project manager, and working with other project team members.</p> <p>A project team member usually performs this function. The functions performed by a project team manager to manage the scope of the whole project are addressed in PM502.</p>

Element	Performance Criteria
Elements define the critical outcomes of a unit of competency.	The Performance Criteria specify the level of performance required to demonstrate achievement of the Element. <i>Italicised</i> terms are elaborated in the Range Statement.
1. Contribute to scope definition	<p>1.1 Contribution is made, to the identification of <i>project deliverables</i></p> <p>1.2 Contribution is made to identify measurable outcomes to enable evaluation of project performance</p> <p>1.3 Contribution is made to <i>scope management plan</i></p>
2. Apply project scope controls	<p>2.1 Work is undertaken in accordance with agreed project management plans and established <i>change control procedures</i> and <i>performance measurement procedures</i></p> <p>2.2 Aspects of project scope are monitored and controlled and instances of non-compliance with overall scope are communicated to the project manager</p> <p>2.3 Progress is measured to determine potential, perceived and actual scope changes</p> <p>2.4 Scope changes are reported appropriately</p> <p>2.5 Assistance is provided in the review of project outcomes to determine the effectiveness of initial and subsequent scope management approaches</p>

Range Statement

The Range Statement adds definition to the unit by elaborating critical or significant aspects of the performance requirements of the unit. The Range Statement establishes the range of indicative meanings or applications of these requirements in different operating contexts and conditions. The specific aspects which require elaboration are identified by the use of italics in the performance criteria.

- Project deliverables may include:*
- products and services defined within the project scope
- Contribution to scope management plan may include input from area of expertise in:*
- identifying project benefits and outcomes
 - listing deliverables, activities and tasks
 - contributing to the development of work, organisation or product breakdown structures
 - listing measurable project outcomes
- Change control procedures may include:*
- identifying designated elements of project liable to change durations of tasks
 - designated project documentation, eg plans, schedules, directives, guidelines and instructions which include change instructions, change request procedures, and nominated change authorities
- Performance measurement procedures may include:*
- use of tools and techniques to manage and measure project terms of time and resources

Evidence Guide

The Evidence Guide provides advice to inform and support appropriate assessment of this unit. It contains an overview of the assessment requirements followed by identification of specific aspects of evidence that will need to be addressed in determining competence. The Evidence Guide is an integral part of the unit and should be read and interpreted in conjunction with the other components of competency.

Assessment must reflect the endorsed Assessment Guidelines of the parent Training Package.

Overview of assessment requirements

A person who demonstrates competency in this unit must be able to provide evidence that they have contributed to the management of the scope of the project. This will include evidence of: working with others to define and document the scope and planned outcomes of the project; working within the project plan and tracking monitoring and controlling the project with respect to the scope of the project, and applying scope controls as required within the project. This contribution may be within own area of expertise or across several aspects of the project.

Specific evidence requirements

Required knowledge and understanding include:

- project management methodology
- the need for scope definition during project start-up
- the importance of, and techniques related to, task definition
- the place of scope management in the context of the project life cycle
- an understanding of scope change control procedures
- methods to define products and activities, eg simple work breakdown structure

Required skills and attributes include:

- planning
- monitoring and tracking
- teamwork and communication skills
- attributes
 - attention to detail
 - accuracy
 - critical thinking

Key Competencies or Generic Skills relevant to this unit include:

The seven key competencies represent generic skills considered essential for effective work participation. Innovation skills represent a further area of generic competence. The bracketed numbering indicates the degree of difficulty in this unit.

- | | |
|---|---|
| 1 Communicating idea and information (2) | <ul style="list-style-type: none"> • communication required to work in a team including n report writing • verbal communication skills including those involved presentations, if required, participating in meetings, qu discussions |
| 2 Collecting, analysing and organising information (2) | <ul style="list-style-type: none"> • tracking, monitoring and controlling scope of project • relevant skills associated with reviewing project |
| 3 Planning and organising activities (2) | <ul style="list-style-type: none"> • planning work and project tasks for self and with other |
| 4 Working in a team (2) | <ul style="list-style-type: none"> • working with others including external parties/clients & manager |
| 5 Using Mathematical ideas and techniques (1) | <ul style="list-style-type: none"> • calculation skills associated with data manipulation in |

6 Solving problems (2)

- applying problem solving skills to address problems at scope

7 Using technology (2)

- using word processing packages to produce written plans, definitions, reports of project activities, and communicate with stakeholders
- using specific project management software tools

Products that could be used as evidence include:

- scope definition document as basis of initial project approval (may be called ‘project proposal’ or similar title)
- lists of project objectives, deliverables, constraints, assumptions and outcomes
- task definition or work break-down structure
- progress and performance measurement reports
- scope change proposals
- project reviews
- records of major scope issues

Processes that could be used as evidence include:

- how project scope is defined
- how outcomes of project are determined
- how requirements of project are determined
- how own contribution to project is planned and implemented
- how scope of project is tracked, monitored and controlled
- how need for action in relation to project scope is identified and addressed
- how projects are reviewed for compliance to scope and to scope change management

Resource implications for assessment include:

- access to workplace documentation

Validity and sufficiency of evidence requires:

- that where assessment is part of a learning experience, evidence will need to be collected over a period of time, involving both formative and summative assessment
- examples of projects where candidate has contributed to planning or monitoring project scope (bearing in mind project team members may contribute to several projects simultaneously but also may be a permanent team member for one project for an extended period)

Integrated competency assessment:

- this unit should be assessed with other project management units at AQF level 4, as applicable to candidate's role in project as part of an integrated assessment activity.

PM402 Apply time management techniques

Unit Descriptor This unit specifies the outcomes required for scheduling activities associated with a project.

Competency Field *Business management services*

Domain *Project management*

Application of the competency This unit addresses the application of skills in assisting with specialist aspects of time management of the project. It specifically involves scheduling the project, and project components, and monitoring these schedules.

A project team member usually performs this function under the overall direction of the project manager and working with other project team members. The functions performed by a project team manager to manage the time management for the whole project are addressed in PM503.

Element

Elements define the critical outcomes of a unit of competency.

Performance Criteria

The Performance Criteria specify the level of performance required to demonstrate achievement of the Element. *Italicised* terms are elaborated in the Range Statement.

