

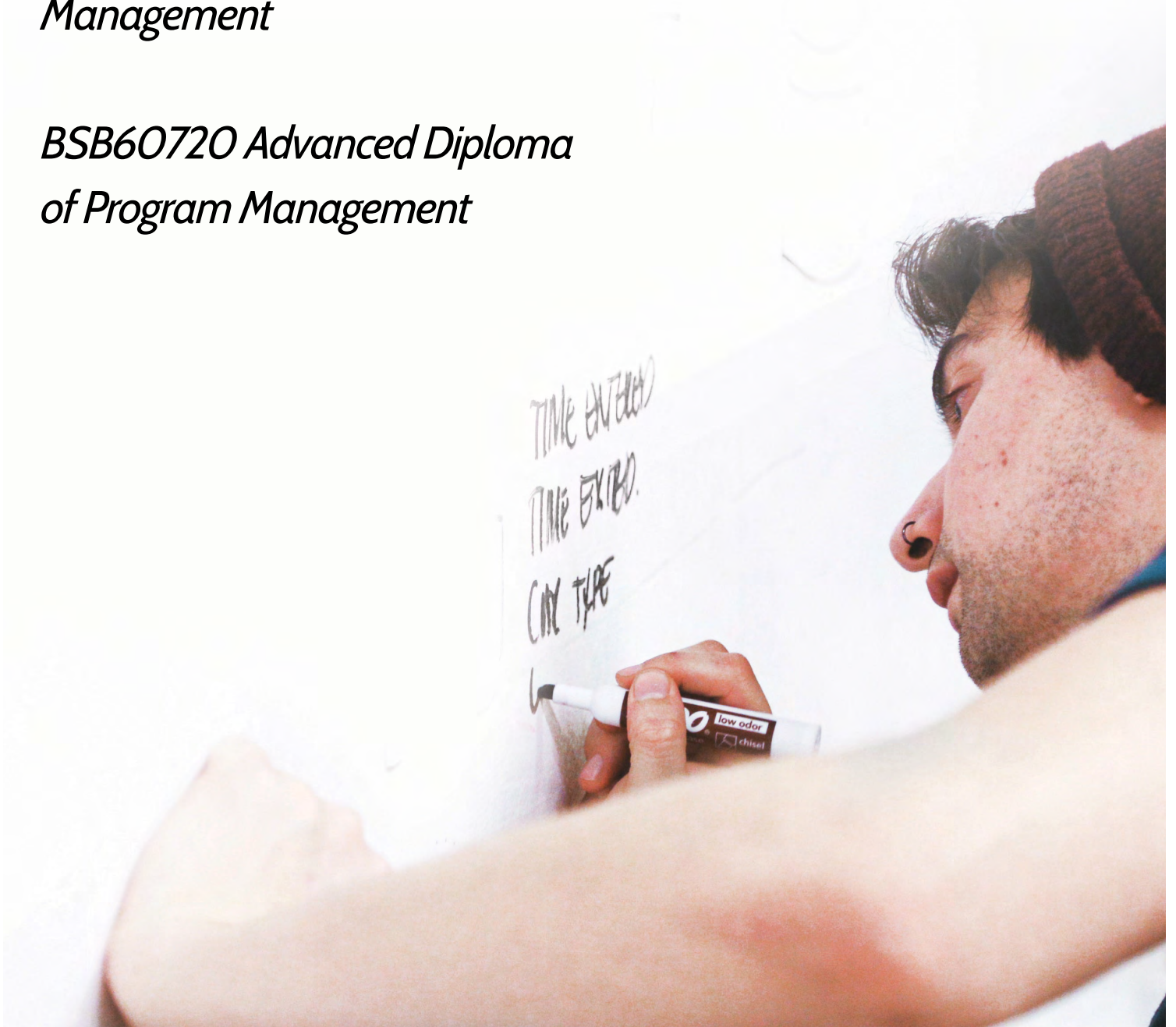


Course outline

*BSB40920 Certificate IV
in Project Management Practice*

*BSB50820 Diploma of Project
Management*

*BSB60720 Advanced Diploma
of Program Management*



This Course Outline applies to Young Rabbit Pty Ltd (ABN: 28 003 381 182 RTO number: 90396) trading as Australian Pacific College CRICOS Provider: 01331F

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

BSB40920 Certificate IV in Project Management Practice

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 expected duration for the BSB40920 Certificate IV in Project Management Practice is three terms (9 months). Students who are identified as having

difficulties in completing the course in the required duration may be able to extend their course as per APC's Intervention Policy. NOTE: Due to college closure over the Christmas/New Year period the maximum course length for students studying at this time is 34 weeks

Entry requirements

ACADEMIC -

Successful completion of Australian Year 11 or equivalent

ENGLISH -

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

Successful completion of 8 weeks of General English at Intermediate level or equivalent (plus 80% attendance) at our sister school, English Unlimited, or 10 weeks at other approved providers.

Materials

The required texts for this course are the Australian Pacific College workbooks. You have access to your workbooks for all classes. These workbooks are provided to you free of charge in a pdf version in myAPC.hub and you can download them to your device.

Course structure

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

Subject code and name	Unit of Competency
A20232 Scope management techniques	BSBPMG420 Apply project scope management techniques
A20233 Quality management techniques	BSBPMG422 Apply project quality management techniques
A20234 Life cycle management processes	BSBPMG428 Apply project life cycle management processes
A20235 Time management techniques	BSBPMG421 Apply project time management techniques
A20236 Business meetings	BSBOPS405 Organise business meetings
A20237 Information management and communication techniques	BSBPMG425 Apply project information management and communications techniques
A20238 Risk management techniques	BSBPMG426 Apply project risk management techniques
A20239 HR Management approaches	BSBPMG424 Apply project human resources management approaches
A20240 Implement and monitor WHS	BSBWHS411 Implement and monitor WHS policies, procedures and programs

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.

