



RPL Assessment Tool Kit

BSB51413

Diploma of Project Management

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Recognition of Prior Learning (RPL) Assessment Tool Kit

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This RPL Assessment Tool Kit has been developed by ASTC, in consultation with industry, as a resource to assist RPL Assessors by providing a set of quality assessment tools, which can be used to conduct whole-of-qualification RPL. This kit also contains information which can be provided to the candidate.

This kit should be customised to suit the needs of the candidate, employer/industry or Assessor and should reflect the purpose for which it is being used.

It is recommended that prior to using this kit for the first time, and after any modifications or contextualisation, this RPL Assessment Tool Kit be validated by the user to ensure it meets the required Australian Qualifications Framework Standards (AQF), relevant Training Package requirements and ASTC policies.

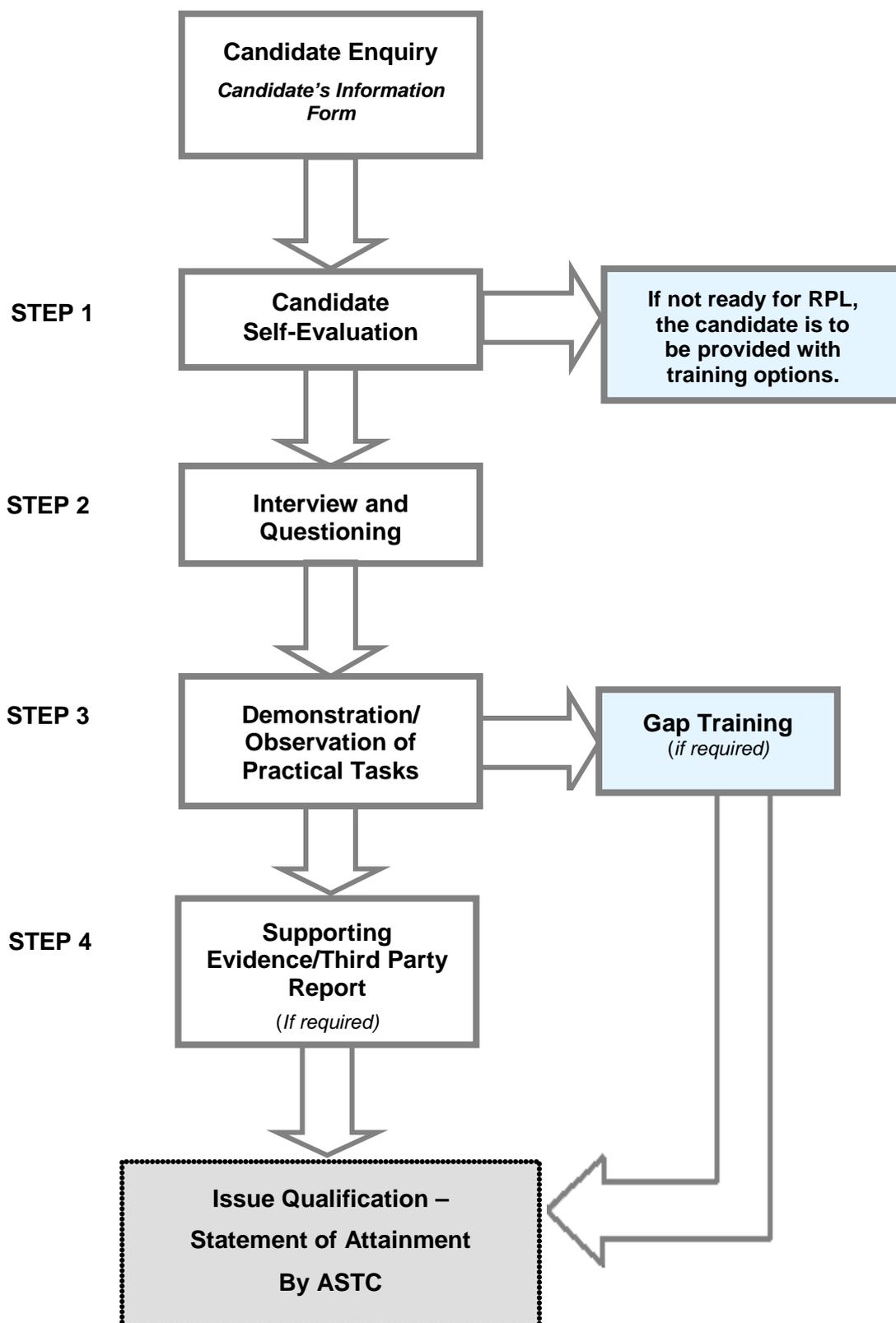
A task-based model for RPL

A process for RPL has been developed that promotes holistic, task-based assessment, and which focuses on relating assessment activities to actual job tasks. The intention of this model is to streamline and simplify recognition processes for prospective candidates. This RPL Assessment Tool Kit has been developed to support this task-based model.

The focus of the new streamlined holistic assessment process is to focus on demonstrated skills and knowledge and is not reliant on documentary evidence as the main source of evidence.

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Overview of the Recognition Process



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PART 1

Section 1

Assessor's Information

It is important that you complete both Sections 3 (Interview/Questioning) and 4 (Practical Tasks) when completing RPL assessment using this kit.

The RPL process is a streamlined process which **does not** rely solely on documentary evidence. It uses a combination of questioning, practical assessment and supporting evidence to provide evidence of the candidate's competence.

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Introduction

Welcome to the BSB51413 Diploma of Project Management.

This RPL Assessment Tool Kit contains twelve (12) units of competency - 8 core units *plus* 4 elective units.

It is simply set out, with a covering comprehensive list of instructions at the front of each document, as well as covering instructions for each step of the process, as found in the notes for the Assessor, and notes for the candidate.

Included in this kit are the following documents:

- Assessor’s Information
- Explanation of RPL documents
- Qualification Rules and list of units of competency contained in this kit
- Units of competency separated into clusters for assessment
- Tool Kits for each cluster:
 - ▶ Interview Question Bank and Recording Sheets
 - ▶ Practical Tasks and Observation Recording Sheets
- Candidate’s Information
 - ▶ Candidate’s Self-Evaluation Form (incorporating Third Party Verification)
- Mapping documents for all the units of competency included in this kit.

Explanation of RPL documents

- a) **Interview Question Bank and Recording Sheets (Section 3):** The interview question bank is the second stage of the process, in which the Assessor and the candidate confirm the knowledge by discussing a series of questions. Each of these questions includes a series of **Key Points**, which may assist the Assessor in guiding the discussions.
- b) **Practical Tasks and Observation Recording Sheets (Section 4):** These tools are designed to guide the Assessor and candidate through a workplace observation, proving the candidate’s ability to conduct the specific tasks and skills required for recognition of competence in the particular area.
- c) **Candidate’s Information and Self-Evaluation Forms (Section 5):** This document is for the candidate to assess their suitability for RPL process, by asking them to consider each of the points and assessing their ability against the task. It has been broken into smaller skill groups, clustering like activities together to enable ease of completion. It is then reinforced by the candidate’s supervisor’s comments, both against tasks and as a summary for each group. This serves as third party validation of the candidate’s claims.
- d) **Third Party Report and Supporting Documentation (if applicable) (Section 6):** The third party verification report is provided for referees, for example the supervisor, to confirm the candidate’s skills and experience in the qualification/occupation. This is particularly useful in addressing employability skill requirements. It is important to note that third party reports are not always available and it is recommended that Assessors use their professional judgement to determine if this is a requirement.

List of supporting documentation (if applicable): A list of suggested industry specific evidence or supporting documentation (in addition to the generic documentation) is provided to assist the candidate in collecting evidence to support their application.

- e) **Mapping Document (Section 7):** This tool demonstrates how each of the documents reflects the units of competency in the particular cluster.

Section 2

List of competencies in this RPL Assessment Tool Kit

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Qualification Rules

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Entry to qualifications and progression advice

The following information has been extracted from BSB07 Business Services Training Package.

Requirements

Successful completion of a total of twelve (12) units of competency made up of:

- BSBPMG521A Manage project integration
- BSBPMG511A Manage project scope
- BSBPMG512A Manage project time
- BSBPMG514A Manage project cost
- BSBPMG513A Manage project quality
- BSBPMG515A Manage project human resources
- BSBPMG516A Manage project information and communication
- BSBPMG517A Manage project risk
- BSBPMG518A Manage project procurement
- BSBPMG519A Manage project stakeholder engagement
- BSBPMG520A Manage project governance
- BSBWOR502B Ensure team effectiveness

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List of competencies in this RPL Assessment Tool Kit

This section identifies the units contained in this kit.

Units of competency covered in this RPL Assessment Tool Kit

Note: Both clusters need to be completed to qualify for this award.

Cluster 1 – Scope, governance, stakeholder engagement, time, cost and quality: Project integration and the constraints of a project

Unit Code	Unit Title	Core/Elective
BSBPMG511A	Manage project scope	Core
BSBPMG512A	Manage project time	Core
BSBPMG513A	Manage project quality	Core
BSBPMG514A	Manage project cost	Core
BSBPMG520A	Manage project governance	Elective
BSBPMG521A	Manage project integration	Core
BSBPMG519A	Manage project stakeholder engagement	Elective

Cluster 2 – Project human resources, team effectiveness, communications, risk and procurement

Unit Code	Unit Title	Core/Elective
BSBPMG515A	Manage project human resources	Core
BSBPMG5167A	Manage project information and communication	Core
BSBPMG517A	Manage project risk	Core
BSBPMG518A	Manage project procurement	Core
BSBWOR502B	Ensure team effectiveness	Elective

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Section 3

Interview Question Bank and Recording Sheets

This section contains questions the Assessor may ask the candidate while documenting their conversation during the RPL interview.

Assessor's Instructions

It is not intended that every question for each competency be asked or discussed during the conversation. Only questions related to those competencies that the initial documentary review has failed to fully address are required.

Each question provides key points to look for in the candidate's responses. You may wish to use these key points to formulate questions of your own, contextualise, or rephrase the suggested questions to suit the candidate's particular work situation.

On the Recording Sheets, place a tick next to each key point as it is addressed by the candidate during the conversation. By doing this, you are recording what you have heard the candidate say during the interview.

Use the Assessor's Comments section next to each question to provide further details about the context of the discussion or other key points and examples the candidate has discussed that may be relevant in confirming competence.

It is important to remember that the notes taken during the questioning interview are important evidence and should be retained as part of the candidate's assessment records.

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Interview Question Bank and Recording Sheets

Cluster 1 – Scope, governance, stakeholder engagement, time, cost and quality: Project integration and the constraints of a project

Assessor's Instructions

The interview should allow the candidate to confirm their knowledge as identified by their Self-Evaluation against relevant units of competency. The Assessor may use these questions to guide the interview ensuring that the candidate addresses the key points identified for each question.

These key points exist as a guide only, and the Assessor is encouraged to expand on them where necessary to satisfy depth of underpinning knowledge and skills.

It is recommended that the interview be conducted in the workplace, allowing the candidate access to documents, equipment etc to support their statements.

Record of interview

Candidate's name	
Assessor's name	
How/where was the interview conducted?	<p>Interview only <input type="checkbox"/></p> <p>At ASTC's premises <input type="checkbox"/> Name: _____</p> <p>In the workplace <input type="checkbox"/> Name: _____</p>

Cluster 1 – Scope, governance, stakeholder engagement, time, cost and quality: Project integration and the constraints of a project

Candidate's name				
Units of competency BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		Units of competency BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Questions relating to Cluster 1	Key points to be addressed by the candidate	Yes	No	Assessor's Comments
Question 1 List examples of score planning models you have used.	<input type="checkbox"/> Rolling wave planning <input type="checkbox"/> Gantt charts/PERT charts <input type="checkbox"/> Critical path analysis <input type="checkbox"/> Milestone plans <input type="checkbox"/> Process mapping	<input type="checkbox"/>	<input type="checkbox"/>	
Question 2 Think about a time when you managed a project. Explain what you included in the project governance plan. Where did you source information for the project plan? How did you identify project-management structure?	<input type="checkbox"/> Scope: project objectives and deliverables; key stakeholders, assumptions and constraints <input type="checkbox"/> change and issues management <input type="checkbox"/> escalation management <input type="checkbox"/> key role descriptions <input type="checkbox"/> Reference made to the nine knowledge areas <input type="checkbox"/> Time: schedule, milestones <input type="checkbox"/> Cost: budget <input type="checkbox"/> Quality: quality criteria	<input type="checkbox"/>	<input type="checkbox"/>	

Cluster 1 – Scope, governance, stakeholder engagement, time, cost and quality: Project integration and the constraints of a project

Candidate's name				
Units of competency BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		Units of competency BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Questions relating to Cluster 1	Key points to be addressed by the candidate	Yes	No	Assessor's Comments
	<input type="checkbox"/> Risk: project risks, risk management strategy <input type="checkbox"/> Human resources: project team (HR structure) <input type="checkbox"/> Procurement: process, what is to be procured <input type="checkbox"/> Communication: communication plan (or reference to) <input type="checkbox"/> Stakeholder engagement <input type="checkbox"/> Endorsements/sign-off <input type="checkbox"/> Information sourced from stakeholders, old lessons learned reports, project team, suppliers, finance, project sponsor <input type="checkbox"/> Possible references to a scope planning model <input type="checkbox"/> Possible reference to individual plans for quality, cost, time and scope			

Cluster 1 – Scope, governance, stakeholder engagement, time, cost and quality: Project integration and the constraints of a project

