

Diploma of Project Management (BSB51415)

Recognition of Prior Learning Kit

**Urban
Development
Institute of
Australia**



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UDIA Recognition of Prior Learning Kit

The UDIA Recognition of Prior Learning (RPL) Kit is your customised tool to assist you in compiling the evidence required for your RPL Evidence Portfolio.

The UDIA RPL Kit includes:

- An overview of the Diploma of Project Management (BSB51415)
- Key Contacts
- Suggested timelines for compiling your evidence
- Portfolio of Evidence template (POE)

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Introduction

Swinburne University would like to welcome you as an RPL candidate to our UDIA Diploma of Project Management (BSB51415) program. We look forward to supporting you in your efforts to achieve your qualification.

As some background to the program, the Diploma of Project Management is a competency based qualification. Competence is defined as “the ability to be able to complete or do something successfully”.

Competency based assessment therefore, is a process where an assessor works with a candidate to allow them to demonstrate their competence in a particular field by showing evidence of their ability to complete the task or to undertake it using a defined and recognised method or process.

In a technical Field, assessment is relatively straight forward e.g. installation of an electrical switchboard in that there is a lot of technical skills and knowledge of electrical technology, safety standards and other codes required to complete the task successfully. The safe and compliant installation when validated, will demonstrate those requirements.

A management qualification like the Diploma of Project Management however, is less specific than the technical field in that there are many different ways to arrive at a successful result when managing something. The assessment requirements therefore have been developed through input from industry experts in various sectors to define knowledge, methods, techniques and processes that must be demonstrated to be deemed competent in a discipline such as Project Management.

In keeping with this, Diploma of Project Management candidates demonstrate their competence against a standard which represents a “best practice” model aligned with the PMBoK® (Project Management Body of Knowledge) and which is well regarded across industry sectors within Australia and across the world. It represents a qualification generally achieved by “practitioners” of project management rather than theorists.

Training organisations in the VET (Vocational Education and Training) sector such as Swinburne University of Technology recognise that individuals develop strong and relevant skills and knowledge across their career, which if applied to a qualification could see them demonstrate the requirements.

The RPL process therefore provides a candidate access to apply to be assessed and to present evidence of their current competence against the standard without having to complete the usual requisite training course and if successful, achieve a qualification. The process allows candidates to submit differing documents and evidence according to your industry sector or context, so it is not “a one size fits all” approach.

However, candidates should be aware that while this is a flexible process, the project management qualification requirements will ask you to demonstrate your skills and knowledge in a number of different knowledge areas. As such, even if you have been working in an area for a long time, it is still quite common to have gaps in your knowledge or evidence that you may have to further develop to achieve the qualification.

What Units do I have to Complete?

To complete the Diploma of Project Management you are required to complete 12 competency units comprising 8 Core units and 4 Elective units.

The Core units that you need to complete are listed in the table below.

You will need to choose 4 out of the 5 Elective units and this can be discussed and clarified with your assessor at the beginning or during the program.

Unit Code	Unit Title
Core Units	
BSBPMG511	Manage project scope
BSBPMG512	Manage project time
BSBPMG513	Manage project quality
BSBPMG514	Manage project cost
BSBPMG515	Manage project human resources
BSBPMG516	Manage project information and communication
BSBPMG517	Manage project risk
BSBPMG521	Manage project integration
Electives	
BSBPMG518	Manage project procurement
BSBPMG519	Manage project stakeholder engagement
BSBWOR501	Manage personal work priorities and professional development
MSS015002	Develop strategies for more sustainable use of resources
BSBMGT516	Facilitate continuous improvement

All of the Units with the **BSBPMG** prefix above (both core and elective) are specifically Project Management units and as you can see from the titles of each unit; they ask you to demonstrate skills and knowledge in many area of a project.

The other units are from more general areas of your business experience and will require less project specific evidence.

In the next section we will take you through the structure of the Project Management units to help you understand how you will need to structure your evidence portfolio to demonstrate your competence.

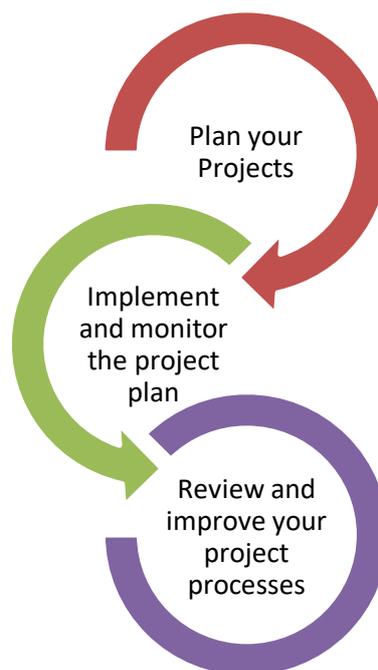
What are the Project Management competency units asking me to demonstrate?

The Project Management competency unit requirements in particular broadly follow the common structure of the Project Management lifecycle.

As you are aware, the Project Management Lifecycle provides us with the phases in the life of a project from its conception or idea phase through to its completion or handover phase and basically provides us with a roadmap throughout the project.

The Diploma of Project Management competencies are structured on a simplified version of this which also incorporates a continuous improvement cycle.

Broadly they require you to demonstrate that you the knowledge and skills to follow the process as per the diagram below



They require you to demonstrate that:

1. You plan your projects and have them approved before you begin.
2. That you implement and monitor the plan, adjusting it as required and keep reporting to your stakeholders throughout.
3. When completed, that you close down the project and review how your well your planning and management processes survived throughout and make recommendations to improve them for future projects

The structured approach described above is what you will need to display in all of the project management units e.g. Scope, Time, procurement etc.

To flesh this out, let's now have a look at an example of a competency unit structure.

All of the Competency Units are broken down to elements and performance criteria that define what has to be demonstrated by a candidate. **Elements** are the higher level requirements and describe the essential outcomes to be shown for the unit.