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|--|--|
| 3. Assist in the development of project schedules | <p>1.1 Contribution is made, to determine the duration and effort, sequence and dependencies of tasks to meet project objectives</p> <p>1.2 Project scheduling tools and techniques are used to help establish and integrate schedule, resource allocation and financial requirements in time management aspects of plans</p> <p>1.3 Contribution is made to the agreement process and communication of the schedule to the client and other stakeholders</p> |
| 4. Apply agreed schedules | <p>2.1 Techniques are used to measure, record and report progress of activities in relation to agreed schedules, plans and <i>time management activities</i></p> <p>2.2 Variance between actual and planned <i>progress is recorded</i> and reported to <i>others</i> for remedial action</p> <p>2.3 Contribution is made to forecasting the of impact of changes on the schedule and analysis of options</p> <p>2.4 Agreed changes to the schedule are implemented and plans are updated as directed to accommodate changing situations throughout the project life cycle</p> |

- 5. Participate in assessing time management outcomes**
- 3.1 Assistance is provided in the *review of project outcomes to determine the effectiveness of time management techniques and tools* and approaches used
- 3.2 Scheduling and time management issues and responses are reported to project manager for application in future projects

Range Statement

The Range Statement adds definition to the unit by elaborating critical or significant aspects of the performance requirements of the unit. The Range Statement establishes the range of indicative meanings or applications of these requirements in different operating contexts and conditions. The specific aspects which require elaboration are identified by the use of italics in the performance criteria.

Time management activities may include tasks undertaken:

- within established organisational framework, procedures
- under limited guidance and supervision
- within agreed authorisation and limits
- in a multi-disciplinary environment subject to frequent change

Progress is recorded may include:

- lists of potential schedule events
- diaries, incident logs, occurrence reports and other such documentation
- project and/or organisation files and records

Others may include:

- project manager
- higher project authority
- team member
- project specialist or other personnel

Review of project outcomes may include:

- achievement of agreed major milestones, eg phases, su
- delivery of major deliverables
- change of key personnel
- finalisation of project and other agreed milestones

Time management tools and techniques may include:

- use of personal experience and subject matter experts
- assisting in qualitative and/or quantitative time analysis, such as schedule simulation, decision analysis, contingency planning, alternative strategy development
- using specialist time analysis tools to provide output to assist in the decision making process

Evidence Guide

The Evidence Guide provides advice to inform and support appropriate assessment of this unit. It contains an overview of the assessment requirements followed by identification of specific aspects of evidence that will need to be addressed in determining competence. The Evidence Guide is an integral part of the unit and should be read and interpreted in conjunction with the other components of competency.

Assessment must reflect the endorsed Assessment Guidelines of the parent Training Package.

Overview of assessment requirements

A person who demonstrates competency in this unit must be able to provide evidence that contributions have been made to the time management of projects. This will include evidence of working with others to determine schedules for the project and project components, monitoring the progress of the project against the agreed schedule, and reviewing time management as part of the review of the project on completion and closure. This contribution may be within own area of expertise or across several aspects of the project.

Specific evidence requirements

Required knowledge and understanding include:

- the need for time management within the broad project management framework
- the application of time management tools and techniques within the individual's area of expertise
- how, when and why schedule identification, monitoring and reporting processes are implemented
- the importance of the individual's contribution to the cost management process

Required skills and attributes include:

- time management skills
- planning
- monitoring and control
- teamwork and communication skills
- attributes
 - attention to detail
 - accuracy

Key Competencies or Generic Skills relevant to this unit include:

The seven key competencies represent generic skills considered essential for effective work participation. Innovation skills represent a further area of generic competence. The bracketed numbering indicates the degree of difficulty in this unit.

1 Communicating idea and information (2)

- communication required to work in a team including n report writing
- verbal communication skills including those involved presentations, if required, participating in meetings, qu discussions

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| 2 Collecting, analysing and organising information (2) | <ul style="list-style-type: none"> • tracking and monitoring scheduling of project • relevant skills associated with reviewing project |
| 3 Planning and organising activities (2) | <ul style="list-style-type: none"> • planning work and project tasks for self and with other |
| 4 Working in a team (2) | <ul style="list-style-type: none"> • working with others including external parties/clients & manager |
| 5 Using Mathematical ideas and techniques (1) | <ul style="list-style-type: none"> • calculation skills associated with data manipulation in |
| 6 Solving problems (2) | <ul style="list-style-type: none"> • applying problem solving skills where required to address arising in managing time within projects |
| 7 Using technology (2) | <ul style="list-style-type: none"> • using word processing packages to produce written reports of project activities • using specific project management software tools |
| Products that could be used as evidence include: | <ul style="list-style-type: none"> • lists of project activities, including schedule, resource and cost estimates • use of scheduling tools and techniques • records of progress and of deviations from the project schedule • reports to project manager • ongoing input to the project schedule • contribution to project schedule review(s), including reports of lessons learned and recommendations |
| Processes that could be used as evidence include: | <ul style="list-style-type: none"> • how project schedule is defined • how agreement is reached on schedule • how project components are monitored with respect to time management • how problems/issues identified through time management processes are acted upon • how time management within projects is reviewed • how identified improvements in time management of projects are acted upon |
| Resource implications for assessment include: | <ul style="list-style-type: none"> • access to workplace documentation |

Validity and sufficiency of evidence requires:

- that where assessment is part of a learning experience, evidence will need to be collected over a period of time, involving both formative and summative assessment
- examples of projects where candidate has contributed to managing time within projects

Integrated competency assessment:

- this unit should be assessed with other project management units at AQF level 4, as applicable to candidate's role in project as part of an integrated assessment activity.

PM403 Apply cost management techniques

Unit Descriptor This unit specifies the outcomes required to work with others to produce a budget which is used as the principal mechanism to control project cost.

Competency Field *Business management services*

Domain *Project management*

Application of the competency This unit addresses the application of skills in assisting with specialist aspects of cost management of the project. It specifically involves developing a project budget, monitoring expenditure within the project, and cost finalisation processes.

A project team member usually performs this function under the overall management of the project manager and working with other project team members. The functions performed by a project team manager to manage costs for the whole project are addressed in PM504.

Element

Elements define the critical outcomes of a unit of competency.

Performance Criteria

The Performance Criteria specify the level of performance required to demonstrate achievement of the Element. *Italicised* terms are elaborated in the Range Statement.

