



Community Services Training Package (CHC99)

Community Housing Work National Competency Standards & Qualifications



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Preface

This document contains specific national competency standards and qualifications relating to Community Housing Work. The standards and qualifications form part of the Community Services Training Package. The Community Services Training Package has been developed by Community Services and Health Training Australia and funded by the Australian National Training Authority.

This document must be used in conjunction with the following documents:

- Assessment Guidelines
- Qualifications Framework
- Community Services Common Competency Standards

The Community Services Training Package integrates national competency standards, qualifications and assessment guidelines in the following areas:

- Aged Care Work
- Alcohol and Other Drugs Work
- Child Protection/Juvenile Justice/Statutory Supervision
- Children's Services
- Community Work
- Community Housing Work
- Disability Work
- Mental Health Work (non-clinical)
- Youth Work

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Introduction

Background

The need to meet the vocational education and training needs of employees in the community housing sector has been identified and welcomed as a national priority by Community Services and Health Training Australia and the Australian National Training Authority. Enhanced education and training is seen as critical to sustaining ongoing improvements in services to clients.

Industry needs for training development and delivery are articulated through Training Packages which include national competency standards, assessment guidelines and national qualifications.

National competency standards

- skills, knowledge and attributes applied to complete a job role are called *competencies*
- the level at which the competency is performed is called the *standard*
- together these make up *competency standards*
- competency standards are relevant to actual workplaces around Australia; and
- are understandable and useable by the range of intended audiences

National competency standards are not

- *curriculum documents*
Competency Standards define the outcomes which may be achieved through training, but do not define the nature of the training, which may be formal or informal, on the job or by simulation and provided publicly or privately.
- *assessment strategies*
The performance criteria of standards are a guide to assessors, but they do not infer assessment strategies or techniques. The range of variables and evidence guide of each unit provide additional information to enable contextualising of the assessment of units whilst maintaining consistency in outcomes.
- *lists of tasks*
Competency standards encompass a much broader notion of work required than merely the ability to perform tasks. Competency includes the capacity to manage a number and variety of tasks, to manage contingencies and to perform effectively in a whole work role/ work environment.
- *a definition of the “ideal” worker*
Rather than expressing a wish list of desirable skills, competencies reflect actual work requirements, albeit in a changing work environment.
- *expression of competencies held by some workers or particular workplaces*
National standards are based on work required at a particular level now and in the future, across the industry in different states/territories, regional areas and sizes of organisations.
- *service or program/organisation standards*
Service, program or organisation standards can be linked to competency standards because in defining requirements of workers they indicate ways of measuring individual effectiveness.

Workers covered by these National Competency Standards

The scope of this project is to develop competency standards for workers whose primary role relates to provision of community managed not-for-profit housing, related housing advice/advocacy services and/or research and policy activities.

Community housing work occurs in a range of environments, e.g. with consumers in housing need, non-English-speaking background services, Aboriginal and Torres Strait Islander communities, urban, rural and remote communities.

Community Housing services considered in this project include:

- Housing Associations
- Rental Housing Cooperatives
- Head leasing schemes
- Crisis and emergency accommodation (including SAAP funded services)
- Tenancy advice and housing information services
- Local Government Housing
- Aboriginal and Torres Strait Islander Housing Organisations
- Rooming/Boarding Houses
- Specialist housing services for people with a disability
- Statewide Housing Peaks
- National Housing Peaks
- Abbeyfield Societies
- Ecumenical Housing
- Public Tenants Group Workers

The following definition is a result of considerable discussion throughout the consultation process and with the Project's steering committee.

Community Housing workers work to increase the choice of housing options available for individuals and groups. They develop and maintain programs and strategies which focus on systemic change, particularly as it relates to the availability of appropriate, affordable and accessible housing.

Community Housing work involves both effective and accountable management of housing and/or the provision of tenancy advice and advocacy on behalf of individuals and groups. Community Housing workers work in community based and community managed not-for-profit organisations in either a paid or unpaid capacity. Their work is usually but not always government funded and bound by related guidelines. The facilitation and support of tenant participation in housing management and/or advice and advocacy is usually an integral feature of this work.

The work of many community housing workers comes under the ambit of the vocational education and training sector who may obtain qualifications such as certificates 1 to 4, diplomas and advanced diplomas. Training may be obtained in the workplace, at TAFE colleges or from private training providers.

Examples of workers falling within the scope of this project include those working in:

- housing management organisations including: housing associations, cooperatives and head leasing schemes;
- housing information, advice and advocacy service, including tenant's unions, tenancy advice services, housing resource services;
- generalist community services agencies with some responsibility for property or tenancy management, including SAAP funded services and indigenous community organisations

We are aiming to develop competency standards that are:

- relevant - the competency standards need to describe what is *required* in the workplace
- clear -they are easily understood by a range of audiences

The competency standards will be packaged in a range of ways to meet the varying needs of Community Housing workers. Broadly:

- workers who provide some community housing services as part of their role need units of competency which describe community housing specific skills. Units of training may be undertaken as single units or incorporated into other qualifications; and
- community housing workers who work in specialist property/tenancy management services need a package of units which describes their total work resulting in a Community housing qualification

How were these Competency Standards developed?

These standards have been developed through extensive industry consultations. Sources of information included:

- existing competency standards
- consultations with workers
- workshops and advice provided by members of the project management committee; and
- common units of competency for the Community Services Training Package.

Who funded and managed the project?

The project to develop the standards was funded by the Department of Social Security and managed by the Australian Housing and Urban Research Institute. The standards are now managed by the Board of Community Services and Health Training Australia.

How are National Competency Standards structured?

To enable easy reading of the enclosed competency standards it is necessary to explain how they are set out, and how to understand them.

Competency standards have 5 parts:

1. *The unit of competency or skill*
2. *The elements or tasks that make up the competency*
3. *The performance criteria or outcome of what a worker actually does*
4. *The range of variables to help better understand the competency*
5. *The evidence guide to assess the competency or skill*

UNIT TITLE

A key work outcome or competency is called a **Unit**.

Every unit describes the outcomes from the application of a complete set of skills and tasks that are needed to do part of a job. A fully competent person will be able to demonstrate all of the skills contained in a unit.

UNIT DESCRIPTOR

This adds additional descriptive information to assist in achieving a common understanding from users of the standards, of what the unit of competency is about.

ELEMENTS

Elements are lists of contributory *outcomes* which make up the unit. All the elements together fully describe the unit.

PERFORMANCE CRITERIA

Performance Criteria specify the work activities and level of performance required of the worker. They are attached to elements of a unit but relate to the unit as a whole, and to the combinations of units in a package, at a particular level. They detail *how we can see the job is being performed correctly* and what the worker will *actually do* to achieve the outcome which the elements describe.

RANGE OF VARIABLES

Range Of Variables specify *a range of situations* in which work may be performed.

EVIDENCE GUIDE

Evidence Guide is a guide for assessors and developers of training. It provides additional information, such as *underpinning knowledge and skills* which a worker must have to achieve/demonstrate competency. It also provides assessors with a guide as to where and how the competency may be best assessed (eg on the job or by simulation) and prerequisite units or combinations of units for assessment/training purposes.

Packaging to a Qualification

Packaging units of competency to a qualification

Packaging links individual units of competency into groups. These groupings relate to levels of work, which are meaningful across the community housing sector. Packaging provides a means of indicating to trainees, employers, trainers and assessors the combination of competencies required for the workplace.

A qualification is gained when a student/worker can demonstrate competence in all units that have been packaged together. In the Community Services Training Package, packaging incorporates:

- specialisation units of competency which apply to a specific sector within the industry at a range of AQF levels;
- common units of competency which apply across all sectors of the industry at a range of AQF levels; and
- optional units of competency.

Community housing specialisation units of competency

These incorporate those skills which are special, different or specific to working with community housing issues.

Community services common units of competency

The common competencies are those units of competency which may occur in all community services. They are common competencies rather than core or fundamental competencies. Thus being common does not mean that they necessarily underpin or are prerequisites to other units of competency.

Some common competencies apply to all sectors in community services and these are identified as compulsory. Other common competencies apply across some but not all sectors of the industry and these may be identified as compulsory or elective by the industry sector. Common competencies enhance the portability of skills across the community services and health industries.

The community services common units have been grouped and each of the units has been linked to AQF levels as a guide to packaging. Groups of units of competency make up a package which is aligned to a qualification. The level of qualification is determined by the industry sector in relation to a total package of units of competency; the package comprising common units, specialisation units and optional units.

Each of the 13 common areas has a code:

Advocacy	AD
Administration	ADMIN
Assessor and workplace training	BSZ
Community development	CD
Case management	CM
Casework intervention	CWI
Communication	COM
Client service	CS
Information management	INF
Networking	NET
Organisational management	ORG
Policy and research	P&R
Working with groups	GROUP

The community services common competencies are not included in this document. They are included in the document titled *Community Services Common National Competency Standards*.

Optional units of competency

To ensure that the flexibility required by individual organisations can be accommodated in the packaging of standards, additional units can be included as optional.

Optional units will generally include the following, however specific requirements are indicated in each qualification:

- elective units
- compulsory units
- units from endorsed standards from other industries
- enterprise specific units

Both the common and the specialisation units of competency are divided into compulsory (required by all workers) and elective (required according to work functions) units. Thus units of competency may be;

- specialisation or common and
- compulsory or elective.

Customisation and Flexibility

The community services competency standards identify the knowledge and skills that are needed to deliver high quality services to meet community and individual/client needs. The standards have been drafted so they are relevant to different organisations and are flexible enough to address the needs of workplaces of varying size and function.

It is intended that the qualifications will be packaged to reflect specific structures, standards and modes of service delivery within individual organisations/enterprises. Further application for specific purposes can be achieved through customisation of units of competency.

The following advice sets the boundaries of change accepted within the qualifications framework and where extensions or additions may be made through customising units of competency.

Existing flexibility in the Training Package is delivered via:

- contextualisation of units
- application of the packaging rules
- incorporation of enterprise unit/s

Customisation may be via:

- additions to the units

Any customisation or contextualisation of units of competency must ensure the integrity of:

- industry skill requirements
- industry portability requirements
- the national competency standards system and the Australian Qualification Framework qualifications.

Contextualisation of units

The units of competency can be contextualised for specific uses as long as the original intent and integrity of the unit of competency is not compromised.

An organisation can contextualise individual units for its own purposes by using workplace relevant information. This may be achieved by changing terminology in the performance criteria, range of variables and the evidence guides (eg. to refer to particular legislation or work practices under which it conducts its business). These changes do not require endorsement as long as assessment against the unit meets the outcomes identified in it.

Applying the packaging rules

The Community Services competency standards are drafted to have application across a full range of organisations, regardless of location, type or size. Existing flexibility allows particular organisations, enterprises and individuals to select competencies to suit their specific needs through application of the packaging rules. This includes:

- choosing electives from both the specialisation and common units of competency
- choosing optional units from the Community Services Training Package or other endorsed National Training Packages. When selecting optional units from other Training Packages any additional assessment requirements should be incorporated
- adding an enterprise unit according to the packaging rules for optional units

If training requirements are not met by existing qualification packaging then standards users may:

- record statements of attainment for individual competencies or groups of competencies
- consult State Training Authorities regarding qualifications outside the coverage of National Training Packages
- develop new national competency standards and qualifications (see below for further information regarding customisation for enterprises and the development of new standards and qualifications)

Customisation of units

Expansion of units may include the addition of elements, performance criteria, range of variables items or evidence guide statements. Standards users should consider, when making substantial additions or expansion to units, whether utilisation of other units or the development of new units may be more appropriate.

Standards users should note that the addition of units and elements may increase resource requirements for assessment and training. One example where this may be an issue is the Federal Government's New Apprenticeships system where qualifications will be funded according to minimum requirements.