You are required to complete all parts of the assessment and tick the declaration that it is all your own work i.e. that you have not plagiarised by copying from the internet or other sources. You are required 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 the Elements (Elements describe the essential outcomes) and performance criteria (Performance criteria describe the performance needed to demonstrate achievement of the element) as listed below:

BSBPMG420 - Apply project scope management techniques

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Identify human resources functions	1.1 Identify business strategy and human resource strategy 1.2 Identify different human resource networks for human resource professionals 1.3 Identify information sources to obtain human resource data and information
2. Review policy and procedures frameworks	2.1 Identify policies and procedures relevant to the organisation 2.2 Analyse strengths and weaknesses of organisation's policies and procedures 2.3 Identify sustainability issues that relate to human resource functions
3. Apply ethical framework	3.1 Review ethical requirements associated with the human resource function 3.2 Apply ethical obligations to own role and decisions 3.3 Document behaviours associated with working ethically in the area
4. Analyse human resource metrics	4.1 Select relevant technology to gather workforce data and information to review human resource functions 4.2 Identify and use different sources of workforce data 4.3 Collate and analyse data and establish key trends and critical information
5. Report outcomes of review and analysis	5.1 Identify options for change relevant to organisation's culture 5.2 Identify and evaluate possible change barriers 5.3 Collate, analyse and document key findings relating to policy and procedure frameworks 5.4 Write report on outcomes of review and analysis 5.5 Develop recommendations for change

BSBPMG422 - Apply project quality management techniques

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
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 Locate and interpret policy and procedures for project quality 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 techniques to project processes according to organisational policy 2.3 Maintain quality-control records and audit documentation according to agreed procedures 2.4 Identify and maintain records against agreed quality requirements 2.5 Communicate shortfalls in quality outcomes to others to enable appropriate action to be initiated
3. Contribute to project continuous improvement process	3.1 Participate in a continuous improvement processes and review project outcomes 3.2 Report quality management issues and responses to others for application to future projects

BSBPMG428 - Apply project life cycle management processes

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Assist in establishing project	1.1 Identify project scope 1.2 Identify relevant project stakeholders and team members 1.3 Identify project initiation documentation 1.4 Assist in negotiating and documenting project objectives, outcomes and benefits 1.5 Identify relationship between the project and broader organisational strategies and goals 1.6 Assist in establishing the project governance structure
2. Support project planning and design processes	2.1 Assist in drafting a project charter for approval 2.2 Assist in developing a project budget 2.3 Support relevant personnel in breaking down project objectives into deliverables 2.4 Identify project milestones and map clearly against time and objectives 2.5 Assist in compiling relevant plans and project baselines for project management plan
3. Assist with project control and execution	3.1 Prepare, maintain and update status reports on project progress and identified challenges 3.2 Seek feedback and changes required to the project from relevant stakeholders 3.3 Assist with undertaking an impact analysis of proposed changes to the project 3.4 Update associated plans and reflect project progress against baselines and approved changes

4. Assist with project finalisation	<ul style="list-style-type: none"> 4.1 Prepare finalised project products and associated documentation for handover to client 4.2 Assist in completing financial, legal and contractual obligations 4.3 Provide feedback and suggestions for improvement to project performance 4.4 Review project performance, assessments and document lessons learned
1. Assist in establishing project	<ul style="list-style-type: none"> 1.1 Identify project scope 1.2 Identify relevant project stakeholders and team members 1.3 Identify project initiation documentation 1.4 Assist in negotiating and documenting project objectives, outcomes and benefits 1.5 Identify relationship between the project and broader organisational strategies and goals 1.6 Assist in establishing the project governance structure

BSBPMG421 - Apply project time management techniques

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Assist in developing project schedule	<ul style="list-style-type: none"> 1.1 Contribute to developing work breakdown structure 1.2 Contribute to estimating duration and effort, sequence and dependencies of tasks to achieve project deliverables 1.3 Contribute to identifying schedule impact on project time management, resource requirements, costs and risks using project scheduling tools and techniques 1.4 Contribute to achieving an agreed schedule baseline and communicating the schedule to stakeholders
2. Maintain project schedule	<ul style="list-style-type: none"> 2.1 Record and report progress of activities in relation to agreed schedule using selected tool 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	<ul style="list-style-type: none"> 3.1 Participate in determining effectiveness of time management from review of project performance 3.2 Contribute to document scheduling and time-management issues and responses to assist in project evaluation

BSBOPS405 - Organise business meetings

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Prepare meeting documentation and details	<ul style="list-style-type: none"> 1.1 Identify type and purpose of meeting being organised 1.2 Identify and comply with legal, ethical and organisational requirements for business meetings 1.3 Make meeting arrangements according to meeting and participants requirements 1.4 Prepare notice of meeting, agenda and meeting papers according to organisational requirements 1.5 Distribute documentation and meeting details to participants within designated timelines 1.6 Confirm presence of required resources prior to meeting commencement

2. Record meeting outcomes	<ul style="list-style-type: none"> 2.1 Take notes of the meeting 2.2 Outline key decisions and actions for implementation 2.3 Review minutes for accuracy and submit for approval by the nominated person 2.4 Distribute relevant post-meeting materials to attendees within designated timelines
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BSBPMG425 - Apply project information management and communications techniques

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Contribute to communication procedures planning	<ul style="list-style-type: none"> 1.1 Identify project needs and organisational objectives 1.2 Contribute to developing project communications plan networks and techniques 1.3 Agree on and document communication procedures 1.4 Seek feedback on communication plan, networks and techniques from clients and other relevant stakeholders 1.5 Modify communication plan according to feedback
2. Conduct information-management activities	<ul style="list-style-type: none"> 2.1 Identify, gather and analyse project information 2.2 Communicate procedures for storing stakeholder information to relevant stakeholders according to organisational policies and procedures 2.3 Store information and confirm data is secure and auditable
3. Communicate project information	<ul style="list-style-type: none"> 3.1 Communicate with clients and other stakeholders according to agreed communication plan, networks and techniques and confirm flow of necessary information 3.2 Seek feedback from relevant project authorities on information management 3.3 Confirm reports are prepared and released according to organisational policies and procedures
4. Contribute to assessing effectiveness of communication	<ul style="list-style-type: none"> 4.1 Assist in ongoing review of project outcomes and determine effectiveness of communications-management activities 4.2 Seek feedback and advice from relevant stakeholders on communications-management activities 4.3 Document communications-management issues and responses 4.4 Communicate issues and responses to higher project authorities

BSBPMG426 - Apply project risk management techniques

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Assist with risk analysis and planning	<ul style="list-style-type: none"> 1.1 Identify project deliverables, objectives and resources 1.2 Identify and prioritise potential and actual risks of project, and advise project manager 1.3 Establish with relevant personnel risk-analysis methods, techniques and tools 1.4 Contribute to developing risk management strategies, approaches and plans according to organisational policies and procedures 1.5 Contribute to developing and implementing risk-reporting mechanisms