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|---|---|
| 6. Assist with the development of the project budget | <p>1.1 <i>Estimated costs</i> are determined for tasks and activities and communicated to <i>others</i> for inclusion in project budget</p> <p>1.2 Costs are mapped against time, duration/effort, resources allocated and communicated to project manager for inclusion in project plans, budget and expenditure flow</p> <p>1.3 Contribution is made, to the development of cost strategies, financial authorisation and cost management aspects of project plans</p> |
| 7. Monitor project costs | <p>2.1 Income and expenditure is monitored against agreed project plans and budgets to facilitate cost management throughout the project life cycle</p> <p>2.2 Established <i>cost management activities</i> methods, techniques and tools are used to identify and report variations in the budget to higher project authority for action</p> <p>2.3 Agreed actions are implemented and monitored, and progress is reported to others to ensure cost objectives are achieved throughout the project life cycle</p> |
| 8. Contribute to cost finalisation process | <p>3.1 Assistance is provided in finalisation and transfer of financial assets, liabilities and records to the client or relevant operational support agency</p> |

- 3.2 Assistance is provided in the review of project outcomes from *project records* to determine the effectiveness of initial and subsequent cost management approaches and *processes*
- 3.3 Cost management issues and responses are reported to higher project authority for application in future projects

Range Statement

The Range Statement adds definition to the unit by elaborating critical or significant aspects of the performance requirements of the unit. The Range Statement establishes the range of indicative meanings or applications of these requirements in different operating contexts and conditions. The specific aspects which require elaboration are identified by the use of italics in the performance criteria.

Estimated costs may include:

- labour
- project management overheads
- facilities
- travel, subsistence
- contingency (as outcome of risk assessment)
- material
- application/registration fees for IP, patents etc

Others may include:

- project manager
- higher project authority
- team members
- project specialists or other personnel.

Cost management activities may include:

- within established organisational framework, procedures and
- under limited guidance and supervision
- within agreed authorisation and limits
- in a multi-disciplinary environment subject to frequent change

Records may include:

- lists of potential costs
- invoice and payment records
- cost verification and validation documentation
- input to cost management plans
- reports to higher authority
- project and/or organisation files and records
- cost management lessons learned

Processes may include:

- measurement of actual progress against planned milestones
- recording and reporting of variations
- implementation of financial control mechanisms
- communication with stakeholders, dispute resolution and modification procedures

Evidence Guide

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Assessment must reflect the endorsed Assessment Guidelines of the parent Training Package.

Overview of assessment requirements

A person who demonstrates competency in this unit must be able to provide evidence that contributions have been made to the cost management of projects. This will include evidence of: working with others to develop budgets for the project, monitoring expenditure within the project against the agreed budget, managing financial completion activities and reviewing expenditure as part of the review of the project on completion and closure. This contribution may be within own area of expertise or across several aspects of the project.

Specific evidence requirements

Required knowledge and understanding include:

- the need for cost management within the broad project framework
- the place of cost management in the context of the project life cycle and other project management functions
- the application of cost management tools and techniques within the individual's area of expertise
- how, when and why cost management processes are implemented
- the importance of the individual's contribution to the cost management process

Required skills and attributes include:

- financial management skills
- planning
- monitoring and tracking
- teamwork and communication skills
- attributes
 - attention to detail
 - accuracy

Key Competencies or Generic Skills relevant to this unit include:

The seven key competencies represent generic skills considered essential for effective work participation. Innovation skills represent a further area of generic competence. The bracketed numbering indicates the degree of difficulty in this unit.

- | | |
|---|---|
| 1 Communicating idea and information (2) | <ul style="list-style-type: none"> • communication required to work in a team including n report writing • verbal communication skills including those involved presentations, if required, participating in meetings, qu discussions |
| 2 Collecting, analysing and organising information (2) | <ul style="list-style-type: none"> • monitoring and controlling financial aspects of project • relevant skills associated with reviewing project |
| 3 Planning and organising activities (2) | <ul style="list-style-type: none"> • planning work and project tasks for self and with other |
| 4 Working in a team (2) | <ul style="list-style-type: none"> • working with others including external parties/clients a manager |
| 5 Using Mathematical ideas and techniques (2) | <ul style="list-style-type: none"> • calculation skills associated with monitoring aspects o in project • developing, or assisting in developing, budgets for projects |
| 6 Solving problems (2) | <ul style="list-style-type: none"> • applying problem solving skills where required to manage costs within projects |
| 7 Using technology (2) | <ul style="list-style-type: none"> • using word processing packages, spreadsheets to produce written correspondence, reports of project activities, financial reports • using specific project management software tools |

Products that could be used as evidence include:

- cost estimates in area of expertise
- use of cost management tools and techniques
- records of income and expenditure
- records and reports of progress of cost activities
- implementation, maintenance and control functions of the cost management system
- cost review(s), including reports of lessons learned and recommendations for improvement

Processes that could be used as evidence include:

- how budget is developed
- how financial monitoring processes are established
- how finances in project are monitored and how identified problems/issues are acted upon
- how completion activities are undertaken
- how project is reviewed with respect to costs
- how identified improvements to project are acted upon in relation to costs

Resource implications for assessment include:

- access to workplace documentation

Validity and sufficiency of evidence requires:

- that where assessment is part of a learning experience, evidence will need to be collected over a period of time, involving both formative and summative assessment
- examples of projects where candidate has contributed to managing costs within projects

Integrated competency assessment:

- this unit should be assessed with other project management units at AQF level 4, as applicable to candidates role in project as part of an integrated assessment activity.

PM404 Apply quality management techniques

Unit Descriptor This unit specifies the outcomes required to enhance project outcomes through the application of the quality policy.

Competency Field *Business management services*

Domain *Project management*

Application of the competency This unit addresses the application of skills in assisting with the quality management of the project. It specifically involves contributing to quality management through planning and identifying of quality requirements, implementing quality assurance mechanisms, monitoring quality throughout the lifecycle of the project, and contributing to continuous improvement within specific projects.

A project team member usually performs this function under the overall direction of the project manager and working with other project team members. The functions performed by a project team manager to manage quality for the whole project are addressed in PM505.

Element

Elements define the critical outcomes of a unit of competency.

Performance Criteria

The Performance Criteria specify the level of performance required to demonstrate achievement of the Element. *Italicised* terms are elaborated in the Range Statement.

