

Welcome to Australian Pacific College and to your Project Management course. We hope you enjoy your time at Australian Pacific College and that you find the course a useful program for your professional development in the field of Management. In this booklet you will find information about our project management courses - Certificate IV in Project Management Practice, Diploma of Project Management and Advanced Diploma of Program Management.

Certificate IV in Project Management Practice course outline

Aims

This course aims to provide students with the skills and knowledge to take the first line of project management roles in a wide range of organisational and industry contexts.

Job roles

This qualification is suitable for autonomous individuals who identify and apply project management skills and knowledge in a wide variety of contexts. Job titles for these roles may include contracts officers, project administrators, quality officers and small business operators.

Individuals in these roles might be members of a project team, with no direct responsibility for overall project outcomes. Primarily, these roles would support wider project operations. They may use project tools and methodologies selectively to support organisational or business activities. Job roles may include:

- Communications liaison
- Contracts officer
- Estimator and scheduler
- Project administrator
- Project analyst
- Project assistant
- Project coordinator
- Project officer
- Project records officer
- Project support
- Project team member
- Quality officer
- Small business operator

Duration

The course consists of two terms each of 9 weeks in length.

It is recommended that you attend all classes in order to increase your chances of successfully completing all the assessments. If you successfully complete the course, you will be presented with a Certificate IV in Project Management Practices.

Entry Requirements

Current entry requirement for all students:

- Successful completion of Australian Year 11 or equivalent

International students must fulfil an additional entry requirement as follow:

- IELTS 5.5 or equivalent (with a minimum of 5.0 in the writing module)

Materials

The required texts for this course are the Australian Pacific College workbooks. You should bring your workbooks to all lessons. These workbooks are provided to you free of charge in a pdf version that you can download to your mobile device. Alternatively you may choose to purchase a hard copy from Student Services.

Course Structure

The course is delivered in six subjects. These are delivered as shown below. You will receive a timetable that indicates the times of your scheduled lectures and tutorials.

TERM	SUBJECT	COMPETENCIES
1	Scope and Quality Management	BSBPMG409 Apply project scope-management techniques BSBPMG411 Apply project quality-management techniques
1	Project Life Cycle Management	BSBPMG417 Apply project life cycle management processes BSBPMG410 Apply project time-management techniques
1	Advanced Management of WHS	BSBWHS401 Implement and monitor WHS policies, procedures and programs to meet legislative requirements
2	Project Risk	BSBPMG415 Apply project risk-management techniques BSBR501 Manage risk
2	Resources	BSBPMG413 Apply project human resources management approaches
2	Communications	BSBADM502 Manage meetings

Assessment Schedule

Information about your assessments is included in the Student Workbooks for each subject. This information explains the assessment requirements and what you need to do to complete the assessments. Assessments should be submitted on the due date. Your trainer will give you more comprehensive information about each assessment task. Generally assessments are due in the lecture in sessions 5 and 8.

All assessments should have an assessment cover sheet. Please complete all parts of the assessment cover sheet and sign the declaration that it is all your own work i.e. that you have not plagiarised by copying from the internet or other sources. Assessment cover sheets can be obtained at Student Services or Reception.

Assessment Performance Criteria

You will be assessed according to the following criteria. You have to be competent in each unit of competency to achieve your qualification.

Note: Please refer to individual assessment sheets or ask your teacher for further information on the units of competency and performance criteria.

Unit	Element	Performance Criteria
BSBPMG409 Apply project scope-management techniques	1. Contribute to defining project scope	1.1 Review project initiation documentation and assist in identifying project objectives and requirements 1.2 Contribute to identifying project deliverables 1.3 Contribute to identifying measurable outcomes to enable evaluation of project performance 1.4 Contribute to developing and documenting the scope management plan 1.5 Assist in obtaining agreement to scope from relevant project authority
	2. Apply project scope controls	2.1 Undertake work according to agreed project scope management plan and by using established change control procedures and performance measurement procedures 2.2 Communicate instances of non-compliance with overall scope to the project manager and other team members
	3. Contribute to review of scope controls	3.1 Measure progress to determine potential, perceived and actual scope changes 3.2 Appropriately report scope changes 3.3 Assist in review of project outcomes to determine effectiveness of initial and subsequent scope management approaches
BSBPMG411 Apply project quality-management techniques	1. Contribute to project quality planning	1.1 Contribute to determining quality requirements of project stakeholders 1.2 Contribute to identifying quantifiable quality criteria for project deliverables 1.3 Source information to locate and interpret quality policy and procedures 1.4 Contribute to developing quality requirements in the project plan and processes
	2. Apply quality policies and procedures	2.1 Implement quality assurance in the project according to agreed quality standards and guidelines 2.2 Select and apply quality management tools and methodologies to project processes according to organisational policy 2.3 Maintain quality-control records and audit documentation according to agreed procedures 2.4 Determine and maintain compliance records against agreed quality requirements 2.5 Report shortfalls in quality outcomes to others to enable appropriate action to be initiated
	3. Contribute to project continuous improvement process	3.1 Participate in ongoing review of project outcomes to determine effectiveness of quality management activities 3.2 Contribute to stakeholder satisfaction analysis to ensure expectations have been met 3.3 Report quality management issues and responses to others for application to future projects
BSBPMG417 Apply project life cycle management processes	1. Assist in establishing project	1.1 Identify and clarify project initiation documentation where required 1.2 Establish relationship between the project and broader organisational strategies and goals 1.3 Assist in negotiating and documenting project objectives, outcomes and benefits 1.4 Assist in establishing the project governance structure 1.5 Assist in drafting a project charter for approval
	2. Support project planning and design processes	2.1 Support breakdown of project objectives into achievable project deliverables 2.2 Assist in identifying project stages, and key requirements for stage completion 2.3 Identify project milestones and map clearly against time and objectives 2.4 Assist in consolidating associated plans and baselines in project management plan 2.5 Support negotiation with relevant stakeholders and project authority to gain approval of project plan
	3. Assist with project control and execution	3.1 Maintain and update records against project deliverables and plans at required intervals 3.2 Prepare status reports on project progress and identified issues 3.3 Assist with undertaking an impact analysis of proposed changes to the project 3.4 Maintain relevant project logs and registers accurately and regularly to assist with project audit 3.5 Update associated plans to reflect project progress against baselines and approved changes
	4. Assist with project finalisation	4.1 Assist with project finalisation activities where required 4.2 Prepare project products and associated documentation for handover to client 4.3 Assist in completing financial, legal and contractual obligations where required 4.4 Contribute perspectives on project performance to assist with project review assessments
BSBPMG410 Apply project time-management techniques	1. Assist in developing project schedule	1.1 Contribute to developing work breakdown structure with sufficient detail to enable effective planning and control 1.2 Contribute to estimating duration and effort, sequence and dependencies of tasks to achieve project deliverables 1.3 Assist in using project scheduling tools and techniques to identify schedule impact on project time management, resource requirements, costs and risks 1.4 Contribute to achieving an agreed schedule baseline and communicating the schedule to stakeholders
	2. Maintain project schedule	2.1 Use techniques to measure, record and report progress of activities in relation to agreed schedule 2.2 Record baseline variance between actual and planned progress 2.3 Contribute to forecasting impact of change on the schedule and analysing options 2.4 Update task status and agreed changes to maintain currency and accuracy of schedule
	3. Participate in assessing time-management outcomes	3.1 Assist in review of project performance to determine effectiveness of time management 3.2 Document scheduling and time-management issues and responses to assist in project evaluation
BSBWHS401 Implement and monitor WHS policies, procedures and programs to meet legislative requirements	1. Provide information to the work team about WHS policies and procedures	1.1 Accurately explain to the work team relevant provisions of WHS Acts, regulations and codes of practice 1.2 Provide information about the organisation's WHS policies, procedures and programs, and ensure it is readily accessible to, and understandable by the work team 1.3 Regularly provide and clearly explain to the work team information about identified hazards and the outcomes of risk assessment and control
	2. Implement and monitor participation arrangements for managing WHS	2.1 Communicate to workplace parties the importance of effective consultation mechanisms in managing health and safety risks in the workplace 2.2 Apply consultation procedures to facilitate participation of the work team in managing work area hazards 2.3 Promptly deal with issues raised through consultation, according to organisational consultation procedures and WHS legislative and regulatory requirements 2.4 Promptly record and communicate to the work team the outcomes of consultation over WHS issues
	3. Implement and monitor organisational procedures for providing WHS training	3.1 Identify WHS training needs according to organisational requirements and WHS legislative and regulatory requirements 3.2 Make arrangements to meet WHS training needs of team members in consultation with relevant individuals 3.3 Provide workplace learning opportunities and coaching and mentoring assistance to facilitate team and individual achievement of identified WHS training needs 3.4 Identify and report to management the costs associated with providing training for work team, for inclusion in financial and management plans