Customisation and flexibility for enterprises

Where enterprises have developed their own set of standards, there are a number of options for incorporating these into national qualifications:

- mapping the enterprise standards to the relevant qualification package. Where the enterprise standards match it may be that the organisation chooses to continue to use them for training (and other enterprise requirements such as human resources functions) but to gain a national qualification, assessment must be against the national standards
- adding enterprise specific content to the package according to the unit contextualisation options listed above
- application of the qualification packaging rules or adding units to the minimum number of units required for a qualification as shown above
- seeking endorsement as national enterprise specific standards (see below for information on the development of new standards)

New National Competency Standards and Qualifications

Development of new standards or qualifications may be initiated according to various industry priorities or influences including:

- enterprise specific requirements
- emerging or changing work practices
- work roles or functions not yet covered by the Training Package
- competencies covering a sector or area of work

Standards developers must adhere to guidelines for the development of national competency standards. National competency standards development must meet the following requirements:

- adherence to National Training Framework Committee quality criteria as well as up to date ANTA guidelines for Training Package developers
- compliance with the Community Services Training Package qualifications framework and assessment guidelines
- evidence of national support for standards development and/or evidence of national validation for standards that are already developed
- standards must be referred to Community Services and Health Training Australia for submission to the National Training Framework Committee

Assessment against the Standards

Assessment is a process which shows that an individual is competent (i.e. has the skills, knowledge and attitudes) to work at a particular level in the industry.

The Assessment Guidelines are available from Community Services and Health Training Australia on 02 9263 3589 or on our home page (www.home.aone.net.au/cshta).

Relationship between assessment and a national qualification

Under the Community Services Training Package, individuals will be assessed directly against the national competency standards in a manner consistent with the assessment guidelines to gain a national qualification.

Issuing qualifications under the Community Services Training Package

Registered Training Organisations (RTOs) are the only organisations that can issue qualifications. They are registered by a State or Territory government to provide a range of services (including assessment and training) under the national training system.

Registered training organisations must:

- satisfy the requirements of the assessment guidelines for the Community Services Training Package
- use assessors with the qualifications outlined in the Community Services Assessment Guidelines
- follow the standards and qualifications framework for the Community Services Training Package
- be registered by a State or Territory government

Assessment in the Community Services Industry

Work in the Community Services industry centres around skills in interacting with people, many of whom may be experiencing hardship, stress or long term disadvantage. A high level of competence in communication, collaboration and negotiation is usually required compared with other industries. The community services industry is also multicultural and has a high proportion of participants experiencing cultural disadvantage. It is a significant employer (paid and unpaid) of people from non-English speaking and Aboriginal and Torres Strait Islander backgrounds.

Assessment of competency cannot rely on a measurement approach alone. Assessment evidence often needs to consider how the person brings together knowledge, an understanding of the work context, a decision about what to do, attitudes, values and ethics, as well as what the person actually does to perform the role.

Principles for assessment in Community Services

Assessment under Community Services Training Package should be:

- valid
- authentic
- reliable
- consistent
- current
- sufficient
- flexible
- fair

Assessor qualifications

Registered training organisations must use assessors who possess the qualifications outlined in the assessment guidelines to conduct assessments under the Community Services Training Package.

Choosing an appropriate training program for assessors in community services

The assessment guidelines give some information to consider when selecting assessor training programs.

Conducting assessments

An assessment strategy for an individual or groups of individuals must be designed and implemented to address a range of issues. The requirements for conducting assessments are outlined in the assessment guidelines.

The qualities to look for in a registered training organisation

The assessment guidelines give some points to consider when selecting a registered training organisation.

Australian Qualifications Framework (AQF) descriptors

To determine the relevant AQF qualification, groupings or packages of units representing work functions in the community services industry are related to the descriptors of the levels of the AQF which indicate breadth and complexity of work.

The development of the national Competency Standards Framework for Community Services has paid due attention to all the variables which impact on AQF alignment:

- the *package* of units is aligned (not individual units). This enables flexibility in packaging and customising
- packaging will reflect realistic outcomes required of individual work roles and focus on what makes work roles substantially different in outcomes (assuming it could be an interplay of all, or any of the variables identified in the AQF descriptors)
- differentiation of qualification levels in community services, in certain circumstances, is reliant on agreement of the industry parties. Where this is possible, it is specified in the relevant qualification.
- a greater number of units with similar content (as far as complexity, breadth of knowledge and skills, and degree of judgment and autonomy) will not necessarily lead to higher qualification. Rather the package will need to reflect higher level competencies in the content and outcomes of the units in accordance with the AQF descriptors
- there can be a number of work levels covered within a single AQF descriptor, reflecting enterprise differences and negotiations

Certificate II

- competency involves application of knowledge and skills to a range of tasks and roles
- defined range of contexts where the choice of actions required is usually clear, with limited scope in the choice
- competencies normally used within established routines, methods and procedures, in some cases involving discretion and judgement about possible actions
- competencies likely to be applied under routine guidance with intermittent checking, but may take the form of general guidance and considerable autonomy if working in teams
- responsibility for some roles may be involved if working in a team

Certificate III

- competency involves the application of knowledge with depth in some areas and a broad range of skills
- a range of tasks and roles in a variety of contexts, with some complexity in the extent and choice of actions required
- competencies normally used within routines, methods and procedures where some discretion and judgement is required in selection of equipment, work organisation, services, actions and achieving outcomes within time constraints
- competencies likely to be applied under limited guidance with checking related to overall progress, but may take the form of broad guidance and autonomy if working in teams
- responsibility for the work of others and/or team coordination may be involved

Certificate IV

- competency involves the application of knowledge with depth in some areas and a broad range of skills
- a wide range of tasks and roles in a variety of contexts, with complexity in the range and choices of actions required
- competencies are normally used within routines, methods and procedures where discretion and judgement is required, both for self and others, in planning and selection of equipment, work organisation, services, actions, and achieving outcomes within time constraints
- competencies are likely to be applied with only general guidance on progress and outcomes sought
- the work of others may be supervised, or teams guided or facilitated
- responsibility for and limited organisation of the work of others may be involved

Diploma

- competency involves the self-directed application of knowledge with substantial depth in some areas, and a range of technical and other skills to tasks, roles and functions in both varied and highly specific contexts
- competencies are normally used independently and both routinely and non-routinely
- judgement is required in planning and selecting appropriate equipment, services, techniques and work organisation for self and others
- competencies are likely to be applied under broad guidance
- the work of others may be supervised or teams guided
- responsibility for the planning and management of the work of others may be involved

Advanced Diploma

- competency involves the self-directed development of knowledge with substantial depth across a number of areas and/or mastery of a specialised area with a range of skills
- application is to major functions in either varied or highly specific contexts
- competencies are normally used independently and are substantially non-routine
- significant judgement is required in planning, design, technical or supervisory functions related to products, services, operations or processes
- competencies are likely to be applied under limited guidance in line with a broad plan, budget or strategy
- responsibility and defined accountability for the management and output of the work of others and for a defined function of functions may be involved

Australian National Training Authority Qualification Codes

All national qualifications have been assigned a code for inclusion on ANTA's National Training Information Service. The following codes apply to qualifications for the Community Housing Work:

CHC30599	Certificate III in Community Services (Community Housing Work)
CHC40599	Certificate IV in Community Services (Community Housing Work)
CHC50599	Diploma of Community Services (Community Housing Work)
CHC60599	Advanced Diploma of Community Services (Community Housing Work)

CHC30599 Certificate III in Community Services (Community Housing Work)

Packaging to gain a national qualification

Compulsory	9
Elective	2
Options	1
total number of units of competency	12

Optional competencies

- elective units at this or higher levels
- compulsory units at higher levels
- units from endorsed standards in any industry at this or higher levels
- enterprise specific units

Note 1: Where enterprise units are included as options, these must be nationally endorsed (see introduction regarding new units and customisation)

Community Housing Specialisations

Compulsory	Elective
CHCCH1A Orientation to work in the community housing sector	CHCCH3A Provide support
CHCCH2A Provide first point of contact	CHCCH4A Work with other services
	CHCCH17A Respond to property maintenance or purchase enquiry

Common competencies

Compulsory	Elective
CHCADM2A Provide administrative support	CHCGROUP1A Support the activities of existing groups
CHCCOM2A Communicate appropriately with clients and colleagues	CHCNET1A Participate in networks
CHCCS1A Deliver and monitor service to clients	
CHCINF1A Process and provide information	
CHCORG3A Participate in the work environment	
CHCORG4A Follow the organisation's occupational health and safety policies	
CHCP&R1A Participate in policy development	

CHC40599 Certificate IV in Community Services (Community Housing Work)

Packaging to gain a national qualification

Compulsory	10
Elective	4
Options	1
total number of units of competency	15

Optional competencies

• elective units at this or higher levels
• compulsory units at higher levels
• units from endorsed standards in any industry at this or higher levels
• enterprise specific units

Note 1: Where enterprise units are included as options, these must be nationally endorsed (see introduction regarding new units and customisation)

Note 2: Units below coded PRX are from the *Property Services Asset Development and Operations Training Package* and have mutual recognition with the *Community Services Training Package*

Community Housing Specialisations

Compulsory		Elective	
CHCCH1A	Orientation to work in the community housing sector	CHCCH4A	Work with other services
CHCCH3A	Provide support	PRXRE19A	Provide property management services
		PRXRE14A	Market property
		PRXRE18A	Lease property
		CHCCH10A	Manage and maintain tenancies
		CHCCH11A	Manage housing applications
		CHCCH12A	Manage housing allocations
		CHCCH13A	Manage tenancy rent
		CHCCH14A	Manage rental assistance process
		CHCCH16A	Manage vacant properties
		PRXPD33A	Undertake property inspection
		CHCCH19A	Manage property maintenance (implementation)

Common competencies

Compulsory		Elective	
CHCADMIN3A	Undertake administrative work	CHCAD1A	Advocate for clients
CHCCOM3A	Utilise specialist communication skills	CHCCD1A	Support community participation
CHCCS2A	Deliver and develop client service	CHCCD2A	Provide community education programs
CHCINF2A	Maintain organisation's information systems	CHCCD3A	Meet information needs of the community
CHCNET2A	Maintain effective networks	CHCGROUP3A	Plan and conduct group activities
CHCORG4A	Follow the organisation's occupational health and safety policies	CHCP&R3A	Undertake research activities
		CHCCM1A	Undertake case management
		CHCCM2A	Establish and monitor a case plan
CHCORG5A	Maintain an effective work environment	CHCCWI1A	Operate under a casework framework
CHCP&R2A	Contribute to policy development	CHCCWI2A	Implement a casework strategy
		BSZ404A	Train small groups

CHC50599 Diploma of Community Services (Community Housing Work)

Packaging to gain a national qualification

Compulsory	12
Elective	4
Options	1
total number of units of competency	17

Optional competencies

- elective units at this or higher levels
- compulsory units at higher levels
- units from endorsed standards in any industry at this or higher levels
- enterprise specific units

Note 1: Where enterprise units are included as options, these must be nationally endorsed (see introduction regarding new units and customisation)

Note 2: Units below coded PRX are from the *Property Services Asset Development and Operations Training Package* and have mutual recognition with the *Community Services Training Package*

Community Housing Specialisations

Compulsory		Elective	
CHCCH1A	Orientation to work in the community housing sector	CHCCH7A	Recruit and coordinate volunteers
CHCCH4A	Work with other services	CHCCH8A	Represent the client in court
CHCCH5A	Undertake systems advocacy	CHCCH9A	Represent the organisation in court
CHCCH6A	Facilitate client participation in the organisation	CHCCH20A	Acquire properties by purchase or transfer
		PRXPD32A	Provide facilities and amenities to property users
		CHCCH18A	Manage property maintenance (planning)
		PRXPD24A	Develop a tenancy mix strategy
		PRXRE29A	Develop and implement a property database

