Australian Government

Department of Education, Employment and Workplace Relations

CPPDSM4072A Provide leadership in the property industry

Release: 1

CPPDSM4072A Provide leadership in the property industry

Modification History

Not Applicable

Unit Descriptor

Unit descriptor	This unit of competency specifies the outcomes required to provide effective leadership in the property industry. It requires the ability to model high standards of performance and behaviour, and positively influence individuals and work teams. It requires knowledge of applicable financial, legal and procedural requirements relevant to the property industry.
	The unit may form part of the licensing requirements for persons working in the property industry, including in the real estate, business broking, stock and station agency and property operations and development sectors, in those States and Territories where these are regulated activities.

Application of the Unit

Application of the unit	This unit of competency supports the work of those involved in leadership roles within the property industry.

Licensing/Regulatory Information

Refer to Unit Descriptor

Pre-Requisites

Prerequisite units   Nil

Employability Skills Information

Employability skills   The required outcomes described in this unit of competency contain applicable facets of employability skills. The Employability Skills Summary of the qualification in which this unit of competency is packaged, will assist in identifying employability skills requirements.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.

Performance criteria describe the required performance needed to demonstrate achievement of the element. Where **bold italicised** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1 Model high standards of performance.	1.1 Own work practices model high standards of performance and ethics in providing *property services* according to *organisational*, *legislative*, *financial and procedural requirements*.
	1.2 Property services and work practices are planned and implemented according to *client* and organisational values and requirements.
	1.3 Work practices reflect an understanding of and respect for individual differences, and are adapted as appropriate to meet *specific needs* of *relevant people*.
	1.4 Individual and team efforts and contributions are encouraged, valued and rewarded according to organisational requirements.
	1.5 Breaches of organisational *codes of ethics and practices* are recognised and reported according to organisational and industry standards and procedures.
2 Interpret and comply with financial, legislative and procedural requirements.	2.1 Financial, legislative and procedural requirements relevant to property services are identified and accessed according to organisational requirements.
	2.2 Key financial, legislative and procedural principles relating to organisational values and requirements are identified and interpreted.
	2.3 *Information* relevant to property services is identified and assessed according to organisational requirements.
	2.4 Own interpretation and application of financial, legislative and procedural requirements are confirmed with relevant people to ensure consistency.
	2.5 Situations requiring *specialist advice* are identified and assistance is sought as required according to organisational procedures.
3 Facilitate commitment to workplace change.	3.1 Opinions and suggestions on improving work practices are encouraged to facilitate participation in change processes.
	3.2 Goals and objectives of *change* are communicated clearly and promptly to individuals and teams.
	3.3 *Business equipment and technology* are used to manage and provide access to information on progress towards objectives of change.
	3.4 *Mentoring and coaching* are provided to support individuals and groups through introduction of change.

     Construction & Property Services Industry Skills Council

ELEMENT	PERFORMANCE CRITERIA
	3.5 Decisions to overcome problems in implementation of change are made in consultation with relevant people.
	3.6 Effective relations and communications are maintained with clients and colleagues during process of change.
4 Develop and maintain professional competence.	4.1 Own ***professional development*** is maintained in consultation with relevant people according to organisational requirements.
	4.2 ***Feedback*** from clients and colleagues is used to determine professional competency and quality of performance, and to identify key areas for improvement in providing property services.
	4.3 Personal knowledge and skills in providing property services are assessed against ***competency standards and other relevant benchmarks*** to determine professional development needs and priorities.
	4.4 Strategies to maintain currency of professional competency in providing effective property services are identified, planned and implemented.
	4.5 ***Professional networks*** are participated in to identify and build relationships with relevant individuals and organisations in the property industry to obtain and maintain personal knowledge.

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the essential skills and knowledge and their level, required for this unit.

Required skills:

- coaching and mentoring skills to be a positive influence on others and provide support to colleagues
- communication skills to consult effectively with clients and colleagues
- computing skills to access the internet and web pages, prepare and complete online forms, lodge electronic documents and search online databases
- interpersonal skills to relate to people from a range of social, cultural and ethnic backgrounds and varying physical and mental abilities and to respect individual differences
- literacy skills to interpret and apply legislative, financial and procedural

     Construction & Property Services Industry Skills Council

REQUIRED SKILLS AND KNOWLEDGE

requirements and to access and understand a variety of information

- organisational skills to introduce and monitor change, plan and maintain own professional development, and plan and meet work priorities
- reflection skills to differentiate between professional and personal values
- self-evaluation skills to review and assess own work practices systematically in order to identify ways to improve performance or understanding.