Unit	Element	Performance Criteria
	4. Implement and monitor organisational procedures and legal requirements for identifying hazards and assessing and controlling risks	4.1 Identify and report on hazards in work area according to WHS policies and procedures and WHS legislative and regulatory requirements 4.2 Promptly action team member hazard reports according to organisational procedures and WHS legislative and regulatory requirements 4.3 Implement procedures to control risks using the hierarchy of control, according to organisational and WHS legislative requirements 4.4 Identify and report inadequacies in existing risk controls according to hierarchy of control and WHS legislative requirements 4.5 Monitor outcomes of reports on inadequacies, where appropriate, to ensure a prompt organisational response
	5. Implement and monitor organisational procedures for maintaining WHS records for the team	5.1 Accurately complete and maintain WHS records of incidents of occupational injury and disease in work area, according to WHS policies, procedures and legislative requirements 5.2 Use aggregate information and data from work area records to identify hazards and monitor risk control procedures in work area
BSBPMG415 Apply project risk-management techniques	1. Assist with risk analysis and planning	1.1 Contribute to identifying and prioritising potential risks throughout the project life cycle, using established risk-analysis methods, techniques and tools 1.2 Contribute to developing risk management strategies and risk management plans according to established guidelines 1.3 Contribute to developing and implementing risk-reporting mechanisms
	2. Perform risk-control activities	2.1 Monitor risks according to agreed project and risk management plans and advise project manager of changing circumstances 2.2 Regularly review current and proposed activities to identify potential and actual risks and opportunities 2.3 Contribute to implementing agreed risk management approaches and amending plans to reflect the changing environment 2.4 Contribute to corrective action on risks according to risk management plan and delegated authority 2.5 Contribute to review of contingency plans on an ongoing basis and, where required, ensure tasks allocated to individuals and/or team are clarified with the project manager before implementation 2.6 Apply and monitor risk-contingency measures according to risk management plan 2.7 Identify and report opportunities in the same way as risks
	3. Contribute to assessing risk management outcomes	3.1 Contribute to ongoing review of project outcomes to determine effectiveness of risk management activities by accessing project risk records and other available information 3.2 Report risk management issues and responses to others for lessons learned or application to future projects
BSBRSK501 Manage risk	1. Establish risk context	1.1 Review organisational processes, procedures and requirements for undertaking risk management in accordance with current risk management standards 1.2 Determine scope for risk management process 1.3 Identify internal and external stakeholders and their issues 1.4 Review political, economic, social, legal, technological and policy context 1.5 Review strengths and weaknesses of existing arrangements 1.6 Document critical success factors, goals or objectives for area included in scope 1.7 Obtain support for risk management activities 1.8 Communicate with relevant parties about the risk management process and invite participation
	2. Identify risks	2.1 Invite relevant parties to assist in the identification of risks 2.2 Research risks that may apply to scope 2.3 Use tools and techniques to generate a list of risks that apply to the scope, in consultation with relevant parties
	3. Analyse risks	3.1 Assess likelihood of risks occurring 3.2 Assess impact or consequence if risks occur 3.3 Evaluate and prioritise risks for treatment
	4. Select and implement treatments	4.1 Determine and select most appropriate options for treating risks 4.2 Develop an action plan for implementing risk treatment 4.3 Communicate risk management processes to relevant parties 4.4 Ensure all documentation is in order and appropriately stored 4.5 Implement and monitor action plan 4.6 Evaluate risk management process
BSBPMG413 Apply project human resources management approaches	1. Assist in determining human resource requirements	1.1 Analyse work breakdown structure to determine human resource requirements 1.2 Prepare a skills analysis of project personnel against project task requirements 1.3 Assist in assigning responsibilities for achieving project deliverables
	2. Contribute to establishing and maintaining productive team relationships	2.1 Actively seek views and opinions of team members during task planning and implementation 2.2 Promote cooperation and effective activities, goals and relationships within team 2.3 Communicate with others using styles and methods appropriate to organisational standards, group expectations and desired outcomes 2.4 Communicate information and ideas to others in a logical, concise and understandable manner 2.5 Regularly seek feedback on nature and quality of work relationships, and use feedback as basis for own improvement and development
	3. Assist with human resource monitoring	3.1 Monitor work of project personnel against assigned roles and responsibilities within delegated authority levels 3.2 Monitor and control actual effort against project plan 3.3 Review skill levels against allocated tasks and recommend solutions, where required, to others 3.4 Advise others within delegated authority when assigned responsibilities are not met by project personnel 3.5 Undertake work in a multi-disciplinary environment according to established human resource management practices, plans, guidelines and procedures 3.6 Resolve conflict within delegated authority according to agreed dispute-resolution processes 3.7 Assist in offering human resource development opportunities to individuals with skill gaps
	4. Contribute to evaluating human resource practices	4.1 Contribute to assessing effectiveness of project human resources management 4.2 Document lessons learned to support continuous improvement processes
BSBADM502 Manage meetings	1 Prepare for meetings	1.1 Develop agenda in line with stated meeting purpose 1.2 Ensure style and structure of meeting are appropriate to its purpose 1.3 Identify meeting participants and notify them in accordance with organisational procedures 1.4 Confirm meeting arrangements in accordance with requirements of meeting 1.5 Despatch meeting papers to participants within designated timelines