2. Review risks and execute risk-control activities	<p>2.1 Monitor actual and potential risks according to agreed project and risk management plans and advise project manager of changing circumstances</p> <p>2.2 Identify opportunities and changing environment for project activities, and advise project manager</p> <p>2.3 Contribute to amending project and risk management plans and confirming plans reflect the changing environment</p> <p>2.4 Contribute to reporting opportunities for risk control</p>
3. Develop contingency plan	<p>3.1 Contribute to corrective action on risks according to risk management plan and delegated authority</p> <p>3.2 Contribute to review of contingency plans on an ongoing basis</p> <p>3.3 Confirm tasks allocated to individuals and teams are agreed with supervisor before implementation</p> <p>3.4 Apply and monitor risk-contingency measures</p>
4. Contribute to assessing risk management outcomes	<p>4.1 Contribute to ongoing review of project outcomes and determine effectiveness of risk management activities</p> <p>4.2 Seek feedback and identify risk management issues</p> <p>4.3 Report risk management issues and responses to relevant stakeholders</p> <p>4.4 Make changes to project management techniques based on feedback received</p>

BSBPMG424 - Apply project human resources management approaches

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Establish human resource requirements	<p>1.1 Identify human resource and project task requirements</p> <p>1.2 Create work breakdown structure including human resources according to task requirements</p> <p>1.3 Prepare a skills analysis of project stakeholders against project task requirements</p> <p>1.4 Assist in identifying and discussing learning and development needs, goals, desired outcomes and relationships with relevant staff</p> <p>1.5 Assist in assigning responsibilities to staff members for achieving project deliverables according to goals and desired outcomes</p>
2. Maintain team relationships	<p>2.1 Facilitate a team environment for staff members learning and development needs to be met</p> <p>2.2 Confirm that key stakeholders in teams are establishing relationships and achieving desired outcomes</p> <p>2.3 Identify challenges and conflict within teams</p> <p>2.4 Assist in communicating with individuals and teams to resolve conflict where required</p> <p>2.5 Communicate with staff members and identify barriers to achieving desired outcomes</p>
3. Monitor human resources	<p>3.1 Monitor task completion by relevant stakeholders against assigned roles and responsibilities</p> <p>3.2 Assist in reviewing skill levels against allocated tasks and recommend solutions according to organisational requirements</p> <p>3.3 Communicate with relevant stakeholders when assigned responsibilities are not met</p> <p>3.4 Assist in offering human resource development opportunities to individuals with skill gaps</p>

4. Evaluate human resource practices	<p>4.1 Assist in reviewing the effectiveness of project human resources management</p> <p>4.2 Seek and discuss feedback from relevant stakeholders</p> <p>4.3 Make changes to human resource practices based on feedback received</p>
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BSBWHS411 - Implement and monitor WHS policies, procedures and programs

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Provide information to work team about WHS policies and procedures	<p>1.1 Identify and communicate relevant provisions about WHS laws to work team</p> <p>1.2 Provide information about organisation's WHS policies, procedures and programs, and ensure it is readily accessible to work team</p> <p>1.3 Communicate information about identified hazards and outcomes of risk assessment and control to work team</p>
2. Implement and monitor work team consultative arrangements for managing WHS	<p>2.1 Communicate importance of consultation mechanisms in managing WHS risks to work team</p> <p>2.2 Apply consultation mechanisms to facilitate work team participation in managing work area hazards, according to organisational policies and procedures</p> <p>2.3 Contribute to managing issues raised through consultation mechanisms, according to organisational consultation procedures and WHS legislative requirements</p> <p>2.4 Communicate outcomes of consultation about WHS issues to work team</p>
3. Implement and monitor organisational procedures for providing WHS training to work team	<p>3.1 Identify and document team WHS training needs according to organisational requirements and WHS laws</p> <p>3.2 Make arrangements to meet WHS training needs of team members in consultation with relevant stakeholders</p> <p>3.3 Provide workplace learning opportunities to facilitate team and individual achievement of identified WHS training needs</p>
4. Implement and monitor organisational procedures and legal requirements for identifying hazards, and assessing and controlling risks	<p>4.1 Identify and report on hazards in work area according to organisational policies and procedures, and WHS legislative requirements</p> <p>4.2 Contribute to managing and implementing hazard reports according to organisational policies and procedures, and WHS legislative requirements</p> <p>4.3 Implement procedures to control risks using the hierarchy of control measures according to organisational policies and procedures, and WHS legislative requirements</p> <p>4.4 Identify and report inadequacies in existing risk controls according to the hierarchy of control measures, and WHS legislative requirements</p> <p>4.5 Monitor outcomes of reports on inadequacies, as required, to ensure prompt organisational response</p>
5. Implement and monitor organisational procedures for maintaining WHS records	<p>5.1 Complete and maintain WHS incident records of occupational injury and disease in work area according to organisational policies and procedures, and WHS legislative requirements</p> <p>5.2 Use aggregate information and data from work area records to meet organisational recordkeeping requirements</p>

BSB50820 Diploma of Project Management

Aims

This course aims to 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 expected duration for the BSB50820 Diploma of Project Management is 4 terms /1 year. Students who are identified as having difficulties in completing the course in the required duration may be able to extend their course as per APC's Intervention Policy. NOTE: Due to college closure over the Christmas/New Year period the maximum course length for students studying at this time is 49 weeks.

Entry requirements

ACADEMIC -

Preferred pathways for candidates considering this qualification include:

BSB41515 Certificate IV in Project Management Practice

OR

extensive vocational experience in project roles where they may have had some limited responsibility for the output of others but do not have a formal project management qualification.

ENGLISH -

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

Successful completion of 8 weeks of General English at Intermediate level or equivalent (plus 80% attendance) at our sister school, English Unlimited, or 10 weeks at other approved providers.

Materials

The required texts for this course are the Australian Pacific College workbooks. You have access to your workbooks for all classes. These workbooks are provided to you free of charge in a pdf version in myAPC.hub and you can download them to your device.

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.

