



Australian Government

Department of Education, Employment and Workplace Relations

CPPDSM5030A Manage projects in the property industry

Release: 1

CPPDSM5030A Manage projects in the property industry

Modification History

Not Applicable

Unit Descriptor

Unit descriptor

This unit of competency specifies the outcomes required to plan, organise and monitor projects in the property industry. It requires the ability to establish project requirements, monitor quality assurance processes, and evaluate project processes and outcomes.

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 planning, organising and monitoring projects.

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 Determine project requirements.	<p>1.1 Project brief is identified and analysed according to organisational requirements to determine project requirements.</p> <p>1.2 Project objectives and time lines are negotiated and agreed in consultation with <i>client</i> and <i>relevant people</i>.</p> <p>1.3 Roles and responsibilities associated with project implementation are clearly defined and documented.</p> <p>1.4 <i>Quality assurance goals and strategies</i> are established in consultation with relevant people according to <i>organisational requirements</i>.</p> <p>1.5 Monitoring and reporting arrangements for <i>project activities</i> are established and documented in line with client requirements.</p> <p>1.6 <i>Risk management plan</i> to identify, assess and control <i>risks</i> is developed and incorporated into project plan according to organisational and <i>legislative requirements</i>.</p> <p>1.7 <i>Project plan</i> is developed and reviewed to ensure it accurately reflects agreed terms and conditions.</p>
2 Organise support processes.	<p>2.1 Resource requirements are identified and organised according to project plan and organisational requirements.</p> <p>2.2 <i>Targets and milestones</i> are identified and linked to achievement of outcomes according to project plan.</p> <p>2.3 Effective <i>communication strategies</i> to encourage regular and accurate communication flow and feedback are established.</p> <p>2.4 Documentation and checklists associated with project plan implementation are prepared in established formats and distributed to relevant people.</p> <p>2.5 <i>Contingencies</i> are identified and activities planned to maximise quality outcomes according to organisational procedures.</p>
3 Monitor project processes and outcomes.	<p>3.1 Project progress is systematically monitored and variations to project plan are verified with client and relevant people and adjusted accordingly.</p> <p>3.2 Expenditure and resource usage are monitored and controlled to ensure objectives are achieved within specified parameters.</p> <p>3.3 <i>Coaching and mentoring assistance</i> is provided to project team as required to overcome difficulties</p>

ELEMENT	PERFORMANCE CRITERIA
	throughout implementation process.
	3.4 Regular reports on project progress and outcomes are provided to project team and relevant people to ensure adherence to project plan.
	3.5 Systems, records and reporting procedures are maintained according to organisational and legislative requirements.
4 Evaluate project outcomes.	4.1 Project processes and outcomes are evaluated in consultation with clients and relevant people using appropriate communication strategies.
	4.2 Systematic review processes and established <i>evaluation methods</i> are identified and used to assess project processes and outcomes.
	4.3 Evaluation results are prepared in the required format, style and structure and presented to relevant people within agreed timeframes.
	4.4 Recommendations for improvement of project process are presented to relevant people according to organisational requirements.
	4.5 Relevant documentation is completed and processed according to legislative and organisational procedures.

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:

- communication and negotiation skills to gain agreement on project processes and time lines
- 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
- problem solving skills to identify potential barriers to project outcomes, analyse project risks and establish contingencies
- project planning skills to work within agreed timeframes and budgetary constraints
- report writing skills to create a project brief, terms of reference or project charter and prepare written reports on project's progress

REQUIRED SKILLS AND KNOWLEDGE

- technology skills to use spreadsheets and project management software
- time management skills to sequence project activities logically.

Required knowledge and understanding:

- contingency and risk analysis techniques
- continuous improvement processes
- key project success factors and typical project pitfalls
- organisational quality systems, such as:
 - issues relating to client satisfaction
 - recording systems
 - strategic planning processes
- project management concepts and principles
- project management systems and tools, such as:
 - critical path method
 - program evaluation and review technique (PERT)
- 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
 - industrial relations
 - OHS
 - privacy
 - 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 planning, organising and monitoring projects. 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:

- consulting effectively with a range of individuals to ensure achievement of project outcomes
- designing systems and strategies to ensure effective operation of the project
- knowledge of organisation's practices, ethical standards and legislative requirements associated with planning, organising and monitoring projects
- maintaining accurate records and documents that outline project requirements and outcomes
- using evaluation techniques to monitor project progress.