Unit	Element	Performance Criteria
	2 Conduct meetings	2.1 Chair meetings in accordance with organisational requirements, agreed conventions for type of meeting and legal and ethical requirements 2.2 Conduct meetings to ensure they are focused, time efficient and achieve the required outcomes 2.3 Ensure meeting facilitation enables participation, discussion, problem-solving and resolution of issues 2.4 Brief minute-taker on method for recording meeting notes in accordance with organisational requirements and conventions for type of meeting
	3 Follow up meetings	3.1 Check transcribed meeting notes to ensure they reflect a true and accurate record of the meeting and are formatted in accordance with organisational procedures and meeting conventions 3.2 Distribute and store minutes and other follow-up documentation within designated timelines, and according to organisational requirements 3.3 Report outcomes of meetings as required, within designated timelines

Employability skills

Communication

- assisting the project team to plan communications, facilitate information flow and review communications
- communicating verbally with external parties and clients
- participating in meetings, questioning and discussions, and making presentations

Teamwork

- assisting with obtaining information from relevant sources throughout the project life cycle

Problem-solving

- recommending ways to eliminate causes of unsatisfactory performance of products and processes
- resolving and preventing conflict in the team

Initiative and enterprise

- generating a range of responses to new and emerging situations
- translating ideas into action and measurable outcomes

Planning and organising

- planning work and project tasks for self and others
- tracking actual effort against the project plan

Self-management

- undertaking the work in line with an agreed management plan and within delegated authority

Learning

- identifying the learning and development needs of people working on the project and facilitating those needs being met

Technology

- using word processing packages to produce written plans, scope definitions, report on project activities, and communicate with stakeholders

Diploma of Project Management

Aims

The BSB51415 Diploma of Project Management will provide students with the project delivery skills and expertise required to manage large, complex projects whether they are working on emergent projects, operating in dynamic project environments or collaborating across industry sectors. Students will learn scalable project management concepts, methodologies and tools based on world's best practice and will learn to confidently apply these skills and knowledge to meet professional and organisational goals.

Job roles

This qualification reflects the role of individuals who apply project management skills and knowledge. They may manage projects in a variety of contexts, across a number of industry sectors. They have project leadership and management roles and are responsible for achieving project objectives. They possess a sound theoretical knowledge base and use a range of specialised, technical and managerial competencies to initiate, plan, execute and evaluate their own work and/or the work of others.

Examples of indicative job roles for candidates seeking entry based upon their vocational experience include:

- Project Coordinator
- Project Management Officer
- Project Team Member
- Project or Program Administrator.

Duration

The course consists of four terms each of 9 weeks in length.

It is recommended that you attend all classes in order to increase your chances of successfully completing all the assessments. If you successfully complete the course, you will be presented with a Diploma of Project Management.

Entry Requirements

Current entry requirement for all students:

- Successful completion of Australian Year 12 or equivalent

International students must fulfil an additional entry requirement as follow:

- IELTS 5.5 or equivalent (with a minimum of 5.0 in the writing module)

Materials

The required texts for this course are the Australian Pacific College workbooks. You should bring your workbooks to all lessons. These workbooks are provided to you free of charge in a pdf version that you can download to your mobile device. Alternatively you may choose to purchase a hard copy from Student Services.

Course Structure

The course is delivered in twelve subjects. These are delivered as shown below. You will receive a timetable that indicates the times of your scheduled lectures and tutorials.

TERM	SUBJECT	COMPETENCIES
1	Project Scope	BSBPMG511 Manage project scope
1	Project Time	BSBPMG512 Manage project time
1	Project Meetings	BSBADM502 Manage meetings
2	Project HR	BSBPMG515 Manage project human resources
2	HR Management	BSBHRM506 Manage recruitment selection and induction processes
2	Project Costs	BSBPMG514 Manage project cost
3	Project Quality	BSBPMG513 Manage project quality
3	Information and Communication	BSBPMG516 Manage project information and communication
3	Risk Management 2	BSBRSK501 Manage risk
4	Project Risk	BSBPMG517 Manage project risk
4	Integration	BSBPMG521 Manage project integration
4	Financial Management 1	BSBFIM501 Manage budgets and financial plans

Assessment Schedule

Information about your assessments is included in the Student Workbooks for each subject. This information explains the assessment requirements and what you need to do to complete the assessments. Assessments should be submitted on the due date. Your trainer will give you more comprehensive information about each assessment task. Generally assessments are due in the lecture in sessions 5 and 8.

All assessments should have an assessment cover sheet. Please complete all parts of the assessment cover sheet and sign the declaration that it is all your own work i.e. that you have not plagiarised by copying from the internet or other sources. Assessment cover sheets can be obtained at Student Services or Reception.

Assessment Performance Criteria

You will be assessed according to the following criteria. You have to be competent in each unit of competency to achieve your qualification.

Note: Please refer to individual assessment sheets or ask your teacher for further information on the units of competency and performance criteria.

	Element	Performance Criteria
BSBFIM501 Manage budgets and financial plans	1 Plan financial management approaches	1.1 Access budget/financial plans for the work team 1.2 Clarify budget/financial plans with relevant personnel within the organisation to ensure that documented outcomes are achievable, accurate and comprehensible 1.3 Negotiate any changes required to be made to budget/financial plans with relevant personnel within the organisation 1.4 Prepare contingency plans in the event that initial plans need to be varied
	2 Implement financial management approaches	2.1 Disseminate relevant details of the agreed budget/financial plans to team members 2.2 Provide support to ensure that team members can competently perform required roles associated with the management of finances 2.3 Determine and access resources and systems to manage financial management processes within the work team
	3 Monitor and control finances	3.1 Implement processes to monitor actual expenditure and to control costs across the work team 3.2 Monitor expenditure and costs on an agreed cyclical basis to identify cost variations and expenditure overruns 3.3 Implement, monitor and modify contingency plans as required to maintain financial objectives 3.4 Report on budget and expenditure in accordance with organisational protocols
	4 Review and evaluate financial management processes	4.1 Collect and collate for analysis, data and information on the effectiveness of financial management processes within the work team