Subject number and name	Unit of Competency
A20241 Project Scope & Time	BSBPMG530 Manage project scope BSBPMG531 Manage project time
A20243 Information and Communication	BSBPMG535 Manage project information and communication
A20249 Project Costs	BSBPMG533 Manage project cost
A20247 Project Risk 2	BSBPMG536 Manage project risk
A20248 Project Quality	BSBPMG532 Manage project quality
A20251 Project compliance	BSBAUD514 Interpret compliance requirements
A20242 Manage Meetings	BSBTWK503 Manage meetings
A20245 Project HR 2	BSBPMG534 Manage project human resources
A20246 Innovative work environments	BSBSTR501 Establish innovative work environments
A20244 Project Integration	BSBPMG540 Manage project integration
A20250 Advanced Management of WHS	BSBWHS521 Ensure a safe workplace for a work area

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.

You are required to complete all parts of the assessment and tick the declaration that it is all your own work i.e. that you have not plagiarised by copying from the internet or other sources. You are required 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 the Elements (Elements describe the essential outcomes) and performance criteria (Performance criteria describe the performance needed to demonstrate achievement of the element) as listed below:

BSBPMG530 - Manage project scope

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Conduct project authorisation activities	1.1 Develop and confirm procedures for project authorisation with an appropriate authority 1.2 Obtain authorisation to expend resources 1.3 Confirm project delegations and authorities in project governance arrangements
2. Define project scope	2.1 Identify and negotiate project boundaries with relevant stakeholders 2.2 Establish measurable project benefits, outcomes and outputs 2.3 Establish a shared understanding of desired project outcomes with relevant stakeholders 2.4 Document scope management plan
3. Manage project scope control process	3.1 Implement agreed scope management procedures and processes 3.2 Monitor impact of scope changes within established time, cost and quality constraints according to change control procedures 3.3 Identify and document scope management issues and recommend improvements for future projects

BSBPMG531 - Manage project time

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Determine project schedule	1.1 Develop work breakdown structure with sufficient detail to enable effective planning and control 1.2 Estimate duration and effort, sequence and dependencies of tasks, to achieve project deliverables 1.3 Use 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 communication of the schedule to stakeholders
2. Implement project schedule	2.1 Implement mechanisms to measure, record and report progress of activities according to agreed schedule 2.2 Conduct ongoing analysis to identify baseline variance 2.3 Analyse and forecast impact of changes to the schedule 2.4 Review progress throughout project life cycle and implement agreed schedule changes 2.5 Develop responses to potential or actual schedule changes and implement them to maintain project objectives
3. Assess time management outcomes	3.1 Review schedule performance records to determine effectiveness of time management activities 3.2 Identify and document time management issues and recommend improvements

BSBPMG535 - Manage project information and communication

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.

1. Plan information and communication processes	<ul style="list-style-type: none"> 1.1 Identify and analyse information requirements of the project 1.2 Develop a communication management plan according to project objectives 1.3 Establish a designated project-management information system
2. Implement project information and communication processes	<ul style="list-style-type: none"> 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 2.3 Implement and maintain communication networks 2.4 Identify and resolve communication and information-management system issues
3. Assess information and communication outcomes	<ul style="list-style-type: none"> 3.1 Finalise and archive records according to agreed project information ownership and control requirements 3.2 Review project outcomes for effectiveness of management information and communication processes and procedures 3.3 Develop and document recommended improvements for application in future projects

BSBPMG533 - Manage project cost

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Determine project costs	<ul style="list-style-type: none"> 1.1 Identify resource requirements for individual tasks identified in the work breakdown structure in consultation with relevant stakeholders 1.2 Estimate project costs for project budget to be prepared within agreed tolerances 1.3 Develop a project budget 1.4 Develop a cost-management plan for project finances according to scope of responsibility
2. Monitor and control project costs	<ul style="list-style-type: none"> 2.1 Implement agreed financial-management processes and procedures for monitoring actual expenditure against budget 2.2 Identify cost variations and evaluate alternative actions 2.3 Implement and monitor agreed actions for maintaining financial objectives 2.4 Provide accurate and timely financial reports
3. Complete cost-management processes	<ul style="list-style-type: none"> 3.1 Conduct activities to signify financial completion according to task and organisational requirements 3.2 Review project outcomes using available records 3.3 Review cost-management issues and document improvements

BSBPMG536 - Manage project risk

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Identify project risks	<ul style="list-style-type: none"> 1.1 Identify risk objectives and standards, with input from stakeholders 1.2 Identify project risk context to inform risk management processes 1.3 Identify project risks using valid and reliable risk identification methods

2. Analyse project risks	<p>2.1 Identify risk analysis classification criteria and apply to agreed risk ranking system</p> <p>2.2 Use risk analysis processes, within delegated authority, to analyse and qualify any risks, threats and opportunities</p> <p>2.3 Identify risk priorities in agreement with project client and other stakeholders</p> <p>2.4 Document risk analysis outcomes for inclusion in risk register and risk management plan</p>
3. Establish risk treatments and controls	<p>3.1 Identify and document existing risk controls</p> <p>3.2 Analyse risk treatment options using agreed consultative methods</p> <p>3.3 Record and implement agreed risk treatments</p> <p>3.4 Update risk plans and allocate risk responsibilities to project team members</p>
4. Monitor and control project risks	<p>4.1 Establish risk review processes</p> <p>4.2 Monitor risk environment and identify changed circumstances impacting project risks</p> <p>4.3 Evaluate risk responses to changed environment</p> <p>4.4 Implement agreed risk responses and modify plans</p>
5. Assess risk management outcomes	<p>5.1 Review project outcomes for effectiveness of risk-management processes and procedures</p> <p>5.2 Develop recommended improvements for application in future projects</p> <p>5.3 Identify and document risk management issues and recommended improvements for application to future projects</p>

BSBPMG532 - Manage project quality

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Determine quality requirements	<p>1.1 Identify quality objectives and standards with input from relevant stakeholders</p> <p>1.2 Develop quality metrics for the project and any product output in a quality management plan</p> <p>1.3 Select quality management methods and tools for resolving quality issues</p> <p>1.4 Consult with project team and stakeholders on quality requirements</p>
2. Implement quality processes	<p>2.1 Perform quality assurance audit of project processes for compliance with agreed plans</p> <p>2.2 Assess quality control of project and product output according to agreed quality specifications</p> <p>2.3 Identify causes of variance to quality metrics and undertake remedial action</p> <p>2.4 Maintain a quality management system for timely recording of quality audit data</p>
3. Implement project quality improvements	<p>3.1 Review processes and implement agreed changes continually throughout the project life cycle</p> <p>3.2 Review project outcomes against performance requirements</p> <p>3.3 Identify and document lessons learned and recommended improvements</p>

