

6 Overview of Units, Elements, and Performance Criteria

The table below provides a summary of the Units of Competency while the table on the following page provides an overview of the Units, Elements, and Performance Criteria. Details for all are provided in Section 8.

6.1 Summary of Units of Competency

Unit	Title	Description
PSp01	Take accountability for the project	This Unit defines the Elements required to take accountability for the project. It includes the Performance Criteria required to demonstrate competency in establishing both what the project will accomplish and how it will do so. Note: Accountability means that the sponsor is ultimately answerable for how the project is managed, for the success or failure of the product of the project and the realization of benefits.
PSp02	Support the project manager	This Unit defines the Elements required to support the project manager. It includes the Performance Criteria required to demonstrate competency in how to support the project manager in undertaking their duties. Note: The project manager role is defined by governance. It can vary significantly by sector. Unlike the Sponsor, who is part of the permanent organisation, the Project Manager may be internal or external to the organisation.
PSp03	Support the project	This Unit defines the Elements required to provide support to the project. It includes the Performance Criteria required to demonstrate competency in how to support the project with resourcing, decision making, cultivating stakeholder commitment and project reviews.

Figure 1: Summary of Units of Competency

6.2 Summary of Units, Elements, and Performance Criteria

Units	Elements	Performance Criteria
1. Take accountability for the project	1.1 Ensure the project is justified.	1.1.1 Alignment of the project with the defined direction of the organisation is maintained.
		1.1.2 The project is justified and realistic.
	1.2 Sustain effective governance.	1.2.1 Authority levels, approval processes, decision making protocols, and reporting mechanisms are defined, communicated, and implemented.
		1.2.2 Project governance complies with applicable requirements.
		1.2.3 Socially responsible practice is actively supported.
		1.2.4 Sponsorship role is clearly defined and communicated to relevant stakeholders.
		1.2.5 Lessons learned process is supported.
		1.2.6 Ownership of the product of the project is transferred.
	1.3 Orchestrate plans for benefits realisation.	1.3.1 The path to benefits realisation is clearly defined, feasible and communicated.
1.3.2 Ownership of benefits realisation is identified, understood, and accepted by the relevant stakeholders.		
2. Support the project manager	2.1 Be available to the project manager.	2.1.1 Commitments to the project manager are planned and kept.
		2.1.2 Relevant information is shared with the project manager in a timely manner.
		2.1.3 Project manager's requests are addressed in a timely manner.
	2.2 Assist the project manager with conflict management.	2.2.1 Potential conflicts are anticipated and managed.
		2.2.2 Conflicts beyond the capacity of the project manager are dealt with in a timely manner.
		2.2.3 Project manager's role in dealing with conflict is reinforced.
	2.3 Provide feedback on the performance of the project manager.	2.3.1 Performance of the project manager is assessed.
		2.3.2 Actions are taken to ensure that the project manager applies good practice.
	3. Support the project	3.1 Resource availability is sustained.
3.1.2 Funding approval is secured.		
3.1.3 Project context is monitored and evaluated for circumstances that may affect resource readiness.		
3.1.4 Action is taken to resolve resource issues.		
3.2 Cultivate stakeholder commitment.		3.2.1 Personal commitment to the sponsor role is demonstrated.
		3.2.2 Approaches to sustaining stakeholder commitment are defined and supported.
		3.2.3 Visibility of the project is promoted to relevant stakeholders.
		3.2.4 Stakeholder interests and expectations are monitored.
		3.2.5 Differences in stakeholder interests and expectations are reconciled.
		3.2.6 Project achievements are recognised.
3.3 Ensure readiness for project reviews.		3.3.1 Project reviews are planned and occur in a timely manner.
		3.3.2 Actions are taken to ensure personal readiness for project reviews.
		3.3.3 Constructive feedback on project team's preparation is provided prior to external reviews.
3.4 Provide decisions in a timely manner.		3.4.1 Decisions are made as scheduled.
		3.4.2 Decisions that are escalated to the sponsor are resolved in a timely manner.
		3.4.3 Actions are taken to overcome impact on the project due to others delaying decisions.

Figure 2. Summary of Units, Elements, and Performance Criteria