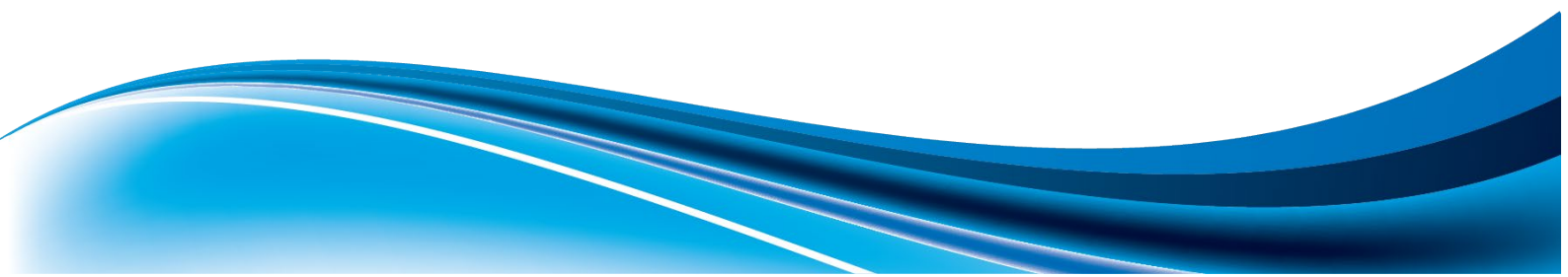




BSB40920 Certificate IV in
Project Management Practice

Assessment Guide



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BSB40920 Certificate IV in Project Management Practice

Welcome to the BSB40920 Certificate IV in Project Management Practice. This course is designed for people who contribute to or manage project initiation, planning, delivery and close in a variety of organisational settings.

Pre-requisites

Entry is open to all persons who have completed Link Education's BSB10120 Certificate I in Workplace Skills (Project Management) or other program deemed equivalent.

Students must have reliable access to an internet-connected computer with word-processing and spreadsheet software (for example, Microsoft Word and Excel).

International students must also evidence vocational English as per the Australian government standard for skilled migration. Students need to independently prepare for and obtain this standard. As a rule, students with English language, literacy and/or numeracy special needs should contact us prior to enrolment to confirm their suitability for the program of study.

Units of study

Although this course typically takes 3-6 months to complete, your enrolment is good for a period of two (2) years and may be paused or extended upon request.

The bulk of your time will be spent initiating, planning, delivering and closing professional or personal projects with the on-going and active support of your mentors.

As the volume of learning is based on your prior experience and access to projects, experienced students with current access may demonstrate competency sooner. For that reason, your mentors will work with you to develop a training plan that uniquely responds to your personal and professional environment and needs.

To successfully graduate, you will need to evidence competence in the following Australian Qualifications Framework (AQF) units:

- BSBPMG420 Apply project scope management techniques
- BSBPMG421 Apply project time management techniques
- BSBPMG422 Apply project quality management techniques
- BSBPMG423 Apply project cost management techniques
- BSBPMG424 Apply project human resources management approaches
- BSBPMG426 Apply project risk management techniques
- BSBPMG427 Apply project procurement procedures
- BSBPMG428 Apply project life cycle management processes
- BSBPMG429 Apply project stakeholder engagement techniques

You can learn more about these units and this qualification here:

<https://training.gov.au/Training/Details/BSB40920>

At any time throughout your qualification, you may also request a Statement of Attainment, which is formal recognition of the units that you have completed. Any units successfully completed are nationally recognised and can be credited to other qualifications with another RTO within Australia.

Course structure

This course acts as an introduction to the skills necessary to contribute to or manage a wide range of professional and personal projects. Because we do not make you wait until a fixed date, such as the start of a semester, before allowing you to commence, study can begin as soon as your enrolment is processed, usually within 24 hours!

And instead of teaching these units one at a time, our program is structured to align with the project lifecycle. As you will see, studying and applying your knowledge in the order you do things in a real project (as opposed to learning via discrete 'knowledge areas') is a much more practical and enjoyable way to engage with project management.

What this means (from an administrative perspective) is that your study will often proceed in discrete modules of multiple AQF units of competence.

Should you withdraw from the program before completing the module you are currently undertaking (even if you are nearly finished!) we may not be able to assess you as competent in any of the AQF units in that module.