BSBAUD514 - Interpret compliance requirements

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Clarify the scope of operations	1.1 Analyse organisational operations and identify the functions, products and services that may be subject to compliance requirements 1.2 Develop and document plan for determining relevant compliance requirements 1.3 Obtain approval of plans from relevant stakeholders
2. Identify compliance requirements	2.1 Research information on compliance requirements relevant to the organisation 2.2 Analyse and document information from search according to organisational requirements 2.3 Organise and store collected information on relevant compliance requirements according to organisation policies and procedures
3. Interpret and prioritise compliance requirements	3.1 Discuss and clarify with relevant stakeholders ambiguities and issues experienced in interpreting identified compliance information 3.2 Prioritise compliance requirements according to organisational requirements
4. Document compliance requirements	4.1 Organise and document outcomes of the identification and interpretation activities 4.2 Prepare and distribute reports of compliance requirements and assessment of implications to relevant stakeholders

BSBTWK503 - Manage meetings

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Prepare for meetings	1.1 Develop agenda according to meeting purpose 1.2 Establish and verify meeting requirements with relevant individuals 1.3 Contact and confirm meeting with participants according to organisational procedures 1.4 Provide meeting papers to participants according to task requirements
2. Conduct meetings	2.1 Chair meetings according to organisational requirements, agreed conventions for type of meeting and legal and ethical requirements 2.2 Promote participation, discussion, problem solving and resolution of issues 2.3 Brief minute-taker on method for recording meeting notes
3. Follow up meetings	3.1 Review meeting minutes and edit, as required 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

BSBPMG534 - Manage project human resources

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Plan human resources relevant to projects	1.1 Identify resource requirements for each project task 1.2 Match skills and knowledge of individuals and groups with project tasks 1.3 Allocate personnel to the project according to planned work outputs and project timeline 1.4 Support performance of personnel using human resources management (HRM) methods and tools
2. Implement project personnel training and development	2.1 Define and communicate clear project role descriptions to organisational personnel 2.2 Plan and implement training and development of project team members 2.3 Measure individuals' performance against agreed criteria and initiate actions for shortfalls in performance
3. Lead project team	3.1 Implement processes for improving 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 3.4 Identify and manage inter-project and intra-project resource conflict
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

BSBST501 - Establish innovative work environments

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Establish work practices	1.1 Identify relevant stakeholders 1.2 Identify organisational objectives and practices 1.3 Evaluate current work conditions 1.4 Determine working conditions that allow innovative practices according to organisational policies and procedures 1.5 Identify organisational resources relating to innovation 1.6 Build and lead team and maximise opportunities for innovation
2. Create an innovative environment	2.1 Evaluate the impacts of changing work environment 2.2 Collaborate with stakeholders and develop ideas for enhancing work environment 2.3 Identify and select resources required for enhancing work environment 2.4 Assess the ability of the workspace to support innovation 2.5 Assist team members to adapt and perform in new work environment
3. Implement innovative work environment	3.1 Encourage creative mindsets, collaborative working and development of positive workplace relationships 3.2 Reinforce the value of innovation according to organisational vision and objectives 3.3 Take risks to open up opportunities for innovation 3.4 Select ways of celebrating and encouraging innovation 3.5 Encourage and support evaluation of innovative ideas

4. Share and evaluate innovative ideas and work environment	<p>4.1 Share relevant information, knowledge and skills on innovative practices with stakeholders</p> <p>4.2 Provide and encourage formal and informal learning opportunities to develop skills required for innovation</p> <p>4.3 Create opportunities where individuals can learn from the experience of others</p> <p>4.4 Seek and respond to suggestions, improvements and innovations from all team members</p>
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BSBPMG540 - Manage project integration

ELEMENTS	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Establish project	<p>1.1 Identify, clarify and prepare project initiation documentation</p> <p>1.2 Identify stakeholders with decision making authority on project</p> <p>1.3 Establish client requirements and needs</p> <p>1.4 Identify relationship between the project and broader organisational strategies and goals</p> <p>1.5 Negotiate and document project objectives, outcomes and benefits</p> <p>1.6 Establish project governance structure with stakeholders and project authority</p> <p>1.7 Prepare and submit project charter for approval by relevant authorities</p>
2. Undertake project planning and design processes	<p>2.1 Establish project objectives</p> <p>2.2 Identify project stages and key requirements for stage completion against client requirements and project objectives</p> <p>2.3 Analyse project management functions to identify interdependencies and impacts of constraints</p> <p>2.4 Develop a project management plan that integrates all project-management functions with associated plans and baselines</p> <p>2.5 Establish tools to monitor and control planned activity</p> <p>2.6 Negotiate approval of project plan with relevant stakeholders and project authority</p>
3. Monitor project	<p>3.1 Implement and monitor project according to project scope, time and budget</p> <p>3.2 Resolve conflicts affecting attainment of project objectives with relevant stakeholders</p> <p>3.3 Confirm project records are updated against project deliverables at required intervals</p> <p>3.4 Analyse and submit status reports on project progress and identify issues with relevant stakeholders and project authorities</p> <p>3.5 Analyse and submit impact analysis of change requests for approval</p> <p>3.6 Maintain relevant project logs and registers for project audit</p>
4. Review project	<p>4.1 Identify and allocate project finalisation activities</p> <p>4.2 Confirm project products and associated documentation are prepared for handover to client in a timely manner</p> <p>4.3 Finalise financial, legal and contractual obligations</p> <p>4.4 Seek feedback from relevant stakeholder and project authorities on project implementation, management and integration</p> <p>4.5 Document feedback received to improve future projects</p>

BSBWHS521 - Ensure a safe workplace for a work area

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.

