

# Unit mapping

**KQ: Knowledge questions**

**KQ**

**P**

**PA**

**PA: Practical assessment – Task (T), Workplace Skills (WS)**

## Elements and performance criteria

### E 1 Define project scope

PC 1.1	Identify project objectives, budget, scope of activities and deliverables.	Q 1.1 Q 1.2 Q 1.3 Q 1.4 Q 1.5	T 1a-c
PC 1.2	Clarify relationship of project to others and to overall organisational objectives.	Q 1.6	T 1h
PC 1.3	Identify stakeholders and their requirements for consultation and involvement in project activities.	Q 1.7 Q 1.8 Q 1.9 Q 1.10	T 1e T 1d
PC 1.4	Confirm administrative structure for project management, individual responsibility and reporting hierarchy.	Q 1.11 Q 1.12 Q 1.13	T 1f
PC 1.5	Determine required resources for the project.	Q 1.14 Q 1.15	T 1g

### E 2 Develop project plan

PC 2.1	Consult with stakeholders to facilitate input and to achieve approval for project plan.	Q 2.1 Q 2.2	T 2a-n
PC 2.2	Determine risk, regulatory and sustainability issues and incorporate into plan.	Q 2.3 Q 2.4 Q 2.5	T 2a-c
PC 2.3	Integrate quality, financial, human and physical resource specifications for project activities.	Q 2.6 Q 2.7 Q 2.8	T 2d-f
PC 2.4	Develop and integrate project evaluation methods.	Q 2.9 Q 2.10	T 2g
PC 2.5	Plan internal and external communications, public relations and marketing approaches.	Q 2.11 Q 2.12	T 2i
PC 2.6	Document integrated project management plan.	Q 2.13 Q 2.14	T 2 j-m
PC 2.7	Communicate plan and roles and responsibilities to all involved.	Q 2.15 Q 2.16	T 2n

**E 3 Administer and monitor project**

PC 3.1	Implement project activities according to plan and in conjunction with stakeholders and project team members, providing support and assistance as required.	Q 3.1 Q 3.2	T 4a-f T 5a-d T 6a-e T 7a-f T 8a-e T 9a-g
PC 3.2	Implement financial and quality control systems according to project plan.	Q 3.3 Q 3.4	T 4a-f T 5a-d
PC 3.3	Monitor progress to ensure objectives, deliverables, timelines, cost and quality of project are achieved.	Q 3.5 Q 3.6	T 6a-e
PC 3.4	Identify deviations from plan, assess and take action to re-align project activities to meet objectives.	Q 3.7 Q 3.8 Q 3.9	T 7a
PC 3.5	Determine and act on the need for project variations, including additional project resources.	Q 3.10 Q 3.11	T 7b-f
PC 3.6	Provide progress and final reports according to project requirements.	Q 3.12 Q 3.13	T 8a-e T 13 a-f
PC 3.7	Complete project within agreed timelines.	Q 3.14 Q 3.15	T 10a-c

**E 4 Evaluate project**

PC 4.1	Assess project effectiveness at specified stages using agreed evaluation methods.	Q 4.1 Q 4.2 Q 4.3	T 11a-i
PC 4.2	Evaluate completed project for administrative efficiency, quality and achievement of objectives.	Q 4.4 Q 4.5 Q 4.6	T 12a-c
PC 4.3	Report outcomes to stakeholders and use information to enhance future project planning and management activities.	Q 4.7 Q 4.8	T 13a-f T 14a-d

## Knowledge evidence

KE 1	Project management processes and the project life cycle:		
	<ul style="list-style-type: none"> <li>▪ planning and requirements of project plans:               <ul style="list-style-type: none"> <li>– objectives</li> <li>– deliverables, scheduling and milestones</li> <li>– allocation of roles and responsibilities</li> </ul> </li> </ul>	Q 1.2 Q 1.3 Q 1.4 Q 1.5 Q 1.11 Q 2.13 Q 2.14 Q 2.15	
	<ul style="list-style-type: none"> <li>▪ documentation and role of technology</li> </ul>	Q 2.14 Q 3.12 Q 3.13 Q 5.1	
	<ul style="list-style-type: none"> <li>▪ monitoring and control systems</li> </ul>	Q 3.3 Q 3.4 Q 3.5 Q 3.6	
	<ul style="list-style-type: none"> <li>▪ evaluation criteria, both quantitative and qualitative, and methods for measuring the success of project objective</li> </ul>	Q 2.9 Q 2.10 Q 4.2 Q 4.3	
KE 2	Project management plan inclusions:		
	<ul style="list-style-type: none"> <li>▪ budget</li> </ul>	Q 2.7 Q 2.13	T 1b T 2e
	<ul style="list-style-type: none"> <li>▪ consultation strategies</li> </ul>	Q 2.13	T 2h T 2i
	<ul style="list-style-type: none"> <li>▪ internal and external communication processes and channels</li> </ul>	Q 2.13	T 1e
	<ul style="list-style-type: none"> <li>▪ key milestones</li> </ul>	Q 2.13	T 2j
	<ul style="list-style-type: none"> <li>▪ marketing strategies</li> </ul>	Q 2.13	
	<ul style="list-style-type: none"> <li>▪ objectives and outcomes</li> </ul>	Q 2.13	T 1a T 1c
	<ul style="list-style-type: none"> <li>▪ quality assurance process</li> </ul>	Q 2.13	T 1d T 2d
	<ul style="list-style-type: none"> <li>▪ reporting requirements</li> </ul>	Q 2.13	T 1f
	<ul style="list-style-type: none"> <li>▪ responsibilities of project personnel and stakeholders</li> </ul>	Q 2.13	T 1e
	<ul style="list-style-type: none"> <li>▪ risk management and contingency plans</li> </ul>	Q 2.13	T 2a
	<ul style="list-style-type: none"> <li>▪ safety initiatives</li> </ul>	Q 2.13	
	<ul style="list-style-type: none"> <li>▪ selection or tendering process</li> </ul>	Q 2.13	
	<ul style="list-style-type: none"> <li>▪ sponsors</li> </ul>	Q 2.13	