9. Contribute to quality planning

- 1.1 Contribution is made in determining quality requirements of project stakeholders
- 1.2 Contribution is made in establishing quantifiable quality criteria for project outcomes and objectives
- 1.3 *Information* is sourced to located and interpret quality policy and procedures
- 1.4 Contribution is made to the development of quality requirements in project plans and processes

10. Apply quality policies and procedures

- 2.1 Work is undertaken to implement *quality assurance* within project in accordance with agreed quality standards and guidelines
- 2.2 Records and documentation are maintained in accordance with set procedures to facilitate *quality control* and to provide an audit trail
- 2.3 Results of project activities and product performance are documented and evaluated to determine compliance with agreed quality standards

- 2.4 Shortfalls in quality outcomes are reported to *others* to enable appropriate action to be initiated
- 11. Contribute to continuous improvement process**
- 3.1 Assistance is provided in the ongoing review of project outcomes to determine the effectiveness of *quality management activities*
- 3.2 Quality management issues and responses are reported to *others* for application in future projects

Range Statement

The Range Statement adds definition to the unit by elaborating critical or significant aspects of the performance requirements of the unit. The Range Statement establishes the range of indicative meanings or applications of these requirements in different operating contexts and conditions. The specific aspects which require elaboration are identified by the use of italics in the performance criteria.

Information to be drawn on may include:

- project quality guidelines and instructions
- designated standard operating procedures and regulations
- organisational quality management policy and guidelines as applied to specific requirements of a project
- organisation and project standards

Quality assurance may include:

- a systematic review of project management process to with organisational policy and guidelines
- project finalisation process to capture lessons learned, continuous improvement

Others may include:

- project manager
- higher project authority
- team members
- project specialists or other personnel

Quality control activities may include:

- monitoring conformance with the specification
- inspections and audits in compliance with quality control guidelines
- reporting of variances
- recommending ways to eliminate causes of unsatisfactory performance of products or processes
- regular inspection by the individual or the monitoring of inspections by internal or external agents

Quality management activities may include:

- within established organisational framework, procedure
- under limited guidance and supervision
- within agreed authorisation and limits
- in a multi-disciplinary environment subject to frequent change

Evidence Guide

The Evidence Guide provides advice to inform and support appropriate assessment of this unit. It contains an overview of the assessment requirements followed by identification of specific aspects of evidence that will need to be addressed in determining competence. The Evidence Guide is an integral part of the unit and should be read and interpreted in conjunction with the other components of competency.

Assessment must reflect the endorsed Assessment Guidelines of the parent Training Package.

Overview of assessment requirements

A person who demonstrates competency in this unit must be able to provide evidence that they have contributed the quality management of projects. This will include evidence of: working with others to develop quality plans and quality assurance mechanisms for the project; monitoring and controlling quality within the project against requirements and acting upon identified problems/issues; contributing to continuous improvement, and reviewing quality as part of the review of the project on completion and closure. This contribution may be within own area of expertise or across several aspects of the project.

Specific evidence requirements

Required knowledge and understanding include:

- the need for quality management within the broad project management framework
- the place of project quality management in the context of the project life cycle and other project management functions
- the application of quality management tools and techniques within the candidate's area of expertise
- how, when and why project quality management processes are implemented
- the importance of the individual's contribution to the project quality management process

Required skills and attributes include:

- project quality assurance skills
- project quality control skills
- project quality planning
- quality monitoring and control
- teamwork and communication skills
- attributes
 - attention to detail
 - accuracy

Key Competencies or Generic Skills relevant to this unit include:

The seven key competencies represent generic skills considered essential for effective work participation. Innovation skills represent a further area of generic competence. The bracketed numbering indicates the degree of difficulty in this unit.

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|---|---|
| 1 Communicating idea and information (3) | <ul style="list-style-type: none"> • communication required to work in a team including n report writing • verbal communication skills including those involved presentations, if required, participating in meetings, qu discussions |
| 2 Collecting, analysing and organising information (2) | <ul style="list-style-type: none"> • tracking and monitoring and controlling quality within • relevant skills associated with reviewing project |
| 3 Planning and organising activities (2) | <ul style="list-style-type: none"> • planning work and project tasks for self and with other |
| 4 Working in a team (2) | <ul style="list-style-type: none"> • working with others including external parties/clients a manager |
| 5 Using Mathematical ideas and techniques (1) | <ul style="list-style-type: none"> • calculation skills associated with specifications develo criteria, etc involved in project |
| 6 Solving problems (2) | <ul style="list-style-type: none"> • applying problem solving skills where required to addi arising in managing quality within projects |
| 7 Using technology (2) | <ul style="list-style-type: none"> • using word processing packages to produce written co reports of project activities • using specific project management software tools |

Products that could be used as evidence include:

- records of input to identification of stakeholder expectations, quality objectives, standards and levels
- records of input to the quality management plan
- records of use of quality management tools
- records of inspections and reports on project quality outcomes
- reports of progress on project quality issues
- input to project quality reviews, including reports of lessons learned and recommendations for improvement

Processes that could be used as evidence include:

- how project quality plan is developed
- how project quality requirements are determined
- how project quality assurance plan is implemented or integrated within overall project plan
- how project quality is monitored within project
- how issues/problems identified with project quality within project are acted upon
- how projects are reviewed in relation to quality and identified improvements are acted upon

Resource implications for assessment include:

- access to workplace documentation
- access to/inspection of audit trails of project documentation to organisational quality policy and guidelines

Validity and sufficiency of evidence requires:

- that where assessment is part of a learning experience, evidence will need to be collected over a period of time, involving both formative and summative assessment
- examples of projects where candidate has contributed to managing quality within projects

Integrated competency assessment:

- this unit should be assessed with other project management units at AQF level 4, as applicable to candidate's role in project as part of an integrated assessment activity.

PM405 Apply human resources management approaches

Unit Descriptor This unit specifies the outcomes required to develop individuals and sub-teams into a cohesive project unit with the common purpose of meeting project objectives.

Competency Field *Business management services*

Domain *Project management*

Application of the competency This unit addresses the application of skills in assisting with aspects of human resources management of the project. It specifically involves calculating human resource requirements and skills levels for achievement of project tasks, identifying learning and development needs of people working on the project, facilitating these needs being met, resolving and preventing conflict within the team, and managing own career development.

A project team member usually performs this function under the overall direction of the project manager and working with other project team members. The functions performed by a project team manager to manage human resources for the whole project are addressed in PM506.

Element

Elements define the critical outcomes of a unit of competency.

1. Human resource requirements are determined

2. Assist with human resource control and stakeholder management

Performance Criteria

The Performance Criteria specify the level of performance required to demonstrate achievement of the Element. *Italicised* terms are elaborated in the Range Statement.