Candidate's name				
Units of competency BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		Units of competency BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Questions relating to Cluster 1	Key points to be addressed by the candidate	Yes	No	Assessor's Comments
<p>Question 3</p> <p>During the planning phase of the project life cycle, explain what needed to be done regarding scope, time, quality and cost. In your response, cover the following (at least):</p> <ul style="list-style-type: none"> defining and mapping project activities calculating project costs defining quality criteria. 	<ul style="list-style-type: none"> <input type="checkbox"/> Project activities, costs and quality criteria: creating a work breakdown structure (WBS), consultation with stakeholders, team members, experts, project sponsor, end user <input type="checkbox"/> Defined and mapped activities by creating a WBS <input type="checkbox"/> Estimated activity durations in consultation with stakeholders (as above) <input type="checkbox"/> Discusses key themes of quality management <input type="checkbox"/> Quality criteria defined <input type="checkbox"/> Delivering targeted requirements <input type="checkbox"/> Client satisfaction <input type="checkbox"/> Client needs delivered on time and on budget <input type="checkbox"/> Meeting stakeholder expectations <input type="checkbox"/> Best practice <input type="checkbox"/> Project costs estimated using industry recognised technique 	<input type="checkbox"/>	<input type="checkbox"/>	

Cluster 1 – Scope, governance, stakeholder engagement, time, cost and quality: Project integration and the constraints of a project

Candidate's name				
Units of competency BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		Units of competency BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Questions relating to Cluster 1	Key points to be addressed by the candidate	Yes	No	Assessor's Comments
Question 4 What processes did you use to monitor and report on the project progress throughout the project life cycle?	<input type="checkbox"/> Status reporting (possibly checkpoint reports, highlight reports) <input type="checkbox"/> Team meetings	<input type="checkbox"/>	<input type="checkbox"/>	
Question 5 Think of a project you have managed. Explain what had to be monitored and controlled throughout the project life cycle and the methods used. Note: Response only needs to refer to cost, time, scope and quality.	<input type="checkbox"/> Reference to cost, scope, quality and time knowledge areas (ie what was monitored, for example schedule) <input type="checkbox"/> How scope creep was managed/avoided <input type="checkbox"/> Communication with client to ensure quality criteria were on track for being met <input type="checkbox"/> Scope reviewed and change requests submitted for changes to scope <input type="checkbox"/> Slippage in scope, time, cost or quality is identified and strategies put in place to bring them back on track, and how this was done <input type="checkbox"/> Tools used to monitor the project schedule (eg MS Project, Primavera) <input type="checkbox"/> Discusses how the project schedule was	<input type="checkbox"/>	<input type="checkbox"/>	

Cluster 1 – Scope, governance, stakeholder engagement, time, cost and quality: Project integration and the constraints of a project

Candidate's name				
Units of competency BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		Units of competency BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Questions relating to Cluster 1	Key points to be addressed by the candidate	Yes	No	Assessor's Comments
	adjusted by: <ul style="list-style-type: none"> • managing inputs • measuring project performance • evaluating schedule variance • reporting schedule variance • implementing authorised schedule changes • applying corrective action 			
Question 6 What tools have you used for developing and monitoring budgets? How have you monitored and reported cost blowouts and obtained authorisation for permanent variances to the budget?	<input type="checkbox"/> Discusses use of: <ul style="list-style-type: none"> • project management software (ie Microsoft® Project) • spreadsheets • accounting software (MYOB®, QuickBooks®) • organisational documents • calculator • changes to budget; variances etc are identified and approved • cost baseline 	<input type="checkbox"/>	<input type="checkbox"/>	

Cluster 1 – Scope, governance, stakeholder engagement, time, cost and quality: Project integration and the constraints of a project

Candidate's name				
Units of competency BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		Units of competency BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Questions relating to Cluster 1	Key points to be addressed by the candidate	Yes	No	Assessor's Comments
	<ul style="list-style-type: none"> • performance management • graphs • profit and loss statements • invoice and payment records • cost verification and validation documentation 			
Question 7 Think about a project you managed recently. At project finalisation/closure, how did you document improvements for future projects? How was this information stored?	<input type="checkbox"/> Lessons learned report for: <ul style="list-style-type: none"> • project costs • project time • project human resources • project scope • project procurement • project quality • project risk • project communication • governance impact on achieving project objectives 	<input type="checkbox"/>	<input type="checkbox"/>	

Cluster 1 – Scope, governance, stakeholder engagement, time, cost and quality: Project integration and the constraints of a project

Candidate's name				
Units of competency BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		Units of competency BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Questions relating to Cluster 1	Key points to be addressed by the candidate	Yes	No	Assessor's Comments
Question 8 Give examples of project finalisation activities.	<input type="checkbox"/> Administration (bills paid, final payments received, project documentation stored and archived etc) <input type="checkbox"/> Project closure report with final information and lessons learned for: <ul style="list-style-type: none"> • project costs • project time • project human resources • project scope • project procurement • project quality • project risk • project communication 	<input type="checkbox"/>	<input type="checkbox"/>	

Interview Question Bank and Recording Sheets

Cluster 2 – Project human resources, team effectiveness, communications, risk and procurement

Assessor's Instructions

The interview should allow the candidate to confirm their knowledge as identified by their Self-Evaluation against relevant units of competency. The Assessor may use these questions to guide the interview ensuring that the candidate addresses the key points identified for each question.

These key points exist as a guide only, and the Assessor is encouraged to expand on them where necessary to satisfy depth of underpinning knowledge and skills.

It is recommended that the interview be conducted in the workplace, allowing the candidate access to documents, equipment etc to support their statements.

Record of interview

Candidate's name	
Assessor's name	
How/where was the interview conducted?	Interview only <input type="checkbox"/>
	At ASTC's premises <input type="checkbox"/> Name: _____
	In the workplace <input type="checkbox"/> Name: _____

Cluster 2 – Project human resources, team effectiveness, communications, stakeholder engagement, risk and procurement

Candidate's name				
Units of competency BSBPMG515A Manage project human resources BSBWOR502B Ensure team effectiveness BSBPMG516A Manage project information and communication		Units of competency BSBPMG519A Manage project stakeholder engagement BSBPMG517A Manage project risk		
Questions relating to Cluster 2	Key points to be addressed by the candidate	Yes	No	Assessor's Comments
Question 1 When developing a risk management plan, what risk management tools did you use to determine project risks?	<input type="checkbox"/> Refers to Australian Standard for Risk Management AS/NZS ISO 31000:2009 Risk management - Principles and guidelines	<input type="checkbox"/>	<input type="checkbox"/>	
Question 2 Think of a project you have managed. Discuss in detail what was involved in developing risk management plans. How did you analyse project risks How did you establish risk treatments and controls?	<input type="checkbox"/> Agreement reached with stakeholders <input type="checkbox"/> How risks are communicated <input type="checkbox"/> Establishment of risk management processes and procedures <input type="checkbox"/> Application of a risk-ranking system <input type="checkbox"/> Reporting on the project <input type="checkbox"/> Review of project outcomes	<input type="checkbox"/>	<input type="checkbox"/>	
Question 3 When managing projects, describe how the risk management plans were implemented and monitored against the project management plans.	<input type="checkbox"/> Consultation with stakeholders <input type="checkbox"/> Risk mitigations implemented <input type="checkbox"/> Monitored and controlled risks throughout project life cycle <input type="checkbox"/> Measured risk management plan against project management plan	<input type="checkbox"/>	<input type="checkbox"/>	

Cluster 2 – Project human resources, team effectiveness, communications, stakeholder engagement, risk and procurement

Candidate's name				
Units of competency BSBPMG515A Manage project human resources BSBWOR502B Ensure team effectiveness BSBPMG516A Manage project information and communication		Units of competency BSBPMG519A Manage project stakeholder engagement BSBPMG517A Manage project risk		
Questions relating to Cluster 2	Key points to be addressed by the candidate	Yes	No	Assessor's Comments
Question 4 What methods have you used to determine the effectiveness of a risk management plan?	<input type="checkbox"/> Review risk management plan <input type="checkbox"/> Review risk strategies <input type="checkbox"/> Consultation with stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	
Question 5 When managing projects, how did you capture lessons learned relating to: <ul style="list-style-type: none"> • risk management • communication management • human resource management • procurement processes? 	<input type="checkbox"/> Lessons learned log (throughout project life cycle) <input type="checkbox"/> Captured lessons learned from team leaders, team members and stakeholders <input type="checkbox"/> Project review process	<input type="checkbox"/>	<input type="checkbox"/>	
Question 6 Describe in detail how you managed project procurement from project start-up to completion.	Authority levels <input type="checkbox"/> Purchasing procedures <input type="checkbox"/> Identification of sources <input type="checkbox"/> Selection processes and criteria <input type="checkbox"/> Procurement management plan <input type="checkbox"/> Implementation of the procurement plan:	<input type="checkbox"/>	<input type="checkbox"/>	

Cluster 2 – Project human resources, team effectiveness, communications, stakeholder engagement, risk and procurement

Candidate's name				
Units of competency BSBPMG515A Manage project human resources BSBWOR502B Ensure team effectiveness BSBPMG516A Manage project information and communication			Units of competency BSBPMG519A Manage project stakeholder engagement BSBPMG517A Manage project risk	
Questions relating to Cluster 2	Key points to be addressed by the candidate	Yes	No	Assessor's Comments
	<ul style="list-style-type: none"> • change or modification process used • how progress is reviewed • compliance with the contract • problem identification and remedial action 			
Question 7 Think of projects you have managed. How did you conduct contracting activities in conjunction with the procurement management plan?	<input type="checkbox"/> Development of proposals/tenders <input type="checkbox"/> Communication processes with prospective vendors <input type="checkbox"/> Evaluation of responses <input type="checkbox"/> Vendor selection <input type="checkbox"/> Contract negotiation and finalisation	<input type="checkbox"/>	<input type="checkbox"/>	
Question 8 Describe methods you would use to determine the effectiveness of management plans for: <ul style="list-style-type: none"> • procurement • human resources • risk 	<input type="checkbox"/> Project reviews <input type="checkbox"/> Continuous improvement models <input type="checkbox"/> Feedback from stakeholders and/or team members	<input type="checkbox"/>	<input type="checkbox"/>	

Cluster 2 – Project human resources, team effectiveness, communications, stakeholder engagement, risk and procurement

Candidate's name				
Units of competency BSBPMG515A Manage project human resources BSBWOR502B Ensure team effectiveness BSBPMG516A Manage project information and communication		Units of competency BSBPMG519A Manage project stakeholder engagement BSBPMG517A Manage project risk		
Questions relating to Cluster 2	Key points to be addressed by the candidate	Yes	No	Assessor's Comments
<ul style="list-style-type: none"> communication. 				
Question 9 Describe the human resource management (HRM) methods, techniques and tools that can be developed and used to implement HRM procedures, team cohesion and teamwork, and plans throughout the project life cycle.	<input type="checkbox"/> Work breakdown structures <input type="checkbox"/> Methods for monitoring roles and responsibilities <input type="checkbox"/> Methods for providing feedback on performance and reporting requirements in relation to human resources (eg performance appraisal development)	<input type="checkbox"/>	<input type="checkbox"/>	
Question 10 Describe how you have communicated staff responsibilities, authority and individual performance to team members.	<input type="checkbox"/> Team plan <input type="checkbox"/> Role descriptions <input type="checkbox"/> Methods for providing feedback on performance and reporting requirements in relation to human resources (eg performance appraisal development)	<input type="checkbox"/>	<input type="checkbox"/>	
Question 11 Describe the processes you have used to determine training and development needs for project team members.	<input type="checkbox"/> Training needs analysis <input type="checkbox"/> Identification of requirements <input type="checkbox"/> Documentation	<input type="checkbox"/>	<input type="checkbox"/>	

Cluster 2 – Project human resources, team effectiveness, communications, stakeholder engagement, risk and procurement

Candidate's name				
Units of competency BSBPMG515A Manage project human resources BSBWOR502B Ensure team effectiveness BSBPMG516A Manage project information and communication		Units of competency BSBPMG519A Manage project stakeholder engagement BSBPMG517A Manage project risk		
Questions relating to Cluster 2	Key points to be addressed by the candidate	Yes	No	Assessor's Comments
	<input type="checkbox"/> Analysis <input type="checkbox"/> Delegation of authority			
Question 12 Think of projects you have worked on. How was project-related information collected, validated and distributed to assist in decision-making throughout the project life cycle?	<input type="checkbox"/> Minutes of meetings <input type="checkbox"/> Project status reports <input type="checkbox"/> Change requests <input type="checkbox"/> Exception reports	<input type="checkbox"/>	<input type="checkbox"/>	
Question 13 Think of projects you have worked on. How were the communication networks established within the project?	<input type="checkbox"/> Internal staff networks <input type="checkbox"/> Designated project-management information system <input type="checkbox"/> Client networks <input type="checkbox"/> Stakeholder networks <input type="checkbox"/> Integration of the networks	<input type="checkbox"/>	<input type="checkbox"/>	
Question 14 Think of projects you have worked on. What did you contribute to the development and implementation of the	<input type="checkbox"/> Determined communication methods <input type="checkbox"/> Developed communication plan <input type="checkbox"/> Identified stakeholders and information that	<input type="checkbox"/>	<input type="checkbox"/>	

Cluster 2 – Project human resources, team effectiveness, communications, stakeholder engagement, risk and procurement

Candidate's name				
Units of competency BSBPMG515A Manage project human resources BSBWOR502B Ensure team effectiveness BSBPMG516A Manage project information and communication	Units of competency BSBPMG519A Manage project stakeholder engagement BSBPMG517A Manage project risk			
Questions relating to Cluster 2	Key points to be addressed by the candidate	Yes	No	Assessor's Comments
communications plans?	needed to be communicated			

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Section 4

Practical Tasks and Observation Recording Sheets

This section contains practical assessment tasks that the candidate will complete to assist you in determining their skills and knowledge.