Nevertheless, depending on how far you have progressed at the point of withdrawal, we may be able to assess you as competent in some alternative AQF units – we can have that conversation with you if and when the need arises.

If you would like to see how the AQF units map to our delivery method, we are also more than happy to share our government and industry audited training and assessment model.

Active mentoring

The BSB40920 Certificate IV in Project Management Practice is delivered with unlimited active mentor support, extending actionable advice on the projects you are working on through the lens of good practice. Our mentors can uniquely support you in this way because they are:

- Proven industry experts with a minimum of 10 years' practical experience in leading complex projects, programs and portfolios of work
- Inspiring communicators and creative, critical thinkers
- Trained educators, facilitators and mentors

Importantly, they are not professional lecturers who have only learned project management from text-books and classrooms – they superimpose on the coursework a wealth of project skill and experience from all stakeholder perspectives to bring project management to life.

Your mentor will give you detailed feedback at each stage of your qualification. If he or she feels that you are not yet ready to progress, then you will be advised on how you can improve your work for reassessment. There is no limit to the number of times you may resubmit your work for feedback – we will stick with you until you get it right!

All email enquiries are responded to within two business days, and the turnaround for assessment feedback is usually within five days. Successful completion of each stage will demonstrate to us (and your present and future employers) that you have the ability to apply the theory you have learnt to practical workplace scenarios.

The one-on-one assignment of mentors to learners also allows a genuine relationship to develop, avoiding a call-centre feel to learner engagement. Contact hours are neither stipulated nor capped, meaning that higher risk learners can access appropriate levels of support and self-motivated participants are not held back.

Note that although assessment tasks are made easier if you are employed in a workplace, those without this opportunity may complete the course as long as they have sufficient access to a project environment to facilitate learning and demonstrate competence.

Link Education has successfully delivered self-paced learning with active mentor support to a diverse range of global learners in a variety of cultural settings.

Assessment

In order to successfully demonstrate competence to the requisite standard, students must successfully complete, in order, the following assessment tasks:

- BSBPMG429 Apply project stakeholder engagement techniques
 - Interview questions
 - Stakeholder register
- BSBPMG420 Apply project scope management techniques
- BSBPMG421 Apply project time management techniques
- BSBPMG423 Apply project cost management techniques
 - Interview questions
 - Project plan
- BSBPMG427 Apply project procurement procedures
 - Interview questions
 - Request for proposal
- BSBPMG426 Apply project risk management techniques
 - Interview questions
 - Risk register and management plan
- BSBPMG424 Apply project human resources management approaches
 - Interview questions
 - Leadership case study
- BSBPMG422 Apply project quality management techniques
 - Interview questions
 - Status report
 - Change request
- BSBPMG428 Apply project life cycle management processes
 - Interview question
 - Project reflection

Assessment integrity

Academic misconduct includes cheating, plagiarism, allowing another candidate to copy work for an assignment or an examination, and any other conduct by which a candidate:

- seeks to gain, for themselves or for any other person, any academic advantage or advancement to which they or that other person is not entitled, or
- improperly disadvantages any other candidate.

Plagiarism is a form of cheating. It is taking and using someone else's thoughts, writings or inventions and representing them as your own, for example:

- using another author's words without attribution
- submitting for original assessment a project document that was prepared by someone else in your organisation, or
- copying another candidate's work.

It is **not** plagiarism when you:

- use another author's words, putting them in quotation marks and acknowledging the source; *for example*, quoting the project's objectives from the project charter in your reflection, or
- collaborating with or seeking feedback from others on assessment tasks, as long as you remain the principal author and document owner.

All your assessable works may be submitted to the plagiarism checking service *TurnItIn* to obtain a report on possible instances of plagiarism. Assessable works may also be included in a reference database. Candidates engaging in any form of academic misconduct may be subject to the imposition of penalties that range from a deduction or cancellation of marks to exclusion from the course.

Confidentiality

Although all the information you share with us is managed in accordance with our [Privacy Policy](#), when completing assessment tasks, please take every care to de-identify or redact confidential stakeholder or organisational information.

If you have concerns about the impact this may have on your ability to demonstrate your competence and complete this course, please raise this with your mentor at the earliest opportunity.