These elements breakdown further into **performance criteria** which are the specific things that the assessor needs to see evidence of, before they can say that an element has been achieved. Have a look at an example in the table below.

Unit: BSBPMG514 – Manage Project Costs
<p>There are 3 elements in total to be demonstrated to complete this unit but we will have a look at the first one.</p> <p>Element 1 – Determine Project Costs</p> <p>Underneath this Element there are 4 Performance Criteria (see below).</p>
<p><i>1.1 Determine resource requirements for individual tasks identified in the work breakdown structure, with input from stakeholders and guidance from others</i></p> <p><i>1.2 Estimate project costs to enable project budget to be prepared within agreed tolerances</i></p> <p><i>1.3 Develop a project budget</i></p> <p><i>1.4 Develop a cost-management plan, within delegated authority, to ensure clarity of understanding and ongoing management of project finances</i></p>

As you can see, the performance criteria detail specific things to be demonstrated e.g. **1.3 Develop a Project Budget.**

An assessor would therefore expect you to present evidence of the *project budget that you have developed for your project* to satisfy this particular performance criterion. When you have demonstrated all of the performance criteria, you have completed the requirements for the element.

You might also notice that this first element of the unit defines the requirements for planning your projects in terms of the cost components. The structure of the unit therefore aligns with the project lifecycle approach described earlier in this document.

Now let's pull all of that together in a table and show you some typical evidence documents as well.

Unit	Manage Project Costs		
Lifecycle phase	<u>Planning</u>	<u>Implementation</u>	<u>Close and Review</u>
Element	1. Determine Project Costs	2. Monitor and control project costs	3. Complete cost-management processes
Performance criteria	<p>1.1 Determine resource requirements for individual tasks identified in the work breakdown structure, with input from stakeholders and guidance from others</p> <p>1.2 Estimate project costs to enable project budget to be prepared within agreed tolerances</p> <p>1.3 Develop a project budget</p> <p>1.4 Develop a cost-management plan, within delegated authority, to ensure clarity of understanding and ongoing management of project finances</p>	<p>2.1 Implement agreed financial-management processes and procedures to monitor actual expenditure against budget</p> <p>2.2 Select and use cost-analysis methods and tools to identify cost variations and evaluate alternative actions</p> <p>2.3 Implement and monitor agreed actions to maintain financial objectives</p> <p>2.4 Provide accurate and timely financial reports</p>	<p>3.1 Conduct appropriate activities to signify financial completion</p> <p>3.2 Review project outcomes using available records to determine effectiveness of project cost management</p> <p>3.3 Review cost-management issues and document improvements</p>
Examples of Possible Evidence documents you could provide	<p>Client proposal documents outlining estimated costs.</p> <p>Project Budgets.</p> <p>Documents Seeking quotations from sub-contractors for project</p> <p>Project documents showing how scope change will be handled e.g. variations, process for challenging, formal scope change control</p> <p>Project Management Plan outlining cost management</p> <p>Scope of Works</p> <p>Quantity surveyor responses</p> <p>Council submissions on costs</p>	<p>Quarterly/Monthly/Weekly Financial reports on progress against budget.</p> <p>Progress Budget updates from sub-contractors</p> <p>Updated cash flow statements</p> <p>Minutes of meetings with project team/sub-contractors tracking costs</p> <p>Emails of actions taken to deal with identified cost variations</p> <p>Spreadsheets tracking project costs</p> <p>Inspections prior to approval of invoices</p> <p>Evidence of negotiations with suppliers to maintain project budget</p>	<p>Final inspections and payment of invoices</p> <p>Certificate of occupancy for construction</p> <p>Council approvals</p> <p>Warranty period completion</p> <p>Management of Bank Guarantee</p> <p>Post Implementation Review</p> <p>Project Completion report or other documents e.g. meeting minutes etc. showing a review of your cost management procedures</p>

Summary

Hopefully you now have a better understanding as to how documents that you use to manage your projects, can also demonstrate your competence against the requirements of the Diploma of Project Management qualification.

Each competency unit has performance evidence requirements (i.e. documents, observed behaviour etc.) and knowledge evidence requirements.

In the rest of this document we have outlined typical evidence documents which could demonstrate the performance requirements of each unit. You can be asked questions on the knowledge requirements of the units within the assessment process, so you should familiarise yourself with these areas of theory prior to your final assessment as well

Please be aware, you do not have to provide a different document for each performance criteria.

You could have a proposal document to submit to a client or council which details the scope of works, the schedule for completion, project budget and defined quality requirements.

This same proposal document could be therefore used to demonstrate different performance criteria in Scope, Time, Cost and Quality units.

Be careful however, you need to look at the performance criteria in each unit and see how it is demonstrated by your document and be able to justify the link if asked by the assessor. Sometimes a planning document will cover off one of the performance criterion and you will need to provide additional documents emails, reports etc. to cover off the remainder and satisfy the overall element

Don't just assume one of your documents covers all of the requirements

Please proceed through the next pages to acquaint yourself with typical evidence documents that could demonstrate your competence against the competency units of the Diploma of Project Management.