<p>1. Establish a WHS management system in a work area</p>	<p>1.1 Locate, adapt, adopt and communicate WHS policies that define the organisation's commitment to complying with WHS laws 1.2 Identify duty holders and define WHS responsibilities for all workplace personnel in the work area according to WHS laws, policies, procedures and programs 1.3 Identify and approve financial and human resources required by the WHS management system (WHSMS) according to organisational procedures</p>
<p>2. Establish and maintain effective and compliant consultative arrangements for managing WHS in a work area</p>	<p>2.1 Work with required personnel to set up and maintain consultative arrangements according to required WHS laws 2.2 Resolve issues raised through participation and consultation arrangements according to required WHS laws and organisational protocols 2.3 Provide information about consultation and participation outcomes to required personnel according to organisational policies and procedures</p>
<p>3. Establish and maintain procedures for effectively identifying hazards, and assessing and controlling risks in work area</p>	<p>3.1 Develop procedures for ongoing hazard identification, and assessment and control of associated risks 3.2 Include hazard identification at the planning, design and evaluation stages of any workplace change to ensure that new hazards are not created by proposed changes and existing hazards are controlled 3.3 Develop and maintain procedures for selecting and implementing risk controls according to the hierarchy of control measures and WHS legislative requirements 3.4 Identify inadequacies in existing risk controls according to the hierarchy of control measures and WHS legislative requirements, and promptly provide resources to enable implementation of new measures 3.5 Identify requirements for expert WHS advice, and request this advice as required, according to organisational procedures</p>
<p>4. Evaluate and maintain a work area WHS management system (WHSMS)</p>	<p>4.1 Develop and provide a WHS induction and training program for required personnel in a work area as part of organisation's training program 4.2 Use a system for WHS recordkeeping to allow identification of patterns of occupational injury and disease in the organisation, and to maintain a record of WHS decisions made, including reasons for decisions 4.3 Measure and evaluate the WHSMS according to organisation's quality systems framework 4.4 Develop and implement improvements to WHSMS to achieve organisational WHS objectives according to organisational procedures 4.5 Ensure compliance with WHS legislative framework to achieve, as a minimum, WHS legal requirements</p>

BSB60720 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 expected duration for the BSB60720 Advanced Diploma of Program Management is 4 terms/1 year. Students who are identified as having difficulties in completing the course in the required duration may be able to extend their course as per APC's Intervention Policy. NOTE: Due to college closure over the Christmas/New Year period the maximum course length for students studying at this time is 49 weeks.

Entry requirements

ACADEMIC -

Successful completion of BSB50820 Diploma of Project Management; or BSB51415 Diploma of Project Management (or a superseded equivalent version).
or

Have completed two years equivalent full-time relevant workplace experience at a significant level within a project or program environment within an enterprise.

ENGLISH -

IELTS 6.0 or equivalent with minimum 5.0 in writing

Successful completion of 8 weeks of General English at Intermediate level or equivalent (plus 80% attendance) at our sister school, English Unlimited, or 10 weeks at other approved providers.

Materials

The required texts for this course are the Australian Pacific College workbooks. You have access to your workbooks for all classes. These workbooks are provided to you free of charge in a pdf version in myAPC.hub and you can download them to your device.

Course structure

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

Subject number and name	Unit of Competency
A20252 Organisational Finances	BSBFIN601 Manage organisational finances
A20253 Team Effectiveness	BSBTWK502 Manage team effectiveness
A20254 Strategic workforce planning	BSBHRM614 Contribute to strategic workforce planning
A20255 Manage Benefits	BSBPMG636 Manage benefits
A20256 Initiate Programs	BSBPMG630 Enable program execution
A20257 Emotional Intelligence	BSBPEF502 Develop and use emotional intelligence
A20258 Stakeholder Engagement	BSBPMG634 Facilitate stakeholder engagement
A20259 Project Leadership	BSBPMG633 Provide leadership for the program BSBLDR601 Lead and manage organisational change
A20260 Program Risk	BSBPMG632 Manage Program risk
A20261 Alliances	BSBPMG637 Engage in collaborative alliances
A20262 Program Governance	BSBPMG635 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.

You are required to complete all parts of the assessment and tick the declaration that it is all your own work i.e. that you have not plagiarised by copying from the internet or other sources. You are required 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 the Elements (Elements describe the essential outcomes) and performance criteria (Performance criteria describe the performance needed to demonstrate achievement of the element) as listed below:

BSBFIN601 - Manage organisational finances

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Prepare for financial management	1.1 Assess reasons for losses or profits identified from previous financial reports 1.2 Analyse critical dates and initiatives in business plan and cash flow trends 1.3 Review statutory requirements for compliance and liabilities for tax 1.4 Analyse existing software and its suitability for financial management
2. Establish budgets and allocate funds	2.1 Develop budget from previous financial data according to compliance, organisational and statutory requirements 2.2 Circulate budgets and confirm managers and supervisors understand budgets, reporting requirements and financial delegations 2.3 Confirm there are no opportunities for misappropriation of funds 2.4 Review profit and loss statements, cash flows and ageing summaries and revise, where required 2.5 Identify discrepancies between agreed and actual allocations using audit trails
3. Report on finances	3.1 Identify organisational and statutory financial reporting requirements 3.2 Identify and prioritise significant issues in statements for review and decision making 3.3 Prepare financial recommendations 3.4 Evaluate effectiveness of financial management processes

BSBTWK502 - Manage team effectiveness

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Establish team performance plan	1.1 Identify team purpose, roles, and responsibilities according to organisational and task objectives 1.2 Develop performance plans with expected outcomes, 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 for facilitating team member input into planning, decision making and operational aspects of team tasks 2.2 Develop or modify policies and procedures for promoting team member accountability for personal work and team tasks 2.3 Provide feedback to team members on team effort and contributions 2.4 Develop processes for identifying and addressing issues, concerns and problems identified by team members
3. Facilitate teamwork	3.1 Encourage team members to participate in and to take responsibility for team activities 3.2 Support the team in identifying and resolving work performance problems 3.3 Promote work team collaboration through individual behaviour
4. Liaise with stakeholders	4.1 Establish and maintain open communication processes with relevant stakeholders 4.2 Communicate information from line management to the team 4.3 Communicate and follow-up unresolved issues, concerns and problems raised by team members with line management 4.4 Address unresolved issues, concerns and problems raised by stakeholders