Recognition of prior learning (RPL)

Link Education accepts that learning takes place through formal study, informal learning in the workplace and from life experience. Our [Recognition of Prior Learning Policy](#) outlines how you may apply to have your prior learning recognised by Link Education and what procedures Link Education has in place to assess your learning and work/life experience.

Because of the unique structure of this program, students are typically awarded RPL for:

- Project management coursework independently assessed by an accredited educational institution, and/or
- Relevant documents prepared for workplace projects that meet the standards for assessment stipulated in this guide.

Please consult directly with your mentor if you are seeking RPL for any part or all of your BSB40920 Certificate IV in Project Management Practice.

More about our student policies, including your rights and obligations, can be found here:

<https://link.edu.au/handbook/>

Graduate outcomes

Upon completion of our BSB40920 Certificate IV in Project Management Practice, you will be able to:

- Apply basic project management concepts, methods and theories
- Demonstrate the technical skills of project management
- Understand the interpersonal aspects of project management
- Manage the initiation, planning, delivery and close of simple projects
- Communicate professionally with project stakeholders
- Critically reflect on project and individual performance

Graduate pathways

Graduates of our BSB40920 Certificate IV in Project Management Practice are encouraged to continue with advanced standing to Link Education's fast-track BSB50820 Diploma of Project Management.

Study plan

To properly plan your progress, we recommend adopting the following study plan. There is no penalty for completing tasks ahead of schedule – if you have the available time, this is something you may wish to discuss with your mentor. Your mentor can also assist you in keeping to this plan and maintaining momentum throughout the course.

Kick-off meeting

Your BSB40920 Certificate IV in Project Management Practice is a project!

In your initial meeting with your mentor, you will:

- Define the outcomes you want from this course (why you are studying)
- Plan the course scope, time and resource requirements
- Consider any risks to course completion and how they might be managed, and
- Agree information and communication requirements.

Following this meeting, you, your mentor and (if sponsoring) your employer will sign off and commit to your training plan.

At regular intervals throughout the course, you will give updates on the status of your study project to your mentor and negotiate changes to your study plan.

This planning process, status updates that follow and your end of course reflection form part of the assessment for your BSB40920 Certificate IV in Project Management Practice.

Recommended plan

<i>Due date</i>	<i>Unit outcomes</i>
Week 2	BSBPMG429 Apply project stakeholder engagement techniques
Weeks 4-6	BSBPMG420 Apply project scope management techniques BSBPMG421 Apply project time management techniques BSBPMG423 Apply project cost management techniques
Week 8	BSBPMG427 Apply project procurement procedures
Week 10	BSBPMG426 Apply project risk management techniques
Week 12	BSBPMG424 Apply project human resources management approaches
Week 14	BSBPMG422 Apply project quality management techniques
Weeks 16-20	BSBPMG428 Apply project life cycle management processes

BSBPMG429 Apply project stakeholder engagement techniques

Interview questions

Considering at least two (2) projects you recently contributed to, answer the following questions in complete sentences and paragraphs. Where possible, provide evidence or examples to support your answers.

1. How did you work with others to establish various stakeholder needs and interests?
2. What methods of communication and interpersonal skills did you use when engaging with stakeholders?
3. How did you vary your communication methods in response to the projects' needs and stakeholder expectations?

Before booking your interview, feel free to submit drafts of work-in-progress to receive feedback here: study@link.edu.au

You can book your assessment interview here: <https://calendly.com/link-edu/bsb40920-short-answer>

Stakeholder register

Prepare a stakeholder register and engagement plan for a professional or personal project. At a minimum, this document must include summary information, such as:

- The project name and description
- A one-page summary of key information on all documented stakeholders
- Definitions of key values, including:
 - Stakeholder categories (for example: sponsor, client, supplier)
 - Stakeholder attitudes to the project (for example: positive, negative)
 - Stakeholder prioritisation method (for example: power v interest)
 - Stakeholder engagement strategies (for example: inform, consult)

You should prepare a minimum of five (5) stakeholder entries. At a minimum, each entry must include the stakeholder's:

- Name
- Organisational affiliation
- Relationship to the project (for example: sponsor, client, contractor)
- Attitude towards the project (for example: positive, negative)
- Contact details (for example: email, phone)
- Expectations – what they want from the project
- Opportunities – what they can do for the project
- Engagement strategy (for a minimum of three (3) tasks or milestones)
- Last and next contact dates

You can prepare this document using your workplace resources or the template provided. If you use dedicated software, please export the output as a pdf or screenshots or provide an accessible link. This document can (but does not need to) relate to projects you reference in other assessment tasks.