BSBPMG511 Manage Project Scope

Ref No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Possible Evidence documents
1	1. Conduct project authorisation activities	1. complete project authorisation activities 2. collaborate with stakeholders to produce a scope-management plan	You are trying to demonstrate that the scope of works or project plans or proposals are approved or authorised prior to beginning.	Signed/Approved project scope of Works Approved Proposals or Project plans Approved Project Briefs detailing scope of works Development Plans
	2 Conduct project scope		That you have a method to manage and control the scope of the project i.e. not let it creep, uncontrolled variations etc. and that your stakeholders have clear visibility of how that process works.	Variation process Scope change control process
	3 Manage project scope control process	3. implement scope-management plan according to procedures 4. review and document scope-management implementation and recommend improvements	Evidence that you have implemented that scope management process to control the scope throughout the project	Minutes of meeting with contractors managing variations Signed approval of variation or approval to proceed with change of scope Variations applications that have been refused
			Evidence that you have reviewed the scope management processes that you implemented and recommended improvements to improve them.	Project Completion Review/Reports Post implementation review Final project meeting minutes recommending improvements to scope management processes

BSBPMG512 Manage Project Time				
Ref No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Possible Evidence documents
2	1. Determine project schedule 2. Implement Project schedule 3. Assess time management outcomes	1. Develop a project schedule using project management tools and techniques 2. Implement, analyse and monitor a project schedule 3. Conduct a review of project scheduling and recommend improvements for the future.	You are trying to demonstrate that you have built a detailed schedule for the completion of a project. That is identification of the tasks to be completed, sequenced and applying duration estimates to provide a timeline for the project	Project schedules for Project. Milestone Charts Gantt Charts in MS Project, Excel, Prima Vera or other tools
			You then need to show that you have tracked the project against your schedule, updated it, reported latest schedule progress to Stakeholders.	Updated versions of your schedule showing completions Meeting Minutes completing project activities Schedule updates, progress reports to stakeholders
			You need to have reviewed your schedule development or management processes and recommended improvements for future projects	Project Completion review/reports Project Evaluations Post Implementation reviews/reports Client feedback reviews

BSBPMG514 Manage Project Cost

Unit No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Possible Evidence documents
3	1. Determine Project Costs 2. Monitor and control project costs 3. Complete cost management	1. Work closely with others to determine resources against budgetary frameworks	Looking to show how you have worked at identifying the costs to a project. Could involve other people, such as estimator, consultants quantity surveyor etc.	Quotes received back from sub-contractors. Cost advice from Quantity surveyors or other consultants. Estimator report Estimating spreadsheets
		2. Prepare a budget and cost-management plan for a project	Demonstrate that you have developed a budget for the project and have some processes to control costs e.g. Inspection before paying invoices	Project Budget. Project Management plan containing cost estimates and detailing cost management, financial delegations, Bank guarantees
		3. Monitor costs across a project's life cycle including solving cost variations and analysing possible alternatives	You have tracked your budget and taken action to fix problems to stay on target throughout	Financial reports Budget Vs Actual Approved Invoices Emails/meeting minutes resolving cost issues Approved or denied variations
		4. Record expenditure, create accurate financial reports and review cost-management processes.	Provided cost/financials updates to stakeholders and then reviewed your cost management processes to recommend improvements	Financial reports Budget Vs Actual Project completion reviews/reports Project evaluations Project Implementation Reviews

BSBPMG513 Manage Project Quality

Unit No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Possible Evidence documents
4	1. Determine quality requirements 2. Implement quality processes 3. Implement project quality improvements	1. Work with others to decide a project's quality requirements 2. Document a quality-management plan	You have engaged with your team, consultants Councils/authorities quantity surveyors etc. to identify specific Quality and compliance requirements.	Council permit requirements Building codes, Consultant advice on quality, Engineers advice State quality regulations
		3. Implement quality control and assurance processes for a defined project using a range of tools and methodologies 4. Review outcomes and recommend process improvements.	Developed a quality plan incorporating quality assurance and quality control elements to manage the project and achieve the required quality results	Project Quality plan Inspection procedures Test Plans for project deliverables or equipment Quality Control checklist
			Demonstrate that you have implemented your plan e.g. inspections audits, testing	Inspection reports Evidence of implementing Audits Test results Client handover acceptance Council inspections NCRs, Audit reports
			Reviewed your quality planning and management processes to Recommend improvements for the next project	Project Completion reviews/reports Quality system audits Client quality feedback evaluation

BSBPMG515 Manage Project Human Resources

Unit No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Possible Evidence documents
5	1. Plan human resources relevant to projects	1. Plan and allocate human resources to a project	Evidence that you have identified the skills/experience required to complete your project activities	Seeking quotes from specific sub-contractors/consultants to complete activities. Employing new staff member to project role Shifting staff from another part of organisation to project team
	2. Implement project personnel training and development	2. Identify and organise project personnel training and development	That you have identified skills gaps and have organised formal training for the people involved.	Booking staff into training program Organising on-site training for project team Booking yourself into training program.
	3. Lead project team	3. Manage project personnel to achieve project outcomes		Team meeting minutes Emails congratulating team members/celebrating events Providing performance feedback Emails co-ordinating team
	4. Finalise human resource activities related to projects	4. Apply human resource management (HRM) methods, techniques and tools to the project.	Evidence that you have co-ordinated and managed the team effectively to complete the project	Responsibility assignment matrix Project documents specifying project roles Project Position description Histogram or other tool/report tracking staff hours

BSBPMG516 Manage Project Information & Communication

Unit No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Possible Evidence documents
6	1. Plan information and communication processes	1. Develop a communication management plan and an information system for a specific project	Evidence of a Plan outlining who is involved in the project, what you will be communicating, when and how you will be communicating it. The plan should describe the system to manage project information	Stakeholder analysis Communication Plan Version control, Client kick off meeting presentation outlining communication plan Collaboration site details e.g. SharePoint or other applications, Archiving requirements
	2. Implement project information and communication processes	2. Implement a project information system with a systematic approach to storage, searching, retrieval and archiving of relevant information	Evidence of the implementation of your information management system e.g. Document Hierarchy on Server, Monthly minutes, reports	Screen Snip of your project document structure e.g. Common Drive/Dropbox Email communicating information management to team/stakeholders
	3. Assess information and communication outcomes	3. Implement and maintain communication processes	Evidence that you are maintaining your planned communication processes e.g. meeting with suppliers, clients, project team Providing regular reporting	Several versions i.e. consecutive months of Meeting Minutes As above with progress reports General emails communicating upcoming project impacts
		4. Review project outcomes and document suggestions for improvements to managing project information and communication for future projects.	That you review your Information and communication processes at the end of a project and make recommendations for how you could be more effective in future projects	Project Completion reviews/reports Project Implementation Reviews Client Feedback survey