	Element	Performance Criteria
		<p>4.2 Analyse data and information on the effectiveness of financial management processes within the work team and identify, document and recommend any improvements to existing processes</p> <p>4.3 Implement and monitor agreed improvements in line with financial objectives of the work team and the organisation</p>
BSBRK501 Manage risk	1. Establish risk context	<p>1.1 Review organisational processes, procedures and requirements for undertaking risk management in accordance with current risk management standards</p> <p>1.2 Determine scope for risk management process</p> <p>1.3 Identify internal and external stakeholders and their issues</p> <p>1.4 Review political, economic, social, legal, technological and policy context</p> <p>1.5 Review strengths and weaknesses of existing arrangements</p> <p>1.6 Document critical success factors, goals or objectives for area included in scope</p> <p>1.7 Obtain support for risk management activities</p> <p>1.8 Communicate with relevant parties about the risk management process and invite participation</p>
	2. Identify risks	<p>2.1 Invite relevant parties to assist in the identification of risks</p> <p>2.2 Research risks that may apply to scope</p> <p>2.3 Use tools and techniques to generate a list of risks that apply to the scope, in consultation with relevant parties</p>
	3. Analyse risks	<p>3.1 Assess likelihood of risks occurring</p> <p>3.2 Assess impact or consequence if risks occur</p> <p>3.3 Evaluate and prioritise risks for treatment</p>
	4. Select and implement treatments	<p>4.1 Determine and select most appropriate options for treating risks</p> <p>4.2 Develop an action plan for implementing risk treatment</p> <p>4.3 Communicate risk management processes to relevant parties</p> <p>4.4 Ensure all documentation is in order and appropriately stored</p> <p>4.5 Implement and monitor action plan</p> <p>4.6 Evaluate risk management process</p>
BSBPMG511 Manage project scope	1. Conduct project authorisation activities	<p>1.1 Develop and confirm procedures for project authorisation with an appropriate authority</p> <p>1.2 Obtain authorisation to expend resources</p> <p>1.3 Confirm project delegations and authorities in project governance arrangements</p>
	2. Define project scope	<p>2.1 Identify, negotiate and document project boundaries</p> <p>2.2 Establish measurable project benefits, outcomes and outputs</p> <p>2.3 Establish a shared understanding of desired project outcomes with relevant stakeholders</p> <p>2.4 Document scope management plan</p>
	3. Manage project scope control process	<p>3.1 Implement agreed scope management procedures and processes</p> <p>3.2 Manage impact of scope changes within established time, cost and quality constraints according to change control procedures</p> <p>3.3 Identify and document scope management issues and recommend improvements for future projects</p>
BSBPMG512 Manage project time	1. Determine project schedule	<p>1.1 Develop work breakdown structure with sufficient detail to enable effective planning and control</p> <p>1.2 Estimate duration and effort, sequence and dependencies of tasks, to achieve project deliverables</p> <p>1.3 Use project scheduling tools and techniques to identify schedule impact on project time management, resource requirements, costs and risks</p> <p>1.4 Contribute to achieving an agreed schedule baseline and communication of the schedule to stakeholders</p>
	2. Implement project schedule	<p>2.1 Implement mechanisms to measure, record and report progress of activities according to agreed schedule</p> <p>2.2 Conduct ongoing analysis to identify baseline variance</p> <p>2.3 Analyse and forecast impact of changes to the schedule</p> <p>2.4 Review progress throughout project life cycle and implement agreed schedule changes</p> <p>2.5 Develop responses to potential or actual schedule changes and implement them to maintain project objectives</p>
	3. Assess time management outcomes	<p>3.1 Review schedule performance records to determine effectiveness of time management activities</p> <p>3.2 Identify and document time management issues and recommend improvements</p>
BSBADM502 Manage meetings	1 Prepare for meetings	<p>1.1 Develop agenda in line with stated meeting purpose</p> <p>1.2 Ensure style and structure of meeting are appropriate to its purpose</p> <p>1.3 Identify meeting participants and notify them in accordance with organisational procedures</p> <p>1.4 Confirm meeting arrangements in accordance with requirements of meeting</p> <p>1.5 Despatch meeting papers to participants within designated timelines</p>
	2 Conduct meetings	<p>2.1 Chair meetings in accordance with organisational requirements, agreed conventions for type of meeting and legal and ethical requirements</p> <p>2.2 Conduct meetings to ensure they are focused, time efficient and achieve the required outcomes</p> <p>2.3 Ensure meeting facilitation enables participation, discussion, problem-solving and resolution of issues</p> <p>2.4 Brief minute-taker on method for recording meeting notes in accordance with organisational requirements and conventions for type of meeting</p>
	3 Follow up meetings	<p>3.1 Check transcribed meeting notes to ensure they reflect a true and accurate record of the meeting and are formatted in accordance with organisational procedures and meeting conventions</p> <p>3.2 Distribute and store minutes and other follow-up documentation within designated timelines, and according to organisational requirements</p> <p>3.3 Report outcomes of meetings as required, within designated timelines</p>
BSBPMG515 Manage project human resources	1. Plan human resources relevant to projects	<p>1.1 Determine resource requirements for individual tasks to determine required project personnel levels and competencies</p> <p>1.2 Establish project organisation and structure to align individual and group competencies with project tasks</p> <p>1.3 Allocate personnel to the project to meet planned work outputs throughout project timeline</p> <p>1.4 Apply human resources management (HRM) methods, techniques and tools to support engagement and performance of personnel</p>
	2. Implement project personnel training and development	<p>2.1 Negotiate, define and communicate clear project role descriptions</p> <p>2.2 Identify, plan and implement ongoing development and training of project team members to support personnel and project performance</p> <p>2.3 Measure individuals' performance against agreed criteria and initiate actions to overcome shortfalls in performance</p>