Common competencies

Compulsory		Elective	
CHCCOM4A	Develop, implement and promote effective communication techniques	CHCAD1A	Advocate for clients
CHCCS3A	Coordinate the provision of services and programs	CHCCD5A	Develop community resources
CHCINF5A	Meet statutory and organisational information requirements	CHCGROUP2A	Support group activities
CHCNET3A	Develop new networks	CHCINF3A	Coordinate information systems
CHCORG6A	Coordinate the work environment	CHCCM3A	Develop, facilitate and monitor all aspects of case management
CHCORG17A	Implement and monitor occupational health and safety policies, procedures and programs		
CHCP&R4A	Develop and implement policy		
CHCP&R5A	Manage research activities		
<div style="border: 1px solid black; padding: 5px; width: fit-content;"> * These 3 competencies are co-requisite and count for one elective/option </div>		*BSZ401A	Plan assessment
		*BSZ402A	Conduct assessment
		*BSZ403A	Review assessment
<div style="border: 1px solid black; padding: 5px; width: fit-content;"> ** These 4 competencies are co-requisite and count for one elective/option </div>		**BSZ405A	Plan and promote a training program
		**BSZ406A	Plan a series of training programs
		**BSZ407A	Deliver training sessions
		**BSZ408A	Review training

CHC60599 Advanced Diploma of Community Services (Community Housing Work)

Packaging to gain a national qualification

Compulsory	15
Elective	4
Options	1
total number of units of competency	20

Optional competencies

- elective units at this or higher levels
- compulsory units at higher levels
- units from endorsed standards in any industry at this or higher levels
- enterprise specific units

Note 1: Where enterprise units are included as options, these must be nationally endorsed (see introduction regarding new units and customisation)

Note 2: Units below coded PRX are from the *Property Services Asset Development and Operations Training Package* and have mutual recognition with the *Community Services Training Package*

Community Housing Specialisations

Compulsory		Elective	
CHCCH1A	Orientation to work in the community housing sector	CHCCH3A	Provide support
CHCCH4A	Work with other services	PRXPD01A	Develop a property investment strategy
CHCCH5A	Undertake systems advocacy	PRXPD02A	Determine opportunity and risk associated with property investment
		PRXPD03A	Undertake a property investment feasibility study
		PRXPD04A	Negotiate partnership arrangements
		PRXPD07A	Monitor performance of property investment
		PRXPD08A	Dispose of property
		PRXPD14A	Prepare a project design brief and documentation
		PRXPD15A	Appoint and manage a consultant project team
		PRXPD16A	Administer project construction contractors

Common competencies

Compulsory		Elective	
CHCADMIN4A	Manage the organisation's finances, accounts and resources	CHCCD6A	Establish and develop community organisations
CHCCOM4A	Develop, implement and promote effective communication techniques	CHCCM5A	Develop practice standards
CHCCS4A	Manage the delivery of quality client service	CHCINF6A	Manage information strategically
CHCINF4A	Manage the organisation's information systems	CHCORG8A	Establish and manage new programs or services
CHCORG7A	Manage workplace issues	CHCORG12A	Review organisational effectiveness
CHCORG9A	Manage projects and strategies	CHCORG15A	Promote the organisation
CHCORG10A	Manage organisational change	CHCORG16A	Manage training
CHCORG11A	Lead and develop others	CHCP&R7A	Manage policy development
CHCORG13A	Manage organisational strategic and business planning		
CHCORG14A	Manage a service organisation		
CHCORG17A	Implement and monitor occupational health and safety policies, procedures and programs		
CHCP&R6A	Coordinate policy development		

Units of Competency

Community Housing units and elements

Unit title	Elements
CHCCH1A Orientation to work in the community housing sector	<ol style="list-style-type: none"> 1. Work within the context of the community housing sector 2. Develop knowledge of the community housing sector 3. Demonstrate commitment to the central philosophies of the community housing sector
CHCCH2A Provide first point of contact	<ol style="list-style-type: none"> 1. Greet the client 2. Collect routine information from the client 3. Assess priority of need for service 4. Provide information to clients about the service and other relevant services
CHCCH3A Provide support	<ol style="list-style-type: none"> 1. Assist clients to identify their needs 2. Support clients to meet their needs 3. Review work with clients 4. Use self-protection strategies 5. Refer clients
CHCCH4A Work with other services	<ol style="list-style-type: none"> 1. Identify and maintain links with relevant services 2. Provide relevant information to services about community housing 3. Support generalist community services organisations to deliver appropriate services to people in need of community housing
CHCCH5A Undertake systems advocacy	<ol style="list-style-type: none"> 1. Obtain, analyse and document information relevant to the needs of people in housing need as a community of interest within the general community 2. Work with service users, housing services and other stakeholders to develop strategies to address identified needs 3. Advocate for and facilitate the implementation of strategies developed to address the needs of people in housing need
CHCCH6A Facilitate client participation in the organisation	<ol style="list-style-type: none"> 1. Organisational policies encourage client participation in organisational activities 2. Barriers to client participation are identified and addressed 3. Formulation of client association is supported
CHCCH7A Recruit and coordinate volunteers	<ol style="list-style-type: none"> 1. Identify the need and roles for volunteers in organisation 2. Recruit volunteers 3. Orientate volunteers to organisation 4. On-going support of volunteers is provided
CHCCH8A Represent the client in court	<ol style="list-style-type: none"> 1. Undertake adequate preparation to represent the client in court 2. Follow appropriate processes and organisational policies for successful representation of the client in court 3. Carry out appropriate procedures for reporting, debriefing and follow up actions from court appearance

Unit title	Elements
CHCCH9A Represent the organisation in court	<ol style="list-style-type: none"> 1. Undertake adequate preparation to represent the organisation in court 2. Follow appropriate processes and organisational policies for successful representation of the organisation in court 3. Carry out appropriate procedures for reporting, debriefing and follow up actions from court appearance 4. Determine whether the organisation can lodge an application for a hearing 5. Follow procedures and protocol of the hearing 6. Prepare case for presentation at hearing 7. Use the procedure for recovery of rental arrears, resolving nuisance and annoyance cases
PRXRE14A Market property	<ol style="list-style-type: none"> 1. Develop marketing plan for subject property 2. Effect property promotion and advertising
PRXRE18A Lease property	<ol style="list-style-type: none"> 1. Promote subject property 2. Obtain and review tenancy applications 3. Prepare and complete tenancy documentation 4. Record tenancy arrangements and prepare instructions for future records of transactions in the agency database
CHCCH10A Manage and maintain tenancies	<ol style="list-style-type: none"> 1. Explain the range of housing services provided to new tenants 2. Recognise crisis and the need for immediate intervention 3. Promote landlord and tenant responsibilities (per the tenancy agreement) 4. Correctly complete tenancy agreement 5. Determine eligibility against succession of tenancy criteria 6. Monitor/ensure good property care 7. Facilitate Appeal Process, where necessary 8. Take appropriate action in response to complaint 9. Use other agencies to assist in resolving a problem
CHCCH11A Manage housing applications	<ol style="list-style-type: none"> 1. Assist client with information and provide relevant brochures/application form re organisational policy and procedures 2. Receive and receipt application 3. Manage the waiting lists and allocate rental housing 4. Assess applications for housing
CHCCH12A Manage housing allocations	<ol style="list-style-type: none"> 1. Match resources to clients needs 2. Manage re-housing applications 3. Coordinate tenant re-location during redevelopment, decanting or emergency 4. Implement priority housing criteria
CHCCH13A Manage tenancy rent	<ol style="list-style-type: none"> 1. Explain and implement organisations policy and procedures re: Arrears/rental management 2. Manage arrears procedures 3. Review client payment history 4. Analyse and interpret financial performance 5. Initiate recovery action on accounts in arrears 6. Utilise software relating to arrears management 7. Interpret and explain Tenancy Agreement to client 8. Implement organisation/government policy/procedures re: eviction process 9. Recognise/analyse client circumstances

Unit title	Elements
CHCCH14A Manage rental assistance process	<ol style="list-style-type: none"> 1. Determine nature of customer inquiry and access, if resources/services, if appropriate 2. Explain and implement assistance policy with applicant 3. Assess eligibility against criteria
CHCCH15A Manage rental subsidies	<ol style="list-style-type: none"> 1. Confirm eligibility for special rental subsidy 2. Confirm eligibility for disability rental subsidy or equivalent
CHCCH16A Manage vacant properties	<ol style="list-style-type: none"> 1. Manage vacancies 2. Manage 'Abandoned properties' and goods 3. Property condition is assessed and managed 4. Identify vacant properties and implement arrears management procedures
PRXPD33A Undertake property inspection	<ol style="list-style-type: none"> 1. Confirm requirements for property inspection 2. Inspect property 3. Notify result of inspection and prepare inspection report
PRXRE19A Provide property management services	<ol style="list-style-type: none"> 1. Operate Trust Accounts or equivalent for managed property 2. Undertake risk management for managed properties 3. Ensure security of managed properties 4. Maintain and protect condition of managed properties 5. Plan for tenancy renewals 6. Ensure agency client's legal rights are protected 7. Obtain vacant possession of managed properties
CHCCH17A Respond to property maintenance or purchase enquiries	<ol style="list-style-type: none"> 1. Identify nature and type of enquiry 2. Research information relevant to enquiry 3. Determine suitable response 4. Communicate advice and information 5. Update relevant files and records
CHCCH18A Manage property maintenance (planning)	<ol style="list-style-type: none"> 1. Prepare an operational plan 2. Identify performance needs of assets 3. Establish an asset register 4. Specify maintenance requirements 5. Establish type and requirements of services 6. Schedule activities 7. Monitor and adjust schedules 8. Review asset performance and requirements
CHCCH19A Manage property maintenance (implementation)	<ol style="list-style-type: none"> 1. Develop maintenance procedures 2. Contract with maintenance parties 3. Monitor maintenance performance
CHCCH20A Acquire properties by purchase or transfer	<ol style="list-style-type: none"> 1. Formulate terms and conditions of contract 2. Negotiate contract terms and conditions 3. Confirm acceptability of contract
PRXRE29A Develop and implement a property database	<ol style="list-style-type: none"> 1. Determine database requirements 2. Review database options 3. Implement database
PRXPD32A Provide facilities and amenities to property users	<ol style="list-style-type: none"> 1. Identify need for facilities and amenities 2. Plan for provision of services 3. Obtain relevant approvals from authorities 4. Implement facilities and amenities for property users 5. Monitor effectiveness of facilities and amenities
PRXPD24A Develop a tenancy mix strategy	<ol style="list-style-type: none"> 1. Plan tenancy strategy for property 2. Determine preferred tenancy mix 3. Monitor retention against plan and business conditions

Unit title	Elements
PRXPD01A Develop a property investment strategy	<ol style="list-style-type: none"> 1. Establish property investment parameters 2. Collect and analyse information 3. Determine and document investment strategy 4. Review investment strategy
PRXPD02A Determine opportunity and risk associated with property investment	<ol style="list-style-type: none"> 1. Determine client expectations and requirements 2. Identify property and market sector characteristics 3. Determine benchmarking criteria 4. Collect market data 5. Compare data against benchmarks 6. Present opportunities and risks analysis to client
PRXPD03A Undertake a property investment feasibility study	<ol style="list-style-type: none"> 1. Undertake preliminary viability assessment of property investment 2. Establish inputs for study 3. Source and collect relevant data 4. Analyse data 5. Formulate investment scenarios 6. Document feasibility study
PRXPD04A Negotiate partnership arrangements	<ol style="list-style-type: none"> 1. Collate investment documentation 2. Determine desired investment arrangements 3. Establish negotiation strategy 4. Undertake negotiations 5. Establish partnership arrangements
PRXPD07A Monitor performance of property investment	<ol style="list-style-type: none"> 1. Design and implement regular reviews 2. Establish performance requirements 3. Select and/or develop assessment methodology 4. Identify and collect data 5. Analyse and interpret data 6. Document performance outcomes
PRXPD08A Dispose of property	<ol style="list-style-type: none"> 1. Decide on asset disposal 2. Negotiate terms of disposal 3. Effect disposal
PRXPD14A Prepare a project design brief and documentation	<ol style="list-style-type: none"> 1. Confirm user needs 2. Prepare a design brief 3. Prepare project documentation 4. Finalise costings 5. Evaluate and confirm feasibility
PRXPD15A Appoint and manage a consultant project team	<ol style="list-style-type: none"> 1. Establish the requirements for a project team 2. Determine contractual terms of appointment 3. Prepare consultants' briefs 4. Monitor performance
PRXPD16A Appoint project construction contractors	<ol style="list-style-type: none"> 1. Confirm and sign off on construction documentation 2. Prepare contract documentation 3. Select contractor 4. Negotiate contractor arrangements 5. Execute contract agreement
PRXPD17A Administer project construction contract	<ol style="list-style-type: none"> 1. Brief contracting parties 2. Manage construction contracts 3. Resolve disputes 4. Sign off on completion

Additional Information for Assessors

This section includes additional information assessors may draw upon, depending on the context of particular workplaces or client groups. The aspects of underpinning knowledge listed below are best applied to the community housing units of competency. Assessors may access these aspects of underpinning knowledge as further information for determining competency in particular contexts.