Assessor's Instructions

Use the Observation Recording Sheets for each of the practical tasks to document the skills and knowledge demonstrated by the candidate in completing each of the required tasks.

These practical tasks may be modified to suit the context of the candidate's workplace, job role or their work environment.

Not all tasks need to be completed. The Assessor should select only those tasks that will provide the required evidence to prove competence by the candidate.

For a whole qualification it **may** be necessary to perform all tasks.

It is important to remember that the notes made by the Assessor during the observation of the practical demonstration are important evidence and should be retained as part of the candidate's assessment records.

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Practical tasks

While performing the various practical tasks, it is important that the principles of Occupational Health and Safety, and workplace safety requirements be met at all times.

Assessors need to ensure that the specification for materials/resources used in the practical tasks are consistent with those in the critical aspects of evidence. *(Refer to the Mapping of Assessment Tools for more information.)*

Cluster 1 – Scope, governance, stakeholder engagement, time, cost and quality: Project integration and the constraints of a project

Task 1 – Managing the project constraints

The candidate is to demonstrate their ability to manage the constraints (scope, governance, time, cost, quality) of a typical project.

Cluster 2 – Project human resources, team effectiveness, communications, , risk and procurement

The candidate is to demonstrate their ability to manage Project human resources, team effectiveness, communications, stakeholder engagement, risk and procurement.

Task 2 –Risk and communication

The candidate is to provide examples of documents they have developed that demonstrate their ability to manage project risks and communication. The candidate is required to talk through the documents with the Assessor.

Task 3 – HR, team effectiveness, and procurement

The candidate is to provide examples of documents they have developed that demonstrate their ability to manage project human resources (including team effectiveness) and procurement. The candidate is required to talk through the documents with the Assessor.

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Cluster 1 – Scope, governance, stakeholder engagement, time, cost and quality: Project integration and the constraints of a project

Task 1 – Managing the project constraints

Instructions for the candidate

Outline of task

For this task you are to demonstrate your ability to manage a project from project start-up to completion while balancing the four constraints of a project – scope, time, quality and cost.

You are required to gather documents and materials from a project you have worked on. With your Assessor, talk through the documents, and demonstrate your knowledge and skills.

Examples of documentation include:

- project plan
- business case
- project brief
- project initiation document (PID)
- project schedule
- project costings including forecasts and actuals
- quality management plan with defined quality criteria
- time management plan
- lessons learned register/log
- project review report.

You will need to explain how you:

- managed the Scope, governance, time, cost and quality throughout the project life cycle
- reported project progress and to whom
- identified your key stakeholders
- estimated activity duration
- mapped project activities showing timelines, resource allocation, key milestones, time adjustments and reporting procedures
- calculated and recorded project costs
- monitored and reviewed cost records

- monitored and controlled the project schedule, quality, costs and scope
- identified project quality criteria
- identified the scope of work, objectives and deliverables
- captured lessons learned and applied to continuous improvement processes, and recommendations for future projects
- determined what needed to be done at project closure
- managed changes to the project scope
- received sign-off at agreed approval points throughout the project life cycle.

Demonstration/Observation Checklist Cluster 1 – Scope, governance, stakeholder engagement, time, cost and quality: Project integration and the constraints of a project Task 1 – Managing the project constraints			
Candidate's name			
Assessor's name			
Supervisor's name <i>(if applicable)</i>			
Work activity	The candidate is to gather documents and materials from a project they have worked on. The candidate is to demonstrate their knowledge and skills by talking through the documents with the Assessor.		
Cluster 1 – Core units of competency	BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time	BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement	
Assessment location			
Date of demonstration		Time	
Instructions for the Assessor			
<p>The Assessor is to explain to the candidate, before the meeting, what they may need to provide in the way of evidence and the types of documents the candidate may need to provide. A list of suggested project-related documents is provided. The Assessor may like to refer the candidate to these instructions before the meeting.</p> <p>The Assessor may need to ask the candidate questions to determine their contribution towards:</p> <ul style="list-style-type: none"> • managing the Scope, governance, stakeholder engagement, time, cost and quality throughout the project life cycle • reporting project progress and to whom • identifying key stakeholders • estimating activity duration • mapping project activities showing timelines, resource allocation, key milestones, time adjustments and reporting procedures • calculating and recording project costs • monitoring and reviewing cost records • monitoring and controlling the project schedule, quality, costs and scope • identifying project quality criteria • identifying the scope of work, objectives and deliverables • adopting and implementing a governance plan for a project • capturing lessons learned and applied to continuous improvement processes and recommendations for future projects • determining what needed to be done at project closure • managing changes to the project scope • receiving sign-off at agreed approval points throughout the project life cycle. <p>It is recommended that the Assessor take notes during the discussion. These notes can be referred to later to determine if there are any gaps in the candidate's evidence.</p>			
Resources required for this task			
The candidate must have access to relevant workplace documents.			

Demonstration/Observation Checklist

Cluster 1 – Scope, governance, stakeholder engagement, time, cost and quality: Project integration and the constraints of a project

Task 1 – Managing the project constraints

Candidate's name	
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During the demonstration or observation of skills, did the candidate do the following?	Is behaviour observed?		Assessor's Notes
	Yes	No	
Demonstrate in-depth knowledge and understanding of the project.	<input type="checkbox"/>	<input type="checkbox"/>	
Demonstrate the use of project management tools for scheduling.	<input type="checkbox"/>	<input type="checkbox"/>	
Demonstrate the use of project management tools for costing.	<input type="checkbox"/>	<input type="checkbox"/>	
Demonstrate tracking, monitoring and controlling the project with respect to the scope of the project.	<input type="checkbox"/>	<input type="checkbox"/>	
Demonstrate understanding the need for scope management in the context of the project life cycle.	<input type="checkbox"/>	<input type="checkbox"/>	
Demonstrate the ability to develop a budget for the project.	<input type="checkbox"/>	<input type="checkbox"/>	
Monitor expenditure within the project against the agreed budget.	<input type="checkbox"/>	<input type="checkbox"/>	
Monitor and control quality within the project against requirements.	<input type="checkbox"/>	<input type="checkbox"/>	
Develop quality plans and quality assurance procedures.	<input type="checkbox"/>	<input type="checkbox"/>	
Review Scope, governance, time, cost and quality at project closure.	<input type="checkbox"/>	<input type="checkbox"/>	
Create a 'lessons learned' log for future projects.	<input type="checkbox"/>	<input type="checkbox"/>	

Demonstration/Observation Checklist Cluster 1 – Scope, governance, stakeholder engagement, time, cost and quality: Project integration and the constraints of a project Task 1 – Managing the project constraints					
Candidate's name					
Assessor's general comments/observations					
Assessor's name			Outcome <i>(Please circle)</i>	S <i>(Satisfactory)</i>	NYS <i>(Not Yet Satisfactory)</i>
Assessor's signature			Date		
Candidate's signature					

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Cluster 2 – Project human resources, team effectiveness, communications, stakeholder engagement, risk and procurement

Task 2 – Project risk and communication

Instructions for the candidate

Outline of task

For this task you are to demonstrate your ability to manage project risk from project start-up to completion, including how you communicated risks to stakeholders when appropriate.

You will be assessed on your ability to:

- gather documents and materials from a project you have managed.

With your Assessor, you are to talk through the documents, and demonstrate your knowledge and skills.

Examples of documentation include:

- risk management plan
- risk analysis matrix
- status reports
- exception reports (change requests)
- comments in closeout report (relating to risk)
- lessons learned
- communication plan
- stakeholder meetings (minutes, diary notes, etc)
- communications management matrix
- document management systems
- comments in closeout report (relating to communication)
- status reports.

You will need to discuss the following:

- creating the risk management plan
- monitoring and controlling project risks
- creating the communication management plan
- communicating risk to stakeholders

- reviewing communication plan
- capturing lessons learned with relation to risk and communication.

Demonstration/Observation Checklist Cluster 2 – Project human resources, team effectiveness, communications, risk and procurement Task 2 – Project risk, communication			
Candidate's name			
Assessor's name			
Supervisor's name <i>(if applicable)</i>			
Work activity	The candidate is to demonstrate their ability to contribute to the managing of project risk from start-up to completion, including how they communicated risks to stakeholders when appropriate.		
Cluster 2 – Core units of competency	BSBPMG517A Manage project risk	BSBPMG516A Manage project information and communication	
Assessment location			
Date of demonstration		Time	
Instructions for the Assessor			
<p>The Assessor is to explain to the candidate, before the meeting, what they may need to provide in the way of evidence. A list of suggested project-related documents is provided. The Assessor may like to refer the candidate to these instructions before the meeting.</p> <p>The candidate needs to provide evidence that clearly demonstrates that they have successfully managed projects.</p> <p>The Assessor may need to ask the candidate questions regarding:</p> <ul style="list-style-type: none"> • creating the risk management plan • monitoring and controlling project risks • creating the communication management plan • communicating risk to stakeholders • reviewing communication plan • capturing lessons learned with relation to risk and communication. <p>It is recommended that the Assessor take notes during the discussion. These notes can be referred to later to determine if there are any gaps in the candidate's evidence.</p>			
Resources required for this task			
The candidate must have access to relevant workplace documents.			

Demonstration/Observation Checklist	
Cluster 2 –Project human resources, team effectiveness, communications, stakeholder engagement, risk and procurement	
Task 2 – Project risk, communication	
Candidate's name	

During the demonstration or observation of skills, did the candidate do the following?	Is behaviour observed?		Assessor's Notes
	Yes	No	
Demonstrate knowledge of AS/NZS ISO 31000:2009 and its relevance to risk management.	<input type="checkbox"/>	<input type="checkbox"/>	
Develop and manage a project risk management plan.	<input type="checkbox"/>	<input type="checkbox"/>	
Develop and manage a risk analysis matrix.	<input type="checkbox"/>	<input type="checkbox"/>	
Develop and manage strategies to monitor project risks.	<input type="checkbox"/>	<input type="checkbox"/>	
Develop and manage strategies to control project risks.	<input type="checkbox"/>	<input type="checkbox"/>	
Develop and manage risk mitigation strategies.	<input type="checkbox"/>	<input type="checkbox"/>	
Develop and manage a communication plan.	<input type="checkbox"/>	<input type="checkbox"/>	
Develop comments in closeout report relating to risk and communication.	<input type="checkbox"/>	<input type="checkbox"/>	
Manage the implementation of a communication plan.	<input type="checkbox"/>	<input type="checkbox"/>	

Demonstration/Observation Checklist Cluster 2 –Project human resources, team effectiveness, communications, risk and procurement Task 2 – Project risk, communication					
Candidate's name					
Assessor's general comments/observations					
Assessor's name			Outcome <i>(Please circle)</i>	S <i>(Satisfactory)</i>	NYS <i>(Not Yet Satisfactory)</i>
Assessor's signature					
Candidate's signature			Date		

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Cluster 2 – Project human resources, team effectiveness, communications, risk and procurement

Task 3 – Project HR, team effectiveness and procurement

Instructions for the candidate

Outline of task

For this task you are to demonstrate your ability to manage project human resources, team effectiveness and procurement from project start-up to completion.

You will be assessed on your ability to:

- gather documents and materials from a project you have worked on.

With your Assessor, you are to talk through the documents, and demonstrate your knowledge and skills.

Examples of documentation include:

- human resources management plan
- competency needs analysis
- staffing management plan
- resource sheets
- project organisational structure
- stakeholder analysis
- HRM process documents
- responsibility assignment matrix
- training and development plan
- performance management reports
- issue register
- status reports
- comments in close out report (relating to HR)
- lessons learned
- procurement management plan
- tender documentation (including processes)
- authorisation (sign-off) document

- evaluation documents (including process and checklists)
- formal documentation that shows approved changes to contract
- status reports
- exception reports
- checklist of finalisation activities (including timeframes)
- comments in closeout report (relating to procurement)
- lessons learned.

You will need to discuss:

- creating the human resources management plan
- creating the procurement management plan
- managing and monitoring the engagement of vendors, subcontractors etc throughout the project life cycle
- managing and monitoring the purchasing of goods and services throughout the project life cycle.

Demonstration/Observation Checklist

Cluster 2 – Project human resources, team effectiveness, communications, risk and procurement

Task 3 – Project HR, team effectiveness and procurement

Candidate's name			
Assessor's name			
Supervisor's name <i>(if applicable)</i>			
Work activity	The candidate is to demonstrate their ability to contribute to the managing of project human resources and procurement from start-up to completion.		
Cluster 2 – Core units of competency	BSBPMG515A Manage project human resources BSBWOR502B Ensure team effectiveness	BSBPMG518A Manage project procurement BSBWOR502B ensure team effectiveness	
Assessment location			
Date of demonstration		Time	
Instructions for the Assessor			
<p>The Assessor is to explain to the candidate, before the meeting, what they may need to provide in the way of evidence. A list of suggested project-related documents is provided. The Assessor may like to refer the candidate to these instructions before the meeting.</p> <p>The candidate needs to provide evidence that clearly demonstrates that they have successfully managed projects.</p> <p>The Assessor may need to ask the candidate questions regarding:</p> <ul style="list-style-type: none"> • creating the human resources management plan • techniques that can be used to build work teams, strengthen communications in the team and resolve issues • methods for engaging with stakeholders and obtaining advice from outside the work team, to ensure team is focused and on track • creating the procurement management plan • managing and monitoring the engagement of vendors, subcontractors, etc throughout the project life cycle • managing and monitoring the purchasing of goods and services throughout the project life cycle. <p>It is recommended that the Assessor take notes during the discussion. These notes can be referred to later to determine if there are any gaps in the candidate's evidence.</p>			
Resources required for this task			
The candidate must have access to relevant workplace documents.			