BSBPMG517 Manage Project Risk

Unit No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Possible Evidence documents
7	1. Identify project risks 2. Analyse project risks 3. Establish risk treatments and controls 4. Monitor and control project risks 5. Assess risk management outcomes	1. Conduct effective risk management for a project of sufficient complexity to demonstrate the full range of performance requirements 2. Apply risk management techniques, strategies and tools.	Evidence that you have identified the risks to your projects and listed them. You have then evaluated their Probability and Impact and put in some strategy of either avoid, reduce, transfer or accept the risk	Project Risk Plan outlining risk processes Risk Evaluation matrix Project Risk register
			You will have then monitored these risks across the life of the project to ensure that your strategy was working	Risk register updated across the project timeline e.g. several versions showing changes. Meeting Agenda with Risk update Monthly reports with risk updates Meeting actions following up risk treatment strategy
			You will have used a risk tool matrix/grid to evaluate the risks probability vs Impact on project	Documents quantifying financial risk of project Risk Evaluation risk
			You will have used a risk register to monitor risks	Risk register Risk management software

BSBPMG521 Manage Project Integration

Unit No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Possible Evidence documents
8	1.Establish project	1.Work closely with others to integrate all project management functions across a project life cycle according to organisational objectives	Evidence of working with different stakeholders including possibly project team or consultants across the project to plan and manage the relationship between scope, schedule, the budget, quality planning, human resources and effective risk and communication management.	Consolidated Project Management Plan Consolidated plan for new Development Documents connecting Scope of Works to the schedule and Budget. Quality Plan integrating scope of work Steering Committee/ PCG minutes
	2.Undertake project planning and design processes			
	3.Execute project in work environment	3. Create accurate project management documentation	Evidence of making trade-offs or negotiating across the different areas to make the project work more effectively. Re-scheduling work, managing cash flow, de-scoping work	Emails outlining agreements Meeting minutes describing negotiations Meeting Agenda Contract negotiations. Confirmation of Agreeing or refusing variations
	4.Manage project control	4. Make suggestions for improvements to managing project integration in the future.		
	5.Manage project finalisation		Develop consolidated Project Management planning documents and provide accurate Project reporting throughout the life of the project	Project Management Plan Design drawings Tender or contract documents Multiple Project progress reports
			Review the Project Management processes employed across the project and make recommendations for improvement	Project Completion Report Project Implementation review report

BSBPMG519 Manage Project Stakeholder Engagement

Unit No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Possible Evidence documents
9	1. Identify and address stakeholder interests	1. Develop and implement stakeholder engagement for a project of sufficient complexity to demonstrate the full range of performance requirements	You need to demonstrate that you have identified the Stakeholders, analysed their needs in terms of the Project and have developed a plan to deliver to their requirements	Stakeholder management plan Project Communication plan Stakeholder Briefings Presentations
	2. Manage effective stakeholder engagement	2. Implement a range of appropriate stakeholder communication mechanisms for a project	You will demonstrate that you understand the need to communicate to stakeholders according to their needs and using the most effective method e.g. not just by using email or any single method convenient to you.	Meeting minutes Project Meeting schedule Examples of Emails, presentations, face to face meetings, individual catch ups, video hook ups
	3. Manage stakeholder communications	3. Demonstrate effective team leadership for project team and stakeholders.	You are aware of the needs of your stakeholders and you support your project team members in meeting their needs for effective management and communication	Feedback to Team member on their engagement with stakeholder, support to improve team member, training to improve manner, awareness or skills. Delegation of team to stakeholders according to skills

BSBPMG518 Manage Project Procurement

Unit No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Possible Evidence documents
10	1. Determine procurement requirements	1. Work with others to determine procurement requirements and produce a procurement management plan for a project	Evidence that you have worked through the procurement requirements for your project and developed a plan.	Project Procurement Plan EOI for engaging Consultants/suppliers Project Management Plan. ECPM plan
	2. Establish agreed procurement processes	2. Carry out procurement and contracting activities according to agreed processes	Utilised procurement processes to engage consultants, source suppliers or make purchases for the Projects. E.g. RFT, RFQ Proposals	Request for Tender, Proposal Quotation etc. document Evidence of Supplier selection processes e.g. Tender Panel, weighted matrix, deliberations. Tender briefing pack
	3. Conduct procurement activities	3. Monitor activities across a project's life cycle and resolve issues that could affect achievement of project objectives	Evidence of managing the delivery of the project through the procurement contractual relationship	Meeting Minutes, Contractor progress update reports, Variation claims, accepted deliverables, approved payments
	4. Implement and monitor procurement	4. Create and maintain procurement records and documentation according to requirements of project and organisation	Evidence of providing clear and consistent procurement documentation and processes in accordance with company probity or financial delegations/approvals.	Contracts of supply Communication of tender panel process. RFT, RFQ, RFP etc documents Approved project purchases
	5. Manage procurement finalisation procedures	5. Document a review of procurement management processes and procedures.	Review your procurement methodology to identify lessons learned and to make recommendations for the future.	Evidence of a Project Completion review and recommendations Lesson Learned documents Emails seeking feedback on processes.