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	▪ stages	Q 2.13	T 1f
	▪ sustainability considerations	Q 2.13	T 2c
	▪ timeframes	Q 2.13	T 1f
KE 3	Role of project management personnel and stakeholders in the management of projects	Q 1.9 Q 1.10 Q 1.12	
KE 4	Reporting hierarchies	Q 1.13	T 1f
KE 5	Administrative structures	Q 1.11	T 1f
KE 6	Risk, regulatory and sustainability issues for project management:		
	▪ financial management	Q 2.3	
	▪ human resource management	Q 2.3	
	▪ physical resource management	Q 2.3	
KE 7	Potential stakeholders in a project:	Q 1.7	
	▪ community agencies	Q 1.9	
	▪ customer or client	Q 1.9	
	▪ funding bodies	Q 1.9	
	▪ government departments or statutory authorities	Q 1.9	
	▪ industry associations	Q 1.9	
	▪ internal personnel	Q 1.8 Q 1.9	
	▪ management	Q 1.9	
	▪ media	Q 1.9	
	▪ sponsors	Q 1.8 Q 1.9	

## Performance evidence

PE 1	Develop and implement a plan for a project addressing one or more of the following objectives:	
	<ul style="list-style-type: none"> <li>▪ community or industry development</li> </ul>	T 2a-o T 4a-f T 5a-d T 10d-h
	<ul style="list-style-type: none"> <li>▪ economic or social benefits</li> </ul>	T 2a-n T 2p T 4a-f T 5a-d T 10d-h
	<ul style="list-style-type: none"> <li>▪ education or training</li> </ul>	T 2a-n T 2q T 4a-f T 5a-d T 10d-h
	<ul style="list-style-type: none"> <li>▪ profit</li> </ul>	T 2a-n T 2r T 4a-f T 5a-d T 10d-h
	<ul style="list-style-type: none"> <li>▪ research</li> </ul>	T 2a-n T 2s T 4a-f T 5a-d T 10d-h
PE 2	Administer and monitor the following components of the above project:	
	<ul style="list-style-type: none"> <li>▪ dedicated project budget and financial control system</li> </ul>	T 4a-f
	<ul style="list-style-type: none"> <li>▪ administrative components involving individual responsibility and reporting hierarchy for at least two of the following:               <ul style="list-style-type: none"> <li>– advisory or reference group</li> <li>– consultants, contractors or suppliers</li> <li>– organisational management</li> <li>– project management committee</li> <li>– secretariat</li> </ul> </li> </ul>	T 6a-e
	<ul style="list-style-type: none"> <li>▪ progress against project objectives</li> </ul>	T 6j
	<ul style="list-style-type: none"> <li>▪ quality control system</li> </ul>	T 5a-d
	<ul style="list-style-type: none"> <li>▪ risk, regulatory and sustainability issues</li> </ul>	T 6f

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PE 3	Lead a project team and liaise with a wide range of stakeholders during the planning and implementation phases of the above project, providing at least two of the following forms of support and assistance as appropriate:		
	<ul style="list-style-type: none"> <li>additional resources</li> </ul>		T 9a T 9b
	<ul style="list-style-type: none"> <li>formal training opportunities</li> </ul>		T 9a T 9c
	<ul style="list-style-type: none"> <li>informal coaching and feedback</li> </ul>		T 9a T 9d
	<ul style="list-style-type: none"> <li>moderation and joint planning sessions</li> </ul>		T 9a T 9e
	<ul style="list-style-type: none"> <li>regular meetings and briefings</li> </ul>		T 9a T 9f
	<ul style="list-style-type: none"> <li>representing team interests in wider forums</li> </ul>		T 9a T 9g
PE 4	Apply sound administrative processes when planning and implementing the above project within required timeframes		T 1a-g T 2a-n T 4a-f T 5a-d T 10d-h

### Foundation skills

FS 1	Reading skills to: <ul style="list-style-type: none"> <li>interpret reports, comparing project outcomes against planned deliverables.</li> </ul>		WS 1
FS 2	Writing skills to: <ul style="list-style-type: none"> <li>write quantitative and qualitative evaluation criteria.</li> </ul>		T 5d WS 2
FS 3	Numeracy skills to: <ul style="list-style-type: none"> <li>interpret project budgets for diverse components</li> <li>develop resource specifications within budgetary parameters</li> </ul>		T 4a-e WS 3
FS 4	Problem-solving skills to: <ul style="list-style-type: none"> <li>evaluate and respond to factors within project management activities.</li> </ul>		WS 4
FS 5	Planning and organising skills to: <ul style="list-style-type: none"> <li>manage interrelated aspects of a project and project timelines.</li> </ul>		T 6f-k WS 5
FS 6	Technology skills to: <ul style="list-style-type: none"> <li>use computers, word processing and software packages for project management.</li> </ul>		T 3a T 6h WS 6