Knowledge specific to developing and maintaining inclusive and client participative processes in the organisational management and service delivery:

- tenant participation in management processes
- facilitating participation in management and service delivery roles by co-operative membership
- facilitation of meeting and decision making procedures which are respectful to and inclusive of the diverse interests of the group
- recognition of the relative power positions, in particular of service users, in an inclusive management structure
- processes which facilitate positive and constructive communication between stakeholders within the organisation

Knowledge specific to working with people from culturally and linguistically diverse backgrounds:

- particular cultural issues and history specific to client group
- cultural and communication barriers which impact on access to and security of tenure
- how clients may be distressed by a culturally inappropriate environment
- location and protocols for accessing accredited interpreters
- a range of community multicultural organisations

Knowledge specific to working with people experiencing difficulty securing affordable and appropriate housing, including women and children, young people, people with disabilities and Aboriginal and Torres Strait Islander people:

- particular life experiences that people in these groups have and how this impacts on their access to housing
- economic circumstances
- experiences in discrimination in accessing affordable, appropriate and secure housing
- experience of violence including: sexual, domestic, and other forms of abuse

Knowledge specific to working with Aboriginal and Torres Strait Islander clients:

- emotional and spiritual wellbeing
- cultural knowledge, understanding and experience
- Aboriginal ways of thinking, working and reflecting
- appreciation of Aboriginal diversity of culture and traditional values
- historical, cultural, political and economic realities
- cultural sensitivity
- cultural diffusion
- holistic view of life, including importance of access to housing
- separation from family and community

COMMUNITY HOUSING WORK NATIONAL COMPETENCY STANDARDS

Alignment with Major Key Competencies

Levels of Competency		
Level 1	Level 2	Level 3
<ul style="list-style-type: none"> Carries out established processes Makes judgements of quality using given criteria 	<ul style="list-style-type: none"> Manage processes Selects the criteria for the evaluation process 	<ul style="list-style-type: none"> Establishes principles and processes Evaluates and reshapes process Establishes criteria for evaluation

Unit Code	Unit Title	Collecting Information	Communication	Planning	Work with Others	Maths	Solve Problems	Use Technology
CHCCH1A	Orientation to work in the community housing sector	1	1	1	1	-	1	-
CHCCH2A	Provide first point of contact	1	1	1	1	-	1	1
CHCCH3A	Provide support	2	3	2	2	-	2	-
CHCCH4A	Work with other services	3	3	3	3	-	3	1
CHCCH5A	Undertake systems advocacy	3	3	3	3	-	3	1
CHCCH6A	Facilitate client participation in the organisation	2	3	3	3	-	3	1
CHCCH7A	Recruit and coordinate volunteers	3	3	3	3	-	3	1
CHCCH8A	Represent the client in court	2	3	3	3	-	3	1
CHCCH9A	Represent the organisation in court	2	3	3	3	-	3	1
PRXRE14A	Market property	3	3	3	3	2	2	1
PRXRE18A	Lease property	2	2	2	2	1	2	1
CHCCH10A	Manage and maintain tenancies	3	3	3	2	2	3	1
CHCCH11A	Manage housing applications	2	3	2	2	2	2	2
CHCCH12A	Manage housing allocations	2	3	2	2	2	2	2
CHCCH13A	Manage tenancy rent	2	2	2	2	2	2	1
CHCCH14A	Manage rental assistance process	2	2	1	2	2	1	2
CHCCH15A	Manage rental subsidies	1	1	1	1	1	1	1
CHCCH16A	Manage vacant properties	1	1	1	1	1	1	1
PRXPD33A	Undertake property inspection	1	1	1	1	1	1	-
PRXRE19A	Provide property management services	3	3	3	3	3	3	1

Unit Code	Unit Title	Collecting Information	Communication	Planning	Work with Others	Maths	Solve Problems	Use Technology
CHCCH17A	Respond to property maintenance or purchase enquiries	1	1	1	2	1	1	1
CHCCH18A	Manage property maintenance (planning)	2	2	3	2	2	3	1
CHCCH19A)	Manage property maintenance (implementation)	2	2	2	1	2	3	1
CHCCH20A	Acquire properties by purchase and transfer	1	2	2	1	3	2	1
PRXRE29A	Develop and implement a property information database	3	1	3	1	1	1	3
PRXPD32A	Provide facilities and amenities for property users	3	2	2	2	2	1	1
PRXPD24A	Develop a tenancy mix strategy	2	2	2	2	3	2	1
PRXPD01A	Develop a property investment strategy	3	1	3	1	3	3	3
PRXPDO2A	Determine opportunity and risk associated with property investment	3	2	3	1	3	3	2
PRXPD03A	Undertake a property investment feasibility study	2	1	2	1	2	2	1
PRXPD04A	Negotiate partnership arrangements	2	3	2	2	2	3	2
PRXPD07A	Monitor performance of property investment	1	1	2	1	3	2	1
PRXPD08A	Dispose of property	1	1	2	1	3	1	2
PRXPD14A	Prepare a project design brief and documentation	3	1	3	2	3	2	3
PRXPD15A	Appoint and manage a consultant project team	2	2	2	2	2	2	2
PRXPD16A	Appoint project construction contractors	1	2	1	1	2	1	-
PRXPD17A	Administer project construction contract	2	2	2	2	1	2	1

CHCCH1A Orientation to work in the community housing sector

This unit aims to describe the context within which community housing work occurs.

Elements	Performance Criteria
1. Work within the context of the community housing sector	<ul style="list-style-type: none">• Community Services and Health Training Australia Ltd• all work in the sector reflects consideration of the historical context of the sector• all work reflects consideration of the changing social, political and economic context
2. Develop knowledge of the community housing sector	<ul style="list-style-type: none">• all work reflects knowledge of the current issues which impact on the sector and different models of work• in collecting information about the community housing sector, the views of key stakeholders and representatives from relevant target groups are collected and used
3. Demonstrate commitment to the central philosophies of the community housing sector	<ul style="list-style-type: none">• all work undertaken demonstrates consideration and understanding of the underpinning values and philosophy of the sector• all work in the sector demonstrates a commitment to access and equity principles• clients participate in all aspects of service planning and support activities as required• personal values and attitudes regarding community housing are identified and taken into account when planning and implementing all work activities

Range of Variables

Context includes:

- statutory framework within which work takes place
- historical context of work eg. changing role of community housing in the overall context of housing provision; changing approaches to working with clients/service users/members/tenants
- changing social context of work eg. consumer centred approach, changing government and societal views of not-for-profit housing, approaches to working with clients/service users/members/tenants
- political context eg. government policies and initiatives affecting community housing work
- economic context eg. the current economic situation as it relates to and affects community housing and the subsequent impact on client needs

Different models of work in the sector may include:

- housing management
- tenancy management
- tenancy support
- tenancy advice/advocacy
- community development and education
- case management

Stakeholders and representatives may include:

- consumers/service users/clients/members/tenants
- local community
- community organisations
- government representatives and service providers
- peak bodies and networks in the sector
- management, colleagues, team members

The underpinning values and philosophies of the sector may include:

- a social justice perspective
- community development approach
- housing as a right not a privilege
- a holistic and consumer-centred approach
- commitment to meeting the needs and upholding the rights of consumers
- commitment to empowering the consumer

A commitment to principles of access and equity include:

- creation of a consumer oriented culture
- a non-discriminatory approach to all people using the service, their family and friends, the general public and co-workers
- ensuring the work undertaken takes account of and caters for differences including: cultural, physical, religious, economic, social

Evidence Guide

Critical aspects of assessment:

- own work role within the context of the community housing sector
- organisational role within the context of the community housing sector

Underpinning knowledge:

- principles of community delivered service provision
- importance of consumer input
- holistic and client-centred service
- consumer needs and rights including duty of care
- principles of client empowerment/disempowerment
- principles of access and equity
- policy, regulatory, legislative and legal requirements include:
 - ◊ Residential Tenancy Legislation or equivalent
 - ◊ Privacy Act
 - ◊ Legislation underpinning the principles of equal opportunity
 - ◊ Freedom of Information Act
 - ◊ Individual rights
 - ◊ National Housing Policy
 - ◊ National Community Housing Service Standards (draft)
 - ◊ Disability Services Acts and standards
- historical and social context
- political and economic context
- current issues facing clients and existing services to address their needs and rights
- principles and practices of ethics and values
- principles and practices of confidentiality
- principles and practice of duty of care
- legal system
 - ◊ courts
 - ◊ police powers
 - ◊ court reports
 - ◊ tribunals

- knowledge specific to working with people from culturally and linguistically diverse backgrounds

Underpinning skills:

- interpersonal communication with clients and other stakeholders
- preparation of reports so that the information and organisation of information is appropriate to its purposes and audience
- working as part of a team or as a sole worker
- problem solving
- communication

Resource implications:

- access to appropriate workplace where assessment can take place; or
- simulation of realistic workplace setting for assessment

Consistency in performance:

- consistency in performance should consider the particular workplace context

Context of assessment:

- this unit is best assessed in the workplace or in a simulated workplace under the normal of range conditions
- this unit must be assessed with all other specialisation units chosen as part of a package at a particular Australian Qualifications Framework level

CHCCH2A Provide first point of contact

This unit describes the competencies required to identify and respond to the immediate needs of current and potential clients including the provision of services such as referral and pre-determined information.

Elements	Performance Criteria
1. Greet the client	<ul style="list-style-type: none">client is listened to and acknowledged in a pleasant and accepting waydistressed people are responded to in a relaxed and calm manner
2. Collect routine information from the client	<ul style="list-style-type: none">information is collected and documented in accordance with organisational proceduresreasons for contact with the service are discussed with client in accordance with organisational proceduresclient confidentiality is maintained in accordance with organisational policies and proceduresclient rights and responsibilities are explained and observed in accordance with organisational policy
3. Assess priority of need for service	<ul style="list-style-type: none">client is referred to appropriate persons according to urgency and nature of needpersonal safety of self, client and others is assessed in accordance with organisational procedures and policies and within own work roleassistance is sought as appropriate
4. Provide information to clients about the service and other relevant services	<ul style="list-style-type: none">client is provided with current, relevant and culturally appropriate information on the service and other relevant services and what each providesclients are assisted to contact other agencies/services as appropriate to obtain further information

Range of Variables

Appropriate persons may include:

- immediate supervisor
- case manager
- worker from other housing service
- worker from generalist community service

Identifying information may include:

- name
- contact information

Information may be collected:

- by speaking to others
- from written sources
- by observation
- from inside the organisation
- from external sources
- from clients

Services may include:

- making an appointment to see someone in the agency/organisation
- providing information on existing services
- referral eg. financial counsellor, women's refuge, youth services

Safety takes into account:

- body language
- tone of voice
- location
- stress/anxiety
- aggression

Assistance may be sought from:

- other staff
- consumer groups
- specialist housing service
- other community based support services

Response to requests for information will take into consideration the inquirer's:

- language and style
- literacy level
- cultural factors
- previous contact
- disabilities

Information is:

- current
- relevant
- culturally and linguistically appropriate

Information on the service and other relevant services may be delivered in the form of:

- informal discussion
- published material, newsletters/circulars, leaflets/brochures
- correspondence/written reports
- audio-visual
- posters/graphic representation

Information may be given about the following types of services:

- government and non government services eg. accommodation, health, education/training, employment, social/recreation, counselling, financial, self help, advocacy, transport
- people with relevant special qualities, knowledge and/or expertise
- government allowances, pensions and benefits
- cross cultural services

Evidence Guide

Critical aspects of assessment:

- dealing with the normal range of clients and client situations in the workplace

Underpinning knowledge:

- local community needs
- housing related and non-housing related issues
- role and responsibilities of self and other staff in the organisation
- indicators of abnormal behaviour for clients
- agency role, agency target group in the community
- basic knowledge of culturally specific behaviour
- understanding of relationships between service providers
- other services and networks

- organisational service provision policies and procedures
- organisational policies and procedures for confidentiality
- clients rights and responsibilities in the organisation
- workers' rights and responsibilities in the organisation
- knowledge specific to working with people from culturally and linguistically diverse backgrounds

Underpinning skills:

- non-judgemental approach to working with people
- reporting skills
- observation skills
- cultural sensitivity
- verbal and non verbal communication
- liaison/referral
- confidentiality
- resolving aggression
 - ◊ basic negotiation
 - ◊ safety awareness
 - ◊ predicting violence
- listening and referral

Resource implications:

- access to appropriate workplace where assessment can take place; or
- simulation of realistic workplace setting for assessment

Consistency in performance:

- assessment should be gathered on one or more occasions but must reflect the normal range of client situations encountered in the workplace

Context of assessment:

- this unit is best assessed in the workplace or in a simulated workplace under the normal of range conditions

CHCCH3A Provide support

This unit describes the basic elements for implementing support for consumers of community housing services, within an established plan for support.

