Australian Government

CPCMCM8002 Manage the quality of projects and processes

Release: 1

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Modification History

Release 1.

This version first released with CPC Construction, Plumbing and Services Training Package Version 1.

Replaces superseded equivalent CPCMCM7002A Manage the quality of projects and processes.

Application

This unit of competency specifies the outcomes required to establish performance measures of projects and processes, and review and improve their management and accountability.

The unit covers the need for quality control and responsibility for providing service outcomes to customers. Managing organisational change is a major focus of the unit.

This unit supports the attainment of skills and knowledge required for competent workplace performance in organisations of all sizes. It will support senior managers with responsibility in all sectors.

The unit may be contextualised to the specific needs and knowledge and skill requirements of all industries, provided the essential outcomes of the unit are not changed.

No licensing, legislative, accreditation, regulatory or certification requirements apply to this unit at the time of endorsement.

Pre-requisite Unit

Nil

Competency Field

Management

Unit Sector

Common

Elements and Performance Criteria

Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the range of conditions.

1.	Establish parameters for delivery of a quality project or process.	1.1.	***Concepts, principles and tools of quality management and continuous improvement*** are researched and analysed.
		1.2.	Extensive research is undertaken to determine current and future service requirements of customers.
		1.3.	Recommended or anticipated changes to services and their processes are communicated to senior management for review and negotiated with stakeholders.
2.	Establish and implement performance measurement strategies.	2.1.	Financial and ***non-financial performance indicators*** and evaluation criteria for specific project are established and agreed upon with relevant stakeholders and communicated to relevant staff and service providers.
		2.2.	Appropriate financial and non-financial benchmarks are determined and agreed to with relevant stakeholders.
		2.3.	Project and services are monitored to ensure they meet identified needs and service expectations.
		2.4.	Feedback from customers is communicated to relevant areas in the organisation and incorporated into performance reviews.
		2.5.	Trends in ***customer or stakeholder satisfaction*** and service use are monitored to identify opportunities for improvements to services or processes.
		2.6.	Issues of responsiveness and accessibility are reviewed and reported.
3.	Facilitate accountability for project and service outcomes.	3.1.	Project management systems, ***reporting mechanisms*** and processes are established and communicated to staff and service providers.
		3.2.	Results of service reviews against desired targets are reported according to standard organisational procedures.
		3.3.	Tenders and contracted works are regularly monitored and adverse variations in established performance targets are immediately addressed.

		3.4.	Quality and efficiency of operational processes are measured and documented.
		3.5.	Service shortfalls are analysed and resolved in line with organisational policies and procedures, including customer service standards.
4.	Develop and implement change management processes.	4.1.	Need for change in organisational processes and work culture to support project or service delivery is identified.
		4.2.	Change process to address the need is identified, developed and implemented.
		4.3.	Staff members are informed of implemented changes and provided with training, coaching and other assistance as required.
		4.4.	Appropriate methods are employed to gain commitment for change.
		4.5.	Effectiveness and benefits of implemented changes are monitored and reported.
		4.6.	Outcomes of improvements are reviewed and shared across the organisation to support further learning and continuous improvement.

Foundation Skills

This section describes core skills that are essential to performance and not explicit in the performance criteria. Employment skills essential to performance are explicit in the performance criteria of this unit of competency.

Skill	Performance feature
Learning skills to:	• attempt complex tasks requiring sophisticated conceptualisation and analysis and employ lateral thinking and problem solving strategies • use formal approaches to critically reflect, gain insights and learn from project outcomes, refine and improve future processes, and consider and respond to performance feedback from stakeholders.

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Skill	Performance feature
Numeracy skills to:	• extract, interpret and comprehend a range of mathematical information to calculate benchmarks, analyse financial reports, and monitor the performance of the project or process.
Oral communication skills to:	• liaise with management and other stakeholders on project progress using appropriate vocabulary.
Reading skills to:	• synthesise and critically evaluate information from a range of sometimes complex sources, including organisational systems, processes and activities to support the implementation of a quality project or process.
Writing skills to:	• collate and organise data to produce reports on customer service review and implementation success.

Range of Conditions

This section specifies work environments and conditions that may affect performance. Essential operating conditions that may be present (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) are included. Bold italicised wording, if used in the performance criteria, is detailed below.

Concepts, principles and tools of quality management and continuous improvement must include at least one of the following:	• benchmarking • continuous improvement methodologies • failure mode and effects analysis • ISO 9000 Quality Management Systems and processes for certification • lean transformation processes • total quality management.
Non-financial performance indicators must include at least two of the following:	• completion times for projects measured against project plans • customer satisfaction ratings • demonstrated compliance of work with codes and standards • industry awards received • number of business referrals

- performance in industry benchmarking studies
- volume of repeat business.

Methods of measuring *customer or stakeholder satisfaction* must include:	- gap analysis approach - customer satisfaction monitoring approach, such as: - questionnaires - face-to-face interviews - customer-focused key performance indicators.
Reporting mechanisms must include:	- financial and non-financial system reports, including budgets - informal reporting methods, including: - regular team meetings - departmental meetings.

Unit Mapping Information

CPCMCM7002A Manage the quality of projects and processes

Links

Companion Volume implementation guides are found in VETNet - https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=7e15fa6a-68b8-4097-b099-030a5569b1ad

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