BSBHRM614 - Contribute to strategic workforce planning

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Research planning requirements	1.1 Analyse strategic plans to determine strategic workforce direction, objectives and targets 1.2 Analyse organisational environment and identify emerging practices and trends that may impact on human resource management in the organisation 1.3 Identify future labour needs, skill requirements and sources of labour supply 1.4 Identify new technology and its impact on job roles and job design 1.5 Review recent and potential changes to industrial and legal requirements
2. Contribute to development of strategic workforce plan	2.1 Consult relevant managers about their workforce preferences 2.2 Agree on workforce philosophies, values and policies with relevant managers 2.3 Develop strategic objectives and targets for workforce services 2.4 Examine options for the provision of workforce services and analyse costs and benefits 2.5 Identify appropriate technology and systems to support agreed workforce programs and practices 2.6 Contribute input from consultation into strategic workforce plan and obtain senior management support for plan 2.7 Analyse risks associated with strategic workforce plan and develop risk mitigation strategies
3. Support implementation of strategic workforce plan	3.1 Work with relevant stakeholders and ensure that plan is implemented according to organisational objectives 3.2 Monitor and review the plan 3.3 Recommend adaptations to plan to account for changing circumstances 3.4 Evaluate and review performance against plan objectives

BSBHRM612 - Contribute to the development of employee and industrial relations strategies

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Research planning requirements	1.1 Analyse strategic plans to determine strategic workforce direction, objectives and targets 1.2 Analyse organisational environment and identify emerging practices and trends that may impact on human resource management in the organisation 1.3 Identify future labour needs, skill requirements and sources of labour supply 1.4 Identify new technology and its impact on job roles and job design 1.5 Review recent and potential changes to industrial and legal requirements

2. Contribute to development of strategic workforce plan	2.1 Consult relevant managers about their workforce preferences 2.2 Agree on workforce philosophies, values and policies with relevant managers 2.3 Develop strategic objectives and targets for workforce services 2.4 Examine options for the provision of workforce services and analyse costs and benefits 2.5 Identify appropriate technology and systems to support agreed workforce programs and practices 2.6 Contribute input from consultation into strategic workforce plan and obtain senior management support for plan 2.7 Analyse risks associated with strategic workforce plan and develop risk mitigation strategies
3. Support implementation of strategic workforce plan	3.1 Work with relevant stakeholders and ensure that plan is implemented according to organisational objectives 3.2 Monitor and review the plan 3.3 Recommend adaptations to plan to account for changing circumstances 3.4 Evaluate and review performance against plan objectives

BSBPMG636 - Manage benefits

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Identify benefits and trade-offs	1.1 Analyse benefits and their alignment to organisational objectives 1.2 Define and communicate expected short- and long-term benefits and trade-offs with key stakeholders 1.3 Assess project and program performance against respective plans 1.4 Monitor and evaluate internal and external program contexts for circumstances that may require changes to the expected benefits
2. Execute to deliver expected benefits	2.1 Define and confirm benefit dependencies with key stakeholders 2.2 Devise and agree benefits delivery approach with key stakeholders considering impact of the benefit on risk management, issues management, and change control 2.3 Assign ownership of benefits delivery 2.4 Review confirm and update benefits measurement approach and benefits delivery approach
3. Sustain and evaluate attainment of expected benefits	3.1 Assess deliverables from constituent projects according to benefits measurement approach 3.2 Measure and report progress toward delivery of expected benefits with key stakeholders 3.3 Evaluate and communicate benefits against established projects delivery plan 3.4 Assess and record lessons learned throughout projects and communicate to pertinent stakeholders 3.5 Address variances in delivery of expected benefits

BSBPMG630 - Enable program execution

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Envision the desired future state	1.1 Identify program procurements, scope, timeline, budget, client expectations and organisational goals 1.2 Define and agree on description of the desired future state with pertinent stakeholders 1.3 Identify and explore with relevant stakeholders gaps between current state and desired future state 1.4 Identify and evaluate internal and external factors and issues likely to cause changes to the desired future state 1.5 Agree on desired future state and confirm alignment with expected benefits
2. Shape and sustain the program execution approach	2.1 Identify program execution approach 2.2 Identify, monitor and evaluate internal and external factors and issues likely to cause changes to program execution approach 2.3 Review and make changes to program execution approach and confirm alignment with expected benefits 2.4 Communicate with relevant stakeholders changes required to transition from current state to future state and agree approach
3. Establish program governance	3.1 Prepare and seek approval from relevant stakeholders on business case for desired future state and program execution approach 3.2 Identify and develop program management structure 3.3 Identify and create policies, processes, and procedures for supporting management of program 3.4 Develop a knowledge management system to capture progress, insights, experiences and learnings
4. Review program execution	4.1 Finalise financial, legal and contractual obligations 4.2 Seek feedback from relevant stakeholders on management of project governance and established approaches 4.3 Document feedback received and identify improvements for future projects

BSBPEF502 - Develop and use emotional intelligence

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Prepare to develop emotional intelligence	1.1 Develop evaluation criteria for assessing emotional strengths and weaknesses 1.2 Assess emotional strengths and weaknesses against evaluation criteria 1.3 Identify and analyse potential emotional stressors in the workplace 1.4 Identify methods for responding to emotional stressors 1.5 Seek feedback from others to identify and confirm methods for responding to emotional stressors in the workplace

2. Develop emotional intelligence	<p>2.1 Analyse and document emotional responses of co-workers</p> <p>2.2 Develop a plan for identifying and responding to a range of emotional expressions</p> <p>2.3 Apply techniques that indicate flexibility and adaptability in dealing with others in the workplace</p> <p>2.4 Apply techniques that show consideration for the emotions of others when making decisions</p> <p>2.5 Consult with relevant stakeholders and identify improvement areas for own emotional intelligence</p>
3. Promote development of emotional intelligence in others	<p>3.1 Identify workplace opportunities for others to express their thoughts and feelings</p> <p>3.2 Develop tasks for assisting others to understand effect of personal behaviour and emotions on others in the workplace</p> <p>3.3 Implement identified opportunities and tasks in the workplace according to organisational policy and procedures</p>

BSBPMG634 - Facilitate stakeholder engagement

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Communicate with stakeholders	<p>1.1 Identify and document program stakeholders and their communication needs as they apply to the given program of work</p> <p>1.2 Engage with pertinent stakeholders and agree on communication approaches in accordance with organisational policies and procedures</p> <p>1.3 Communicate information as planned and address identified variances</p> <p>1.4 Monitor communication interfaces among constituent projects, and align to relevant program objectives</p>
2. Undertake stakeholder commitment	<p>2.1 Investigate and document interests and expectations of key stakeholders for making program decisions</p> <p>2.2 Develop and implement approaches to influence ongoing stakeholder commitment according to organisational policies and procedures</p> <p>2.3 Share evolving stakeholder interests and expectations across the program</p>
3. Assess effectiveness of stakeholder engagement	<p>3.1 Conduct analysis of interactions with key stakeholders and document outcomes to reach desired outcomes</p> <p>3.2 Assess effectiveness of stakeholder interaction according to program objectives and organisational policies and procedures</p> <p>3.3 Develop plan for future stakeholder engagement based on findings of analysis conducted</p>

BSBPMG633 - Provide leadership for the program

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.