Elements	Performance Criteria
1. Assist clients to identify their needs	<ul style="list-style-type: none">• appropriate communication and relationship building processes are used• possibilities and options for responding to client needs are discussed and preferred action is determined and prioritised• client is assisted to evaluate and select strategies to achieve their goals• clients in distress or crisis are responded to promptly and supportively in accordance with organisational policies and procedures
2. Support clients to meet their needs	<ul style="list-style-type: none">• information and skills required by the client to meet their needs are identified• opportunities to obtain information and develop skills are provided or developed• individual and group support is provided in accordance with resources and procedures• the client's rights and responsibilities are explained• confidentiality is maintained in accordance with organisational policies and procedures
3. Review work with clients	<ul style="list-style-type: none">• work with client is reviewed within organisational policies and procedures and strategies are adapted as appropriate• outcomes of client work are reviewed with supervisor and/or colleagues in accordance with organisational policies and procedures
4. Use self-protection strategies	<ul style="list-style-type: none">• conflict resolution and negotiation are used as appropriate• appropriate action is taken to ensure the safety of self and others• limits of own abilities are known and referral made as appropriate• emergency assistance is sought as required
5. Refer clients	<ul style="list-style-type: none">• the services that the client is already accessing are checked with the client and the service/s• the suitability of other services is discussed with the client• the client is supported to make contact with other services• follow up is provided to determine the effectiveness of the referral

Range of Variables

Organisational policies and procedures relevant to this unit include:

- emergencies
- occupational health and safety
- referrals
- reporting
- goals, objectives and targets
- accountability
- code of conduct
- confidentiality
- grievance procedures

Providing support to clients may include:

- services provided face to face or via other communication methods such as via telephone, fax, email
- confidentiality is maintained in accordance with organisational policies and procedures
- other services are recommended when the person's needs are unable to be met by the organisation

Needs may include:

- emotional support
- social support
- financial advice
- food and clothing
- transport
- emergency relief
- legal advice
- emergency accommodation support
- referral to other agencies

Appropriate communication and relationship building processes may include:

- engagement
- empathy
- non-judgmental manner
- active listening
- listening to the person
- acknowledging the person in a pleasant and accepting manner
- warmth
- genuineness
- respect

Possibilities and options for responding to client issues and needs may include:

- referral of the client to a colleague within the organisation
- referral of the client to other agencies in accordance with organisational policies and procedures

Response to clients in distress and crisis will include:

- enlisting support and/or assistance from colleagues or emergency support as appropriate
- using calm and calming behaviour
- reporting incidents promptly and accurately

Support facilitates the person's independence, promotes their abilities and takes into account:

- preferences
- ability to communicate

- level of stress or anxiety
- verbal or physical aggression
- inappropriate responses
- cultural/linguistic background
- social circumstances eg. family and social support

Support processes may be informal and/or formal and may include:

- problem solving techniques
- evaluation
- interviewing techniques
- information provision
- group work
- individual support
- working with carers and others
- relaxation management
- stress management
- anger management
- coping strategies
- counselling and support groups

Support may occur in any environment including:

- social settings
- home
- vehicles/transport
- legal settings
- other agencies or services

Supervisors and/or colleagues may include:

- people from other services
- team members

Assistance may be sought from:

- other staff
- community housing services
- community based support services
- legal services
- interpreters

Other services may include:

- specialist disability
- legal
- day support
- employment and/or skill development service eg. life or living skills
- pre-vocational
- advocacy
- financial

Evidence Guide

Critical aspects for assessment:

- understanding of role and responsibilities of self and other workers within the organisation

Underpinning knowledge:

- understanding of language used in the community housing sector
- awareness of housing issues
- relationships between service providers

- community housing systems/networks in the local area
- culture of community housing provision
- Policy, regulatory, legislative and legal requirements including:
 - ◊ Residential Tenancy Acts or Equivalent
 - ◊ Privacy Act
 - ◊ Legislation underpinning the principles of equal opportunity
 - ◊ Freedom of Information Act
 - ◊ Individual rights
 - ◊ National Housing Policy
 - ◊ National Housing Service Standards (Draft)
 - ◊ Disability Services Acts and standards
- issues affecting the client group
- related agencies and referral procedures used by the organisation
- awareness of own biases and beliefs
- duty of care and ethical practices
- working with individuals and groups
- motivational interviewing techniques
- rights of workers and clients
- knowledge specific to working with people from culturally and linguistically diverse backgrounds

Underpinning skills:

- establishing rapport
- active listening including questioning
- interpretation of verbal and non verbal communication
- conflict resolution
- problem solving
- strategies for self-protection and self care
- strategies for dealing with aggressive or distressed people
- networking and liaison with other services
- crisis intervention
- non-judgemental approach to working with people
- report writing
- basic counselling

Resource implications:

- access to appropriate workplace where assessment can take place; or
- simulation of realistic workplace setting for assessment

Consistency in performance:

- consistency in performance should consider the normal range of clients and client situations within an established plan for support

Context of assessment:

- this unit is best assessed in the workplace or by workplace simulation under the normal range of conditions
- work may be undertaken as part of a team or alone

CHCCH4A Work with other services

This unit describes the ability to liaise and facilitate linkages between specialist community housing services and mainstream/general services in the community to ensure support of people in housing need.

Elements	Performance Criteria
1. Identify and maintain links with relevant services	<ul style="list-style-type: none">information on relevant services is gathered and stored as appropriateactive participation in relevant networks is maintainedinformation on the organisation's range of housing services is maintained
2. Provide relevant information to services about community housing	<ul style="list-style-type: none">respond to information requests about community housing from other organisations as appropriateinformation and resources are provided to support community groups as appropriatematerials and resources provided are relevant and currentfeedback on the materials and resources is sought and used to develop future materials and resources
3. Support generalist community services organisations to deliver appropriate services to people in need of community housing	<ul style="list-style-type: none">type and level of support to be provided are defined and negotiated with the organisationsupport and contact with people referred is maintained as appropriateinformation is provided to services in line with organisational confidentiality, consent and privacy policies and procedureslonger term plans to assist services to operate self-sufficiently are developed and negotiated

Range of Variables:

Links may be:

- referral to and from other services
- telephone contact
- worker networks
- informal contacts
- case conferences
- inter agency meetings
- community consultative committees
- joint projects

Relevant services refers to:

- consumer groups
- commercial enterprises such as real estate agents, and banks
- community services departments
- Aboriginal and Torres Strait Islander services
- employment services
- community based disability support services
- income support services
- accommodation services

- services specific to the person's needs
- transcultural
- religious organisations
- judicial
- correctional
- police
- emergency services

Information may include:

- pamphlets
- list of all relevant services
- information on own agency
- definitions of community housing

Support may include:

- visits
- consultations
- joint initiatives
- participation in case conferences
- telephone advice
- provision of staff development and training
- exchanging of reports
- community education

Policies and procedures may include:

- referral protocols

Evidence Guide:

Critical aspects of assessment:

- facilitating effective working relationships within the community housing sector and within the general community

Underpinning knowledge:

- existing information systems
- referral networks - criteria and procedures for referral
- current housing issues
- language used in community housing work
- range of community services and how to access
- confidentiality
- knowledge specific to working with people from culturally and linguistically diverse backgrounds

Underpinning skills:

- questioning
- active listening
- verbal and non verbal communication
- referral
- participating and conducting interagency meetings
- promotion
- negotiation
- liaison and networking
- recognising own limitations and agency boundaries

- developing and providing information about community housing

Resource implications:

- access to appropriate workplace where assessment can take place; or
- simulation of realistic workplace setting for assessment

Consistency in performance:

- consistency in performance should consider the community housing networking and liaison requirements within the workplace

Context for assessment:

- this unit is best assessed in the workplace or in a simulated workplace under the normal range of conditions

CHCCH5A Undertake systems advocacy

Describes the competency required to advocate to ensure that the rights and needs of people in need of affordable, appropriate and secure housing are maintained within the broader rights and needs of the general community

Elements	Performance Criteria
1. Obtain, analyse and document information relevant to the needs of people in housing need as a community of interest within the general community	<ul style="list-style-type: none">• obtain and analyse relevant documented information about particular issues• obtain and analyse relevant statistical and research data• conduct consultations with consumers of not-for-profit housing services and other stakeholders to identify and describe issues of concern• conduct other research as appropriate• synthesise relevant information into forms appropriate for communicating with, and providing to, relevant agencies and stakeholders
2. Work with service users, housing services and other stakeholders to develop strategies to address identified needs	<ul style="list-style-type: none">• develop and maintain close working relationships/networks with relevant stakeholders• organise formal meetings, working groups and other activities to develop policy statements, action plans, projects, and programs to address identified needs• participate in meetings, working groups and other activities aimed at developing relevant strategies• prepare strategic/action/project plans in forms that are appropriate to the needs and roles of relevant stakeholder organisations
3. Advocate for and facilitate the implementation of strategies developed to address the needs of people in housing need	<ul style="list-style-type: none">• identify and pursue relevant opportunities for communicating formally and informally about the needs of people in housing need• prepare submissions for resources to implement identified projects, action plans, etc• participate in relevant government policy development• work with consumers and other stakeholders to implement relevant projects and action plans• pursue opportunities and provide comments on policy documents, legislation, project plans and other relevant documents regarding the needs of people in housing need

Range of variables

Relevant agencies/stakeholders include:

- consumers and consumer organisations
- general community and welfare services
- relevant government departments and agencies
- non-government organisations
- media
- politicians
- commercial enterprises

Activities may be:

- informal
- formal

Strategies may include:

- public meetings
- interviews
- questionnaires
- monitoring trends in the general community/media about not-for-profit housing
- development of policy/issues papers
- media management
- public relations

Evidence Guide

Critical aspects of assessment:

- ability to apply high level skills when advocating or representing community housing issues within broad social, political and community structures

Underpinning knowledge:

- structural, political and other social factors which operate to maintain discrimination against people in need of affordable, appropriate and secure forms of housing
- structural, political and other social factors which can be addressed to improve access to affordable, appropriate and secure forms of housing, such as:
 - ◊ gender
 - ◊ language
 - ◊ culture
 - ◊ ethnicity
 - ◊ age and
 - ◊ socio-economic status
- broad knowledge of the housing market
- internal structure of the community housing system and its relationship within the broader context of the housing market, community services and government
- policies relevant to housing at national, state and local level
- relevant agencies and services which may assist in promoting and advocating for affordable, appropriate and secure housing
- political lobbying processes
- use of media for advocacy purposes
- key stakeholders and how to access them
- policy, regulatory, legislative and legal requirements including:
 - ◊ Residential Tenancy Act or equivalent
 - ◊ Privacy Act
 - ◊ Legislation underpinning the principles of equal opportunity
 - ◊ Freedom of Information Act
 - ◊ Individual rights
 - ◊ National Housing Policy
 - ◊ National Community Housing Service Standards (Draft)
 - ◊ Disability Services Acts and standards
- knowledge specific to working with people from culturally and linguistically diverse backgrounds

Underpinning skills:

- written and oral communication
- research and analysis
- consultation
- policy development
- networking
- strategic planning
- negotiation
- mediation
- lobbying

- representation such as:
 - ◊ public speaking
 - ◊ presenting at formal meetings
 - ◊ writing
 - ◊ presentation skills

Resource implications:

- access to appropriate workplace where assessment can take place; or
- simulation of realistic workplace setting for assessment

Consistency in performance:

- consistency in performance should consider specific workplace advocacy practices and requirements

Context for assessment:

- this unit is best assessed in the workplace or in a simulated workplace under the normal range of conditions

CHCCH6A Facilitate client participation in the organisation

This unit deals with involvement of service users in organisations management.