Demonstration/Observation Checklist	
Cluster 2 –Project human resources, team effectiveness, communications, risk and procurement	
Task 3 – Project HR, team effectiveness and procurement	
Candidate's name	

During the demonstration or observation of skills, did the candidate do the following?	Is behaviour observed?		Assessor's Notes
	Yes	No	
Develop and manage the human resources management plan.	<input type="checkbox"/>	<input type="checkbox"/>	
Develop and manage human resource related documents – staffing management plan, resource sheets etc.	<input type="checkbox"/>	<input type="checkbox"/>	
Develop and manage training and development plan.	<input type="checkbox"/>	<input type="checkbox"/>	
Develop and manage performance management reports.	<input type="checkbox"/>	<input type="checkbox"/>	
Develop and manage procurement management plan.	<input type="checkbox"/>	<input type="checkbox"/>	
Develop and manage tender documentation.	<input type="checkbox"/>	<input type="checkbox"/>	
Acquire authorisation (sign-off) documentation.	<input type="checkbox"/>	<input type="checkbox"/>	
Manage and monitor the purchasing of goods and services.	<input type="checkbox"/>	<input type="checkbox"/>	
Manage and monitor the engagement of vendors, subcontractors etc throughout the project life cycle.	<input type="checkbox"/>	<input type="checkbox"/>	

Demonstration/Observation Checklist Cluster 2 –Project human resources, team effectiveness, communications, stakeholder engagement, risk and procurement Task 3 – Project HR, team effectiveness and procurement					
Candidate's name					
Assessor's general comments/observations					
Assessor's name			Outcome <i>(Please circle)</i>	S <i>(Satisfactory)</i>	NYS <i>(Not Yet Satisfactory)</i>
Assessor's signature					
Candidate's signature			Date		

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PART 2

Section 5

Candidate's Information and Self-Evaluation Forms

It is recommended that candidates be provided with this information before applying for RPL.

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What is Recognition of Prior Learning (RPL)?

RPL is the acknowledgment of skills and knowledge obtained through learning achieved outside the formal education and training system and includes work and life experience including paid and volunteer work and skills attained through leisure pursuits such as musical, mechanical or linguistic abilities.

RPL recognises any prior knowledge and experience and measures it against the qualification in which students are enrolled. The individual may not need to complete all of a training program if he or she already possesses some of the competencies taught in the program.

Why you should apply for RPL

If you apply for RPL and your application is successful you could:

- reduce or eliminate the need for any training in skills and knowledge you already have
- save time by not needing to attend any or a reduced number of classes and completing unnecessary work
- save money because you will not have to buy textbooks and other learning material
- complete your qualification in a shorter time
- advance to a higher level qualification in a shorter time if desired.

Some terms you need to understand

It is important that you understand the following term to assist you with your RPL application.

Competence

Competence is the demonstration of skills and knowledge that you have gained through life and work experiences as well as any training that you have successfully completed that can be matched against a set of industry performance standards referred to as **units of competency**. These units are grouped together to form a specific industry qualification, within the Australian Qualifications Framework (AQF).

Each unit of competency is divided into elements (a set of activities that lead to an overall achievement or demonstration of competence). Each of these elements is further broken down into a set of performance criteria which give a more detailed description of the skills and knowledge you need to be able to demonstrate.

Matching your evidence against each of the elements/performance criteria will help you to reach your qualification more quickly.

How to prepare for your RPL assessment

In order for your skills to be formally recognised as part of a national qualification, Assessors must make sure that you (the candidate) have the required skills and knowledge to meet the industry standard as specified in the relevant Training Package.

You must be involved in the RPL process so that all the experience, skills and knowledge you have gained over time can be correctly identified and suitably demonstrated. This evidence is gathered and used in recognition of all or some of the units for the qualification you wish to gain.

All assessment requirements will be discussed with you in advance and you will be given the opportunity to ask questions and clarify requirements. Being prepared for the assessment process and knowing what you need to provide can save you valuable time and ensure that the RPL assessment is as simple and stress-free as possible.

Here are some tips to make the application process and interview easier for you.

1. Your Assessor will ask you to talk about your work roles and your employment history.
Bring a copy of your résumé. You might like to write down any work you have done in the past (paid or unpaid) and where this took place.
2. If you have certificates from any training courses you have completed, bring along either certified copies or the originals to the interview with the Assessor and they can make a copy of them.
3. Bring along any other documentation that you think would support your claim that you have done this work over time.

The following is a list of some of the documents you can provide as examples of your work history:

- brief CV
- certificates/results of assessment
- any licences
- tickets held, eg forklift, crane
- photographs of work undertaken
- diaries/task sheets/job sheets/logbooks
- site training records
- site competencies held record
- membership of relevant professional associations
- hobbies/interests/special skills outside work
- references/letters from previous employers/supervisors
- industry awards
- any other documentation that may demonstrate your trade or industry experience or support your claim.

Depending on where you have worked and what the work may have included, you may or may not have documentary evidence. Do not be put off if you do not have documentary evidence, as the Assessor will work with you during the assessment process.

4. Think about whom you would consider to be your workplace contact or referee.

Is your employer happy to support your aim to become qualified?

Would you feel comfortable if the Assessor contacted your current workplace or previous workplace/s to validate your skills and spoke to your supervisor/s or employer/s?

5. You will need to supply the contact details of work referees who can confirm your skills in the industry.

Think about whom the best person to confirm your skill level would be.

Think about current or recent supervisors or employers who have observed your work and who would be able to confirm your previous work skills and experience. The Assessor will need to contact them.

6. You can speak with your Assessor about other ways you can show your skills for the trade or industry in which you are seeking recognition.

These could include letters from employers, records of any training courses or professional development sessions attended, employers or clients in related industries or government agencies, acknowledgements, workplace forms (as long as there are no confidentiality issues – see below) or any other relevant documents.

Confidentiality issues

It is important that sensitive information is not included as part of your Supporting Documentation (as identified in Section 6 and any other documentation you wish to use as evidence). You may need authorisation from your supervisor to use some of your evidence, so it is always best to check the privacy and confidentiality policies of the organisation. Client names should be deleted and financial figures or other personal details should be blacked out and made unidentifiable.

The four steps in the RPL assessment process

Once your training organisation has provided you with the information you need to apply for RPL, you need to follow these four steps in order to complete the process.

<p>Step 1 – Self-Evaluation</p>	<p>Before you decide to apply for RPL you need to assess your current competence for one or several units of competency.</p> <p>Complete the candidate information and self-evaluation forms provided with as much information of your previous work experience as you can.</p> <p>This will allow for an initial assessment of your experience and a check to see whether you can demonstrate the required skills and knowledge. You can discuss this with an RPL Assessor if you want.</p> <p>You must be able to provide evidence against the elements/performance criteria for the relevant unit/s of competency.</p> <p>It is not enough to simply state that you possess the skills and knowledge required. You must be able to demonstrate competence.</p> <p>This is your opportunity to provide as much proof as you can of the variety of experience you have had. You should supply examples of your work history if you have any. (See Tip 3 above.)</p> <p>Depending on the trade or industry you have worked in, you may or may not have documentary evidence available. This should not deter you from seeking RPL, as your Assessor will work with you throughout the RPL process.</p> <p>You will also need to supply the contact details of work referees who can confirm your skills in the industry.</p> <p>By asking your manager/leader to complete their part of your self-evaluation, they will be providing valuable evidence confirming the work experience, skills and knowledge you have demonstrated in the performance of your work duties.</p> <p>You will also be provided with a list of suggested evidence that you could use to demonstrate that you are competent in a particular unit or units of competency. This list is a guide only. If you have other suitable evidence to support your claim for RPL then you are encouraged to share this with your Assessor.</p> <p>If you do not believe that you have any suitable evidence, then you should discuss your options with your Assessor.</p> <p>Once you have completed the self-evaluation and made the decision that you would like to continue with the RPL process, make an appointment for an interview and enrol for RPL.</p> <p>Note: <i>It is possible to gain RPL for an entire qualification.</i></p>
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<p>Step 2 – Enrolment and interview with the Assessor</p>	<p>An interview with an Assessor who understands your industry will be organised for you. They will review – usually with you – the information and supporting documentation you have provided and match up your skills to the units/subjects in the qualification.</p> <p>During your RPL interview, your Assessor will discuss with you your self-evaluation and any evidence you have provided.</p> <p>It is at this point that you will be able to identify any previous work experience and discuss this with your Assessor.</p> <p>During this conversation, you will be required to answer questions relating to your work experience. This questioning forms part of the assessment, as it will identify your current knowledge and skills regarding the area of industry in which you are applying for recognition.</p> <p>If you are currently enrolled in a training course relating to this qualification, it is important that you let your Trainer know that you intend to apply for RPL, then nominate the units you have selected for RPL so that the required documentation can be processed and your application can go ahead.</p> <p>It is at this stage that a decision will be made whether you are able to proceed to the next step or whether you need to undergo gap training.</p>
<p>Step 3 – Practical demonstration of your skills</p>	<p>Your Assessor will organise with you and your employer to conduct a practical skills test at your workplace (if appropriate) or other suitable location.</p> <p>This is your opportunity to demonstrate your level of competence on a practical level. The assessment will focus on the skills required in the work activities which relate to the qualification in which you are applying for recognition.</p> <p>Your Assessor will identify the skills they want you to demonstrate by asking you to complete certain tasks.</p>
<p>Step 4 – Provision of further supporting evidence</p>	<p>Your Assessor will need to confirm your previous work experience with someone (such as your supervisor or employer) who can vouch for your skills over a period of time.</p> <p>They will contact the referees you have provided as part of the candidate information.</p> <p>Your Assessor may ask you to give your selected workplace contacts or previous employers the Third Party report to complete. Authentication of these reports by the Assessor would then be required.</p>

After the assessment

After the assessment, your Assessor will advise you of the units of competency you have successfully completed. You will also be advised whether you have gained the full qualification or if gaps have been identified during the recognition process. If you do have skill gaps, these may be addressed through additional training.

If you have any questions during the RPL process, you should contact your Assessor.

Candidate's Information Form

(You may find it easier to provide the information for the following by attaching a *résumé*.)

Qualification/Industry in which you are seeking recognition		
BSB51413 Diploma of Project Management		
Personal details		
Surname		
First name/s		
Any other name/s used		
Home address		
Postal address (if different from above)		
Telephone numbers	Home:	Work:
	Mobile:	Fax:
Email address		
Are you a permanent resident of Australia?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Do you need an interpreter to help you with an interview?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Do you have a disability which we should be aware of?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Will you need special aids if you are required to undertake a practical assessment?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Please provide details or special needs so that we can assist you if required.		
Current employment		
Are you currently employed?	Yes <input type="checkbox"/> No <input type="checkbox"/>	
If 'yes', in which occupation are you currently employed?		
What is your current job title?		
Who is your current employer?		
How long have you worked in this job approximately?	year/s	month/s
Is this occupation in the same industry as the industry in which you are applying for recognition?	Yes <input type="checkbox"/> No <input type="checkbox"/>	If 'no', go to the next page.

If ‘yes’, list some of the main tasks you perform as part of your work that you think are relevant to your RPL application.

If you have further recent industry experience relevant to your application, please attach another sheet or your current résumé.

Rate your knowledge and skills **against the qualification/industry relevant to your RPL application.**

Industry area: Project Management	Yes	No	Possibly
I think my experience is of a high level.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I think I am skilled to do this job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I know how to do the work tasks really well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can explain my experience and provide documentary evidence.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have undertaken much of this work without supervision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Further training			
I have attended training courses in this area of work.	<input type="checkbox"/>	<input type="checkbox"/>	
If ‘yes’, what training did you undertake? Include date training completed (month, year).			
Is there any further information you wish to give in support of your application?			

Professional referees (relevant to work situation if not already listed on your résumé)

Name	
Position	
Organisation	
Address of organisation	
Phone number	
Mobile number	
Email address	

Professional referees (relevant to work situation if not already listed on your résumé)	
Name	
Position	
Organisation	
Address of organisation	
Phone number	
Mobile number	
Email address	

Candidate’s Employment History Form

*(You may attach a current **résumé** in place of completing this section.)*

Name, address and phone number of employers	Period of employment (DD/MM/YYYY)		Position/s held	Full-time Part-time Casual	Description of major duties
	From	To			
1.					
2.					
3.					
4.					
5.					

Attach additional sheet if required.

Declaration

I declare that the information contained in this application is true and correct and that all documents are genuine.

Candidate’s signature		Date	
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Candidate’s Self-Evaluation Form

Completion instructions

The purpose of completing the Self-Evaluation Form is to enable candidates who believe that they already possess the competencies, to assess their skills and knowledge against the qualification.

Complete the following pages and identify your capacity to perform the tasks described. Be honest in your appraisal. By completing this self-evaluation you will be identifying the areas where you may be able to apply for recognition.