- 1.1 Work break-down structure is analysed to determine *human resource requirements*
- 1.2 Assessment is made of skill levels of project personnel against project task requirements
- 1.3 Contribution is made to stakeholder analysis, and stakeholder expectations are quantified and qualified
- 1.4 Responsibilities are assigned for achieving project deliverables
- 2.1 Actual effort is tracked, monitored and controlled against plan, and skills levels are reviewed against allocated tasks, and remedial action is recommended, where required, to *others*
- 2.2 The work of project personnel is monitored against assigned roles and responsibilities

- 2.3 Contribution is made to tracking, monitoring and control of stakeholder participation in and communication with the project
- 2.4 *Others* are advised when assigned responsibilities are not met by project personnel, or stakeholder expectations are at variance
- 2.5 Work is undertaken in a multi-disciplinary environment in accordance with established human resource management *practices, plans, guidelines and procedures*, to achieve designated project objectives
- 2.6 Potential and actual conflicts are resolved in accordance with agreed dispute resolution processes or are reported to others for resolution
- 2.7 *Human resource development* opportunities are offered to individuals with skill gaps
3. Contribute to conclusion of human resource practices and stakeholder management
- 3.1 Contribution is made to assess overall effectiveness of project human resource management, and lessons learnt are documented
- 3.2 Human resource issues are reported to others to aid the continuous improvement process
- 3.3 Contribution is made to stakeholder satisfaction analysis, and in post-project operational review

Range Statement

The Range Statement adds definition to the unit by elaborating critical or significant aspects of the performance requirements of the unit. The Range Statement establishes the range of indicative meanings or applications of these requirements in different operating contexts and conditions. The specific aspects which require elaboration are identified by the use of italics in the performance criteria.

Others may include:

- project manager
 - higher project authority
 - team members
 - project specialists or other personnel
- Human resource requirement may include occupations such as:*
- engineer, inspector, systems analyst, researcher, labor chemist, accountant, editor, writer, statistician etc.

Practices, plans guidelines and procedures may include:

- project human resources management plan
- organisation project management procedures
- skills framework nominating skills levels required for specific types of project activities
- staffing plan/job description
- industrial relations agreements and guidelines
- professional operating standards

Human resource development and training opportunities may include:

- project management
- general management
- project administration, eg computer applications, filing systems etc
- specialist/professional skills and career progression
- interpersonal communications
- team building and group activities
- coaching and mentoring

Evidence Guide

The Evidence Guide provides advice to inform and support appropriate assessment of this unit. It contains an overview of the assessment requirements followed by identification of specific aspects of evidence that will need to be addressed in determining competence. The Evidence Guide is an integral part of the unit and should be read and interpreted in conjunction with the other components of competency.

Assessment must reflect the endorsed Assessment Guidelines of the parent Training Package.

Overview of assessment requirements

A person who demonstrates competency in this unit must be able to provide evidence that contributions have been made to the human resources management of projects. This will include evidence of: working with others to facilitate achievement of project outcomes, practising resource management including stakeholder management, preventing and resolving conflict, supporting and developing skills in project team and managing own career development.

Specific evidence requirements

Required knowledge and understanding include:

- the need for human resources management within the broad project management framework
- the place of project human resources management in the context of the project life cycle and other project management functions
- the application of project human resources management tools and techniques within the candidate's area of expertise
- how, when and why project human resources management processes are implemented

Required skills and attributes include:

- the importance of the individual's contribution to the project human resources management process
- human resource management skills
- planning
- monitoring and tracking
- teamwork and communication skills
- attributes
 - empathy
 - attention to detail
 - ability to work with others
 - belief in the value of learning and development

Key Competencies or Generic Skills relevant to this unit include:

The seven key competencies represent generic skills considered essential for effective work participation. Innovation skills represent a further area of generic competence. The bracketed numbering indicates the degree of difficulty in this unit.

- | | |
|--|--|
| <p>1 Communicating idea and information (2)</p> | <ul style="list-style-type: none"> • communication required to work in a team including and report writing • verbal communication skills including those involved presentations, if required, participating in meetings, q discussions |
| <p>2 Collecting, analysing and organising information (2)</p> | <ul style="list-style-type: none"> • tracking and monitoring human resources within proj • relevant skills associated with reviewing project |
| <p>3 Planning and organising activities (2)</p> | <ul style="list-style-type: none"> • planning work and project tasks for self and with othe |
| <p>4 Working in a team (2)</p> | <ul style="list-style-type: none"> • working with others including external parties/clients manager |
| <p>5 Using Mathematical ideas and techniques (1)</p> | <ul style="list-style-type: none"> • calculation skills associated with data manipulation ir |
| <p>6 Solving problems (2)</p> | <ul style="list-style-type: none"> • applying problem solving skills where required to ad arising in managing people within projects, and the b of (sometimes conflicting) stakeholder expectations |
| <p>7 Using technology (2)</p> | <ul style="list-style-type: none"> • using word processing packages to produce written c reports of project activities • using specific project management, resource and HR management software tools |
| <p>Products that could be used as</p> | <ul style="list-style-type: none"> • resource management (identification, allocation, tracking) records |

evidence include:

- responsibility assignment and resource assignment registers/tables
- lists of individual and group competencies
- input to the project human resources management plan
- records of contribution to team activities, including team training and development
- conflict resolution records

Processes that could be used as evidence include:

- how resources are allocated and tracked for suitability of numbers/effort and skills levels
- how project responsibilities are assigned and tracked for accountability/conformance
- how conflict between team members is resolved and actions taken to prevent conflicts eventuating
- how human resource management issues are acted upon including reporting up to a higher authority

Resource implications for assessment include:

- access to workplace documentation

Validity and sufficiency of evidence requires:

- that where assessment is part of a learning experience, evidence will need to be collected over a period of time, involving both formative and summative assessment
- examples of projects where candidate has contributed to managing human resources for projects

Integrated competency assessment:

- this unit should be assessed with other project management units at AQF level 4, as applicable to candidate's role in project as part of an integrated assessment activity.

PM406 **Apply communications management techniques**

Unit Descriptor This unit specifies the outcomes required to provide a critical link between people, ideas and information at all stages in the project life-cycle.

Competency Field *Business management services*

Domain *Project management*

Application of the competency This unit addresses the application of skills in assisting with aspects of communications within the project. It specifically involves contributing to assisting the project team to plan communications for the project, facilitating information flow for the project, communicating information related to the project and reviewing communications within the project.

A project team member usually performs this function under the overall direction of the project manager and working with other project team members. The functions performed by a project team manager to manage communications within projects are addressed in PM507.

Element

Performance Criteria

Elements define the critical outcomes of a unit of competency.

The Performance Criteria specify the level of performance required to demonstrate achievement of the Element. *Italicised* terms are elaborated in the Range Statement.