Element	Performance Criteria
1. Organisational policies encourage client participation in organisational activities	<ul style="list-style-type: none">• policies are designed to encourage client participation in management and organisation• opportunities for regular feedback from clients on service provision are created• specific feedback on proposals which may directly affect clients is sought
2. Barriers to client participation are identified and addressed	<ul style="list-style-type: none">• consultations with clients to identify barriers to participation are conducted• processes for addressing identified barriers are developed and implemented• review of processes occur at regular intervals
3. Formulation of client association is supported	<ul style="list-style-type: none">• need for client association is identified• communication strategy between client association and the organisation is developed and implemented• on-going support and training for association is provided as appropriate

Range of Variables

Client/tenant participation includes:

- organisational policies/procedures which require/encourage active participation in organisational decision-making by clients of the service

Evidence Guide

Critical aspects of assessment:

- functional client-participation structures within the organisation

Underpinning Knowledge:

- principles of client/tenant participation
- principles of community development
- dealing with cultural diversity
- principles of effective communication

Underpinning Skills:

- facilitation in decision-making processes
- adjusting communication to meet differing need
- inclusive meeting facilitation

Resource implications:

- access to appropriate workplace where assessment can take place; or
- simulation of realistic workplace setting for assessment

Consistency in performance:

- consistency in performance should consider client participation requirements within the workplace

Context for assessment:

- this unit is best assessed in the workplace or in a simulated workplace under the normal range of conditions

CHCCH7A Recruit and coordinate volunteers

This unit deals with developing and supporting volunteer workers in an agency.

Elements	Performance Criteria
1. Identify the need and roles for volunteers in the organisation	<ul style="list-style-type: none">potential roles for volunteers are identifiedroles are discussed and agreed upon by managementrole descriptions are developedprocesses for support of volunteers are identified
2. Recruit volunteers	<ul style="list-style-type: none">volunteers are sought through advertising in relevant media and community networksinterviews with potential volunteers are arranged and completedselections are made and management advisedsuccessful volunteers are advised of their selectionwhere necessary, a waiting list of appropriate applicants is maintainedan on-going recruitment program is implemented as required
3. Orientate volunteers to organisation	<ul style="list-style-type: none">volunteers are provided with an orientation to the organisationtraining for specific role is provided in a manner appropriate to the needs and resources of the organisation
4. On-going support of volunteers is provided	<ul style="list-style-type: none">regular meetings of volunteers are establisheda review of roles and performance is regularly undertakenindividual support and debriefing is provided when necessary

Range of Variables

Volunteers may include:

- unpaid workers who are in paid employment elsewhere
- unpaid workers who are not in paid employment

Roles of volunteers may include:

- agency management
- direct service including reception, telephone advice lines, service user support

Evidence Guide

Critical aspects of assessment:

- volunteer recruitment and coordination meets both the needs of the organisation and support requirements for volunteer roles

Underpinning knowledge:

- the impact of cultural or community attitudes on appropriate roles, relationships and approaches of the volunteer worker
- the implications of differences in attitudes and values in working in the agency
- relevant legislation and public policies relating to the employment of unpaid workers

Underpinning skills:

- coordination of people, processes and information
- provision of support to a diverse range of people

- conflict resolution/negotiation and mediation
- cross cultural communication and negotiation
- verbal and written communication

Resource implications:

- access to appropriate workplace or community where assessment can take place; or
- simulation of realistic workplace or community setting for assessment

Consistency in performance:

- consistency in performance should consider the volunteer recruitment and coordination requirements of the workplace

Context for assessment:

- this unit can be assessed in the community or in a simulation which relates closely to the experience of the workplace and the community

CHCCH8A Represent the client in court

This unit covers work undertaken by an advocate of a housing services client in court.

Element	Performance Criteria
1. Undertake adequate preparation to represent the client in court	<ul style="list-style-type: none">• correct knowledge of the different court types, including the Residential Tenancies Tribunal or equivalent, and relevant procedures and etiquette is demonstrated• the appropriate organisational court preparation procedures and format have been followed• negotiations with the client prior to court appearance have occurred• liaison with, and appropriate briefing of, solicitor prior to court appearance has occurred where appropriate• appropriate files and relevant paper work are checked, updated for accuracy prior to court appearance• relevant and appropriate legal notice(s) are delivered with adequate time allowed prior to court appearance
2. Follow appropriate processes and organisational policies for successful representation of the client in court	<ul style="list-style-type: none">• appropriate court dress and grooming codes are observed• knowledge of court etiquette is demonstrated and observed• adequate time is allocated to allow for court appearance• additional briefing with solicitor is undertaken, as necessary• personal composure and professional attitude is maintained• relevant paperwork, files and documentation are up to date, errors corrected and well organized• questions are answered and facts are presented clearly, concisely, confidently and accurately
3. Carry out appropriate procedures for reporting, debriefing and follow up actions from court appearance	<ul style="list-style-type: none">• accurate records, reporting and file up dates, as required and resulting from the court appearance, are undertaken• appropriate debriefing with colleagues; supervisor; solicitor, is undertaken• a process for monitoring the action, during the period of adjustment following the court appearance, is established with the solicitor

Range of Variables

Courts may include:

- Local, District and Supreme Court

Court requirements may include current tenancy details such as:

- accounts
- occupancy
- property maintenance
- cleaning undertaken
- fraud details

Relevant paper work may include:

- preparation of set questions
- briefs of evidence
- court reports

- Affidavit
- police statements
- relevant organisation files

Follow up action and procedures from court appearance may include:

- organisational requirements and regulations
- changing status of account
- monitoring a bench order
- follow up costs/follow up debt recovery
- payment of application fees from advance account will be arranged and voucher prepared
- relevant agencies advised and coordinated as required

Relevant legislation may include, where it exists:

- Residential Tenancies Act or equivalent
- access and equity legislation
- anti discrimination legislation
- consumer affairs legislation
- information about legislation will include

Information about legislation will include:

- copies of actual legislation documentation
- information brochures
- analysis discussion material prepared by relevant community organisations, advocacy groups, policy groups, peak bodies or academics
- internally generated documents

Evidence Guide

Critical aspects of assessment:

- effective representation of client in court including appropriate application of organisational procedures and relevant legislation

Underpinning knowledge:

- understanding of the relevance of legal system to housing policy
- understanding of theories of community housing
- relevant organisation policies and guidelines as they relate to application of legislation

Underpinning skills:

- provide examples of application of legislation in service/program delivery
- adapting organisation policy to ensure application of legislation
- provision of relevant and regularly up dated information to workers and service users about relevant legislation

Resource implications:

- access to appropriate workplace where assessment can take place

Consistency in performance:

- consistency in performance should consider requirements of the workplace for effective representation of the client in court

Context for assessment:

- this unit is to be assessed in the workplace

CHCCH9A Represent the organisation in court

This unit covers work undertaken by an advocate on behalf of a housing service in court.

Element	Performance Criteria
1. Undertake adequate preparation to represent the organisation in court	<ul style="list-style-type: none"> • correct knowledge of the different court types, and relevant procedures and etiquette is demonstrated • the appropriate organisational court preparation procedures and format are followed • negotiations with the client prior to court appearance are undertaken • liaison with, and appropriate briefing of, solicitor prior to court appearance is undertaken where appropriate • appropriate files and relevant paper work are accessed and organised prior to court appearance • relevant files and paper work are checked, updated for accuracy prior to court appearance • relevant and appropriate legal notice(s) are delivered with adequate time allowed prior to court appearance
2. Follow appropriate processes and organisational policies for successful representation of the organisation in court	<ul style="list-style-type: none"> • appropriate court dress and grooming codes are observed • knowledge of court etiquette is demonstrated and observed • adequate time is allocated to allow for court appearance • additional briefing with solicitor is undertaken, as necessary • personal composure and professional attitude is maintained • relevant paperwork, files and documentation are up to date, errors corrected and well organised • questions are answered and facts are presented clearly, concisely, confidently and accurately • effective negotiations and briefing with the client and the solicitor are maintained throughout the court process
3. Carry out appropriate procedures for reporting, debriefing and follow up actions from court appearance	<ul style="list-style-type: none"> • accurate records, reporting and file up dates, as required and resulting from the court appearance, are undertaken • appropriate debriefing with colleagues; supervisor; solicitor, is undertaken • procedures for ensuring follow up action(s) arising from court appearance are followed • a process for monitoring the action, during the period of adjustment following the court appearance, is established with the solicitor
4. Determine whether the organisation can lodge an application for a hearing	<ul style="list-style-type: none"> • circumstances under which the organisation can lodge an application for a hearing are understood, and acted upon • each case is assessed to determine if an application can be lodged

5. Follow procedures and protocol of the hearing	<ul style="list-style-type: none"> • processes, procedures and protocols required in order to lodge an application are understood and followed • recommendation to proceed to a hearing is prepared • necessary administrative duties are completed and an application lodged • any intention to withdraw/adjourn/relist case is notified to appropriate persons/organisations • procedures are carried out within time limits, if applicable • submission seeking to evict is prepared • application for Warrant of Possession is lodged with Sheriff; officer's attendance at eviction is arranged; and removalist van is organised if necessary • eviction proceedings are understood and followed • appropriate steps after a legal order has been given are followed
6. Prepare case for presentation at hearing	<ul style="list-style-type: none"> • relevant documentation is prepared and made available for presentation of case • action sheet is prepared
7. Use the procedure for recovery of rental arrears, resolving nuisance and annoyance cases	<ul style="list-style-type: none"> • nuisance and annoyance claims are investigated and documented • negotiations are undertaken with client to attempt a resolution, prior to a hearing • all required reports are completed after a hearing, are accurate and record follow up actions • appropriate referrals to agencies are made

Range of Variables

Courts may include:

- Local, District and Supreme Court

Court requirements may include current tenancy details such as:

- accounts
- occupancy
- property maintenance
- cleaning undertaken
- fraud details

Relevant paper work may include:

- preparation of set questions
- briefs of evidence
- court reports
- Affidavit
- police statements
- relevant organisation files

Reports completed after a hearing may include:

- file notes

Follow up action and procedures from court appearance may include:

- organisational requirements and regulations
- changing status of account
- monitoring a bench order
- follow up costs/follow up debt recovery

- payment of application fees from advance account will be arranged and voucher prepared
- relevant agencies are advised and coordinated as required

Relevant legislation may include, where it exists:

- residential tenancies act or equivalent
- access and equity legislation
- anti discrimination legislation
- consumer affairs legislation

Information about legislation will include:

- copies of actual legislation documentation
- information brochures
- analysis/discussion material prepared by relevant community organisations, advocacy groups, policy groups, peak bodies or academics
- internally generated documents

Evidence Guide

Critical aspects of assessment:

- effective representation of the organisation in court including appropriate application of organisational procedures and relevant legislation

Underpinning knowledge:

- understanding of the relevance of legal system to housing policy
- understanding of theories of community housing
- relevant organisation policies and guidelines as they relate to application of legislation

Underpinning skills:

- provide examples of application of legislation in service/program delivery
- adapting organisation policy to ensure application of legislation
- provision of relevant and regularly up dated information to workers and service users about relevant legislation

Resource implications:

- access to appropriate workplace where assessment can take place

Consistency in performance:

- consistency in performance should consider requirements of the workplace for effective representation of the organisation in court

Context for assessment:

- this unit is to be assessed in the workplace

PRXRE14A Market property

This unit addresses those activities used to advertise and promote the subject property for sale or lease.