For assessment purposes, you may make reasonable assumptions about the project consistent with organisational and project management good practices. You should also consult widely and seek feedback from other project stakeholders on this document.

Mentor assistance is available anytime, and you can submit work-in-progress drafts to receive feedback before final submission.

[BSBPMG420 Apply project scope management techniques](#)

[BSBPMG421 Apply project time management techniques](#)

[BSBPMG423 Apply project cost management techniques](#)

These subjects are co-assessed in a single unit.

Interview questions

Considering at least two (2) projects you recently contributed to, answer the following questions in complete sentences and paragraphs.

Where possible, provide evidence or examples to support your answers.

1. How did you contribute to determining the scope of the projects (or your activities within)?
2. How did you contribute to managing the projects' scope?
3. How did you contribute to managing the projects' schedule?
4. How did you contribute to managing the projects' budget?

Before booking your interview, feel free to submit drafts of work-in-progress to receive feedback here: study@link.edu.au

You can book your assessment interview here: <https://calendly.com/link-edu/bsb40920-short-answer>

Project plan

Using Gantt charting or similar software, prepare a work breakdown structure (WBS), schedule and budget for a relevant professional or personal project.

At a minimum, it must include at least 15 linked and resource-allocated tasks over two (2) hierarchy levels, with clear dependencies and a critical path.

In addition to the tasks required to deliver the project's outputs, you should (if relevant) include:

- Project team induction / training tasks
- Stakeholder engagement and communication tasks
- Quality control and assurance tasks
- Key project financing / cashflow milestones
- Provision for a project reflection / review

You can prepare this document using your workplace resources or the template provided. If you use dedicated software, please export the output as a pdf or screenshots or provide an accessible link.

This document can (but does not need to) relate to projects you reference in other assessment tasks.

For assessment purposes, you may make reasonable assumptions about the project consistent with organisational and project management good practices. You should also consult widely and seek feedback from other project stakeholders on this document.

Mentor assistance is available anytime, and you can submit work-in-progress drafts to receive feedback before final submission.

BSBPMG427 Apply project procurement procedures

Interview questions

Considering at least two (2) projects you recently contributed to, answer the following questions in complete sentences and paragraphs.

Where possible, provide evidence or examples to support your answers.

1. How did you contribute to documenting the requirements for the projects' procurements?
2. How did you contribute to managing the projects' procurements?
3. How did you contribute to finalising the projects' procurements?

Before booking your interview, feel free to submit drafts of work-in-progress to receive feedback here: study@link.edu.au

You can book your assessment interview here: <https://calendly.com/link-edu/bsb40920-short-answer>

Request for proposal

Prepare a request for proposal (RFP) for a procurement related to a professional or personal project.

At a minimum, the document must include:

- Relevant information about the requesting organisation
- An overview of the project the proposal relates to
- A detailed scope of work
- Expected delivery date
- Budget constraints
- Detailed selection criteria, including weightings and evidentiary requirements
- Conditions for participation (both administrative and organisational)
- Contact information, including request for information protocols

You can prepare this document using your workplace resources or the template provided. If you use dedicated software, please export the output as a pdf or screenshots or provide an accessible link.

This document can (but does not need to) relate to projects you reference in other assessment tasks.

For assessment purposes, you may make reasonable assumptions about the project consistent with organisational and project management good practices. You should also consult widely and seek feedback from other project stakeholders on this document.

Mentor assistance is available anytime, and you can submit work-in-progress drafts to receive feedback before final submission.

BSBPMG426 Apply project risk management techniques

Interview questions

Considering at least two (2) projects you recently contributed to, answer the following questions in complete sentences and paragraphs.

Where possible, provide evidence or examples to support your answers.

1. How did you contribute to identifying and prioritising potential risks and developing risk-management strategies, plans and reporting mechanisms?
2. How did you contribute to applying, monitoring and reviewing risk-control measures, including contingency measures to mitigate risks?
3. How did you contribute to evaluating, reviewing and reporting on risk-management processes and making recommendations for future improvements?