Required knowledge and understanding:

- characteristics of a positive role model
- common effects of change in the workplace
- industrial and organisational context of change
- limitations of work role, responsibility and professional abilities
- mechanisms to obtain and analyse feedback
- methods to identify and prioritise personal learning needs
- OHS issues and requirements
- organisational and professional procedures, ethical practices and business standards, including:
  - acting in principal's best interests
  - adequate disclosure of relevant information, including management fees
  - declaration of beneficial interests
  - ethical representation of organisation and clients
  - fair and honest provision of property services
  - identification and disclosure of conflicts of interest
  - maintenance of confidentiality
  - non-discriminatory practices
- principles and techniques associated with:
  - establishing effective consultative processes
  - establishing key performance indicators
  - influencing others
  - leading people
  - making decisions
  - preparing performance plans
- relevant federal and state or territory legislation and local government regulations related to:
  - anti-discrimination
  - consumer protection
  - environmental issues
  - equal employment opportunity (EEO)
  - financial probity
  - franchise and business structures

REQUIRED SKILLS AND KNOWLEDGE

- industrial relations
- OHS
- property sales, leasing and management.

Evidence Guide

EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, the range statement and the Assessment Guidelines for this Training Package.

Overview of assessment	This unit of competency could be assessed through practical demonstration of providing effective leadership in the property industry. Targeted written (including alternative formats where necessary) or verbal questioning to assess the candidate's underpinning knowledge would provide additional supporting evidence of competence. The demonstration and questioning would include collecting evidence of the candidate's knowledge and application of ethical standards and relevant federal, and state or territory legislation and regulations. This assessment may be carried out in a simulated or workplace environment.
Critical aspects for assessment and evidence required to demonstrate competency in this unit	A person who demonstrates competency in this unit must be able to provide evidence of: • knowing and accurately interpreting and complying with relevant legislative, financial and procedural requirements and prescribed codes of conduct, and checking own understanding and application with relevant people • demonstrating high standards of work practices and ethics in providing property services, including accurate determination and clarification of expectations of owner corporations; acting in principal's best interests; adequate disclosure of relevant information, including management fees; declaration of beneficial interests; ethical representation of organisation and clients; fair and honest provision of property services; identification and disclosure of conflicts of interest; maintenance of confidentiality; non-discriminatory practices; over-servicing; and fixed charges rather than fee for service • using constructive feedback and industry competency

standards and benchmarks to identify and implement opportunities for developing and maintaining own professional development

- using effective communication techniques to introduce and monitor change, while providing support to, and maintaining relationships with, clients and colleagues throughout the change process.

Context of and specific resources for assessment

Resource implications for assessment include:

- access to suitable simulated or real opportunities and resources to demonstrate competence
- assessment instruments that may include personal planner and assessment record book
- access to a registered provider of assessment services.

Where applicable, physical resources should include equipment modified for people with disabilities.

Access must be provided to appropriate learning and/or assessment support when required.

Assessment processes and techniques must be culturally appropriate, and appropriate to the language and literacy capacity of the candidate and the work being performed.

Validity and sufficiency of evidence require that:

- competency will need to be demonstrated over a period of time reflecting the scope of the role and the practical requirements of the workplace
- where the assessment is part of a structured learning experience the evidence collected must relate to a number of performances assessed at different points in time and separated by further learning and practice with a decision of competence only taken at the point when the assessor has complete confidence in the person's competence
- all assessment that is part of a structured learning experience must include a combination of direct, indirect and supplementary evidence
- where assessment is for the purpose of recognition (RCC/RPL), the evidence provided will need to be current and show that it represents competency demonstrated over a period of time
- assessment can be through simulated project-based activity and must include evidence relating to each of the elements in this unit.

In all cases where practical assessment is used it will be combined with targeted questioning to assess the

       Construction & Property Services Industry Skills Council

underpinning knowledge. Questioning will be undertaken in such a manner as is appropriate to the language and literacy levels of the candidate and any cultural issues that may affect responses to the questions, and will reflect the requirements of the competency and the work being performed.

Range Statement

RANGE STATEMENT

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the performance criteria is detailed below. Add any essential operating conditions that may be present with training and assessment depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts.

Property services may relate to:	• business broking • buyer advocacy or agent • facilities management for a range of property types • marketing, sale and leasing a range of property types • on-site residential property management • property management for a range of property types • residential, commercial and industrial property and facilities • rural agency practice • strata and community title management • urban agency practice.

Organisational requirements may be outlined and reflected in:	• access and equity principles and practice guidelines
	• agency policies and guidelines
	• business and performance plans
	• complaint and dispute resolution procedures
	• ethical standards and codes of practice, such as:
	  • acting in principal's best interests
	  • clear communication of services offered and fee for services
	  • clear negotiation of fees
	  • declaration of beneficial interest
	  • misrepresentation
	  • over-servicing
	  • fixed charges rather than fee for service
	• goals, objectives, plans, systems and processes
	• legal policies and guidelines
	• mission statements and strategic plans
	• OHS policies, procedures and programs
	• policies and procedures in relation to client service
	• quality and continuous improvement processes and standards
	• quality assurance and procedure manuals