Element	Performance Criteria
1. Develop marketing plan for subject property	<ul style="list-style-type: none">• agency staff, familiarised with the property for sale, ensure informed service is provided to prospective purchasers• the benefits of property presentation are understood and confirmed with the vendor• relevant documentation is checked for accuracy; information verified; and made available to ensure the client's instructions are carried out• marketing strategy is reviewed in consultation with the vendor• agency services are provided based on the continued, informed consent of clients
2. Effect property promotion and advertising	<ul style="list-style-type: none">• advertising copy meets agreed budget and reflects agreed property and agency marketing strategies• promotional material is developed to ensure maximum impact in the selected market• the placement of advertising is selected to ensure maximum impact in the selected market• advertising copy and promotional material are reviewed for quality and effectiveness and appropriate adjustments are made to marketing strategies if required

Range of Variables

The unit has application in all areas of the Real Estate industry

The activities used to advertise and promote property are:

- generally conditioned by the agencies existing marketing plan and vendor / buyer instructions

Commercial factors affecting the choice of marketing strategy could include:

- rising, steady or declining market performance
- market perceptions of attractiveness of the property
- availability of finance and interest rates
- establishment/valuation fees
- time frame for settlement

Statutory requirements includes consideration of:

- requirements regarding disclosure and documentation vary from State to State within Australia
- government fees payable may vary from state to state
- trust accounting processes and documentation lodgement may vary from state to state
- local Government planning authority and zoning limitations

Relevant documentation may include:

- agency forms
- standardised forms and procedures

Marketing plans:

- may be written or verbal
- the plan may market the property for rent or sale
- may market property within the agency

Promotional activities:

- may include advertising copy
- window displays
- multi-listing or sole agency promotions

Types of property:

- includes urban residential and rural residential properties

Types of client:

- may be individuals or corporate bodies

Size and scope of the property marketing budget:

- the size and availability of the property marketing budget may be affected by the value of the property in the marketplace and fees and charges agreed in the agency contract

Evidence Guide

Critical aspects of assessment:

- demonstrated performance on the job, both in developing a marketing plan and carrying it out
- applies knowledge of market, range of properties available etc, to promoting sales and leases

Underpinning knowledge:

- property appraisal and building regulations, including zoning
- commercial property market conditions
- advertising and copywriting techniques
- marketing
- multi-media media communication techniques
- vendor motivation
- agency policy and procedures
- codes of practice, including ethical practices and avoidance of secret commissions

Underpinning skills:

- budgeting
- copywriting and insertion of advertisements
- literacy and numeracy
- computer literacy
- communication: including use of sales techniques
- office administration
- business correspondence, including report-writing

Resource implications:

- suitable venue
- access to agency information
- access to candidate's immediate supervisor, if relevant, and a registered provider of assessment services
- criterion referenced assessment instruments

Consistency in performance:

- should consider requirements of the workplace for effective marketing of property
- evidence may be obtained from oral questioning, practical demonstration of tasks and functions and project material including promotional kits produced by the candidate as an individual or as part of a team
- evidence may be in the form of letters of confirmation or verification from a relevant third party, including the vendor

Context for assessment:

- assessment of this unit of competency will usually be conducted as part of a work assignment addressing property marketing and property sales management
- assessment of competency should include consideration of communication and negotiation skills used in marketing the subject property

PRXRE18A Lease property

This unit deals with administration surrounding the leasing of property.

Element	Performance Criteria
1. Promote subject property	<ul style="list-style-type: none">• effective promotional methods are identified and their use agreed with agency client• the effectiveness of promotional strategies are monitored and reviewed to achieve results• promotions are undertaken within authorised expenditure and budget
2. Obtain and review tenancy applications	<ul style="list-style-type: none">• tenancy applications are reviewed to ensure completeness and accuracy of information provided• applicants' references are checked and results recorded in accordance with agency procedures• application processes are reviewed to ensure compliance with statutory requirements• applications are referred to agency client for instruction• the selected applicant is notified and details recorded in agency systems
3. Prepare and complete tenancy documentation	<ul style="list-style-type: none">• statutory, agency and client requirements for documentation are met• required government fees and duty are paid as stipulated• security deposits are obtained, deposited and recorded as required by agency and statutory regulations• documentation is served to relevant parties in the required time-frames
4. Record tenancy arrangements and prepare instructions for future records of transactions in the agency database	<ul style="list-style-type: none">• the tenancy database provides an accurate record of all property management contracts and actions required• trust accounts accurately reflect moneys taken in and disbursements made in accordance with contract and statutory requirements

Range of Variables

This unit has application in property management in the Real Estate industry not-for-profit residential tenancies.

Agency procedures include:

- requirements for tenancy documentation
- agency contract with the owner
- records of transactions and agency procedures regarding advertising
- key control
- inspections and insurance

Statutory requirements include:

- procedures and forms defined by Statute will affect work organisation and performance
- variations in statutory requirements occur between States

Evidence Guide

Critical aspects of assessment:

- the work requires a clear understanding and orientation to the agency procedures, practices and legislative framework
- work is likely to be under limited supervision
- responsibility for the work of others may be involved
- knowledge needs to be applied in a practical environment in depth, and utilise a broad range of skills
- variation to the type of property can introduce additional complexity
- judgement in the selection of methods and work organisation to achieve outcomes is often required

Underpinning knowledge:

- local property knowledge and
- knowledge of agency procedures

Underpinning skills:

- functional literacy and numeracy
- accuracy in record keeping and data management, print-based and computer based
- time management and work organisation, including problem solving
- interpersonal communication skills
- team work

Resource implications:

- access to agency information
- suitable venue and equipment, particularly computer equipment and associated software
- access to a candidate's supervisor, clients, if relevant, and a registered provider of assessment services
- criterion-referenced assessment instruments

Consistency in performance:

- consistency in performance should consider requirements of the workplace for effective leasing of properties
- evidence of competency may be obtained from agency records, assignment and supervisor reports, and discussion and practical demonstrations of use of procedures

Context for assessment:

- assessment of this unit of competency will usually be conducted as part of an assessment of overall property services management
- assessment should include consideration of interpersonal and team communication skills and record keeping of property management listings

CHCCH10A Manage and maintain tenancies

This unit has application in agencies responsible for tenancy management.

Element	Performance Criteria
1. Explain the range of housing services provided to new tenants	<ul style="list-style-type: none"> information on rent payment systems and housing providers expectations as a landlord/tenant rent payment/arrears/alterations are provided to new tenants relevant departmental policies/programs are followed explanation of maintenance system eg. urgent, priority, normal, after hours is provided to new tenants rental rebate system is explained to new tenants grievance procedures are explained to new tenants explanations are made simply and clearly, taking into account cultural, mental, physical and intellectual differences of tenants
2. Recognise crisis and the need for immediate intervention	<ul style="list-style-type: none"> specialist expertise of other peripheral and local groups is utilised, as required
3. Promote landlord and tenant responsibilities (per the tenancy agreement)	<ul style="list-style-type: none"> maintenance of dwellings is ensured through inspections and review of complaints rental accounts are managed in accordance with current guidelines nuisance and annoyance incidents are monitored and acted upon in accordance with the organisations guidelines clients are made aware of their rights and responsibilities, including landlord responsibilities
4. Correctly complete tenancy agreement	<ul style="list-style-type: none"> complete all necessary clerical and administrative functions as required suitable appointment time for signing is made and interpreters organised, if necessary property conditions report are completed clients are informed of documentation and money required prior to sign-up clients are advised of the rebate and rental payment options when necessary clients are supplied with all relevant information all legal requirements in respect of executing agreements are carried out documentation and legal representation for "under age" client is organised prior to signing tenancy agreement
5. Determine eligibility against succession of tenancy criteria	<ul style="list-style-type: none"> criteria for succession to proceed is implemented sensitivity to client circumstances is displayed supporting documentation is requested and noted supporting documentation is checked for accuracy and is used in decision making process asset management issues are considered

6. Monitor/ensure good property care	<ul style="list-style-type: none"> • local knowledge of properties/clients is utilised • networks and other professional relationships are developed and used to increase expertise and resources • properties are inspected and any vandalism reported
7. Facilitate appeal process, where necessary	<ul style="list-style-type: none"> • appeal process and client right of appeal is understood and used in work role • a clear explanation of appeal process is given to client • clients are encouraged to present all facts relevant to appeal • information on changes in circumstances are gathered and used to inform appeal process • an interview is arranged if necessary and the need for an interpreter or advocate assessed • if necessary, an interview will be arranged (need for interpreter or advocate will be assessed) • relevant information is requested during interview • previous facts obtained are reviewed and decision made as per delegation • decision is documented
8. Take appropriate action in response to a complaint	<ul style="list-style-type: none"> • the complaint is appropriately investigated by listening to the person lodging the complaint and parties concerned and neighbours are visited • investigation is conducted to determine if the client has attempted to resolve the problem eg. talked to neighbours, contacted police, council, department of community services • decision is made as to whether organisational intervention should be taken • case is documented if decision is made that the organisation should intervene • information, reports, etc. from tenants, neighbours, police, tenant groups, etc. are gathered • a comprehensive record of complaint and action taken is filed
9. Use other agencies to assist in resolving a problem	<ul style="list-style-type: none"> • other relevant people's opinions are sought via confidential interviews when necessary • all options are considered • mediation occurs between involved parties in an attempt to resolve situation satisfactorily • legal responsibility of reporting alleged criminal behaviour is adhered to

Range of Variables

Relevant information may be gathered:

- from written sources
- by observation
- from inside the organisation
- from external sources

Information may be delivered in the form of:

- informal discussion
- structured interview
- leaflets/brochures
- correspondence/written reports
- audio-visual
- newsletters/circulars
- posters/graphic representation

Advice to clients may include, but is not restricted to:

- rights and obligations under Residential Tenancy Act
- rights and obligations in relation to policies and procedures of housing provider
- rights and obligations under other legislation related to residential tenancies
- location of type of housing providers and/or related support agencies available

Information or advice may be provided in the form of, but not restricted to:

- informal discussion
- structured interview
- telephone discussion
- written information, pamphlets, brochures, newsletters, etc
- posters/graphic representations
- audio-material

Other information that may be provided to new tenants is:

- tenant handbook
- relevant brochures:
 - ◊ guarantee of service
 - ◊ maintenance
 - ◊ rebates
 - ◊ mutual exchange
- local government regulations (services provided)
- community information
- special services specific to allocated area

Legal requirements may be detailed in:

- Residential Tenancies Act and regulations

Criteria for determining eligibility of tenant is outlined in:

- current Department of Housing guideline

Supporting documentation may be:

- proof of meeting public housing eligibility requirements eg. identification and income
- proof of circumstance:
 - ◊ marriage certificate
 - ◊ death certificate
 - ◊ search on "rebate"
 - ◊ custody documents
 - ◊ statutory declaration from outgoing tenant agreeing to succession of tenancy

Noting support documentation may be carried out:

- by photocopying documentation

Asset management issues may include:

- assets "under occupancy"
- disposal
- redevelopment

- sale

Organisational intervention may include:

- referral to Community Justice Centre
- referral to Community Health Centre
- referral to Community Housing team

Options to resolve a problem may include:

- rehouse one or more tenants
- mutual exchange
- referral to Community Justice Centre or other legal resources
- involvement of Community Health Centre
- proceed to Residential Tenancy Tribunal for orders - nuisance and annoyance