Before booking your interview, feel free to submit drafts of work-in-progress to receive feedback here: study@link.edu.au

You can book your assessment interview here: <https://calendly.com/link-edu/bsb40920-short-answer>

Risk register and management plan

Prepare a risk register and management plan with a minimum of five (5) entries for a relevant professional or personal project. At a minimum, the register must include:

- The project name
- Its scheduled start and end dates
- The document owner (usually the project manager)
- Organisational definitions of key values, including:
 - Risk categories and descriptors
 - Probability and impact ratings and descriptors
 - Risk assessment methodology / matrix
 - Risk threshold / treatment strategy

At a minimum, each entry must include:

- Risk title and detailed description
- Risk owner
- Qualitative analysis of risk
- Risk priority rating
- Last and next review dates
- Potential triggers, their probability and rating
- Ratings of potential impacts on key project factors, such as:
 - Scope
 - Time
 - Cost
 - Outcomes
 - Operations
 - Health and safety
 - Brand / reputation
 - Natural environment
- Contingency plans, including reserves

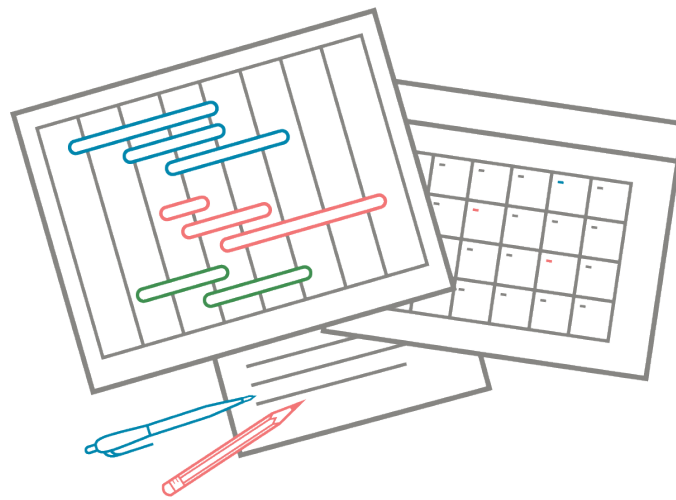
- Analysis of secondary and residual risks

You can prepare this document using your workplace resources or the template provided. If you use dedicated software, please export the output as a pdf or screenshots or provide an accessible link.

This document can (but does not need to) relate to projects you reference in other assessment tasks.

For assessment purposes, you may make reasonable assumptions about the project consistent with organisational and project management good practices. You should also consult widely and seek feedback from other project stakeholders on this document.

Mentor assistance is available anytime, and you can submit work-in-progress drafts to receive feedback before final submission.



BSBPMG424 Apply project human resources management approaches

Interview questions

Considering at least two (2) projects you recently contributed to, answer the following questions in complete sentences and paragraphs.

Where possible, provide evidence or examples to support your answers.

1. How did you contribute to constructing effective methods for monitoring roles, responsibilities and performance in the projects?
2. What methods did you use when providing feedback on performance and improving the performance of project team members?
3. Give examples of how you communicated information and ideas to others in a logical, concise and understandable manner.
4. What human resources practices, plans, guidelines or procedures did you rely on when contributing to the projects?

Before booking your interview, feel free to submit drafts of work-in-progress to receive feedback here: study@link.edu.au

You can book your assessment interview here: <https://calendly.com/link-edu/bsb40920-short-answer>

Leadership case study

To complete this assessment task, you should schedule a 30-minute interview with an assessor here: <https://calendly.com/link-edu/bsb40920-leadership-case-study>

Before booking your interview, feel free to submit drafts of work-in-progress to receive feedback here: study@link.edu.au

The interview will be recorded via videoconference to provide evidence of your competence. You may refer to notes but cannot read from a script. We retain the recording of this assessment as per our regulatory obligations and privacy policy.

Case study

You have recently accepted a project management position with a large, high-profile organisation in your chosen industry. Your new employer is well regarded as an ethical entity that is highly respectful of its staff and stakeholders.