	Element	Performance Criteria
	3. Lead project team	3.1 Implement processes and take action to improve individual performance and overall project effectiveness 3.2 Monitor and report, for remedial action, internal and external influences on individual and project team performance and morale 3.3 Implement procedures for interpersonal communication, counselling, and conflict resolution to maintain a positive work environment 3.4 Identify and manage inter-project and intra-project resource conflict to minimise impact on achievement of project objectives
	4. Finalise human resource activities related to projects	4.1 Disband project team according to organisational policies and procedures 4.2 Identify and document human resource issues and recommended improvements
BSBHRM506 Manage recruitment selection and induction processes	1 Develop recruitment, selection and induction policies and procedures	1.1 Analyse strategic and operational plans and policies to identify relevant policies and objectives 1.2 Develop recruitment, selection and induction policies and procedures and supporting documents 1.3 Review options for technology to improve efficiency and effectiveness of recruitment and selection process 1.4 Obtain support for policies and procedures from senior managers 1.5 Trial forms and documents supporting policies and procedures and make necessary adjustments 1.6 Communicate policies and procedures to relevant staff and provide training if required
	2 Recruit and select staff	2.1 Determine future human resource needs in collaboration with relevant managers and sections 2.2 Ensure current position descriptors and person specifications for vacancies are used by managers and others involved in recruitment, selection and induction processes 2.3 Provide access to training and other forms of support to all persons involved in recruitment and selection process 2.4 Ensure advertising of vacant positions complies with organisational policy and legal requirements 2.5 Utilise specialists where necessary 2.6 Ensure selection procedures are in accordance with organisational policy and legal requirements 2.7 Ensure processes for advising applicants of selection outcome are followed 2.8 Ensure job offers and contracts of employment are executed promptly, and new appointments are provided with advice about salary, terms and conditions
	3 Manage staff induction	3.1 Provide access to training and ongoing support for all persons engaged in staff induction 3.2 Check induction processes are followed across the organisation 3.3 Oversee management of probationary employees and provide them with feedback until their employment is confirmed or terminated 3.4 Obtain feedback from participants and relevant managers on extent induction process is meeting its objectives 3.5 Make refinements to induction policies and procedures
BSBPMG514 Manage project cost	1. Determine project costs	1.1 Determine resource requirements for individual tasks identified in the work breakdown structure, with input from stakeholders and guidance from others 1.2 Estimate project costs to enable project budget to be prepared within agreed tolerances 1.3 Develop a project budget 1.4 Develop a cost-management plan, within delegated authority, to ensure clarity of understanding and ongoing management of project finances
	2. Monitor and control project costs	2.1 Implement agreed financial-management processes and procedures to monitor actual expenditure against budget 2.2 Select and use cost-analysis methods and tools to identify cost variations and evaluate alternative actions 2.3 Implement and monitor agreed actions to maintain financial objectives 2.4 Provide accurate and timely financial reports
	3. Complete cost-management processes	3.1 Conduct appropriate activities to signify financial completion 3.2 Review project outcomes using available records to determine effectiveness of project cost management 3.3 Review cost-management issues and document improvements
BSBPMG513 Manage project quality	1. Determine quality requirements	1.1 Determine quality objectives and standards with input from stakeholders 1.2 Document, in a quality management plan, quality metrics for the project and product output 1.3 Select established quality management methods, techniques and tools to resolve quality issues 1.4 Distribute, discuss and support quality requirements with project team and stakeholders 1.5 Include agreed quality requirements in the project management plan, and implement as basis for performance measurement
	2. Implement quality processes	2.1 Undertake quality assurance audit of project processes for compliance with agreed plans 2.2 Assess quality control of project and product output according to agreed quality specifications 2.3 Identify causes of variance to quality metrics and undertake remedial action 2.4 Maintain a quality management system to enable accurate and timely recording of quality audit data
	3. Implement project quality improvements	3.1 Review processes and implement agreed changes continually throughout the project life cycle to ensure continuous quality improvement 3.2 Review project outcomes against performance requirements to determine the effectiveness of quality-management processes and procedures 3.3 Identify and document lessons learned and recommended improvements
BSBPMG516 Manage project information and communication	1. Plan information and communication processes	1.1 Identify, analyse and document information requirements, with input from stakeholders, as the basis for communication planning 1.2 Develop, within delegated authority, an agreed communication management plan to support achievement of project objectives 1.3 Establish and maintain a designated project-management information system to ensure quality, validity, timeliness and integrity of information and communication
	2. Implement project information and communication processes	2.1 Manage generation, gathering, storage, retrieval, analysis and dissemination of information by project staff and stakeholders 2.2 Implement, modify, monitor and control designated information-validation processes to optimise quality and accuracy of data 2.3 Implement and maintain appropriate communication networks 2.4 Identify and resolve communication and information-management system issues
	3. Assess information and communication outcomes	3.1 Finalise and archive records according to agreed project information ownership and control requirements 3.2 Review project outcomes to determine effectiveness of management information and communication processes and procedures 3.3 Identify and document lessons learned and recommended improvements for application in future projects
	1. Identify project risks	1.1 Determine risk objectives and standards, with input from stakeholders

	Element	Performance Criteria
BSBPMG517 Manage project risk		1.2 Establish project risk context to inform risk management processes 1.3 Identify project risks using valid and reliable risk identification methods 1.4. Classify project risks within agreed risk categories
	2. Analyse project risks	2.1 Determine risk analysis classification criteria and apply to agreed risk ranking system 2.2 Use risk analysis processes, within delegated authority, to analyse and qualify risks, threats and opportunities 2.3 Determine risk priorities in agreement with project client and other stakeholders 2.4 Document risk analysis outcomes for inclusion in risk register and risk management plan
	3. Establish risk treatments and controls	3.1 Identify and document existing risk controls 3.2 Consider and determine risk treatment options using agreed consultative methods 3.3 Record and implement agreed risk treatments 3.4 Update risk plans and allocate risk responsibilities to project team members
	4. Monitor and control project risks	4.1 Establish regular risk review processes to maintain currency of risk plans 4.2 Regularly monitor risk environment to identify changed circumstances impacting project risks 4.3 Determine risk responses to changed environment 4.4 Implement agreed risk responses and modify plans to maintain currency of risk treatments and controls
	5. Assess risk management outcomes	5.1 Review project outcomes to determine effectiveness of risk-management processes and procedures 5.2 Identify and document risk management issues and recommended improvements for application to future projects
BSBPMG521 Manage project integration	1. Establish project	1.1 Identify, clarify and prepare project initiation documentation 1.2 Identify relationship between the project and broader organisational strategies and goals 1.3 Negotiate and document project objectives, outcomes and benefits 1.4 Negotiate project governance structure with relevant authorities and stakeholders 1.5 Prepare and submit project charter for approval by relevant authorities
	2. Undertake project planning and design processes	2.1 Establish and implement a methodology to disaggregate project objectives into achievable project deliverables 2.2 Identify project stages and key requirements for stage completion against client requirements and project objectives 2.3 Analyse project management functions to identify interdependencies and impacts of constraints 2.4 Develop a project management plan that integrates all project-management functions with associated plans and baselines 2.5 Establish designated mechanisms to monitor and control planned activity 2.6 Negotiate approval of project plan with relevant stakeholders and project authority
	3. Execute project in work environment	3.1 Manage the project in an established internal work environment to ensure work is conducted effectively throughout the project 3.2 Maintain established links to align project objectives with organisational objectives throughout the project 3.3 Within authority levels, resolve conflicts negatively affecting attainment of project objectives
	4. Manage project control	4.1 Ensure project records are updated against project deliverables and plans at required intervals 4.2 Analyse and submit status reports on project progress and identified issues with stakeholders and relevant authorities 4.3 Analyse and submit impact analysis of change requests for approval, where required 4.4 Maintain relevant project logs and registers accurately and regularly to assist with project audit 4.5 Ensure associated plans are updated to reflect project progress against baselines and approved changes
	5. Manage project finalisation	5.1 Identify and allocate project finalisation activities 5.2 Ensure project products and associated documentation are prepared for handover to client in a timely manner 5.3 Finalise financial, legal and contractual obligations 5.4 Undertake project review assessments as input to future projects

Employability skills

Communication

- consulting with stakeholders and others on developing a range of project management related plans
- negotiating contracts and solutions to new and emerging issues
- producing a wide range of reports and charts to document project progress, milestones and outcomes

Teamwork

- defining performance measures and managing the work of others through positive leadership
- delegating roles and responsibilities to team for the implementation of project plans

Problem-solving

- analysing data and evaluating the effectiveness of systems
- calculating resource requirements and acquiring them
- designing control mechanisms and evaluating procedures
- implementing continuous improvement processes as required
- performing cost-benefit analyses and budgeting
- assessing and managing risk
- solving complex and non-routine difficulties
- tracking and monitoring projects