NB: If this self-evaluation is being used as evidence, your supervisor must evaluate your ability to perform the work tasks. Your supervisor is also asked to comment on your ability to perform these work tasks and verify this by signing each section.

If this self-evaluation is being used only so that you and your assessor can decide if you should proceed, then it doesn’t have to be verified.

Identify your level of experience in performing each competency/task by using the following:

- not well – I do the task but not well.
- well – I do the task well.
- very well – I do the task really well.

See example below.

Competency/Task	I have performed these tasks			Supervisor Evaluation	Doc No.	Evidence to support claim
	Frequently	Never	Sometimes			Documentation provided (Number and name the document you are providing for easy reference)
Using a computer to enter or change work information or data.	<input type="checkbox"/>		Not Well	Not Well		
Using personal protective equipment as appropriate to conduct my work safely and in accordance with site and legal requirements.	Well		<input type="checkbox"/>	Well	1	<i>Copy of Company Personal Protective Equipment Requirements for my job role.</i>

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Candidate’s Self-Evaluation

Cluster 1 – Scope, governance, stakeholder engagement, time, cost and quality: Project integration and the constraints of a project

Candidate’s name					Date completed		
Units of competency BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time				Units of competency BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement			
Cluster 1 Competency/Task	I have performed these tasks			Supervisor’s Evaluation	Evidence to support claim		
	Frequently	Never	Sometimes		Doc No.	Documentation provided (Number and name the document you are providing for easy reference)	
1. I develop the statements of the scope for the project and the scope management plan.							
2. I manage the process of scope change requests.							
3. I complete the project evaluation and the project review report, including recommendations and lessons learned.							
4. I guide the development of project schedules to completion and approval using a time management plan.							
5. I guide the development of project budgets and budgeting processes to completion and approval by higher management.							
6. I implement a project including monitoring and control of project costs.							

BSB51413 Diploma of Project Management
Section 5 – Candidate’s Information and Self-Evaluation Forms

Candidate’s name					Date completed		
Units of competency BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time				Units of competency BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement			
Cluster 1 Competency/Task	I have performed these tasks			Supervisor’s Evaluation	Evidence to support claim		
	Frequently	Never	Sometimes		Doc No.	Documentation provided (Number and name the document you are providing for easy reference)	
7. I guide to completion and approval by higher management a quality management plan for a project.							
8. I developed a project management plan approved by higher management.							
9. I guide project processes through planned control mechanisms, review and approval points.							
10. I have developed and implemented stakeholder engagement for a project							
11. I apply effective team leadership applied to a project team and project stakeholders.							
Supervisor’s comments <i>(Please provide a comment on the candidate’s ability to perform the above work task/s.)</i>							
Supervisor’s name				Position			
Supervisor’s signature				Date			

Candidate’s Self-Evaluation

Cluster 2 – Project human resources, team effectiveness, communications, stakeholder engagement, risk and procurement

Candidate’s name					Date completed		
Units of competency BSBPMG515A Manage project human resources BSBWOR502B Ensure team effectiveness BSBPMG516A Manage project information and communication				Units of competency BSBPMG519A Manage project stakeholder engagement BSBPMG517A Manage project risk BSBPMG518A Manage project procurement			
Cluster 2 Competency/Task	I have performed these tasks			Supervisor’s Evaluation	Evidence to support claim		
	Frequently	Never	Sometimes		Doc No.	Documentation provided (Number and name the document you are providing for easy reference)	
1. I create a project risk management plan.							
2. I identify, analysing and mitigating project risks.							
3. I develop project training and development plans.							
4. I develop a project staffing management plan.							
5. I develop performance management reports.							
6. I develop a project procurement management plan.							
7. I manage the engagement of vendors, subcontractors etc throughout the project life cycle.							
8. I develop and implement a project communication plan.							

Supervisor's comments *(Please provide a comment on the candidate's ability to perform the above work task/s.)*

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Supervisor's name		Position	
Supervisor's signature		Date	

Section 6

Third Party Report and Supporting Documentation

It is recommended that the Assessor verify the third party report with the person who completes the form to confirm the candidate's skills in different contexts over time.

This information may be provided at, and form part of, the interview.

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<h2 style="margin: 0;">Third Party Report</h2> <p style="margin: 0;"><i>(Referee testimonial)</i></p>

All people who verify your work are to complete the details below to ensure validity. (You may need multiple copies of this form.)

BSB51413 Diploma of Project Management	
Candidate's name	
Referee's name <i>(Name of person providing this evidence)</i>	
Position/title	
Workplace	
Workplace address	
Telephone numbers	
Email address	
This report was completed	via interview by Assessor <input type="checkbox"/> independently by referee <input type="checkbox"/>
Interview conducted by <i>(if applicable)</i>	
Date of interview	
Instructions	<p>As part of the assessment for the Diploma of Project Management, the candidate requires evidence from a third party (employer, supervisor or equivalent). This evidence will be used to validate the candidate's skills and experience.</p> <p>A letter of support from the organisation validating a range of tasks performed by the candidate over a period of time is useful in identifying competence.</p>

To whom it may concern

Re: _____ who is a _____.
(insert candidate's name) (insert industry/job title)

I certify that the above-named person has:

worked at _____ for a period of _____
(insert name of workplace) (insert length of time).

They have regularly completed the following activities to an acceptable workplace/industry standard within this organisation.

	Yes	No
I understand the evidence/tasks the candidate has performed on which I am required to comment.	<input type="checkbox"/>	<input type="checkbox"/>
I am willing to be contacted if further verification of my statements is required.	<input type="checkbox"/>	<input type="checkbox"/>

If you would like further information or would like to discuss any of the above, I can be contacted on _____ *(insert phone number).*

Yours sincerely

Signature: _____ Date: _____

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Supporting Documentation

The following tables provide a guide of additional evidence sources to support your claim for Recognition of Prior Learning. If you have other evidence, you are encouraged to provide this to your Assessor.

If you do not have all this evidence, you are not excluded from applying for recognition and you should discuss options with your Assessor.

If you are providing documents as evidence then it is a good idea to number each document for easy identification. Place the number of the relevant document against the evidence listed below.

Candidate's name		
Date		
BSB51413 required documentary evidence for:		Document number
1.	Project charter	
2.	Business case or feasibility study	
3.	Project management plan (including authority sign-off)	
4.	Change management register	
5.	Issues register	
6.	Status reports	
7.	Project schedule (including milestones) – Gantt chart	
8.	Project review (closure) report	
9.	Lessons learned log/register	
10.	Time management plan	
11.	Quality management plan	
12.	Evidence of quality assurance and/or quality control mechanisms	
13.	Resource identification list	
14.	Project budget sheet or project forecast expenditure sheet	
15.	Cost management plan	
16.	Financial monthly reports	
17.	Project closure checklist	
18.	Risk management plan	

Candidate's name		
Date		
BSB51413 required documentary evidence for:	Document number	
19. Human resources management plan		
20. Procurement management plan		
21. Communication plan		
22. Project tender documentation		
23. Project staffing management plan		
24. Project training and development plan		
25. Risk management matrix		

Assessor's Evidence Summary Sheet

The Assessor completes this table during the assessment to record the evidence collected.

It is expected that this evidence summary sheet (or similar) is attached to the evidence.

Candidate's name	
Date	

Unit Code	Unit Title	Evidence collected				Competency demonstrated
		Questions	Practical	Third Party Report	Other evidence	
Core units						
BSBPMG514A	Manage project cost					<input type="checkbox"/> Yes <input type="checkbox"/> No
BSBPMG515A	Manage project human resources					<input type="checkbox"/> Yes <input type="checkbox"/> No
BSBPMG516A	Manage project information and communication					<input type="checkbox"/> Yes <input type="checkbox"/> No
BSBPMG521A	Manage project integration					<input type="checkbox"/> Yes <input type="checkbox"/> No
BSBPMG513A	Manage project quality					<input type="checkbox"/> Yes <input type="checkbox"/> No
BSBPMG517A	Manage project risk					<input type="checkbox"/> Yes <input type="checkbox"/> No
BSBPMG511A	Manage project scope					<input type="checkbox"/> Yes <input type="checkbox"/> No
BSBPMG512A	Manage project time					<input type="checkbox"/> Yes <input type="checkbox"/> No
BSBPMG520A	Manage project governance					<input type="checkbox"/> Yes <input type="checkbox"/> No
BSBPMG518A	Manage project procurement					<input type="checkbox"/> Yes
BSBPMG519A	Manage project stakeholder engagement					<input type="checkbox"/> No
BSBWOR502B	Ensure team effectiveness					<input type="checkbox"/> Yes <input type="checkbox"/> No
Assessor's signature						
Assessor's name						
Date						

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Section 7

Mapping of Assessment Tools

This section contains tables with mapping of each of the Assessment Tools provided, against the requirements of the units of competency for the qualification that makes up this RPL Assessment Tool Kit.

It is important to note that this section is used for validation purposes only.

Whilst all effort is made to ensure that all the unit requirements for each unit are covered, the developers do not give any warranty nor accept any liability in relation to the mapping provided.

Note: It is recommended that these Assessment Tools be validated prior to using them for the first time or after any customisation has been made, to ensure they meet the requirements of the organisation and meet AQF Standards.

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Mapping document for Cluster 1

Using this document

This document is mapped to the direct sources of evidence required to satisfy competence in this particular cluster.

Each of the columns reflects the particular tool in use, and the numbers relate to the question numbers in that tool which support the relevant performance criteria, critical aspects of evidence or required knowledge and skills in this cluster.

Note: The final column, '**Supplementary evidence**', refers to any suggested sources of documentary evidence that the candidate may use to support their application for RPL.

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Evidence Matrix

The evidence matrix below identifies how each of the questions in the Interview Question Bank (*Section 3*) and the Practical Tasks (*Section 4*) demonstrate competence against the elements, performance criteria and critical aspects of evidence, underpinning skills, knowledge, and dimensions of competency (Task Skill – **TS**, Task Management Skill – **TMS**, Contingency Management Skill – **CS**, Job Role Environment – **JRE**).

Cluster 1 – Scope, governance, time, cost and quality: Project management and the constraints of a project				
Units of competency BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		Units of competency BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG521A Manage project integration				
Element 1 – Establish project	1.1 Identify, clarify and prepare project initiation documentation	Q2	Task 1 (TMS, JRE)	
	1.2 Identify the relationship between the project and broader organisational strategies and goals	Q2, 3	Task 1 (TMS, JRE)	
	1.3 Negotiate and document project objectives, outcomes and benefits	Q2	Task 1 (TMS, JRE)	
	1.4 Negotiate the project governance structure with relevant authorities and stakeholders	Q2	Task 1 (TMS, JRE)	
	1.5 Prepare and submit project charter for approval by relevant authorities	Q3	Task 1 (TMS, JRE)	
2. Undertake project planning and design processes	2.1 Establish and implement a methodology to disaggregate project objectives into achievable project deliverables	Q1, 2, 3, 4	Task 1 (TMS, JRE)	
	2.2 Identify project stages and key requirements for stage completion	Q2, 7	Task 1 (TMS, JRE)	

Cluster 1 – Scope, governance, time, cost and quality: Project management and the constraints of a project				
Units of competency		Units of competency		
BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG521A Manage project integration				
	against client requirements and project objectives			
	2.3 Analyse project management functions to identify interdependencies and the impact of the triple constraints	Q2,7	Task 1 (TMS, JRE)	
	2.4 Develop a project management plan that integrates all project-management functions with associated plans and baselines	Q 2, 3, 7		
	2.5 Establish designated mechanisms to monitor and control planned activity	Q 4		
	2.6 Negotiate approval of project plan with relevant stakeholders and project authority	Q 5		
Element 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	Q5	Task 1 (TMS, JRE)	
	3.2. Maintain established links to align project objectives with organisational objectives throughout the project life cycle	Q2, 3	Task 1 (TMS, JRE)	
	3.3. Within authority levels, resolve conflicts that may negatively affect project objectives	Q5	Task 1 (TMS, JRE)	
Element 4 – Manage project	4.1. Ensure project records are updated against project deliverables	Q5	Task 1 (TMS, JRE)	

Cluster 1 – Scope, governance, time, cost and quality: Project management and the constraints of a project				
Units of competency BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		Units of competency BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG521A Manage project integration				
control	and plans at required intervals			
	4.2. Analyse and submit status reports on project progress and identified issues with stakeholders and relevant authorities	Q4	Task 1 (TMS, JRE)	
	4.3. Analyse and submit impact analysis on change requests for approval where required	Q7, 8	Task 1 (TMS, JRE)	
	4.4. Maintain relevant project logs and registers accurately and regularly to assist with project audit	Q7, 8	Task 1 (TMS, JRE)	
	4.5. Ensure associated plans are updated to reflect project progress against baselines and approved changes	Q7, 8	Task 1 (TMS, JRE)	
Element 5. Manage project finalisation	5.1. Identify and allocate project finalisation activities	Q7, 8	Task 1 (TMS, JRE)	
	5.2. Ensure project products and associated documentation are prepared for handover to client in a timely manner	Q 8	Task 1 (TMS, JRE)	
	5.3. Finalise financial, legal and contractual obligations	Q 8	Task 1 (TMS, JRE)	
	5.4. Undertake project review assessments as input to future projects	Q 7, 8	Task 1 (TMS, JRE)	
Critical aspects of evidence	Identifying and aligning project with organisational objectives	Q1, 2, 3, 4, 5, 7, 8	Task 1 (TMS, JRE)	
	Conducting project establishment processes			

Cluster 1 – Scope, governance, time, cost and quality: Project management and the constraints of a project				
Units of competency		Units of competency		
BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG521A Manage project integration				
	Managing preparation of a project management plan for a project of sufficient complexity to demonstrate the full range of performance requirements			
	Ensuring project registers and logs are maintained			
	Analysing project reports			
	Undertaking impact analysis			
	Preparing strategy for project finalisation.			
Required knowledge	Project governance models	Q1, 2, 3, 4, 5	Task 1 (TMS, JRE)	
	Project knowledge areas			
	Project life cycle stages, phases and structures relevant to industry and project context			
	Types of organisational documentation for strategies and goals.			
Required skills	Decision-making skills between competing interests and priorities	Q1, 2, 3, 4, 5	Task 1 (TMS, JRE)	
	Literacy skills to interpret and develop complex project plans and documentation			
	Negotiating skills to work with stakeholders and project authorities on agreed plans and processes			
	Numeracy skills to conduct complex forecasting			
	Planning and organising skills to: <ul style="list-style-type: none"> plan, monitor and respond to project issues measure progress against agreed plans 			

Cluster 1 – Scope, governance, time, cost and quality: Project management and the constraints of a project				
Units of competency BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		Units of competency BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG521A Manage project integration				
	Team leadership and communication skills to liaise with other members of the project team			
	Technology skills to use common software and work office products for documentation and analysis			
	Time-management skills to ensure priorities are addressed.			