12. **Contribute to communications planning**

- 1.1 Relevant information is identified, sourced and contributed to initial project documentation
- 1.2 Contribution is made to the development and implementation of the communications plan and communications networks

13. **Conduct information management activities**

- 2.1 Information is gathered, validated, stored, retrieved, filtered and disseminated as directed, within agreed procedures to aid decision making processes throughout project life cycle
- 2.2 Information is maintained to ensure security and auditability of data

14. **Communicate project information**

- 3.1 *Communication* within project, with client and other stakeholders is undertaken within agreed networks, processes and procedures to ensure flow of necessary information

- | | |
|---|---|
| 3.2 | Reports are written and released in accordance with authorisation, or drafted for release by <i>others</i> |
| 3.3 | Information and advice is sought from appropriate project authorities when in doubt |
| 15. Contribute to assessment of communications management outcomes | 4.1 Assistance is provided in the ongoing review of project outcomes to determine the effectiveness of communications management activities |
| | 4.2 Communications management issues and responses are reported to higher project authorities for application in future projects |

Range Statement

The Range Statement adds definition to the unit by elaborating critical or significant aspects of the performance requirements of the unit. The Range Statement establishes the range of indicative meanings or applications of these requirements in different operating contexts and conditions. The specific aspects which require elaboration are identified by the use of italics in the performance criteria.

Communication may include:

- within established organisational framework, procedure
- under limited guidance and supervision
- within agreed authorisation and limits
- in a multi-disciplinary environment subject to frequent change
- reports, briefs, minutes, letters and other such documentation
- oral briefings, advice and conversations, telephone calls
- computer generated, eg electronic data transfer, Internet

Others may include:

- project manager
- higher project authorities
- team members
- project specialists or personnel

Evidence Guide

The Evidence Guide provides advice to inform and support appropriate assessment of this unit. It contains an overview of the assessment requirements followed by identification of specific aspects of evidence that will need to be addressed in determining competence. The Evidence Guide is an integral part of the unit and should be read and interpreted in conjunction with the other components of competency.

Assessment must reflect the endorsed Assessment Guidelines of the parent Training Package.

Overview of assessment requirements

A person who demonstrates competency in this unit must be able to provide evidence that contributions have been made to the management of communications within projects. This will include evidence of: working with others to plan communications for the project, managing information flow for the project including information coming into the project and information required to be disseminated from and about the project, and reviewing communications within the project.

Specific evidence requirements

Required knowledge and understanding include:

- the need for project communications management within the broad project management framework
- the place of project communications management in the context of the project life cycle and other project management functions
- the application of project communications management tools and techniques within the individual's area of expertise
- drafting, obtaining endorsement and forwarding of reports to higher authority
- how, when and why project communications management processes are implemented
- the importance of the individual's contribution to the project communications management process

Required skills and attributes include:

- planning
- monitoring and tracking
- teamwork and communication skills
 - writing skills
- attributes
 - accuracy
 - attention to detail

Key Competencies or Generic Skills relevant to this unit include:

The seven key competencies represent generic skills considered essential for effective work participation. Innovation skills represent a further area of generic competence. The bracketed numbering indicates the degree of difficulty in this unit.

1 Communicating ideas and information (2)

- communication required to work in a team including negotiation skills and report writing
- verbal communication skills including those involved in making presentations, if required, participating in meetings, questioning and discussions

2 Collecting, analysing and organising information (2)	<ul style="list-style-type: none"> • tracking and monitoring communications within projects • relevant skills associated with reviewing projects
3 Planning and organising activities (2)	<ul style="list-style-type: none"> • planning work and project tasks for self and with other team members
4 Working in a team (2)	<ul style="list-style-type: none"> • working with others including external parties/clients and project manager
5 Using Mathematical ideas and techniques (1)	<ul style="list-style-type: none"> • calculation skills associated with data manipulation in spreadsheets
6 Solving problems (2)	<ul style="list-style-type: none"> • applying problem solving skills where required to address issues arising in managing communications within projects
7 Using technology (2)	<ul style="list-style-type: none"> • using word processing packages to produce written reports of project activities • using specific project management software tools
Products that could be used as evidence include:	<ul style="list-style-type: none"> • documented communications plan or communications element of (master) project plan • reports and meetings timetable/attendance criteria (attend, be informed, etc) • progress and exception reports • project meeting minutes • registers of communications involved with the project such as files, registers, lists, information distribution lists • examples of communications generated about the project for third parties such as reports, memos, letters • reviews undertaken of project communications • project completion reports with actions arising/undertaken • identified improvements arising from review process
Processes that could be used as evidence include:	<ul style="list-style-type: none"> • how communication plan is developed • how project information requirements are determined • how project meetings are planned, carried out, minuted and acted upon • how information flow is managed within project • how project reporting process is developed and implemented

- how need for information to be disseminated is determined
- how information is shared amongst team members
- how communication strategy is reviewed for project
- how identified improvements to communications are acted upon

Resource implications for assessment include:

- access to workplace documentation

Validity and sufficiency of evidence requires:

- that where assessment is part of a learning experience, evidence will need to be collected over a period of time, involving both formative and summative assessment
- examples of projects where candidate has contributed to managing communications for projects

Integrated competency assessment:

- this unit should be assessed with other project management units at AQF level 4, as applicable to candidate's role in project as part of an integrated assessment activity.

PM407 **Apply risk management techniques**

Unit Descriptor

This unit specifies the outcomes required to avoid adverse affects on project outcomes. Risk management includes the processes concerned with identifying, analysing and responding to uncertainty.

Competency Field

Business management services

Domain

Project management

Application of the competency

This unit addresses the application of skills in assisting with aspects of risk management within the project. It specifically involves assisting the project team to plan and control risk and reviewing risk, management within the project.

A project team member usually performs this function under the overall direction of the project manager and working with other project team members. The functions performed by a project team manager to manage risks within projects are addressed in PM508.

Element

Elements define the critical outcomes of a unit of competency.

Performance Criteria

The Performance Criteria specify the level of performance required to demonstrate achievement of the Element. *Italicised* terms are elaborated in the Range Statement.