- using a variety of problem-solving and decision-making strategies

Initiative and enterprise

- responding to new and changing circumstances to ensure project outcomes remain achievable
- reviewing processes to inform future activity

Planning and organising

- developing a quality-assurance process and applying appropriate techniques and tools
- planning and managing projects in respect to time, cost, quality and resource management
- undertaking contingency planning and integrating all project processes

Self-management

- managing own time and priorities and dealing with contingencies
- taking responsibility as required by work role and ensuring all organisational policies and procedures are followed
- using discretion and judgement required within complex environments
- using judgement in planning and selecting resources for self and others

Learning

- providing learning and development opportunities for the project team
- counselling staff as required on skill-development requirements

Technology

- using electronic communication devices and processes, such as internet, intranet and email to produce written correspondence and reports
- using project management specific software, including time-analysis and risk-analysis tools
- using technology to assist the management of information and the planning process

Advanced Diploma of Program Management

Aims

This course aims to provide students with the skills and knowledge to work in senior project management roles. It further aims to assist students to develop skills in strategic planning.

Job roles

This qualification reflects the role of individuals who apply specialised knowledge and skills, together with experience in program management across a range of enterprise and industry contexts.

A program is defined as a set of interrelated projects, each of which has a project manager. 'Multiple projects', or 'a program of projects', refers to a number of related projects managed by the same person as a program to achieve organisational objective/s.

It applies to individuals who are program managers, managing or directing a suite of projects (a program) to achieve organisational objectives.

Individuals at this level use initiative and judgement to direct, plan, and lead a range of program functions, with accountability for personal and team outcomes within broad parameters.

They use cognitive and communication skills to identify, analyse and synthesise information from a variety of sources and transfer their knowledge to others, and creative or conceptual skills to express ideas and perspectives or respond to complex problems.

Duration

The course consists of four terms each of 9 weeks in length.

It is recommended that you attend all classes in order to increase your chances of successfully completing all the assessments. If you successfully complete the course, you will be presented with an Advanced Diploma of Program Management.

Entry Requirements

Current entry requirement for all students:

- Successful completion of Australian Year 12 or equivalent

International students must fulfil an additional entry requirement as follow:

- IELTS 6.0 or equivalent (with a minimum of 5.5 in the writing module)

Materials

The required texts for this course are the Australian Pacific College workbooks. You should bring your workbooks to all lessons. These workbooks are provided to you free of charge in a pdf version that you can download to your mobile device. Alternatively you may choose to purchase a hard copy from Student Services.

Course Structure

The course is delivered in eight subjects. These are delivered as shown below. You will receive a timetable that indicates the times of your scheduled lectures and tutorials.

TERM	SUBJECT	COMPETENCIES
1	Financial Management 2	BSBFIM601 Manage finances
1	Team Effectiveness	BSBWOR502 Lead and manage team effectiveness
1	Advanced HR Management	BSBHRM602 Manage human resources strategic planning
2	Manage Benefits	BSBPMG623 Manage benefits
2	Initiate Programs	BSBPMG610 Enable program execution
2	Emotional Intelligence	BSBLDR501 Develop and use emotional intelligence
3	Stakeholder Engagement	BSBPMG621 Facilitate stakeholder engagement
3	Project Leadership	BSBPMG617 Provide leadership for the program
3	Business Cases	BSBINN601 Lead and manage organisational change
4	Program Risk	BSBPMG616 Manage program risk
4	Alliances	BSBPMG624 Engage in collaborative alliances
4	Program Governance	BSBPMG622 Implement program governance

Assessment Schedule

Information about your assessments is included in the Student Workbooks for each subject. This information explains the assessment requirements and what you need to do to complete the assessments. Assessments should be submitted on the due date. Your trainer will give you more comprehensive information about each assessment task. Generally assessments are due in the lecture in sessions 5 and 8.

All assessments should have an assessment cover sheet. Please complete all parts of the assessment cover sheet and sign the declaration that it is all your own work i.e. that you have not plagiarised by copying from the internet or other sources. Assessment cover sheets can be obtained at Student Services or Reception.

Assessment Performance Criteria

You will be assessed according to the following criteria. You have to be competent in each unit of competency to achieve your qualification.

Note: Please refer to individual assessment sheets or ask your teacher for further information on the units of competency and performance criteria.

UNIT	ELEMENT	PERFORMANCE CRITERIA
BSBINN601 Lead and manage organisational change	1 Identify change requirements and opportunities	1.1 Identify strategic change needs through an analysis of organisational objectives 1.2 Review existing policies and practices against strategic objectives to identify where changes are required 1.3 Monitor the external environment to identify events or trends that impact on the achievement of organisational objectives 1.4 Identify major operational change requirements due to performance gaps, business opportunities or threats, or management decisions 1.5 Review and prioritise change requirements or opportunities with relevant managers 1.6 Consult stakeholders, specialists and experts to assist in the identification of major change requirements and opportunities
	2 Develop change management strategy	2.1 Undertake cost-benefit analysis for high priority change requirements and opportunities 2.2 Undertake risk analysis and apply problem solving and innovation skills to identify barriers to change and agree and record mitigation strategies 2.3 Develop change management project plan 2.4 Obtain approvals from relevant authorities to confirm the change management process 2.5 Assign resources to the project and agree reporting protocols with relevant managers
	3 Implement change management strategy	3.1 Develop communication or education plan, in consultation with relevant groups and individuals, to promote the benefits of the change to the organisation and to minimise loss 3.2 Arrange and manage activities to deliver the communication or education plans to relevant groups and individuals 3.3 Consult with relevant groups and individuals for input into the change process 3.4 Identify and respond to barriers to the change according to risk management plans 3.5 Action interventions and activities set out in project plan according to project timetable 3.6 Activate strategies for embedding the change 3.7 Conduct regular evaluation and review and modify project plan where appropriate to achieve change program objectives
BSBFIM601 Manage finances	1 Plan for financial management	1.1 Review and analyse previous financial data to establish areas which have generated a profit or loss 1.2 Undertake research to review reasons for previous profit and loss 1.3 Review business plan to establish critical dates and initiatives that will require or generate resources in the next financial cycle 1.4 Analyse cash flow trends 1.5 Review statutory requirements for compliance and liabilities for tax 1.6 Review existing software and its suitability for financial management
	2 Establish budgets and allocate funds	2.1 Use previous financial data to determine allocations for resources 2.2 Make informed estimates of new items for inclusion in budget 2.3 Prepare budgets in accordance with organisational requirements and statutory requirements
	3 Implement budgets	3.1 Circulate budgets and ensure managers and supervisors are clear about budgets, reporting requirements and financial delegations 3.2 Manage risks by checking there are no opportunities for misappropriation of funds and that systems are in place to properly record all financial transactions 3.3 Review profit and loss statements, cash flows and ageing summaries 3.4 Revise budgets, as required, to deal with contingencies 3.5 Maintain audit trails to ensure accurate tracking and to identify discrepancies between agreed and actual allocations 3.6 Ensure compliance with due diligence
	4 Report on finances	4.1 Ensure structure and format of reports are clear and conform to organisational and statutory requirements 4.2 Identify and prioritise significant issues in statements, including comparative financial performances for review and decision making 4.3 Prepare recommendations to ensure financial viability of the organisation 4.4 Evaluate the effectiveness of financial management processes
BSBPMG610 Enable program execution	1. Envision the desired future state	1.1 Define and agree description of the desired future state with pertinent stakeholders 1.2 Monitor and evaluate internal and external program contexts for circumstances that may require changes to the desired future state 1.3 Periodically review the description of the desired future state and confirmed or updated to maintain alignment with the expected benefits
	2. Shape and sustain the program execution approach	2.1 Define and agree gaps between the current state and the desired future state with pertinent stakeholders 2.2 Define and agree changes needed to move from the current state to the desired future state with pertinent stakeholders 2.3 Define and agree a program execution approach based on changes needed with pertinent stakeholders 2.4 Monitor and evaluate internal and external program contexts for circumstances that may require changes to the program execution approach 2.5 Periodically review program execution approach and confirm or update to maintain alignment with the expected benefits
	3. Shape and sustain the program's business case	3.1 Define, document, and approve business case for both the desired future state and the program execution approach with pertinent stakeholders 3.2 Monitor and evaluate internal and external program contexts for circumstances that may require changes to the program's business case 3.3 Periodically review the program's business case and confirm or update to maintain alignment with the expected benefits
	4. Shape and sustain program governance	4.1 Define, maintain and refresh the program organisation with the sponsoring organisation 4.2 Design program boundaries and governance structures to exploit synergies with the sponsoring organisation 4.3 Identify / devise policies, processes, and procedures to support the management of the program and communicate with pertinent stakeholders
BSBPMG611	1. Communicate effectively with stakeholders	1.1 Identify and document program stakeholders and their communication needs 1.2 Agree communication approaches with pertinent stakeholders 1.3 Share information as planned and address identified variances