BSBMGT516 Facilitate Continuous Improvement

Unit No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Possible Evidence documents
11	1. Lead continuous improvement systems and processes 2. Monitor and adjust performance strategies 3. Manage opportunities for further improvement	1. Facilitate effective contributions to and communications about continuous improvement processes and outcomes	Evidence of the development of processes to encourage and involve staff in decision making. That, information systems are established to communicate continuous improvement processes to stakeholders and to capture and make accessible business insights from previous projects and activities.	Emails communicating to staff Any Process documents developed Minutes of meeting capturing staff input on process improvement. Workshop or presentation material from continuous improvement Evidence of information systems capturing Lessons Learned
		2. Address sustainability requirements		
		3. Incorporate mentoring, coaching and other support to enable people to participate effectively in continuous improvement processes	Evidence of establishing mentoring/coaching processes to ensure staff are able to implement continuous improvement processes	Emails/documents establishing processes or of establishing mentoring/coaching arrangement. Minutes of coaching meeting
		4. Capture insights, experiences and ideas for improvements and incorporate them into the organisation's knowledge management systems and future planning.	Evidence of establishing and implementing processes to provide feedback of outcomes of continuous improvement initiatives and to incorporate learnings into future planning.	Evidence of staff communications tracking and providing updates on proposed improvement initiatives. Minutes/presentations other documents showing the use of lessons learned into future planning.

BSBWOR501 Manage personal work priorities and professional development

Unit No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Possible Evidence documents
12	1. Establish personal work goals 2. Set and meet own work priorities 3. Develop and maintain professional competence	1. Use business technology to create and use systems and processes to organise and prioritise tasks and commitments	Evidence of the use of technology in your self-organisation framing the management of your time on an every-day basis but also managing longer term commitment over weeks and months.	Extracts from your MS Outlook or Desktop organiser, Your Mobile phone/tablet calendar showing your time management daily/monthly MS Project schedule for your activity.
		2. Measure and maintain personal work performance including assessing competency against competency standards and seeking feedback	Evidence that you have benchmarks of competence to measure your performance against and that you seek feedback against them to measure performance	Evidence of your performance review and receiving feedback about improvements or things you did well. Emails that you send seeking and receiving feedback.
		3. Maintain an appropriate work-life balance to manage personal health and stress	Evidence of planning to complete tasks to balance your life and health outside of work. You are involved in Professional associations or networks to develop your skills	Extracts from your MS Outlook or Desktop organiser, Your Mobile phone/tablet calendar showing your work/life balance. Memberships in professional organisations or network groups
		4. Participate in networks	You have developed a Personal Development plan which sets personal and career goals two and three years out.	Personal Development plan
		5. Develop a personal development plan which includes career objectives and an action plan	Evidence that you are taking action to develop your skills in accordance with the feedback from your Performance reviews	Evidence of Training Courses Mentor relationship established
		6. Develop new skills.		

MSS015002 Develop strategies for more sustainable use of resources

Unit No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Possible Evidence documents
13	1. Quantify resource consumption 2. Quantify resource loss 3. Recommend strategies for reducing muda (waste) 4. Prepare resources use audit report	1. Quantify significant resource consumption and emission using materials balancing 2. Identify and consult with stakeholders 3. Develop strategies for reducing emissions 4. Prepare and present a resources use report.	Evidence that you understand the concept of Materials balancing and that you have identified resource and emissions loads for your development or project and have a plan to reduce and offset waste and emissions. You have engaged with Stakeholders like Regulatory authorities, consultants etc. to develop your strategy You have an overall plan and can therefore create a report to track the use of resources in the project	Resource Use Report quantifying: <ul style="list-style-type: none"> • Resource Consumption • Resource Loss • Emissions Analysis and Reduction strategies

Portfolio of Evidence Template

The Portfolio of Evidence Template has been developed to assist you in providing appropriate evidence across each of the 12 units of competency in the Diploma of Project Management (BSB51415) delivered by Swinburne Professional.

The Portfolio of Evidence Template includes 4 parts:

- 1- Participant Details
- 2- Evidence Checklist
- 3- Record of evidence
- 4- Candidate readiness and statement of original work

Compiling your Portfolio of Evidence

The first step in compiling your Portfolio of Evidence is to complete the Skills Recognition Cover Sheet (Appendix 1).

The next step is to gather and organise your Portfolio of Evidence. You will need to collect and provide evidence of the following documents as shown by the Evidence Checklist (Appendix 2).

Once you have gathered this information you will need to compile your record of evidence (Appendix 4)

The last step in putting together your portfolio of evidence is to complete the Candidate Declaration (Appendix 3)

Submitting your Portfolio of Evidence

Once you have compiled your Portfolio of Evidence, please submit your documents in PDF format to UDIAenrol@swin.edu.au. The assessor will then review your portfolio of evidence and advise if you need to provide any additional evidence.

The assessor will inform you about the outcome of your application and if successful, you will be issued a Statement of Results and Qualification (Testamur) (in line with Swinburne University Academic policies, procedures and timelines).

Appendix 1: Participant Details

PERSONAL DETAILS OF APPLICANT

Name:	
Address:	
Date of Birth:	
Phone number:	
Email address:	
Qualification:	BSB51415 Diploma of Project Management

Appendix 2: Evidence Checklist

CANDIDATE EVIDENCE CHECKLIST FOR RPL APPLICATION

PROVIDE ALL OF THE FOLLOWING:	Provided YES
Completed Appendix 1 Participant Details	
Personal Details of Applicant	<input type="checkbox"/>
Completed Appendix 2 - Evidence Checklist	
Statement of Completion of the UDIA Property Development Program	<input type="checkbox"/>
Current CV (including 2 referees who can be contacted to supplement the evidence you have provided)	<input type="checkbox"/>
Position description	<input type="checkbox"/>
Letter from current employer and/or client verifying your professional practice	<input type="checkbox"/>
Certified copies of relevant qualifications	<input type="checkbox"/>
Evidence of relevant professional Development undertaken in the last three years	<input type="checkbox"/>
Completed Appendix 3 - Candidate Declaration	
Signed candidate readiness and statement of original work	<input type="checkbox"/>
Completed Appendix 4 - Record of Evidence	
Record of evidence overview	<input type="checkbox"/>
Organised and referenced your portfolio of evidence	<input type="checkbox"/>
Number of Appendices or attachments included in submission	<input type="checkbox"/>