1. Establish program vision and environment	<ul style="list-style-type: none"> 1.1 Identify program vision, and organisation mission and values 1.2 Identify stakeholder objectives and expectations 1.3 Assist relevant stakeholders to develop and sustain the documented program vision 1.4 Consult with stakeholders and confirm program vision is in line with organisation mission and values
2. Manage risks	<ul style="list-style-type: none"> 2.1 Identify and manage differences in views and expectations 2.2 Attend to issues and concerns according to organisational policies and procedures 2.3 Identify and address threats to socially responsible practice within the program 2.4 Develop program socially responsible practice policies and procedures to guide team members to report breaches of socially responsible practice 2.5 Develop risk management plan and strategies
3. Support staff learning	<ul style="list-style-type: none"> 3.1 Establish behavioural expectations for constituent project managers 3.2 Define, document and communicate with relevant stakeholders agreed roles and responsibilities 3.3 Communicate with relevant stakeholders, and identify and define learning needs and opportunities 3.4 Develop and maintain plans for identifying, capturing, disseminating and exchanging knowledge 3.5 Facilitate environment for reflection on and review of practices and activities 3.6 Coach relevant stakeholders to work toward attainment of program benefits
4. Evaluate leadership	<ul style="list-style-type: none"> 4.1 Evaluate outcomes and identify opportunities for improvement 4.2 Seek feedback from relevant stakeholders on leadership skills and processes 4.3 Document feedback received and identify improvement needs and opportunities for future leadership

BSBLDR601 - Lead and manage organisational change

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Develop change management strategy	<ul style="list-style-type: none"> 1.1 Identify major operational change requirements according to organisational objectives, performance gaps, business opportunities or threats, and management decisions 1.2 Assess risks and opportunities presented by operational change requirements 1.3 Consult stakeholders, specialists and experts to confirm the change management opportunities and process
2. Implement change management strategy	<ul style="list-style-type: none"> 2.1 Assign resources to the project and confirm reporting protocols with relevant stakeholders 2.2 Develop communication or education plan, in consultation with relevant personnel 2.3 Arrange and manage activities for delivery of communication or education plans

3. Evaluate change management strategy

- 3.1 Assess performance of communication or education plan against objectives
- 3.2 Identify and respond to barriers to the change according to risk management plans and organisational objectives
- 3.3 Modify communication or education plan according to change program objectives

BSBPMG632 - Manage Program risk

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Direct planning of program risk management	<ul style="list-style-type: none"> 1.1 Identify potential, actual and residual risks 1.2 Select and modify program risk methodology to match the context for risk 1.3 Consult with relevant stakeholders and identify, document and analyse program level risks 1.3 Support and mentor project managers in the analysis, evaluation and treatment of risks 1.4 Confirm risk management is transparent and dynamic across the program so that risks are assigned and managed in a timely manner 1.5 Develop and maintain a program risk-management system for effective management and communication of risks, controls, treatments and outcomes to stakeholders across the program
2. Manage program risk	<ul style="list-style-type: none"> 2.1 Direct management of the program in accordance with agreed program risk-management plans 2.2 Review progress, analyse variance and initiate risk responses to achieve program objectives in dynamic risk environments 2.3 Confirm risks are monitored and assessed across the program at agreed intervals 2.4 Direct response to actuated program risk and confirm remedial actions are authorised with impact analysis according to program objectives
3. Assess program risk-management outcomes	<ul style="list-style-type: none"> 3.1 Identify and document program residual risk and communicate to stakeholders any transferred liability at program completion 3.2 Review and analyse program outcomes to assess the effectiveness of the risk-management methodology 3.3 Seek feedback and respond to relevant stakeholders on risk management 3.4 Analyse, document and recommend lessons learned for application in other programs

BSBPMG637 - Engage in collaborative alliances

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Identify opportunities for collaboration and develop collaborative alliances	1.1 Identify and evaluate opportunities for collaborative alliances according to organisational and program objectives 1.2 Identify and evaluate potential collaborators according to organisational policies 1.3 Initiate and develop relationships with potential collaborators according to organisational policies and procedures
2. Establish collaborative agreements	2.1 Initiate, negotiate, agree and document a collaborative approach with parties which adhere to organisational policies and relevant legal requirements 2.2 Approve and review each formal agreement to ensure continuation of envisaged value and to identify potential need for changes and additions according to organisational policies and procedures 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 3.2 Assess performance of all parties to an agreement against organisational and program objectives and expected results, and address variances 3.3 Make changes to agreements as required according to organisational policies and procedures

BSBPMG635 - Implement program governance

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Facilitate effective decision making and accountability	1.1 Negotiate and communicate clear roles and responsibilities to all relevant stakeholders 1.2 Confirm decision making roles with stakeholders 1.3 Document decisions and accountabilities for program objectives 1.4 Make decisions regarding complex priorities and competing demands using repeatable methods
2. Implement systems and methods	2.1 Establish systems and processes according to program objectives 2.2 Implement management control systems for monitoring program progress against organisational objectives 2.3 Generate audit documentation, presenting information and distributing reports to key stakeholders 2.4 Establish and monitor process efficiency 2.5 Support process with relevant program policy

<p>3. Ensure program compliance</p>	<p>3.1 Identify both organisation and external compliance requirements relevant to the program</p> <p>3.2 Establish and securely maintain audit records according to legislative requirements</p> <p>3.3 Report on compliance to relevant authorities and key stakeholders</p> <p>3.4 Identify and implement actions to rectify non-compliant behaviours, processes and products</p>
<p>4. Enable program support services</p>	<p>4.1 Identify management and internal personnel support needs for the program</p> <p>4.2 Evaluate and establish appropriate systems for supporting implementation</p> <p>4.3 Establish skill development support systems for program personnel to meet program needs</p> <p>4.4 Implement program support protocols within an organisation according to organisational policies</p>