16. Assist with risk analysis and planning

- 1.1 Contribution is made to identify and prioritise potential risks throughout the project life cycle
- 1.2 Input is provided to develop *risk management strategies* and risk management plans within established guidelines
- 1.3 Established *risk management methods, techniques and tools* are used to assist in the analysis of risks
- 1.4 Reporting mechanisms for risks are planned and agreed

17. Conduct risk control activities

- 2.1 Project activities are undertaken in accordance with agreed project and risk management plans to achieve project objectives
- 2.2 Progress is measured, and perceived, potential or actual risks are acted on within delegations of authority or reported to *others* for response
- 2.3 Contribution is made to the implementation of agreed risk approaches and the amendment of plans to reflect the changing environment

- 2.4 *Opportunities* are identified and reported for action in the same way as risks
- 18. Contribute to assessing risk management outcomes**
- 3.1 Contribution is made to the ongoing *review* of project outcomes to determine the effectiveness of risk management activities from project *records* and other available information
- 3.2 Risk management issues and responses are reported to *others* for lessons learnt or application in future projects

Range Statement

The Range Statement adds definition to the unit by elaborating critical or significant aspects of the performance requirements of the unit. The Range Statement establishes the range of indicative meanings or applications of these requirements in different operating contexts and conditions. The specific aspects which require elaboration are identified by the use of italics in the performance criteria.

Risk management strategies operating may include:

- within established organisational framework, procedure
- under limited guidance and supervision
- within agreed authorisation and limits
- in a multi-disciplinary environment subject to frequent change

Risk management methods, techniques and tools may include:

- calling upon personal experience and/or subject matter
- assisting in qualitative and/or quantitative risk analysis, such as schedule simulation, decision analysis, contingency planning, alternative strategy development
- using specialist risk analysis tools to assist in the decision making process

Others may include:

- project manager
- higher project authorities
- team members
- project specialists or personnel

Opportunities may include:

- better means of achieving a result
- ways of shortening an activity
- response to changing commercial/competitive conditions
- changes in the project or broader environment that offer scope for rescheduling activities to better effect
- initial project activities that reveal entirely different sets of priorities (eg: product development, research, policy development)
- efficiencies or methods to work more effectively
- evaluations at:

Review may include:

- evaluations at:
 - agreed major milestones, eg phases, sub-contracts
 - delivery of major deliverables
 - change of key personnel
 - finalisation of project and other agreed milestones

Records may include:

- lists of potential risk events (risk registers/logs)
- risk analysis and reappraisal
- risk management plans
- risk diaries, incident logs, occurrence reports and other such documentation
- project and/or organisation files and records
- risk management lessons learned

Evidence Guide

The Evidence Guide provides advice to inform and support appropriate assessment of this unit. It contains an overview of the assessment requirements followed by identification of specific aspects of evidence that will need to be addressed in determining competence. The Evidence Guide is an integral part of the unit and should be read and interpreted in conjunction with the other components of competency.

Assessment must reflect the endorsed Assessment Guidelines of the parent Training Package.

Overview of assessment requirements

A person who demonstrates competency in this unit must be able to provide evidence that contributions have been made to the management of risk within projects. This will include evidence of: working with others to identify risk and develop risk management strategies, controlling risk, monitoring risks (probably variation management) and reviewing risk management within the project.

Specific evidence requirements

Required knowledge and understanding include:

- the need for project risk management within the broad project management framework
- the place of project risk management in the context of the project life cycle and other project management functions
- the application of project risk management tools and techniques within the candidate's area of expertise
- how, when and why risk identification, monitoring and reporting processes are implemented
- the importance of the individual's contribution to the project risk management process

Required skills and attributes include:

- risk management
- planning
- monitoring and tracking
- teamwork and communication skills

- attributes
 - accuracy
 - attention to detail
 - thoroughness

Key Competencies or Generic Skills relevant to this unit include:

The seven key competencies represent generic skills considered essential for effective work participation. Innovation skills represent a further area of generic competence. The bracketed numbering indicates the degree of difficulty in this unit.

- | | |
|---|---|
| 1 Communicating idea and information (2) | <ul style="list-style-type: none"> • communication required to work in a team including negotiation skills and report writing • verbal communication skills including those involved in making presentations, if required, participating in meetings, questioning and discussions |
| 2 Collecting, analysing and organising information (2) | <ul style="list-style-type: none"> • tracking, monitoring and controlling risk within project • relevant skills associated with reviewing projects |
| 3 Planning and organising activities (2) | <ul style="list-style-type: none"> • planning work and project tasks for self and with others |
| 4 Working in a team (2) | <ul style="list-style-type: none"> • working with others including external parties/clients and manager |
| 5 Using Mathematical ideas and techniques (2) | <ul style="list-style-type: none"> • calculation skills associated with data manipulation in spreadsheets |
| 6 Solving problems (2) | <ul style="list-style-type: none"> • applying problem solving skills where required to address issues arising in managing risk within projects |
| 7 Using technology (2) | <ul style="list-style-type: none"> • using word processing packages to produce written reports of project activities • using specific project management and risk management software tools |

Products that could be used as evidence include:

- lists of potential risk events
- records of input to risk management strategies and risk management plan
- lists of perceived, potential or actual risk events (risk registers/logs)
- risk management reports
- periodic reports that include updating project risk likelihood/impact ratings
- pre-planned response mechanisms for level of risk likelihood per activity

- records of (time/cost) contingency planning as outcome of project risk management
 - records of input to project risk reviews, including reports of lessons learned and recommendations for improvement
- Processes that could be used as evidence include:**
- how risks are determined, analysed, prioritised and planned for
 - how risk management strategies for project are determined
 - contingency management process aligned to risk management (planning and control) process
 - how risk control activities are determined and implemented
 - how effectiveness of risk controls is monitored and any issues/problems acted upon
 - how risk management is reviewed for project and identified improvements acted upon
- Resource implications for assessment include:**
- access to workplace documentation
- Validity and sufficiency of evidence requires:**
- that where assessment is part of a learning experience, evidence will need to be collected over a period of time, involving both formative and summative assessment
 - examples of projects where candidate has contributed to managing risk for projects
- Integrated competency assessment:**
- this unit should be assessed with other project management units at AQF level 4, as applicable to candidate's role in project as part of an integrated assessment activity.

PM408 Apply contract and procurement techniques

Unit Descriptor This unit specifies the outcomes required for contracting and procurement activities. It covers the stages from formation, such as product and contract definition, market analysis, through the tendering process to contract formation, monitoring contract performance, administration and after contract review. Project contract and procurement management concludes with contractual aspects of the project finalisation processes.

Competency Field *Business management services*

Domain *Project management*

Application of the competency This unit addresses the application of skills in assisting with contracting and procurement within the project. It specifically involves contributing to the project team plan, by and identifying procurement needs, contributing to contractor selection process, conducting contracting and procurement activities and conduct finalisation activities for the project.

A project team member usually performs this function under the overall direction of the project manager and working with other project team members. The functions performed by a project team manager to manage procurement within projects are addressed in PM509.

Element

Performance Criteria

Elements define the critical outcomes of a unit of competency.