There are 12 project team members from different backgrounds and with differing levels of expertise. Some team members have worked with the organisation for several years and have significant project experience. Other team members are relatively new, while some have worked in other departments/ sections of the organisation before being transferred to this project.

The project team is co-located on a single site, and the physical environment is otherwise conducive to high performance.

The reason for your appointment is that the project has not been meeting its scope, time and cost targets. The previous project manager was away on leave for one month before your appointment, and no one filled the leadership role.

The project sponsor has identified several problems in the team:

- communication between team members appears to be strained at times

- levels of cooperation are falling, and two team members are in open conflict
- the prioritisation of tasks appears to occur on an ad hoc basis, and
- important project stakeholders are complaining about being uninformed on progress

While each team member was selected for their role based on demonstrated skills and expertise, they now seem unable to work together effectively.

Your initial role, therefore, is that of trouble-shooter, problem-solver and team facilitator. You need to bring this group together to form a cohesive, effective and productive team.

The sponsor has asked for detailed advice on how you will achieve this.

Explain in a logical sequence how you will develop your project team. Give reasons for each of your actions and the expected outcomes.

What will each of these tasks look like in your project plan?

What will you do if these measures do not work?

What will you do if they do work?

In your advice, you may be asked about:

- team roles and dynamics
- the various stages of team development
- the importance of agreed goals
- skills/ competency analysis
- the need to link individual goals with project and organisational goals, and individual performance measures
- strategies to encourage input into planning and decision-making
- the need for performance evaluations/ reviews
- providing praise and constructive feedback
- reward and recognition
- the role of diversity
- constructive versus destructive conflict
- barriers to efficient and effective team performance
- trust, reliability, consistency and relationship building
- the importance of, and appropriate formats for, meetings
- initiative, responsibility, motivation, delegation
- the need to monitor, measure and evaluate the team's development
- involving the project's sponsor
- other stakeholder communication, especially with high power/interest stakeholders
- your own communication style and interpersonal skills, and how they might vary according to the situation
- ethical considerations
- the project manager as a role model
- creating a culture for high performance
- supporting project documents

Remember, too, that you are the new team member. How will your introduction impact team dynamics?

Alternate assessment

You may have already experienced a similar situation in your working life.

If you have, you can choose to report on the methods you used to develop your team and solve both its internal and external problems.

How successful were they, and why were they successful?

Your report must cover the concepts of team development discussed in this course. They must also demonstrate understanding and application of the same criteria as those required for the case study.



BSBPMG422 Apply project quality management techniques

Interview questions

Considering at least two (2) projects you recently contributed to, answer the following questions in complete sentences and paragraphs.

Where possible, provide evidence or examples to support your answers.

1. How did you contribute to constructing effective methods for monitoring roles, responsibilities and performance in the projects?
2. What methods did you use when providing feedback on performance and improving the performance of project team members?
3. Give examples of how you communicated information and ideas to others in a logical, concise and understandable manner.
4. What human resources practices, plans, guidelines or procedures did you rely on when contributing to the projects?

Before booking your interview, feel free to submit drafts of work-in-progress to receive feedback here: study@link.edu.au

You can book your assessment interview here: <https://calendly.com/link-edu/bsb40920-short-answer>

Status report

Complete a detailed report on the status of a relevant professional or personal project. At a minimum, the status report should include:

- The project title
- Project manager's name
- Overall status, as well schedule, budget and scope status
- Work completed since the last report
- Work to be completed by the next report
- Lessons learned in the last reporting cycle
- Exceptions, including:
 - Any issues or risks and their priority
 - Their impact on schedule, budget, scope, outcomes and any other factors
 - Actions required and/or currently in place

You may also use earned value management or other analytic techniques to assist in the interpretation of data.

You can prepare this document using your workplace resources or the template provided. If you use dedicated software, please export the output as a pdf or screenshots or provide an accessible link.

This document can (but does not need to) relate to projects you reference in other assessment tasks.

For assessment purposes, you may make reasonable assumptions about the project consistent with organisational and project management good practices. You should also consult widely and seek feedback from other project stakeholders on this document.

Mentor assistance is available anytime, and you can submit work-in-progress drafts to receive feedback before final submission.



Change request

Prepare a detailed change request for consideration by your project's sponsor and/or governance group about a significant issue identified in your status report.