Cluster 1 – Scope, governance, time, cost and quality: Project management and the constraints of a project				
Units of competency BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		Units of competency BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG511A Manage project scope				
Element 1 – Conduct project authorisation activities	1.1 Develop and confirm procedures for project authorisation with an appropriate authority	Q6	Task 1 (TMS, JRE)	
	1.2 Obtain authorisation to expend resources	Q6	Task 1 (TMS, JRE)	
	1.3 Confirm project delegations and authorities in project governance arrangements	Q6	Task 1 (TMS, JRE)	
Element 2 – define project scope	2.1 Identify, negotiate and document project boundaries	Q2	Task 1 (TMS, JRE)	
	2.2 Establish measurable project benefits, outcomes and outputs	Q2	Task 1 (TMS, JRE)	
	2.3 Establish a shared understanding of the desired project outcomes with relevant stakeholders	Q2	Task 1 (TMS, JRE)	
	2.4 Document scope-management plan	Q2	Task 1 (TMS, JRE)	
Element 3 – Manage project scope control process	3.1 Implement agreed scope management procedures and processes.	Q2	Task 1 (TMS, JRE)	
	3.2 Manage the impact of scope changes within established time, cost and quality constraints according to change- control procedures	Q5	Task 1 (TMS, JRE)	
	3.4 Identify and document scope management issues and recommended improvements, for future projects for application to future projects.	Q7, 8	Task 1 (TMS, JRE)	
Critical aspects of evidence	Demonstrating scope management for a project of sufficient complexity	Q1, 2, 3, 4, 5, 6, 7	Task 1 (TMS, JRE)	
	Knowledge of scope management plans, tools, issues and likely challenges			

Cluster 1 – Scope, governance, time, cost and quality: Project management and the constraints of a project				
Units of competency		Units of competency		
BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG511A Manage project scope				
Required knowledge	Components of a project scope-management plan	Q1, 2, 3, 4, 5, 6, 7	Task 1 (TMS, JRE)	
	Factors likely to impact on project scope			
	Formal change-control processes			
	Methods for measuring work outcomes and progress against plans			
	Methods for segmenting and documenting a work breakdown structure			
	Problem areas likely to be encountered in scope management			
	Procedures for reporting scope change			
	Project life cycle and the significance of scope management			
	Project management tools used for managing scope			
	Role and responsibilities of the project manager in relation to project planning			
Types of project initiation documentation				
Required skills	Literacy skills to interpret and analyse complex project plans and documentation	Q1, 2, 3, 4, 5, 6, 7	Task 1 (TMS, JRE)	
	Negotiation skills to address changes to scope with a range of stakeholders			
	Literacy skills to interpret and analyse complex project plans and documentation			
	Planning and organising skills to: <ul style="list-style-type: none"> monitor scope respond to potential and actual changes 			
	Problem-solving and analytical skills to address project scope-management issues and challenges.			

Cluster 1 – Scope, governance, time, cost and quality: Project management and the constraints of a project				
Units of competency		Units of competency		
BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG512A Manage project time				
Element 1 – Determine project schedule	1.1 Develop the work breakdown structure with sufficient detail to enable effective planning and control	Q2	Task 1 (TMS, JRE)	
	1.2 Estimate the duration and effort, sequence and dependencies of tasks to achieve project deliverables	Q3	Task 1 (TMS, JRE)	
	1.3 Use project-scheduling tools and techniques to identify schedule impact on project time management, resource requirements, costs and risks	Q1	Task 1 (TMS, JRE)	
	1.4 Contribute to achieving an agreed schedule baseline and communication of the schedule to stakeholders	Q3	Task 1 (TMS, JRE)	
Element 2 – Implement project schedule	2.1 Implement mechanisms to measure, record and report progress of activities in relation to the agreed schedule	Q4, 5	Task 1 (TMS, JRE)	
	2.2 Conduct ongoing analysis to identify baseline variance	Q5	Task 1 (TMS, JRE)	
	2.3. Analyse and forecast the impact of changes to the schedule	Q4, 5	Task 1 (TMS, JRE)	
	2.4 Review progress throughout the project life cycle and implement agreed schedule changes	Q4, 5	Task 1 (TMS, JRE)	
	2.5 Develop responses to potential or actual schedule changes and implement them to maintain project objectives	Q2	Task 1 (TMS, JRE)	

Cluster 1 – Scope, governance, time, cost and quality: Project management and the constraints of a project				
Units of competency		Units of competency		
BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG512A Manage project time				
Element 3 – Assess time management outcomes	3.1 Review project performance records to determine the effectiveness of time management activities.	Q7, 8	Task 1 (TMS, JRE)	
	3.2 Identify and document time management issues and recommended improvements	Q7, 8	Task 1 (TMS, JRE)	
Critical aspects of evidence	Demonstrated successful application of time-management tools and techniques for a project of sufficient complexity to demonstrate the full range of performance requirements	Q1, 2, 3, 4, 5, 7	Task 1 (TMS, JRE)	
	Knowledge of time-management methodologies, and their capabilities, limitations, application and outcomes			
Required knowledge	Estimation techniques to determine task duration and resource effort	Q1, 2, 3, 4, 5, 7	Task 1 (TMS, JRE)	
	Procedures for identifying critical path			
	Procedures for managing project baselines, establishment and variance			
	Project life cycle phases and what is included in each phase			
	Time-management methodologies, and their capabilities, limitations, Application and outcomes			
	Tools and techniques for project schedules			
	Work breakdown structures and application to project schedules			
Required skills	Analytical skills to review and evaluate process	Q1, 2, 3, 4, 5, 7	Task 1 (TMS, JRE)	
	Communication skills to: <ul style="list-style-type: none"> convey expectations advise others of progress 			
	Literacy skills to read, develop and interpret project schedules			
	Planning and organising skills to sequence tasks and see that objectives are met			

Cluster 1 – Scope, governance, time, cost and quality: Project management and the constraints of a project				
Units of competency BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		Units of competency BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG512A Manage project time				
	Technology skills to use appropriate software to develop project schedules.			

Cluster 1 – Scope, governance, time, cost and quality: Project management and the constraints of a project				
Units of competency		Units of competency		
BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG514A Manage project cost				
Element 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	Q3	Task 1 (TMS, JRE)	
	1.2 Estimate project costs to enable project budget to be prepared within agreed tolerances	Q3	Task 1 (TMS, JRE)	
	1.3 Develop a project budget	Q3	Task 1 (TMS, JRE)	
	1.4 Develop a cost-management plan, within delegated authority, to ensure clarity of understanding and ongoing management of project finances	Q3	Task 1 (TMS, JRE)	
Element 2 – Monitor and control project costs	2.1 Implement agreed financial-management processes and procedures to monitor actual expenditure against budget	Q4, 5, 6	Task 1 (TMS, JRE)	
	2.2 Select and use cost-analysis methods and tools to identify cost variations and evaluate alternative actions	Q5, 6	Task 1 (TMS, JRE)	
	2.3 Implement and monitor agreed actions to maintain financial objectives	Q5, 6	Task 1 (TMS, JRE)	
	2.4 Provide accurate and timely financial reports	Q5, 6	Task 1 (TMS, JRE)	
Element 3 – Complete time-management processes	3.1 Conduct appropriate activities to signify financial completion.	Q7, 8	Task 1 (TMS, JRE, CS)	
	3.2 Review project outcomes using available records to determine the effectiveness of project cost management	Q7, 8	Task 1 (TMS, JRE, CS)	
	3.3 Review cost management issues and document improvements.	Q7, 8	Task 1 (TMS, JRE, CS)	
Critical aspects of evidence	Applying budgetary processes, tools and techniques relevant to the project context	Q4, 5, 6	Task 1 (TMS, JRE)	
	Monitoring project costs across the project life for a project of			

Cluster 1 – Scope, governance, time, cost and quality: Project management and the constraints of a project				
Units of competency BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		Units of competency BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG514A Manage project cost				
	sufficient complexity to demonstrate the full range of performance requirements			
	Preparing a budget for a project.			
Required knowledge	Budgeting processes, tools and techniques	Q4, 5, 6	Task 1 (TMS, JRE, CS)	
	Methods and tools for costing and cost analysis			
Required skills	Numeracy and budgeting skills to monitor expenditure and manage costs	Q4, 5, 6	Task 1 (TMS, JRE, CS)	
	Technology skills to use software for recording expenditure and reporting on the project			
	Analytical skills to evaluate processes and recommend improvements			

Cluster 1 – Scope, governance, time, cost and quality: Project management and the constraints of a project				
Units of competency		Units of competency		
BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG513A Manage project quality				
Element 1 – Determine quality requirements	1.1 Determine quality objectives and standards with input from stakeholders	Q1, 2	Task 1 (TMS, JRE)	
	1.2 Document in a quality-management plan the quality metrics for project and product output	Q2, 3	Task 1 (TMS, JRE)	
	1.3 Select established quality-management methods, techniques and tools to resolve quality issues	Q2, 3	Task 1 (TMS, JRE)	
	1.4 Distribute, discuss and support quality requirements with project team and stakeholders	Q2, 3	Task 1 (TMS, JRE)	
	1.5 Include agreed quality requirements in the project management plan and implement as basis for performance measurement	Q2, 3	Task 1 (TMS, JRE)	
Element 2 – Implement quality processes	2.1 Undertake quality-assurance audit of project processes for compliance with agreed plans	Q4, 5	Task 1 (TMS, JRE)	
	2.2 Assess quality control of project and product output according to agreed quality specifications	Q4, 5	Task 1 (TMS, JRE)	
	2.3 Identify causes of variance to quality metrics and undertake	Q5	Task 1 (TMS, JRE)	

Cluster 1 – Scope, governance, time, cost and quality: Project management and the constraints of a project				
Units of competency		Units of competency		
BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG513A Manage project quality				
	remedial action			
	2.4 Maintain a quality management system to enable accurate and timely recording of quality audit data	Q5	Task 1 (TMS, JRE)	
Element 3 – Implement project quality improvements	3.1 Review processes and implement agreed changes continually throughout the project life cycle to ensure continuous quality improvement.	Q4	Task 1 (TMS, JRE, CS)	
	3.2 Review project outcomes against performance criteria to determine the effectiveness of quality management processes and procedures.	Q4	Task 1 (TMS, JRE, CS)	
	3.3 Identify and document lessons learned and recommended improvements	Q7, 8	Task 1 (TMS, JRE, CS)	
Critical aspects of evidence	Demonstrated evidence of successfully managing project environment so that quality outcomes are achieved for a project of sufficient complexity to demonstrate the full range of performance requirements	Q1, 2, 3, 4, 5, 7, 8	Task 1 (TMS, JRE)	
	Knowledge of a range of quality management tools, techniques and methodologies			
Required knowledge	Quality management theory	Q1, 2, 3, 4, 5, 7, 8	Task 1 (TMS, JRE, CS)	
	Quality assurance and control techniques, tools and methodologies			
	Quality roles and responsibilities in project management			
	Methods for managing performance and continuous improvement			
	Relevant legislation, codes and national standards, including: <ul style="list-style-type: none"> award and organisation agreements and industrial 			

Cluster 1 – Scope, governance, time, cost and quality: Project management and the constraints of a project				
Units of competency		Units of competency		
BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG513A Manage project quality				
	instruments <ul style="list-style-type: none"> industry codes of practice legislation from all levels of government that affects business operation, especially in regard to work health and safety (WHS) and environmental issues, equal opportunity, industrial relations and anti-discrimination 			
Required skills	Analytical skills to monitor achievement of project outcomes against quality criteria	Q1, 2, 3, 4, 5, 7, 8	Task 1 (TMS, JRE, CS)	
	Communication and leadership skills to: <ul style="list-style-type: none"> motivate staff and convey expectations ensure outcomes are met 			
	Literacy skills to develop quality objectives and criteria			
	Mentoring skills to boost performance.			