The Performance Criteria specify the level of performance required to demonstrate achievement of the Element. *Italicised* terms are elaborated in the Range Statement.

19. Assist with contract and procurement planning

- 1.1 Contribution is made to establishment of procurement requirements
- 1.2 Contribution is made to the development of the *procurement management plan*
- 1.3 Contribution is made to the development of project documentation for contract definition and formation

20. Contribute to contractor selection process

- 2.1 Information on potential suppliers is gathered and evaluated
- 2.2 Recommendations are made to assist in selection of preferred contractors
- 2.3 Contribution is made within project teams to develop tendering and contractual documentation
- 2.4 Contribution is provided in definition of agreed terms and conditions with preferred contractor

21. Conduct contracting and procurement activities

- 3.1 *Procurement activities* are undertaken and information is maintained and so that reporting, confidentiality and audit requirements are met
- 3.2 Supplies are received, reconciled and registered in accordance with established procedures to facilitate payment throughout project
- 3.3 Contracted activities are monitored and controlled
- 3.4 Contractors and suppliers are controlled for compliance with designated responsibilities, deliverables, time/cost and quality conformance
- 3.5 Contract and procurement activities are tracked, monitored and controlled to assure due diligence in meeting corporate governance requirements

22. Conduct finalisation activities

- 4.1 Testing and acceptance of supplies are undertaken to ensure quality and suitability for purpose
- 4.2 Assistance is provided in the ongoing *review* of project outcomes using available *records* and information to determine the effectiveness of contracting and procurement activities
- 4.3 Contracting and procurement management issues and responses are reported to *others* for application in future projects

Range Statement

The Range Statement adds definition to the unit by elaborating critical or significant aspects of the performance requirements of the unit. The Range Statement establishes the range of indicative meanings or applications of these requirements in different operating contexts and conditions. The specific aspects which require elaboration are identified by the use of italics in the performance criteria.

Procurement management may include:

- activities:
 - within established organisational framework, procedures and routines
 - under limited guidance and supervision
 - within agreed authorisation and limits
 - in a multi-disciplinary environment subject to frequent change

Procurement activities may include:

- obtaining quotes from potential suppliers / providing q clients or collaborating agencies and alliances
- confirming details
- obtaining approvals from higher project authorities
- formally receipting goods and services / providing formal notice of delivery of goods and services
- planning, specifying and/or conducting test and acceptance procedures

- maintaining registers and lists
- processing payment documentation
- liaising with client, contractors and sub-contractors, and other stakeholders
- conducting transfer and disposal actions

Review may include:

- evaluations of:
 - agreed major milestones, eg phases, sub-contracts
 - delivery of major deliverables
 - changes of key personnel
 - finalisation of project and other agreed milestones

Records may include:

- lists of potential suppliers
- procurement logs, registers
- quotes, invoices and receipts
- test and acceptance results
- assets and disposal actions
- procurement reports
- records of contribution to project planning used in contract planning, formation, negotiation or administration

Others may include:

- project manager
- higher project authorities
- team members
- project specialists or personnel

Evidence Guide

The Evidence Guide provides advice to inform and support appropriate assessment of this unit. It contains an overview of the assessment requirements followed by identification of specific aspects of evidence that will need to be addressed in determining competence. The Evidence Guide is an integral part of the unit and should be read and interpreted in conjunction with the other components of competency.

Assessment must reflect the endorsed Assessment Guidelines of the parent Training Package.

Overview of assessment requirements

A person who demonstrates competency in this unit must be able to provide evidence that contributions have been made to the management of contracting and procurement within projects. This will include evidence of: working with others to plan for and manage contracts/procurement developing documentation used in compiling contracts, negotiation or administration of contracts, selecting contractors through organisational procedures, and reviewing contract/procurement management within the project.

Specific evidence requirements

Required knowledge and understanding include:

- the need for project contract and procurement management within the broad project management framework

- the place of project contract and procurement management in the context of the project life cycle and other project management functions
- the application of project contract and procurement management tools and techniques within the candidate's area of expertise
- how, when and why project contract and procurement management processes are implemented
- the importance of the individual's contribution in the project contract and procurement management process

Required skills and attributes include:

- procurement management
- contract definition, formation and administration management
- planning
- monitoring and tracking
- teamwork and communication skills
- attributes
 - accuracy
 - attention to detail
 - thoroughness

Key Competencies or Generic Skills relevant to this unit include:

The seven key competencies represent generic skills considered essential for effective work participation. Innovation skills represent a further area of generic competence. The bracketed numbering indicates the degree of difficulty in this unit.

- | | |
|---|---|
| 1 Communicating idea and information (2) | <ul style="list-style-type: none"> • communication required to work in a team including negotiation skills and report writing • verbal communication skills including those involved in making presentations, if required, participating in meetings, questioning and discussions |
| 2 Collecting, analysing and organising information (2) | <ul style="list-style-type: none"> • tracking, monitoring and controlling contract and proc within project • relevant skills associated with reviewing projects |
| 3 Planning and organising activities (2) | <ul style="list-style-type: none"> • planning work and project tasks for self and with other |
| 4 Working in a team (2) | <ul style="list-style-type: none"> • working with others including external parties/clients & manager |
| 5 Using Mathematical ideas and techniques (1) | <ul style="list-style-type: none"> • calculation skills associated with data manipulation in and financial management of procurement |

6 Solving problems (2)

- applying problem solving skills where required to address arising in managing procurement activity within project

7 Using technology (2)

- using word processing packages and spreadsheets to produce correspondence, reports of project activities, procurement plans
- using specific project management software tools

Products that could be used as evidence include:

- input to contract and procurement management plans
- records of potential suppliers
- records of input to the contractor evaluation and selection process
- procurement logs, registers and other such records of quotes, invoices, receipts, test and acceptance results, assets and disposal actions
- procurement reports
- records of input to contract and procurement reviews, including reports of lessons learned and recommendations for improvement

Processes that could be used as evidence include:

- how procurement requirements are determined
- how procurement management plan is developed
- how contractor selection process is implemented
- how necessary procurement is managed
- how contract and procurement activity is reviewed

Resource implications for assessment include:

- access to workplace documentation

Validity and sufficiency of evidence requires:

- that where assessment is part of a learning experience, evidence will need to be collected over a period of time, involving both formative and summative assessment
- examples of projects where candidate has contributed to managing procurement for projects

Integrated competency assessment:

- this unit should be assessed with other project management units at AQF level 4, as applicable to candidate's role in project as part of an integrated assessment activity.