At a minimum, the change request should include:

- The project title
- The project manager and sponsors' names
- The date of the request
- The status of the request
- The owner responsible for actioning the change
- The justification for the change
- A list of the stakeholders and secondary sources consulted
- The impact of doing nothing on scope, schedule, budget and outcomes
- Options considered as a response to doing nothing (including their impacts in the same factors) and any secondary and/or residual risks
- A recommended change
- Actions required to implement the change, including updates to the:
 - Project plan (WBS, schedule and budget)
 - Risk register
 - Stakeholders

You can prepare this document using your workplace resources or the template provided. If you use dedicated software, please export the output as a pdf or screenshots or provide an accessible link.

This document can (but does not need to) relate to projects you reference in other assessment tasks.

For assessment purposes, you may make reasonable assumptions about the project consistent with organisational and project management good practices. You should also consult widely and seek feedback from other project stakeholders on this document.

Mentor assistance is available anytime, and you can submit work-in-progress drafts to receive feedback before final submission.



BSBPMG428 Apply project life cycle management processes

Interview question

Considering at least two (2) projects you recently contributed to, answer the following question in complete sentences and paragraphs.

Where possible, provide evidence or examples to support your answer.

1. How did you assess the impact that project changes would have on final outcomes?

Before booking your interview, feel free to submit drafts of work-in-progress to receive feedback here: study@link.edu.au

You can book your assessment interview here: <https://calendly.com/link-edu/bsb40920-short-answer>

Project reflection

This final assessment task requires you to identify a project you have recently made a significant contribution to and critically reflect upon its performance.

The final output will take the form of a written report recommending improvements for future projects' performance. The recommendations are primarily intended for the organisation that delivered the project. The reflection should not be a (product) review of the deliverable created by the project.

In addition to common requirements for business writing, the Reflection should include the following major elements:

- An overview of the project
- Critical analysis of:
 - Project initiation
 - Project planning
 - Project delivery
 - Project close
- A conclusion that is linked to your previous discussion
- Clearly articulated and supported (SMART) recommendations

For assessment purposes, the Reflection must be at least 2,000 words long. The word count does not include headings and titles, footnotes, references and/or appendices. Documents relevant to your project may also be appended or linked to your report.

You can prepare this document using your workplace resources or the template provided. If you use dedicated software, please export the output as a pdf or screenshots or provide an accessible link.

This document can (but does not need to) relate to projects you reference in other assessment tasks.

For assessment purposes, you may make reasonable assumptions about the project consistent with organisational and project management good practices. You should also consult widely and seek feedback from other project stakeholders on this document.

Mentor assistance is available anytime, and you can submit work-in-progress drafts to receive feedback before final submission.

Using the project reflection template

Although you may use any report format, a project reflection template appropriate to this assessment task is available. Ensure the blue guidance text is deleted – it cannot be included in your word count!

Minimum word counts for each section are suggested below; however, they are presented as a **rough guide**, and are not intended to be prescriptive. For example, not all the items in *Section 3 – Lessons Learned* may reveal lessons to learn! You are encouraged to use your expert judgment in selecting how much detail to respond with at each criterion.

1	PROJECT OVERVIEW	
1.1	Project description	100 words
1.2	Intended outcomes	50 words
1.3	Strategic objectives	50 words
2	PROJECT PERFORMANCE	
2.1	Performance against baseline plans	100 words
2.2	Outcomes delivered	50 words
2.3	Outcomes yet to be realised	50 words
2.4	Changes	50 words
2.4	Open actions	50 words
3	LESSONS LEARNED	1,000 words
3.1	Stakeholder identification and engagement	
3.2	Business case development	
3.3	Scope definition and management	
3.4	Schedule development and control	
3.5	Cost estimating and control	
3.6	Procurement and contract management	
3.7	Risk identification, prioritisation and treatment	
3.8	Project team management and performance	
3.9	Project governance and change control	
3.10	Project delivery and handover	
3.11	Project documentation	
3.12	Other lessons learned	
4	RECOMMENDATIONS / ACTION PLAN	500 words

This section is all about critical analysis. For some topics, you might simply acknowledge that there were no major issues or lessons to be learned – for others, you may present several hundred words of analysis. Where you place your emphasis depends on the specific contingencies of the project you are reflecting upon.

Total: 2,000 words