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 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.

Clients may include:

- agents
- building supervisors
- company management
- government and legal agencies
- institutions
- insurers
- internal and external property groups
- owner-occupiers
- property agents
- property owners
- risk assessors
- tenants.

Relevant people may include:

- colleagues
- engineers and technicians
- financial institutions
- installers
- legal representatives
- members of industry associations
- property owners
- site personnel
- subcontractors
- supervisors
- technical experts
- tenants.

Quality assurance goals and strategies may include:

- a formal structure against which progress can be evaluated
- budgets and timetables that enable the commitment of resources at appropriate points in the project
- compliance with Australian standards
- contingency plans to cater for a change of corporate focus or significant project difficulties
- continuous improvement strategies

Organisational requirements may be outlined and reflected in:

- mechanisms for involving a wide variety of interested parties or stakeholders in the project
- procedures for monitoring and evaluating project outcomes and client satisfaction
- reducing risk by anticipating, evaluating and developing strategies for the management of possible problems
- reporting procedures and protocols.
- access and equity principles and practice guidelines
- business and performance plans
- complaint and dispute resolution procedures
- goals, objectives, plans, systems and processes
- legal and ethical requirements and codes of practice
- 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.

Project activities may include:

- communicating advice and information to team
- coordinating contractors, architects, builders and suppliers
- ensuring tasks are carried out
- liaison with government agencies
- meetings, including preparation of minutes, papers and reports
- monitoring financial arrangements
- monitoring time lines
- preparing project documentation
- preparing project plan
- reporting.

Risk management plan may describe:

- how often risks will be reviewed, the process for review and who will be involved
- how risk status will be reported and to whom
- planned strategies for reducing likelihood and seriousness of each risk (mitigation strategies) and who will be responsible for implementing them
- initial snapshot of the major risks and current grading
- process which will be used to identify, analyse and manage risks both initially and throughout the life of the project
- who will be responsible for which aspects of risk management.

Risks to the effective

- budget constraints

management of the project may include:

- competing work demands
- inadequate active participation in the quality management process by all stakeholders
- resource and material availability
- equipment and technology breakdown
- time delays
- workplace hazards, risks and controls.

Legislative requirements may be outlined and reflected in:

- Australian standards
- general duty of care to clients
- home building requirements
- privacy requirements
- relevant federal, and state or territory legislation that affects organisational operation, including:
 - anti-discrimination and diversity
 - environmental issues
 - 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
- strata, community and company titles
- tenancy agreements
- trade practices laws and guidelines.

Project plan may include:

- a formal structure against which progress can be evaluated
- acquisition strategies
- budgets and timetables that enable the commitment of resources at appropriate points in the project
- consultation strategies to involve stakeholders
- contingency plans to cater for changes or significant project difficulties
- objectives, scope and expected benefits of the project
- project implementation plans
- project management methodology to be used
- quality assurance procedures
- risk management plans
- specifications
- structure of the project
- transition plans.

Targets and milestones

may include:

- achievement of key tasks and project phases
- completion of contract phases and requirements
- measurement and achievement of set outcomes
- progress reports.

Communication strategies

may include:

- clear and concise use of technical terminology
- clear presentation of options
- client-centred approaches
- continuous feedback mechanisms
- culturally inclusive and sensitive engagement techniques
- effective reporting arrangements
- ongoing liaison
- organisational communication protocols and procedures
- organisational networks.

Contingencies

may include:

- budget constraints
- building delays
- environmental factors, such as time and weather
- industrial disputes
- non-availability of resources and materials
- public holidays and shut-down periods
- equipment and technology breakdown
- unforeseen incidents.

Coaching and mentoring

assistance may include:

- 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 another team member
- respecting the contribution of all participants and giving credit for achievements.

Evaluation methods

could be qualitative or quantitative and may include:

- checklists
- cost data analysis
- expert and peer review
- interviews
- observation
- questionnaires
- review of quality assurance data.

Unit Sector(s)

Unit sector Property development, sales and management

Competency field

Competency field Property operations and development