Cluster 1 – Scope, governance, time, cost and quality: Project management and the constraints of a project				
Units of competency		Units of competency		
BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG5120A Manage project governance				
Element 1 Identify project-management structure	1.1 Determine organisational governance policies, procedures and expectations of project stakeholders	Q 2	Task 1 (TMS, JRE)	
	1.2 Negotiate clear and discrete project governance roles and responsibilities with relevant authorities	Q2, 3	Task 1 (TMS, JRE)	
	1.3 Establish delegated authorities for project decision making	Q2, 3	Task 1 (TMS, JRE)	
	1.4 Identify and record differences between organisation's functional authorities and project authorities	Q2, 5	Task 1 (TMS, JRE)	
	1.5 Adopt, document and communicate unambiguous governance plan to relevant stakeholders	Q2, 5	Task 1 (TMS, JRE)	
Element 2 – Apply project governance policies and procedures	2.1 Distribute and present information on governance planning to the project team and other relevant stakeholders and ensure common understanding	Q2,3	Task 1 (TMS, JRE)	
	2.2 Include delegated authorities within role and project position descriptions	Q2,3, 5	Task 1 (TMS, JRE)	
	2.3 Moderate conflicts regarding roles, responsibilities and	Q2, 3	Task 1 (TMS, JRE)	

Cluster 1 – Scope, governance, time, cost and quality: Project management and the constraints of a project				
Units of competency		Units of competency		
BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG5120A Manage project governance				
	authorities to support achievement of project objectives			
	2.4 Regularly report to organisation and project authorities on performance and issues arising from governance arrangements	Q2, 3, 4, 5	Task 1 (TMS, JRE)	
Element 3 – Monitor and review project governance	3.1 Analyse and review project governance impact on achieving project objectives	Q2, 3, 4,5	Task 1 (TMS, JRE, CS)	
	3.2 Document lessons learned and recommendations to assist future projects	Q7, 8	Task 1 (TMS, JRE, CS)	
Critical aspects of evidence	Adopting and implementing a governance plan for a project of sufficient complexity to demonstrate the full range of performance requirements	Q1, 2, 3, 4, 5, 7, 8	Task 1 (TMS, JRE)	
	Effective team leadership applied to governance control and monitoring.			
Required knowledge	Escalation and issues-management models	Q1, 2, 3, 4, 5, 7, 8	Task 1 (TMS, JRE, CS)	
	Frameworks for authority delegations			
	Organisation or industry governance models relevant to the project context.			
Required skills	Analytical skills to make distinctions between different roles, capacities and requirements and clarify authority levels	Q1, 2, 3, 4, 5, 7, 8	Task 1 (TMS, JRE, CS)	
	Leadership skills to maintain team performance in line with agreed structures			
	Literacy skills to read and document governance plans and reviews			
	Negotiation skills to:			

Cluster 1 – Scope, governance, time, cost and quality: Project management and the constraints of a project

Units of competency BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time	Units of competency BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement
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Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
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BSBPMG5120A Manage project governance

	<ul style="list-style-type: none"> • establish clear project roles and responsibilities • manage conflict. 			
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Cluster 1 – Cluster 1 – Scope, governance, time, cost and quality: Project management and the constraints of a project				
Units of competency		Units of competency		
BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG519A Manage project stakeholder engagement				
Element 1 – Identify and address stakeholder interests	1.1 Identify <i>i</i> relevant to project objectives	Q2, 3	Task 1 (TMS, JRE)	
	1.2 Segment stakeholder interests and determine forms of engagement	Q2, 3	Task 1 (TMS, JRE)	
	1.3 Consider interests of stakeholders when considering and advising on project-management issues	Q2, 7	Task 1 (TMS, JRE)	
	1.4 Identify and implement actions to address differing interests where required	Q2, 3, 7	Task 1 (TMS, JRE)	
Element 2 – Manage effective stakeholder engagement	2.1 Support development of team members' interpersonal skills in effective stakeholder engagement	Q5	Task 1 (TMS, JRE)	
	2.2 Distribute team work effectively to ensure defined project roles are followed	Q5	Task 1 (TMS, JRE)	
	2.3 Identify and clarify stakeholder behavioural expectations where required	Q2, 3, 4, 7	Task 1 (TMS, JRE)	
	2.4 Openly lead stakeholder performance reviews	Q4	Task 1 (TMS, JRE)	
	2.5 Identify and address individual development needs and opportunities to support stakeholder engagement	Q2, 3, 4, 7	Task 1 (TMS, JRE)	

Cluster 1 – Cluster 1 – Scope, governance, time, cost and quality: Project management and the constraints of a project				
Units of competency		Units of competency		
BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG519A Manage project stakeholder engagement				
Element 3 – Manage stakeholder communications	3.1 Determine and document stakeholder communication needs	Q2,5,	Task 1 (TMS, JRE)	
	3.2 Ensure relevant stakeholders agree to communication method , content and timing of engagement	Q5, 8	Task 1 (TMS, JRE)	
	3.3 Communicate information as planned and in line with authority levels, identifying and addressing variances	Q4, 5	Task 1 (TMS, JRE)	

Cluster 1 – Cluster 1 – Scope, governance, time, cost and quality: Project management and the constraints of a project				
Units of competency BSBPMG521A Manage project integration BSBPMG511A Manage project scope BSBPMG512A Manage project time		Units of competency BSBPMG514A Manage project cost BSBPMG513A Manage project quality BSBPMG520A Manage project governance BSBPMG519A Manage project stakeholder engagement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG519A Manage project stakeholder engagement				
Critical aspects of evidence	Developing and implementing stakeholder engagement for a project of sufficient complexity to demonstrate the full range of performance requirements	Q 2, 3, 4, 5 6, 7, 8	Task 1 (TMS, JRE)	
	Effective team leadership applied to project team and project stakeholders.			
Required knowledge	Common problems leading to variances in stakeholder engagement	Q2, 3, 4, 5	Task 1 (TMS, JRE)	
	Interests and expectations of stakeholders			
	Levels and means of stakeholder engagement			
	Stakeholder engagement theory and strategies			
	Types of project stakeholders.			
Required skills	Analytical skills to identify and segment stakeholder engagement	Q2, 3, 4, 5	Task 1 (TMS, JRE)	
	Interpersonal skills to facilitate stakeholder engagement			
	Leadership skills to facilitate and motivate project teams and other stakeholders			
	Teamwork and communication skills to acquire and disseminate relevant project information			
	Technology skills to use software and communication technologies relevant to the industry and project context			
	Writing and media skills to generate project communications content with stakeholders.			

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Mapping document for Cluster 2

Using this document

This document is mapped to the direct sources of evidence required to satisfy competence in this particular cluster.

Each of the columns reflects the particular tool in use, and the numbers relate to the question numbers in that tool which support the relevant performance criteria, critical aspects of evidence or required knowledge and skills in these clusters.

Note: The final column, '**Supplementary evidence**', refers to any suggested sources of documentary evidence that the candidate may use to support their application for RPL.

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Evidence Matrix

The evidence matrix below identifies how each of the questions in the Interview Question Bank (*Section 3*) and the Practical Tasks (*Section 4*) demonstrate competence against the elements, performance criteria and critical aspects of evidence, underpinning skills, knowledge, and dimensions of competency (Task Skill – **TS**, Task Management Skill – **TMS**, Contingency Management Skill – **CS**, Job Role Environment – **JRE**).

Cluster 2 – Project human resources, team effectiveness, communications, stakeholder engagement, risk and procurement				
Units of competency BSBPMG515A Manage project human resources BSBWOR502B Ensure team effectiveness BSBPMG516A Manage project information and communication		Units of competency BSBPMG517A Manage project risk BSBPMG518A Manage project procurement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG515A Manage project human resources				
Element 1 – Plan human resources	1.1 Determine resource requirements for individual tasks to determine required project personnel levels and competencies	Q9, 10	Task 3 (TMS, TS, JRE)	
	1.2 Establish project organisation and structure to align individual and group competencies with project tasks	Q9, 10	Task 3 (TMS, TS, JRE)	
	1.3 Allocate personnel to the project to meet planned work outputs throughout the project	Q9, 10	Task 3 (TMS, TS, JRE)	
	1.4 Apply human resource management (HRM) methods, techniques and tools to support the engagement and performance of personnel	Q9,	Task 3 (TMS, TS, JRE)	
Element 2 – Implement staff training and development	2.1 Negotiate, define and communicate clear project role descriptions	Q9, 10	Task 3 (TMS, TS, JRE)	
	2.2 Identify, plan and implement ongoing development and training of project team members to support personnel and project performance	Q9, 11	Task 3 (TMS, TS, JRE)	
	2.3 Measure individuals' performance against agreed criteria and initiate actions to overcome shortfalls in performance	Q9, 11	Task 3 (TMS, TS, JRE)	

Cluster 2 – Project human resources, team effectiveness, communications, stakeholder engagement, risk and procurement				
Units of competency BSBPMG515A Manage project human resources BSBWOR502B Ensure team effectiveness BSBPMG516A Manage project information and communication		Units of competency BSBPMG517A Manage project risk BSBPMG518A Manage project procurement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG515A Manage project human resources				
Element 3 – Lead the team project	3.1 Implement processes and take action to improve individual performance and overall project effectiveness	Q9, 10	Task 3 (TMS, TS, JRE)	
	3.2 Monitor and report for remedial action internal and external influences on individual and project team performance and morale	Q9, 10, 11	Task 3 (TMS, TS, JRE)	
	3.3 Implement procedures for interpersonal communication, counselling and conflict resolution to maintain a positive work environment	Q9, 10	Task 3 (TMS, TS, JRE)	
	3.4 Identify and manage inter-project and intra-project resource conflict to minimise impact on achievement of project objectives	Q5, 8, 9	Task 3 (TMS, TS, JRE)	
Element 4 Finalise human resource activities	4.1 Disband the project team according to organisational policies and procedures	Q5, 8, 9	Task 3 (TMS, TS, JRE)	
	4.2 Identify and document human resource issues and recommended improvements	Q5, 8, 9		
Critical aspects of evidence	Managing project personnel so that outcomes are achieved for a project of sufficient complexity to demonstrate the full range of performance requirements	Q9, 10, 11	Task 3 (TMS, TS, JRE)	
	Applying HRM legislation, methods, techniques and tools			

Cluster 2 – Project human resources, team effectiveness, communications, stakeholder engagement, risk and procurement				
Units of competency BSBPMG515A Manage project human resources BSBWOR502B Ensure team effectiveness BSBPMG516A Manage project information and communication		Units of competency BSBPMG517A Manage project risk BSBPMG518A Manage project procurement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG515A Manage project human resources				
Required knowledge	HRM methods, techniques and tools	Q9, 10, 11	Task 3 (TMS, TS, JRE)	
	Methods for managing and improving performance			
	Project roles and responsibilities common in the industry sector			
	Project team organisation within project context			
Required skills	Analytical skills to review project and identify improvements	Q9, 10, 11	Task 3 (TMS, TS, JRE)	
	Coaching and mentoring skills to boost performance			
	Communication and leadership skills to: <ul style="list-style-type: none"> motivate personnel and convey expectations ensure outcomes are met 			
	Interpersonal skills to resolve conflict and conduct negotiations			
	Leadership skills to lead project teams			
	Planning skills to: <ul style="list-style-type: none"> identify skills required allocate project responsibilities to personnel 			

Cluster 2 – Project human resources, team effectiveness, communications, stakeholder engagement, risk and procurement				
Units of competency BSBPMG515A Manage project human resources BSBWOR502B Ensure team effectiveness BSBPMG516A Manage project information and communication		Units of competency BSBPMG517A Manage project risk BSBPMG518A Manage project procurement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG516A Manage project information and communication				
Element 1 – Plan information and communications processes	1.1 Identify, analyse and document information requirements, with input from stakeholders, as the basis for communication planning	Q12, 13	Task 2 (TS, TMS, JRE)	
	1.2 Develop, within delegated authority, an agreed communication management plan to support the achievement of project objectives	Q14	Task 2 (TS, TMS, JRE)	
	1.3 Establish and maintain designated project-management information system to ensure the quality, validity, timeliness and integrity of information and communication	Q13, 14	Task 2 (TS, TMS, JRE)	
Element 2 – Implement project information and communication processes	2.1 Manage the generation, gathering, storage, retrieval, analysis and dissemination of information by project staff and stakeholders	Q12, 13	Task 2 (TS, TMS, JRE)	
	2.2 Implement, modify, monitor and control designated information-validation processes to optimise quality and accuracy of data	Q12, 13	Task 2 (TS, TMS, JRE)	
	2.3 Implement and maintain appropriate communication networks	Q12, 13	Task 2 (TS, TMS, JRE)	
	2.4 Identify and resolve communication and information-management system issues	Q12, 13	Task 2 (TS, TMS, JRE)	

Cluster 2 – Project human resources, team effectiveness, communications, stakeholder engagement, risk and procurement				
Units of competency BSBPMG515A Manage project human resources BSBWOR502B Ensure team effectiveness BSBPMG516A Manage project information and communication		Units of competency BSBPMG517A Manage project risk BSBPMG518A Manage project procurement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG516A Manage project information and communication				
Element 3 – Assess information and communications outcomes	3.1 Finalise and archive records according to agreed project information ownership and control requirements	Q5, 8	Task 2 (TS, TMS, JRE)	
	3.2 Review project outcomes to determine the effectiveness of management information and communication processes and procedures	Q5, 8	Task 2 (TS, TMS, JRE)	
	3.3 Identify and document lessons learned and recommended improvements for application to future projects	Q5, 8	Task 2 (TS, TMS, JRE)	
Critical aspects of evidence	Developing and implementing a range of project communication that facilitates effective outcomes for a project of sufficient complexity to demonstrate the full range of performance requirements	Q12, 13, 14	Task 2 (TS, TMS, JRE)	
	Applying workplace-based project information system			
	Developing a project communication plan.			
Required knowledge	Alternative communication methods and media applications	Q12, 13, 14	Task 2 (TS, TMS, JRE)	
	Project-management information systems and their various applications			
Required skills	Analytical and organising skills to manage information and review project outcomes	Q12, 13, 14	Task 2 (TS, TMS, JRE)	
	Literacy skills to write reports and communicate key issues			
	Technology skills to facilitate effective communication.			

