



Australian Government

Department of Education, Employment and Workplace Relations

LGACOMP025A Manage a local government project

Release 2

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Modification History

LGACOMP025A Release 2: Layout adjusted.

LGACOMP025A Release 1: Primary release.

Unit Descriptor

This unit covers managing a project and includes project planning, resourcing, implementation and evaluation. The unit is suitable for those working in local government who undertake projects and other local government initiatives within the community and the wider business context.

Application of the Unit

This unit supports the attainment of skills and knowledge required for competent workplace performance in councils of all sizes. Knowledge of the legislation and regulations within which councils must operate is essential. The unique nature of councils, as a tier of government directed by elected members and reflecting the needs of local communities, must be appropriately reflected.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

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 Range Statement. Assessment of performance is to be consistent with the Evidence Guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Develop project plan	<p>1.1 <i>Project</i> objectives, including consultation strategies with community, are clearly defined in the <i>project plan</i> in accordance with organisational policies and relevant legislation.</p> <p>1.2 Project plan is developed, incorporating outcomes of <i>stakeholder</i> consultation.</p> <p>1.3 Potential and actual risks and <i>options to manage risks</i> are investigated and clearly recorded in the project plan.</p> <p>1.4 Contingencies are considered and planned for.</p>
2. Determine resource requirements	<p>2.1 Human resources, equipment and material requirements for individual tasks are determined.</p> <p>2.2 Potential sources of resource and equipment supply are evaluated against project objectives.</p> <p>2.3 Management endorsements regarding resources and equipment are obtained where necessary.</p> <p>2.4 Where required, ongoing development and training for project team members and self, are identified, planned for and implemented to achieve <i>project objectives</i>.</p> <p>2.5 Resource and equipment access strategies and management plans are developed and agreed according to organisation's guidelines.</p>
3. Manage implementation	<p>3.1 Mechanisms are implemented to measure, record and report progress of activities in relation to the agreed schedule and plans.</p> <p>3.2 Contingencies are managed to ensure project meets specifications.</p> <p>3.3 Quality assurance processes are implemented based on the project plan.</p> <p>3.4 Progress is reviewed throughout the project life cycle, with any agreed changes implemented to ensure consistency with project scope, objectives and constraints .</p> <p>3.5 <i>Financial management guidelines and processes</i> are implemented to monitor actual expenditure and to control costs.</p> <p>3.6 Individual performance, including self-evaluation, is measured against criteria and actions are initiated to overcome shortcomings in performance.</p> <p>3.7 Agreed <i>communication processes</i> with stakeholders are implemented and maintained to ensure effective communication throughout the project life cycle.</p> <p>3.8 Stakeholder relationships are maintained to ensure clarity of understanding of objectives and to identify any potential conflict throughout the project life cycle.</p> <p>3.9 <i>Finalisation plans, guidelines and activities</i> are</p>

ELEMENT	PERFORMANCE CRITERIA
4. Evaluate the project	<p>implemented to ensure final outcomes meet original project objectives.</p> <p>4.1 <i>Evaluation reports</i> are prepared that clearly analyse performance and outcomes against objectives.</p> <p>4.2 Stakeholders are canvassed to determine their level of satisfaction.</p> <p>4.3 Evaluation information collected is used for ongoing development and implementation and to improve relevant policy and practice.</p>

Required Skills and Knowledge

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

Required Skills

- project planning and management
- people management
- working as part of a team
- adapting to new situations and contingencies
- proactive thinking and initiative
- financial and resource management
- research and evaluation
- business negotiation
- verbal and written communication
- planning and scheduling of monitoring activities
- computer skills
- time management
- project evaluation
- quality assurance practices
- analytical
- cost estimation
- presentation
- evaluation techniques

Required Knowledge

- project management principles
- range of methodologies, techniques and tools available to project managers
- business and strategic planning
- quality management principles
- organisational and legislative requirements
- resource management/efficiencies
- organisational policies and guidelines
- strategies, policies and procedures on sustainable practice
- planning and control processes
- project review procedures

Evidence Guide

Overview of assessment requirements

A person who demonstrates competency in this unit will be able to perform the outcomes described in the Elements to the required performance level detailed in the Performance Criteria. The knowledge and skill requirements described in the Range Statement must also be demonstrated. For example, knowledge of the legislative framework and safe work practices that underpin the performance of the unit are also required to be demonstrated.