UNIT	ELEMENT	PERFORMANCE CRITERIA
facilitate stakeholder engagement		1.4 Monitor communication interfaces among constituent projects
	2. Facilitate stakeholder commitment	2.1 Investigate, document, and consider the interests and expectations of pertinent stakeholders when making program decisions 2.2 Develop and implement approaches to influence ongoing stakeholder commitment 2.3 Accommodate differing stakeholder interests and expectations 2.4 Share evolving stakeholder interests and expectations across the program
BSBPMG612 Implement program governance	1. Facilitate effective decision making	1.1 Negotiate clear roles and responsibilities within the program and make available to all relevant stakeholders 1.2 Allocate unambiguous financial and resource authorities and confirm with relevant parties 1.3 Document decisions relevant to the program objectives 1.4 Make valid and reliable decisions regarding complex priorities and competing demands using repeatable methods
	2. Implement systems and methods	2.1 Align suitable systems and processes to meet program objectives 2.2 Implement effective management control systems to monitor program progress 2.3 Generate audit and configuration information and maintain documented integrity 2.4 Establish process efficiency and support it with suitable program policy
	3. Ensure program compliance	3.1 Identify both organisation and external compliance requirements relevant to the program 3.2 Establish audit records data collections and ensure records are securely maintained 3.3 Report on compliance within regular interval to relevant authorities 3.4 Identify and implement actions to rectify non-compliant behaviours, processes and products
	4. Enable program support services	4.1 Identify management and governance support needs for the program 4.2 Establish skill development support systems for program personnel to meet program needs 4.3 Implement program knowledge management to support current and future organisation requirements for program development
BSBPMG613 Manage benefits	1. Identify benefits and trade-offs	1.1 Define and communicate expected short- and long-term benefits and trade-offs with pertinent stakeholders 1.2 Monitor and evaluate internal and external program contexts for circumstances that may require changes to the expected benefits 1.3 Periodically review expected benefits and trade-offs and confirm or update
	2. Shape and sustain benefits delivery approach	2.1 Define and agree benefits measurement approach with pertinent stakeholders 2.2 Devise and agree benefits delivery approach with pertinent stakeholders 2.3 Assign and have accepted ownership of benefits delivery 2.4 Periodically review, confirm and update benefits measurement approach and benefits delivery approach
	3. Evaluate attainment of expected benefits	3.1 Assess deliverables from constituent projects in accordance with the benefits measurement approach 3.2 Measure and report progress toward delivery of expected benefits with pertinent stakeholders 3.3 Address variances in delivery of expected benefits
BSBPMG615 Manage program risk	1. Secure program funding	1.1 Determine, document and communicate ongoing funding requirements with pertinent stakeholders 1.2 Secure funding commitments as needed 1.3 Address funding issues 1.4 Satisfy funding agent requirements
	2. Resource the program	2.1 Determine, negotiate, document and communicate program resource requirements with pertinent stakeholders 2.2 Acquire and coordinate program resources across the program and its constituent projects 2.3 Confirm and update program resource requirements in response to program refinements or changes
	3. Measure, evaluate, and coordinate program progress	3.1 Establish monitoring and control systems 3.2 Support delivery of expected benefits with monitoring and control systems 3.3 Report performance of constituent projects and other program elements to pertinent stakeholders 3.4 Maintain a sustainable pace to meet stakeholder requirements
	4. Ensure relevant legal and regulatory requirements are addressed	4.1 Identify, document and communicate relevant legal and regulatory requirements to pertinent stakeholders 4.2 Identify and address potential for conflicts caused by legal and regulatory requirements 4.3 Implement compliance policies, processes, and procedures 4.4 Monitor breaches and conflicts of applicable legal and regulatory requirements
	5. Anticipate and respond to changes	5.1 Monitor and evaluate internal and external program contexts for circumstances that may require changes 5.2 Identify, evaluate and document actual and potential changes 5.3 Implement approved changes 5.4 Communicate changes and their implications with pertinent stakeholders
	6. Manage program risks	6.1 Document and communicate agreed risk management approach for the program and its constituent projects to pertinent stakeholders 6.2 Identify program risks in consultation with pertinent stakeholders 6.3 Analyse, prioritise and implement program risks and risk responses as planned 6.4 Monitor internal and external program contexts for circumstances that may affect program risks
BSBPMG617 Provide leadership for the program	1. Promote the program vision	1.1 Maintain alignment of the program vision with the sponsoring organisation mission and values 1.2 Conduct ongoing negotiations with stakeholders to maintain program vision 1.3 Demonstrate commitment to the program vision
	2. Build an environment of confidence and trust within the program	2.1 Treat stakeholders fairly and equitably 2.2 Encourage and facilitate open discussion 2.3 Manage differences constructively 2.4 Attend to issues and concerns in a timely manner 2.5 Choose and apply interpersonal and leadership styles based on the circumstances 2.6 Honour realistic personal commitments
	3. Embed socially responsible practice into the program	3.1 Communicate explicit expectations for socially responsible practice to constituent projects and other pertinent stakeholders 3.2 Design policies and procedures to allow individuals to safely report breaches of socially responsible practice without fear of retaliation 3.3 Identify and address threats to socially responsible practice within the program