    Construction & Property Services Industry Skills Council

	• sales, marketing and leasing management procedure manuals.
Legislative, *financial and procedural requirements* may be outlined and reflected in:	• Australian Securities and Investments Commission, Australian Competition and Consumer Commission, Foreign Investment Review Board requirements
	• Australian standards
	• federal and state taxation requirements
	• consumer protection laws and guidelines
	• court and tribunal precedents
	• environmental and zoning laws affecting access security, access and property use
	• freedom of information
	• home building requirements
	• licensing requirements
	• privacy and confidentiality requirements and laws applying to owners, contractors and tenants
	• public health
	• quality assurance and certification requirements
	• relevant common law
	• relevant federal, and state or territory legislation and regulations affecting organisational operation, including:
	• anti-discrimination and diversity
	• environmental issues
	• equal employment opportunity (EEO)
	• industrial relations
	• OHS
	• relevant industry codes of practice covering the market sector and industry, financial transactions, taxation, environment, construction, land use, native title, zoning, utilities use (water, gas and electricity), and contract or common law
	• relevant local government policies and regulations
	• strata, community and company titles
	• tenancy agreements
	• trade practices laws and guidelines.
Clients may include:	• agents or third parties for purchasers and vendors
	• in-house staff and office contractors
	• other agency staff
	• owner corporations and community title groups
	• potential vendors
	• prospective and existing landlords
	• prospective and existing tenants

	• prospective purchasers
	• purchasers
	• vendors.
Specific needs may relate to:	• beliefs and values
	• conventions of gender and sexuality
	• cultural stereotypes
	• dress
	• food and diet
	• religious and spiritual observances
	• social conventions
	• traditional practices and observations
	• verbal and non-verbal language.
Relevant people may include:	• agents
	• clients
	• legal representatives
	• members of industry associations
	• property owners
	• supervisors and colleagues
	• tenants.
Codes of ethics and practice may relate to:	• accurate determination and clarification of expectations of owner corporations
	• acting in principal's best interests
	• clear communication of services offered and fee for services
	• clear negotiation of fees
	• declaration of beneficial interest
	• declaration of conflict of interest
	• disclosure of relevant information, including management fees
	• fair and honest provision of property services
	• individual behaviour
	• maintaining confidentiality
	• misrepresentation
	• non-discriminatory practices
	• over-servicing, fixed charges rather than fee for service
	• representation of organisation and clients
	• use of organisational property.
Information may relate to:	• agency records
	• asset registers
	• client and colleague surveys
	• financial and budgetary procedures, policies and guidelines

Construction & Property Services Industry Skills Council

	• historical data
	• insurances
	• operating environment of organisation, including financial markets, competitors, core business activities, functions and stakeholders
	• organisational procedures, policies and guidelines
	• property management reports
	• reports and relevant documentation
	• taxation records.
Specialist advice may be sought from:	• architects
	• bankers and financiers
	• government officials
	• investment consultants
	• members of industry associations
	• planners
	• real estate agents
	• solicitors
	• supervisors and colleagues
	• technical experts
	• valuers.
Change may relate to:	• change in work location
	• implementation of new work practices and services
	• introduction of new technology
	• job role changes
	• new client base
	• organisational restructures
	• staffing changes
	• work priorities.
Business equipment and technology may include:	• computers
	• data storage devices
	• email
	• facsimile machines
	• internet, extranet and intranet
	• photocopiers
	• printers
	• scanners
	• software applications, such as databases and word applications.
Mentoring and coaching may relate to:	• fair and ethical practices
	• non-discriminatory processes and activities
	• presenting and promoting a positive image of the collective group

- problem solving
- providing encouragement
- providing feedback to team members and colleagues
- respecting the contribution of all participants and giving credit for achievements.

Professional development strategies may include:

- coaching, mentoring and supervision
- formal and informal learning programs
- identifying and establishing new career paths
- involvement in community and industry activities
- updating and maintaining knowledge base on current issues for work and professional practice
- use of existing strengths to focus future career development
- work rotation to facilitate changing work priorities.

Feedback may include:

- formal and informal discussions, reviews and evaluations with:
  - existing and previous clients
  - peers, colleagues and managers
- information provided by others involved in a professional capacity, both internal and external to the organisation.

Competency standards and other relevant benchmarks may relate to:

- other benchmarks such as:
  - industry code of conduct and code of ethics
  - statutory and legislative requirements in terms of working in the property industry
- personal and technical knowledge, skills and attitudinal aspects (competencies) required to undertake the day-to-day tasks and duties of the work function effectively and efficiently, specifically:
  - competency standards for the property industry
  - other relevant industry, cross-industry and enterprise competency standards.

Professional networks may include:

- advisory committees
- committees
- government agencies
- internal and external customers
- lobby groups
- local inter-agency groups
- other organisations
- professional and occupational associations
- project-specific ad hoc consultative and reference groups

Construction & Property Services Industry Skills Council

- specific interest or support groups
- suppliers
- work teams.

Unit Sector(s)

Unit sector   Property development, sales and management

Competency field

Competency field   Property operations and development