Cluster 2 – Project human resources, team effectiveness, communications, risk and procurement				
Units of competency BSBPMG515A Manage project human resources BSBWOR502B Ensure team effectiveness BSBPMG516A Manage project information and communication		Units of competency BSBPMG517A Manage project risk BSBPMG518A Manage project procurement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG517A Manage project risk				
Element 1 – Identify project risks	1.1 Determine risk objectives and standards, with input from stakeholders	Q1, 2	Task 2 (TMS, TS, JRE)	
	1.2 Establish project risk context to inform risk-management processes	Q1, 2	Task 2 (TMS, TS, JRE)	
	1.3 Identify project risks using valid and reliable risk-identification methods	Q1, 2	Task 2 (TMS, TS, JRE)	
	1.4 Classify project risks within agreed risk categories	Q1, 2	Task 2 (TMS, TS, JRE)	
Element 2. Analyse project risks	2.1 Determine risk-analysis classification criteria and apply to an agreed risk-ranking system	Q1, 2	Task 2 (TMS, TS, JRE)	
	2.2 Use risk-analysis processes, within delegated authority, to analyse and qualify risks, threats and opportunities	Q1, 2	Task 2 (TMS, TS, JRE)	
	2.3 Determine risk priorities in agreement with project client and other stakeholders	Q1, 2	Task 2 (TMS, TS, JRE)	
	2.4 Document risk-analysis outcomes for inclusion in risk register and risk-management plan	Q1, 2	Task 2 (TMS, TS, JRE)	
Element 3. Establish risk treatments and controls	3.1 Identify and document existing risk controls	Q1, 2	Task 2 (TMS, TS, JRE)	
	3.2 Consider and determine <i>risk-treatment options</i> using agreed consultative methods	Q1, 2	Task 2 (TMS, TS, JRE)	

Cluster 2 – Project human resources, team effectiveness, communications, risk and procurement				
Units of competency BSBPMG515A Manage project human resources BSBWOR502B Ensure team effectiveness BSBPMG516A Manage project information and communication		Units of competency BSBPMG517A Manage project risk BSBPMG518A Manage project procurement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG517A Manage project risk				
	3.3 Record and implement agreed risk treatments	Q1, 2	Task 2 (TMS, TS, JRE)	
	3.4 Update risk plans and allocate risk responsibilities to project team members	Q1, 2	Task 2 (TMS, TS, JRE)	
Element 4 – Monitor and control project risks	.1 Establish regular risk-review processes to maintain currency of risk plans	Q3	Task 2 (TMS, TS, JRE)	
	4.2 Regularly monitor risk environment to identify changed circumstances that impact on project risks	Q3	Task 2 (TMS, TS, JRE)	
	4.3 Determine risk responses to changed environment	Q3	Task 2 (TMS, TS, JRE)	
	4.4 Implement agreed risk responses and modify plans to maintain currency of risk treatments and controls	Q3	Task 2 (TMS, TS, JRE)	
Element 5 – Assess risk-management outcomes	5.1 Review project outcomes to determine effectiveness of risk-management processes and procedures	Q4, 5	Task 2 (TMS, TS, JRE)	
	5.2 Identify and document risk-management issues and recommended improvements for application to future projects	Q4, 5	Task 2 (TMS, TS, JRE)	
Critical aspects of evidence	Demonstrated evidence of effective risk management for a project of sufficient complexity to demonstrate the full range of performance requirements	Q1, 2, 3, 4, 5	Task 2 (TMS, TS, JRE)	
	Knowledge of risk management techniques, strategies and tools			
Required knowledge	Industry sector risk classifications	Q1, 2, 3	Task 2 (TMS, TS, JRE)	
	Organisation and industry standard risk frameworks			
	Quantitative and qualitative risk-management techniques, tools and			

Cluster 2 – Project human resources, team effectiveness, communications, risk and procurement				
Units of competency		Units of competency		
BSBPMG515A Manage project human resources BSBWOR502B Ensure team effectiveness BSBPMG516A Manage project information and communication		BSBPMG517A Manage project risk BSBPMG518A Manage project procurement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG517A Manage project risk				
	approaches			
Required skills	Analytical skills to review project outcomes in terms of risk management	Q1, 2, 3	Task 2 (TMS, TS, JRE)	
	Lateral thinking skills to identify and analyse risks and risk controls			
	Literacy skills to produce risk-management plans			
	Planning and organising skills to monitor project progress			
	Problem-solving skills to control risks.			

Cluster 2 – Project human resources, team effectiveness, communications, risk and procurement				
Units of competency BSBPMG515A Manage project human resources BSBWOR502B Ensure team effectiveness BSBPMG516A Manage project information and communication		Units of competency BSBPMG517A Manage project risk BSBPMG518A Manage project procurement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG518A Manage project procurement				
Element 1 – Determine procurement requirements	1.1 Identify procurement requirements with input from stakeholders as the basis for procurement planning	Q6	Task 3 (TMS, TS, JRE)	
	1.2 Establish and maintain, within delegated authority, an agreed procurement-management plan	Q6,7	Task 3 (TMS, TS, JRE)	
Element 2 – Establish agreed procurement processes	2.1 Obtain information from suppliers <i>capable</i> of fulfilling procurement requirements	Q6	Task 3 (TMS, TS, JRE)	
	2.2 Determine or adopt established selection processes and selection criteria and communicate them to vendors to ensure transparency	Q6, 7	Task 3 (TMS, TS, JRE)	
	2.3 Obtain relevant approvals for procurement processes to be used for the project	Q6	Task 3 (TMS, TS, JRE)	
Element 3 – Conduct contracting and procurement activities	3.1 Identify and act according to probity and project-governance constraints	Q6, 7	Task 3 (TMS, TS, JRE)	
	3.2 Communicate agreed proposals and/or specifications to prospective vendors to ensure clarity of understanding of project objectives	Q6, 7	Task 3 (TMS, TS, JRE)	
	3.3 Solicit vendor responses according to proposal requirements	Q6, 7	Task 3 (TMS, TS, JRE)	
	3.4 Evaluate responses and select preferred vendors according to current legal requirements and agreed selection criteria	Q6, 7	Task 3 (TMS, TS, JRE)	
	3.5 Negotiate with preferred contractor or supplier, to agree on terms and conditions of supply	Q6, 7	Task 3 (TMS, TS, JRE)	
Element 4 – Implement and monitor procurement	4.1 Implement established procurement-management plan and make modifications in line with agreed delegations	Q6, 7	Task 3 (TMS, TS, JRE)	

Cluster 2 – Project human resources, team effectiveness, communications, risk and procurement				
Units of competency		Units of competency		
BSBPMG515A Manage project human resources BSBWOR502B Ensure team effectiveness BSBPMG516A Manage project information and communication		BSBPMG517A Manage project risk BSBPMG518A Manage project procurement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG518A Manage project procurement				
	4.2 Review progress and manage agreed variations to ensure timely completion of tasks and resolution of conflict within the legal framework of the supply agreement	Q6, 7	Task 3 (TMS, TS, JRE)	
	4.3 Identify and report procurement-management issues and implement agreed remedial actions to ensure project objectives are met	Q6, 7	Task 3 (TMS, TS, JRE)	
Element 5 – Manage procurement finalisation procedures	5.1 Conduct finalisation activities to ensure vendor deliverables meet contracted requirements	Q6	Task 3 (TMS, TS, JRE)	
	5.2 Review project outcomes using available procurement records and information to determine effectiveness of procurement processes and procedures	Q6, 8	Task 3 (TMS, TS, JRE)	
	5.3 Document lessons learned and recommended improvements for application to future projects	Q5, 6, 8	Task 3 (TMS, TS, JRE)	

Cluster 2 – Project human resources, team effectiveness, communications, risk and procurement				
Units of competency BSBPMG515A Manage project human resources BSBWOR502B Ensure team effectiveness BSBPMG516A Manage project information and communication		Units of competency BSBPMG517A Manage project risk BSBPMG518A Manage project procurement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBPMG518A Manage project procurement				
Critical aspects of evidence	Demonstrated experience in managing procurement and contracting processes for a project of sufficient complexity to demonstrate the full range of performance requirements	Q6, 7, 8	Task 3 (TMS, TS, JRE)	
	Applied knowledge of contracts and legal obligations as they relate to project management.			
Required knowledge	Contracts and legal obligations as they relate to project procurement	Q6, 7	Task 3 (TMS, TS, JRE)	
	Ethical and behavioural expectations in the project and industry context			
	General conditions of contracts			
	Legislation, codes and national standards relevant to types of contracts and associated procurement processes			
	Procurement options, procedures and documentation			
Required skills	Literacy and numeracy skills to produce and work with a range of procurement, contract and supply documentation	Q6, 7	Task 3 (TMS, TS, JRE)	
	Negotiation skills to obtain required agreement in procurement and contracting discussions			
	Planning and organising skills to: <ul style="list-style-type: none"> • identify procurement and contract requirements • adjust and sequence them appropriately 			
	Problem-solving skills to resolve contractual and logistic issues			
	Technology skills to use procurement and financial-management software			

Cluster 2 – Project human resources, team effectiveness, communications, risk and procurement				
Units of competency BSBPMG515A Manage project human resources BSBWOR502B Ensure team effectiveness BSBPMG516A Manage project information and communication		Units of competency BSBPMG517A Manage project risk BSBPMG518A Manage project procurement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBWOR502B Ensure team effectiveness				
Element 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	Q9, 10	Task 3 (TMS, TS, JRE)	
	1.2 Develop performance plans to establish expected outcomes, outputs, key performance indicators and goals for work team	Q9, 10	Task 3 (TMS, TS, JRE)	
	1.3 Support team members in meeting expected performance outcomes	Q9, 10, 11	Task 3 (TMS, TS, JRE)	
Element 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	Q9, 11	Task 3 (TMS, TS, JRE)	
	2.2 Develop policies and procedures to ensure team members take responsibility for own work and assist others to undertake required roles and responsibilities	Q9, 10	Task 3 (TMS, TS, JRE)	
	2.3 Provide feedback to team members to encourage, value and reward individual and team efforts and contributions	Q9, 10, 11	Task 3 (TMS, TS, JRE)	
	2.4 Develop processes to ensure that issues, concerns and problems identified by team members are recognised and addressed	Q9, 10, 11	Task 3 (TMS, TS, JRE)	
Element 3 Facilitate teamwork	3.1 Encourage team members and individuals to participate in and to take responsibility for team activities, including communication processes	Q9, 10, 11	Task 3 (TMS, TS, JRE)	
	3.2 Support the team in identifying and resolving work performance problems	Q9, 10, 11	Task 3 (TMS, TS, JRE)	
	3.3 Ensure own contribution to work team serves as a role model for others and enhances the organisation's image for all stakeholders	Q2, 5, 8, 9, 10, 11	Task 3 (TMS, TS, JRE)	
Element 4 Liaise with stakeholders	4.1 Establish and maintain open communication processes with all stakeholders	Q2, 4, 5, 8	Task 3 (TMS, TS, JRE)	

Cluster 2 – Project human resources, team effectiveness, communications, risk and procurement				
Units of competency BSBPMG515A Manage project human resources BSBWOR502B Ensure team effectiveness BSBPMG516A Manage project information and communication		Units of competency BSBPMG517A Manage project risk BSBPMG518A Manage project procurement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBWOR502B Ensure team effectiveness				
	4.2 Communicate information from line manager/management to the team	Q9, 10, 11	Task 3 (TMS, TS, JRE)	
	4.3 Communicate unresolved issues, concerns and problems raised by team members and follow-up with line manager/management and other relevant stakeholders	Q2, 5, 8, 9, 10, 11		
	4.4 Evaluate and take necessary corrective action regarding unresolved issues, concerns and problems raised by internal or external stakeholders	Q9, 10, 11	Task 3 (TMS, TS, JRE)	

Cluster 2 – Project human resources, team effectiveness, communications, risk and procurement				
Units of competency BSBPMG515A Manage project human resources BSBWOR502B Ensure team effectiveness BSBPMG516A Manage project information and communication		Units of competency BSBPMG517A Manage project risk BSBPMG518A Manage project procurement		
Element	Performance criteria	Question	Practical Tasks	Supplementary Evidence
BSBWOR502B Ensure team effectiveness				
Critical aspects of evidence	Range of techniques that can be used to build work teams, strengthen communications in the team and resolve issues	Q2, 4, 5, 8, 9, 10, 11	Task 3 (TMS, TS, JRE)	
	Methods for engaging with stakeholders and obtaining advice from outside the work team, to ensure team is focussed and on track			
	Knowledge of group behaviour.	Q9, 10, 11	Task 3 (TMS, TS, JRE)	
Required knowledge	Group behaviour	Q9, 10, 11	Task 3 (TMS, TS, JRE)	
	Strategies for mentoring and coaching to informally guide and instruct team members			
	Issue resolution			
	Strategies for gaining consensus			
Required skills	Communication skills to explain team goals, to address team conflict and to build an environment of trust	Q9, 10, 11	Task 3 (TMS, TS, JRE)	
	Planning and organisational skills to keep team on track and focussed on work outcomes.			