Appendix 3: Candidate Declaration

CANDIDATE READINESS AND STATEMENT OF ORIGINAL WORK

Yes Candidate Statement	
<input type="checkbox"/>	I am ready to be assessed and the process has been explained to me
<input type="checkbox"/>	I understand and agree that where appropriate, my assessment result will be provided to UDIA
<input type="checkbox"/>	Confidentiality of my assessment outcome has been explained to me
<input type="checkbox"/>	I understand which evidence is to be collected and how
<input type="checkbox"/>	I understand I am responsible for providing any resources/equipment required for the purpose of assessment (unless agreed with assessor)
<input type="checkbox"/>	I have advised the assessor of any special needs to be considered
<input type="checkbox"/>	My rights and the appeal system have been fully explained to me
<input type="checkbox"/>	I understand the assessment information gathered (including my name, but no other personal details) will be used by the training organisation for specific record keeping purposes
<input type="checkbox"/>	I understand that ALL work presented for assessment purposes must be my own (authentic) work, with any ideas, concepts, quotes, tools or other types of work completed either in part or in whole by other persons, to be appropriately recognised and cited.

Participant to complete:

I, _____, state that to the best of my knowledge, the evidence presented in my Portfolio of Evidence contains no material which has been written or produced by another person, except where due reference has been made. I make this statement in the full knowledge of an understanding that, should it be found to be false, I will be subject to action which may lead to the withdrawal of my Statement of Attainment and/or any credits toward a Certificate of Qualification.

Signature:

Date:

OVERVIEW OF RECORD OF EVIDENCE:

Qualification:	BSB51415 Diploma of Project Management
Requirements:	12 units – 8 core and 4 elective units
Instructions:	<p>Read Appendix 2 - Record of Evidence</p> <ul style="list-style-type: none"> • Gather and organise your portfolio of evidence and • Complete the Record of Evidence (Section 2: Applicant to complete) for each unit you are applying for Skills Recognition
Possible types of evidence	<ul style="list-style-type: none"> • <i>project briefs,</i> • <i>project documentation,</i> • <i>project plans,</i> • <i>project scope documentation, (may include inclusions and exclusions)</i> • <i>project reports,</i> • <i>project reviews,</i> • <i>project risk assessments,</i> • <i>project timelines (may include gannt charts)</i> • <i>correspondence to/from stakeholders,</i> • <i>correspondence to/from sponsors,</i> • <i>minutes from meetings,</i> • <i>project budgets (may include detailed costing sheets)</i> • <i>project contracts,</i> • <i>project work logs.</i>

Unit Code	Unit Title	Evidence Supplied for:
Core Units		
BSBPMG511	Manage project scope	
BSBPMG512	Manage project time	
BSBPMG513	Manage project quality	
BSBPMG514	Manage project cost	
BSBPMG515	Manage project human resources	
BSBPMG516	Manage project information and communication	
BSBPMG517	Manage project risk	
BSBPMG521	Manage project integration	
Elective Units		
BSBPMG518	Manage project procurement	
BSBPMG519	Manage project stakeholder engagement	
BSBWOR501	Manage personal work priorities and professional development	
MSS015002	Develop strategies for more sustainable use of resources	
BSBMGT516	Facilitate continuous improvement	

Appendix 4: Record of Evidence

UDIA –EVIDENCE TEMPLATE (INSTRUCTIONS FOR CANDIDATE)

Overview: The Evidence Template is a tool to support and assist you in gathering evidence for your RPL application.

The evidence you may collect may vary slightly depending upon your professional practice and qualifications.

The process for completing the Evidence Template for each unit of competency follows on the next page:

1. Read each unit of competency description provided within the Unit templates earlier in the document and in particular the examples of evidence given to you in the tables provided.
2. Reflect and gather evidence of minimum of 1 project, maximum of 3 projects you have undertaken/managed or co-managed during the last 5 years. *The project(s) can be used as evidence across all 12 competency(s) where applicable.*
3. Swinburne University in consultation with you the student and where deemed suitable will make reasonable adjustments in relation to your assessment in line with Swinburne University procedures; <https://www.swinburne.edu.au/current-students/manage-course/exams-results-assessment/special-consideration-adjustments-extensions/>

Compiling Your Portfolio of Evidence

Earlier in the document, we have explained Competency units, performance evidence and shown you the typical evidence documents used to demonstrate your competence against this qualification; we will now show the process steps to compile your evidence Portfolio.

Step1. List your Evidence.

On the next page you will find a table called Evidence List.

After you have compiled all of your evidence enter the document names, description etc. onto the evidence list. If you need to extend the table just insert extra lines as required

Step2. Insert the **Reference number** from the Evidence List into the table to complete the Evidence Document list to demonstrate your competency for each unit. **Don't enter the document name.** Also if it is a large Document include the section or pages you are referring to.

Here is an example

Reference Number	Document Name	Description
1	Utopia Village Development plan	Plan of overall development of proposed Utopia Village including land plans, schedule & costings
2	Rialto Project Management Plan	Project Plan for building 3 Units at 15 Rialto drive

Unit No.	Element of Competency	What are we looking for?	Your Evidence documents
1	1. Conduct project authorisation activities 2 Conduct project scope	You are trying to demonstrate that the scope of works or project plans or proposals are approved or authorised prior to beginning.	Ref 1 Section 3.2 Ref 2

BSBPMG511 Manage Project Scope				
Unit No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Your Evidence documents
1	1. Conduct project authorisation activities 2 Conduct project scope 3 Manage project scope control process	1. Complete project authorisation activities 2. Collaborate with stakeholders to produce a scope-management plan 3. Implement scope-management plan according to procedures 4. Review and document scope-management implementation and recommend improvements	You are trying to demonstrate that the scope of works or project plans or proposals are approved or authorised prior to beginning.	
			That you have a method to manage and control the scope of the project i.e. not let it creep, uncontrolled variations etc. and that your stakeholders have clear visibility of how that process works.	
			Evidence that you have implemented that scope management process to control the scope throughout the project	
			Evidence that you have reviewed the scope management processes that you implemented and recommended improvements to improve them.	