UNIT	ELEMENT	PERFORMANCE CRITERIA
	4. Develop the potential of program staff	4.1 Establish individual behavioural expectations for constituent project managers 4.2 Define, document and communicate agreed individual program roles 4.3 Encourage desirable behaviours and discourage undesirable behaviours
	5. Support a learning environment	5.1 View program planning and program plan implementation as a learning process 5.2 Treat errors, mistakes and expressed concerns as learning opportunities 5.3 Develop and maintain plans for identifying, capturing, disseminating and exchanging knowledge 5.4 Implement program knowledge as planned 5.5 Encourage reflection on and review of practice as a basis for learning
PSPMNGT607B Develop a business case	1. Research a business case	1.1 Business problem is identified and confirmed in accordance with organisational policy and procedures. 1.2 Analysis of key stakeholder requirements is used to clarify objectives. 1.3 A range of factors is considered through research to identify opportunities and constraints. 1.4 Market analysis is conducted in accordance with legislation, policy and procedures.
	2. Examine business solutions	2.1 Business and technical impacts and risks are analysed through research and consultation and documented in accordance with organisational requirements. 2.2 Community, environmental and human resource impacts are analysed. 2.3 Alternative solutions and their financial implications are canvassed and discussed with senior management and business case originator.
	3. Construct a business case	3.1 Options are developed and impacts, risks, costs and stakeholders are determined and documented. 3.2 Recommendation is made and justified. 3.3 Business case is prepared in accordance with organisational requirements.
	4. Finalise a business case	4.1 Business case is presented and recommendations are explained in a manner suited to the audience. 4.2 Approvals and management endorsement are obtained in accordance with organisational policy and procedures.
BSBPMG614 Engage in collaborative alliances	1. Cultivate collaborative alliances	1.1 Identify and evaluate opportunities for collaborative alliances 1.2 Identify and evaluate potential collaborators 1.3 Initiate and shape relationships with potential collaborators
	2. Devise and elaborate collaborative agreements	2.1 Initiate, negotiate, agree and document a collaborative agreement approach with parties to the agreement 2.2 Sign and regularly review each formal agreement to ensure continuation of envisaged value and potential need for changes and additions 2.3 Develop collaboration plans for each agreement to support implementation
	3. Support the evolution of collaborative agreements	3.1 Monitor and nurture relationships with collaborators to sustain commitment 3.2 Assess performance of all parties to an agreement against expected results and address variances 3.3 Make changes to agreements as required
BSBWOR502 Lead and manage team effectiveness	1. Establish team performance plan	1.1 Consult team members to establish a common understanding of team purpose, roles, responsibilities and accountabilities in accordance with organisational goals, plans and objectives 1.2 Develop performance plans to establish expected outcomes, outputs, key performance indicators (KPIs) and goals for work team 1.3 Support team members in meeting expected performance outcomes
	2. Develop and facilitate team cohesion	2.1 Develop strategies to ensure team members have input into planning, decision making and operational aspects of work team 2.2 Develop policies and procedures to ensure team members take responsibility for own work and assist others to undertake required roles and responsibilities 2.3 Provide feedback to team members to encourage, value and reward individual and team efforts and contributions 2.4 Develop processes to ensure that issues, concerns and problems identified by team members are recognised and addressed
	3. Facilitate teamwork	3.1 Encourage team members and individuals to participate in and to take responsibility for team activities, including communication processes 3.2 Support the team in identifying and resolving work performance problems 3.3 Ensure own contribution to work team serves as a role model for others and enhances the organisation's image for all stakeholders
	4. Liaise with stakeholders	4.1 Establish and maintain open communication processes with all stakeholders 4.2 Communicate information from line manager/management to the team 4.3 Communicate unresolved issues, concerns and problems raised by team members and follow-up with line manager/management and other relevant stakeholders 4.4 Evaluate and take necessary corrective action regarding unresolved issues, concerns and problems raised by internal or external stakeholders
BSBHRM602 Manage human resources strategic planning	1 Research planning requirements	1.1 Analyse strategic plans to determine human resource strategic direction, objectives and targets 1.2 Undertake additional environmental analysis to identify emerging practices and trends that may impact on human resource management in the organisation 1.3 Identify future labour needs, skill requirements and options for sourcing labour supply 1.4 Consider new technology and its impact on job roles and job design 1.5 Review recent and potential changes to industrial and legal requirements
	2 Develop human resource strategic plan	2.1 Consult relevant managers about their human resource preferences 2.2 Agree on human resource philosophies, values and policies with relevant managers 2.3 Develop strategic objectives and targets for human resource services 2.4 Examine options for the provision of human resource services and analyse costs and benefits 2.5 Identify appropriate technology and systems to support agreed human resource programs and practices 2.6 Write a strategic human resource plan and obtain senior management support for the plan 2.7 Develop risk management plans to support the strategic human resource plan
	3 Implement human resource strategic plan	3.1 Work with others to see that the plan is implemented 3.2 Monitor and review the plan 3.3 Adapt plan should circumstances change 3.4 Evaluate and review performance against plan objectives

Employability skills

Communication

- consulting and negotiating contracts as required
- consulting with stakeholders and others on managing a range of project plans
- developing and managing formal and informal communication networks
- developing communication management plans and activities
- negotiating solutions to new and emerging issues
- producing a wide range of reports, visual presentations and charts to document project progress, milestones and outcomes
- utilising excellent interpersonal skills to consult, question, clarify and evaluate information

Teamwork

- assigning responsibilities and supporting project managers
- demonstrating high level positive leadership and personnel management
- providing feedback while managing delivery environments of projects

Problem-solving

- analysing, coordinating and refining budgets
- coordinating conflicting requirements of individual projects
- designing control mechanisms for integrated projects
- managing human resources requirements using a range of problem-solving and decision making strategies

Initiative and enterprise

- applying learning about ergonomic activities to develop improved processes
- identifying improvements to work design and organisation
- reviewing processes to inform future activity

Planning and organising

- designing the work environment by matching people, their activities, equipment and systems
- managing within a quality management system, the complex interrelationships between projects including scope, risk, resources, time, cost, quality and communication
- tracking and monitoring projects

Self-management

- planning own work
- selecting and prioritising projects within scope of one's job role
- working within organisational policies and procedures, and legislative requirements

Learning

- establishing and implementing systems for ongoing development and training of personnel
- passing on to higher authority, lessons learned from integrated project management

Technology

- using a range of software including project management specific programs and databases to analyse information
- using electronic communication devices and processes such as internet, intranet, email to produce written correspondence, Gantt charts, schedules and reports
- using technology to assist the management of information and to assist the planning process