Critical aspects of evidence to be considered

The demonstrated ability to:

- analyse a need and develop a concept plan that clarifies the aim, purpose, product and outcome of the project
- develop qualitative and quantitative measurements for a project, giving consideration to cost, contingencies and resource requirements and availability
- match project parameters with resources to ensure the project proceeds in an organised and timely manner, keeping all stakeholders informed of progress and outcomes
- prepare evaluation reports that clearly analyse and document the level of performance achieved and problems encountered in meeting the stakeholder needs and service standards
- provide recommendations to assist in continuous improvement

Context of assessment

Competency is demonstrated by performance of all stated criteria, with particular attention to the critical aspects of evidence and the knowledge and skills elaborated in the Evidence Guide, and within the scope of the Range Statement. Assessment must take account of the endorsed Assessment Guidelines in the Local Government Training Package. Assessment of Performance requirements in this unit should be undertaken in an actual workplace or simulated environment. Assessment should reinforce the integration of the key competencies for the particular AQF level. Refer to the Key Competency Levels at the end of this unit.

Relationship to other units (prerequisite or co-requisite units)

To enable holistic assessment, this unit may be assessed with other units that form part of the job role.

Method of assessment

The following assessment methods are suggested:

- observation of the learner performing a range of workplace tasks over sufficient time to demonstrate handling of a

Evidence required for demonstration of consistent performance	<p>range of contingencies</p> <ul style="list-style-type: none">• written and/or oral questioning to assess knowledge and understanding• completion of workplace documentation• third-party reports from experienced practitioners• completion of self-paced learning materials including personal reflection and feedback from trainer, coach or supervisor <p>Evidence should be collected over a set period of time that is sufficient to include dealings with an appropriate range and variety of formal and informal situations involving different types of projects.</p>
Resource implications	<p>The learner and trainer should have access to appropriate documentation and resources normally used in the workplace.</p>

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.

<i>Projects</i> may:	<ul style="list-style-type: none"> • include events and campaigns of social, cultural, economic and political significance • relate to employment creation, health, housing and legal advocacy initiatives • address the interests of either individual clients, groups or communities • include capital works
<i>Project plans</i> may include:	<ul style="list-style-type: none"> • financial management • risk management • project implementation • human resources management • intellectual property • milestones • performance indicators • evaluation criteria
<i>Key stakeholders</i> may include:	<ul style="list-style-type: none"> • industry • government departments, agencies and other councils • general public • relevant interest groups • functional areas • management • community groups
<i>Options to manage risks</i> may include:	<ul style="list-style-type: none"> • acceptance • avoidance • minimisation
<i>Project objectives</i> may be determined by:	<ul style="list-style-type: none"> • the requirements of the stakeholders • the requirements of the particular program, such as social justice or community development • end users • management
<i>Financial management guidelines and processes</i> may include:	<ul style="list-style-type: none"> • approval processes • financial authorisations and delegations • invoice guidelines • communication and reporting
<i>Cost control processes</i> may include:	<ul style="list-style-type: none"> • approval processes • financial authorisations and delegations • invoice guidelines

Communication processes may include:

- communication and reporting
- written or verbal progress reports
- meetings
- focus groups
- email

Finalisation plans, guidelines and activities may include:

- promotion and dissemination of results
- community sign off
- intellectual property management
- final audit and reconciliation
- settling of financial liabilities

Evaluation reports may include review against:

- aims and purpose
- budget
- quality of outcome
- risk management
- meeting of deadlines
- legal and regulatory requirements

Unit Sector(s)

Common