BSBPMG512 Manage Project Time				
Unit No	Element of Competency	What the evidence must demonstrate	What are we looking for?	Your Evidence documents
2	1. Determine project schedule	1. Develop a project schedule using project management tools and techniques	<p>You are trying to demonstrate that you have built a detailed schedule for the completion of a project. That is identification of the tasks to be completed, sequenced and applying duration estimates to provide a timeline for the project</p> <p>You then need to show that you have tracked the project against your schedule, updated it, reported latest schedule progress to Stakeholders.</p> <p>You need to have reviewed your schedule development or management processes and recommended improvements for future projects</p>	
	2. Implement Project schedule	2. Implement, analyse and monitor a project schedule		
	3. Assess time management outcomes	3. Conduct a review of project scheduling and recommend improvements for the future.		

BSBPMG514 Manage Project Cost

Unit No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Your Evidence documents
3	1. Determine Project Costs	1. Work closely with others to determine resources against budgetary frameworks	Looking to show how you have worked at identifying the costs to a project. Could involve other people, such as estimator, consultants quantity surveyor etc.	
	2. Monitor and control project costs	2. Prepare a budget and cost-management plan for a project	Demonstrate that you have developed a budget for the project and have some processes to control costs e.g. Inspection before paying invoices	
	3. Complete cost management	3. Monitor costs across a project's life cycle including solving cost variations and analysing possible alternatives	You have tracked your budget and taken action to fix problems to stay on target throughout	
		4. Record expenditure, create accurate financial reports and review cost-management processes.	Provided cost/financials updates to stakeholders and then reviewed your cost management processes to recommend improvements	

BSBPMG513 Manage Project Quality				
Unit No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Your Evidence documents
4	1. Determine quality requirements 2. Implement quality processes 3. Implement project quality improvements	1. Work with others to decide a project's quality requirements	You have engaged with your team, consultants Councils/authorities quantity surveyors etc. to identify specific Quality and compliance requirements.	
		2. Document a quality-management plan		
		3. Implement quality control and assurance processes for a defined project using a range of tools and methodologies	Developed a quality plan incorporating quality assurance and quality control elements to manage the project and achieve the required quality results	
		4. Review outcomes and recommend process improvements.	Demonstrate that you have implemented your plan e.g. inspections audits, testing	
			Reviewed your quality planning and management processes to Recommend improvements for the next project	

BSBPMG515 Manage Project Human Resources				
Unit No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Your Evidence documents
5	1. Plan human resources relevant to projects	1. Plan and allocate human resources to a project	Evidence that you have identified the skills/experience required to complete your project activities	
	2. Implement project personnel training and development	2. Identify and organise project personnel training and development		
	3. Lead project team	3. Manage project personnel to achieve project outcomes	That you have identified skills gaps and have organised formal training for the people involved.	
	4. Finalise human resource activities related to projects	4. Apply human resource management (HRM) methods, techniques and tools to the project.	Evidence that you have co-ordinated and managed the team effectively to complete the project	
			Evidence that you have used HR tools e.g. a matrix to show tasks allocated to individuals, Positional role statements explaining requirements of a position, performance reviews, Resource Histograms	

BSBPMG516 Manage Project Information & Communication				
Unit No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Your Evidence documents
6	1. Plan information and communication processes	1. Develop a communication management plan and an information system for a specific project	Evidence of a Plan outlining who is involved in the project, what you will be communicating, when and how you will be communicating it. The plan should describe the system to manage project information	
	2. Implement project information and communication processes	2. Implement a project information system with a systematic approach to storage, searching, retrieval and archiving of relevant information	Evidence of the implementation of your information management system e.g. Document Hierarchy on Server, Monthly minutes, reports	
	3. Assess information and communication outcomes	3. Implement and maintain communication processes	Evidence that you are maintaining your planned communication processes e.g. meeting with suppliers, clients, project team Providing regular reporting	
		4. Review project outcomes and document suggestions for improvements to managing project information and communication for future projects.	That you review your Information and communication processes at the end of project and make recommendations for how you could be more effective in future project	

BSBPMG517 Manage Project Risk

Unit No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Your Evidence documents
7	1. Identify project risks	1. Conduct effective risk management for a project of sufficient complexity to demonstrate the full range of performance requirements 2. Apply risk management techniques, strategies and tools.	Evidence that you have identified the risks to your projects and listed them. You have then evaluated their Probability and Impact and put in some strategy to either avoid, reduce, transfer or accept the risk	
	2. Analyse project risks			
	3. Establish risk treatments and controls		You will have then monitored these risks across the life of the project to ensure that your strategy was working	
	4. Monitor and control project risks		You will have used a risk tool matrix/grid to evaluate the risks probability vs Impact on project	
	5. Assess risk management outcomes		You will have used a risk register to monitor risks	

BSBPMG521 Manage Project Integration				
Unit No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Your Evidence documents
8	1.Establish project	1.Work closely with others to integrate all project management functions across a project life cycle according to organisational objectives	Evidence of working with different stakeholders including possibly project team or consultants across the project to plan and manage the relationship between scope, schedule, the budget, quality planning, human resources and effective risk and communication management.	
	2.Undertake project planning and design processes			
	3.Execute project in work environment	3. Create accurate project management documentation	Evidence of making trade-offs or negotiating across the different areas to make the project work more effectively. Re-scheduling work, managing cash flow, de-scoping work	
	4.Manage project control	4. Make suggestions for improvements to managing project integration in the future.	Develop consolidated Project Management planning documents and provide accurate Project reporting throughout the life of the project	
	5.Manage project finalisation		Review the Project Management processes employed across the project and make recommendations for improvement	

BSBPMG519 Manage Project Stakeholder Engagement				
Unit No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Your Evidence documents
9	1. Identify and address stakeholder interests	1. Develop and implement stakeholder engagement for a project of sufficient complexity to demonstrate the full range of performance requirements	You need to demonstrate that you have identified the Stakeholders, analysed their needs in terms of the Project and have developed a plan to deliver to their requirements	
	2. Manage effective stakeholder engagement	2. Implement a range of appropriate stakeholder communication mechanisms for a project	You will demonstrate that you understand the need to communicate to stakeholders according to their needs and using the most effective method e.g. not just by using email or any single method convenient to you.	
	3. Manage stakeholder communications	3. Demonstrate effective team leadership for project team and stakeholders.	You are aware of the needs of your stakeholders and you support your project team members in meeting their needs for effective management and communication	

BSBPMG518 Manage Project Procurement				
Unit No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Your Evidence documents
10	1. Determine procurement requirements	1. Work with others to determine procurement requirements and produce a procurement management plan for a project	Evidence that you have worked through the procurement requirements for your project and developed a plan.	
	2. Establish agreed procurement processes	2. Carry out procurement and contracting activities according to agreed processes	Utilised procurement processes to engage consultants, source suppliers or make purchases for the Projects. E.g. RFT, RFQ Proposals	
	3. Conduct procurement activities	3. Monitor activities across a project's life cycle and resolve issues that could affect achievement of project objectives	Evidence of managing the delivery of the project through the procurement contractual relationship	
	4. Implement and monitor procurement	4. Create and maintain procurement records and documentation according to requirements of project and organisation	Evidence of providing clear and consistent procurement documentation and processes in accordance with company probity or financial delegations/approvals.	
	5. Manage procurement finalisation procedures	5. Document a review of procurement management processes and procedures.	Review your procurement methodology to identify lessons learned and to make recommendations for the future.	

BSBMGT516 Facilitate Continuous Improvement				
Unit No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Your Evidence documents
11	1. Lead continuous improvement systems and processes 2. Monitor and adjust performance strategies 3. Manage opportunities for further improvement	1. Facilitate effective contributions to and communications about continuous improvement processes and outcomes 2. Address sustainability requirements 3. Incorporate mentoring, coaching and other support to enable people to participate effectively in continuous improvement processes 4. Capture insights, experiences and ideas for improvements and incorporate them into the organisation's knowledge management systems and future planning.	Evidence of the development of processes to encourage and involve staff in decision making. That, information systems are established to communicate continuous improvement processes to stakeholders and to capture and make accessible business insights from previous projects and activities.	
			Evidence of ensuring that and business changes meet business or organisational sustainability requirements.	
			Evidence of establishing mentoring/coaching processes to ensure staff are able to implement continuous improvement processes	
			Evidence of establishing and implementing processes to provide feedback of outcomes of continuous improvement initiatives and to incorporate learnings into future planning.	

BSBWOR501 Manage personal work priorities and professional development

Unit No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Your Evidence documents
12	1. Establish personal work goals 2. Set and meet own work priorities 3. Develop and maintain professional competence	1. Use business technology to create and use systems and processes to organise and prioritise tasks and commitments	Evidence of the use of technology in your self-organisation framing the management of your time on an every-day basis but also managing longer term commitment over weeks and months.	
		2. Measure and maintain personal work performance including assessing competency against competency standards and seeking feedback	Evidence that you have benchmarks of competence to measure your performance against and that you seek feedback against them to measure performance	
		3. Maintain an appropriate work-life balance to manage personal health and stress	Evidence of planning to complete tasks to balance your life and health outside of work. You are involved in Professional associations or networks to develop your skills	
		4. Participate in networks	You have developed a Personal Development plan which sets personal and career goals two and three years out.	
		5. Develop a personal development plan which includes career objectives and an action plan	Evidence that you are taking action to develop your skills in accordance with the feedback from your Performance reviews	
		6. Develop new skills.		

MSS015002 Develop strategies for more sustainable use of resources

Unit No.	Element of Competency	What the evidence must demonstrate	What are we looking for?	Your Evidence documents
13	1. Quantify resource consumption 2. Quantify resource loss 3. Recommend strategies for reducing muda (waste) 4. Prepare resources use audit report	1. Quantify significant resource consumption and emission using materials balancing 2. Identify and consult with stakeholders 3. Develop strategies for reducing emissions 4. Prepare and present a resources use report.	Evidence that you understand the concept of Materials balancing and that you have identified resource and emissions loads for your development or project and have a plan to reduce and offset waste and emissions. You have engaged with Stakeholders like Regulatory authorities, consultants etc. to develop your strategy You have an overall plan and can therefore create a report to track the use of resources in the project	

Swinburne Contacts

Please direct all course enquiries, enrolments and submissions to the dedicated UDIA inbox.

UDIAenrol@swin.edu.au

Should you wish to contact your Swinburne Representative directly please do so using the following details.

	Name	Phone	Email
Swinburne Professional	Swinburne Professional	1800 633 560	swinprofessional@swin.edu.au
Swinburne Representatives	Nikki Scholtens	03 9214 6511	nscholtens@swin.edu.au
	Rhiannon Morgan	03 9214 5031	ramorgan@swin.edu.au
Swinburne Assessor	Mark Guiney		UDIAenrol@swin.edu.au

Submission Timeframes

You will have 10 weeks to submit your Portfolio of Evidence after you submit your RPL Enrolment Form.

Compiling a Portfolio of Evidence can typically take anywhere from 40 hours to 80 hours, if you are having any difficulties in compiling your portfolio, please don't hesitate to contact us.

Once you have submitted your portfolio of evidence, the RPL assessment process may take up to four weeks to be assessed (provided you have paid your fees).

The assessment may take more time if additional evidence is required. The assessor will contact you if further information is required.