Evidence Guide

Critical aspects of assessment:

- demonstrating ability to communicate relevant information/advice in effective manner
- applying a range of communication skills to provide advice
- storing and retrieving information to provide appropriate advice
- application of policies and procedures within the organisation application of appropriate policies and legislative requirements at the Residential Tenancies Tribunal or equivalent involvement of stakeholders in evaluation of organisation's policies
- ability to assess eligibility for Rental Rebate

Underpinning knowledge:

- building trade functions/terms
- knowledge of Tenancy Law or an ability to acquire such knowledge in a timely manner
- knowledge of government and Community housing assistance programs
- understanding housing issues facing people with particular needs, eg. people with a disability, young people, indigenous people, people living with HIV/AIDS
- knowledge of regional community and government agencies and networks
- Housing Act
- schemes such as Rent Deduction Scheme in NSW
- use of computer systems including knowledge to access previous record checks
- current Department of Housing guidelines
- organisation's policy on succession of tenancy
- residential Tenancies Act with regard to eviction for nuisance and annoyance cases and applying for hearing
- basic knowledge of:
 - ◇ the factors that influence and determine an effective working relationship between landlord and tenant
 - ◇ how to achieve a balance of outcomes in specific tenancy management situations
 - ◇ an understanding of the principles, policies, procedures and systems needed to start, manage and terminate a tenancy successfully in a variety of different circumstances
 - ◇ calculation of rental rebate
 - ◇ key elements of a rental arrears management process
 - ◇ signals indicating difficulties in tenancies, and applies appropriate and effective ways of dealing with them
 - ◇ the importance of establishing clear process for dealing with disputes, complaints and appeals

Underpinning skills:

- highly developed interpersonal skills including negotiating and advocacy skills
- organisational skills, including basic office and financial practices
- well developed written and oral communication skills

- ability to work independently and as part of a team
- knowledge and commitment to social justice principles, including consumer participation and tenancy rights
- interpreting and analysing legislation
- mediation and conflict resolution
- policy development
- principles of community development in particular tenant participation

Consistency in performance:

- consistency in performance should consider the requirements of the workplace to effectively manage tenancies

Resource implications:

- access to a workplace or simulated workplace setting where assessment can be conducted

Context for assessment:

- this unit is best assessed in the workplace or in a simulated workplace under the normal range of conditions

CHCCH11A Manage housing applications

This unit deals with the processes involved in managing housing allocations.

Element	Performance Criteria
1. Assist client with information and provide relevant brochures/application form re organisational policy and procedures	<ul style="list-style-type: none"> information is provided to clients on current organisational policies and procedures in relation to entitlements assistance is provided to ensure equal access/opportunity to organisational services assistance is provided within own work role/responsibilities information is provided on other relevant welfare agencies, if required client information needs are established promptly appropriate form/information is selected and provided to client
2. Receive and receipt application	<ul style="list-style-type: none"> completed application forms are accepted from client/s application is checked to determine if it has been completed correctly and fully false statements are identified and investigated if form is incomplete or information incorrect, steps are taken to obtain missing or correct information application is receipted in a manner which is consistent with organisational requirements
3. Manage the waiting lists and allocate rental housing	<ul style="list-style-type: none"> client's eligibility for housing is identified and assessed within current guidelines client's need is matched against available alternatives and chosen alternative actioned clients are notified of decision
4. Assess application for funding	<ul style="list-style-type: none"> application is assessed to determine client's choice of location, dwelling type and special requirements records are checked to determine if client has made a previous application, received assistance or been a tenant on a previous occasion previous records are used when assessing current application household complement is assessed to determine correct bedroom entitlement within current guidelines equal access/opportunities to organisational services are ensured assessment of application is made using current eligibility criteria, decision is determined and is documented according to organisational procedure

Range of Variables

Current organisational policy may include:

- first and second approvals
- “one offer”
- removal of people from waiting list
- reviewing process (6 - 12 months)
- number of bedrooms (eligibility criteria)
- income (eligibility criteria)
- queue control
- hard to lets
- knowledge of delegations

Information will be gathered:

- by speaking to others
- from written sources
- by observation
- from inside the organisation
- from external sources

Information will be delivered in the form of:

- informal discussion
- structured interview
- leaflets/brochures
- correspondence/written reports
- audio-visual
- newsletters/circulars
- published material
- posters/graphic representation

Evidence Guide

Critical aspects of assessment:

- applies knowledge of current policies and procedures in relation to entitlements when providing information and assessing applications for assistance
- meets information requirements of client
- uses information sources identified in the range of variables
- able to provide appropriate forms (application, wage report, aboriginality, etc.) to clients
- able to understand purpose of and carry out stamp procedures for forms
- able to check completed form for accuracy, client signature and required documentation
- able to use computer system to check for records of previous action
- able to process application to clear checklist items
- able to enter application details, admit to waiting list and queue appropriate letters
- understand/implement FOI policy/principles/procedures

Underpinning knowledge:

- a wide range of services and resources which will be useful for tenants and prospective tenants
- organisations recording and reporting systems
- effective communication strategies
- allocation zones and respective waiting lists
- knowledge of eligibility criteria
- knowledge of eligibility procedure on computer system
- organisation requirements for receiving and receipting applications, including use of computer systems
- agency policies, procedures in relation to entitlements

- computer systems in use
- temporary and emergency accommodation protocols and procedures

Underpinning skills:

- interview techniques
- computer skills

Resource implications:

- access to workplace where assessment can be conducted, or
- access to a realistic simulated workplace setting

Consistency in performance:

- it is recommended that this competency be assessed on one occasion

Context of assessment:

- this unit should be assessed in the workplace or through a relevant simulation

CHCCH12A Manage housing allocations

This unit deals with the administration of housing allocation.

Element	Performance Criteria
1. Match resources to clients needs	<ul style="list-style-type: none">client is interviewed to organisational standards to identify level of needinterviews are conducted in a manner which meet organisational requirements and standardsclient needs are assessed against the organisations products and servicesclient is advised of outcome according to organisational procedures
2. Manage re-housing applications	<ul style="list-style-type: none">an interview is conducted to determine eligibility for re-housingclients supporting documentation is reviewed according to organisational proceduresre-housing approvals are assessed to ensure they are in line with current guidelinesclients are advised of rehousing decision and appeals rights if declinedalternative options are offered to clients if rehousing is declinedeligibility is revieweddecision is documented according to organisational procedures
3. Coordinate tenant relocation during redevelopment, decanting or emergency	<ul style="list-style-type: none">client and relevant agencies and community workers are liaised with to assess optionsclient re-location options are identified and their needs assessed so that accommodation needs can be metphysical re-location is organised in accordance with organisational policy and procedures
4. Implement priority housing criteria	<ul style="list-style-type: none">critical elements of applications are identifiedprevious tenancy records are assessedappropriate referrals to outside agencies are made according to organisational proceduresclient outcomes are recorded in relation to organisational procedures

Range of Variables

Clients may include:

- new service users
- existing service users seeking re-housing
- clients of other housing services

Allocations/priority housing criteria may be based upon:

- organisational policy or guidelines
- as directed by relevant departmental/funder guidelines

Relevant agencies/community workers include:

- Telstra
- emergency services
- gas company
- removalists
- welfare and community agencies
- relevant government agencies/organisations

Evidence Guide

Critical aspects of assessment:

- application of policies and procedures within the organisation
- application of appropriate policies and legislative requirements at the Residential Tenancies Tribunal or equivalent
- involvement of stakeholders in evaluation of organisation's policies in relation to housing allocation
- application of computer systems, where available, particularly 'letting enquiry queue' to advise client of approximate waiting time in preferred area of choice
- ability to implement, where relevant, computer rehousing module or equivalent

Underpinning knowledge:

- interview processes
- cultural protocols and systems
- communication and decision-making processes
- relevant information management protocols
- range of available and/or appropriate services
- alternative 'Mutual Exchange' and the 'Mutual Exchange Register' or equivalent
- factors and level of risk in relation to domestic violence issues and harassment
- assessment processes to determine appropriate stock or bedroom category for household complement
- review processes for eligibility according to organisational policy
- asset management issues ie. financial assets, budgetary constraints, exercising business judgement
- processes to identify rehousing circumstances where direct, immediate relocation are required
- alternative options such as mutual exchange, SRS, DRS subsidies, rental assistance scheme or referral to support agencies or equivalent

Underpinning skills:

- interview techniques
- interpreting and analysing policies, guidelines and legislation
- negotiation, mediation and conflict resolution
- highly developed written communication skills
- effective verbal communication skills
- ability to review and develop policy

Resource implications:

- access to a workplace where assessment can be conducted, or
- access to a realistic simulated workplace setting

Consistency in performance:

- it is recommended that this competency be assessed on one occasion

Context of assessment:

- this unit should be assessed in the workplace or through a relevant simulation

CHCCH13A Manage tenancy rent

This unit involves the ability to manage all aspects of tenancy rent.

Element	Performance Criteria
1. Explain and implement organisations policy and procedures re: Arrears/rental management	<ul style="list-style-type: none"> rental account systems are updated regularly to maintain currency and accuracy rental accounts in arrears are discussed with relevant parties/tenants and arrears agreement/offers are negotiated with tenant
2. Manage arrears procedures	<ul style="list-style-type: none"> accounts are reconciled taking into consideration all pending adjustments accounts requiring action are prioritised contact is made with tenant when account is in arrears systems generated arrears letters are reviewed for appropriateness, altered as necessary, and issued to tenant
3. Review client payment history	<ul style="list-style-type: none"> rental account systems are accessed to gather information on client payment history client payment history is reviewed total debt is monitored a decision to terminate tenancy is taken, only after all other options have been explored
4. Analyse and interpret financial performance	<ul style="list-style-type: none"> information is collected and analysed in required timeframe if tenant is in arrears, feasible optional strategies are identified in accordance with organisational goals
5. Initiate recovery action on accounts in arrears	<ul style="list-style-type: none"> recovery actions on accounts in arrears are carried out referrals to other government and non government agencies (eg. credit and debit counselling, Salvation Army etc.) are made, as required actions taken are recorded according to organisational requirements
6. Utilise computer software, or equivalent, relating to arrears management	<ul style="list-style-type: none"> arrears reports which provide sufficient information to support further action are completed offers to repay arrears are monitored computer information systems, or equivalent, are up dated, as required
7. Interpret and explain Tenancy Agreement to client	<ul style="list-style-type: none"> Tenancy Agreement is explained and interpreted to client in clear and simple terms so that they can be understood crisis and need for immediate intervention is recognised, and appropriate action taken legal obligations are complied with records of client interviews are completed according to organisational policies and procedures

8. Implement organisation/government policy/procedures re eviction process	<ul style="list-style-type: none"> • client confidentiality is maintained within organisational policies and procedures • outside agencies are liaised with to ensure customer is given every opportunity for assistance • support of outside agencies is enlisted to assist in resolution of arrears • legal requirements in relation to termination of tenancy are fulfilled • actions are documented • all options available are considered • tenant/advocates/legal representation are negotiated • eviction procedures of organisation are followed
9. Recognise/analyse client circumstances	<ul style="list-style-type: none"> • clients are treated with consideration and respect • customer circumstances/inquiry are responded to • office/field interviews are undertaken, as required • client service visits are conducted in accordance with organisational policies and procedures • records of visits/interviews are completed, as required

Range Of Variables

Reconciliation of accounts involves:

- appropriate assessment of rent rebate entitlements (including interpretation of income statements and supporting documentation)
- investigation of tenant charges

Recovery actions may include:

- negotiations with tenant/s
- initiation of legal action to recover debt, if alternative forms of negotiation have been unsuccessful, as per Department of Housing Arrears Management Strategy or equivalent

Legal requirements include:

- Residential Tenancies Act
- policies and procedures of Department of Housing or equivalent

Evidence Guide

Critical aspects of assessment:

- application of policies and procedures within the organisation
- application of appropriate policies and legislative requirements at the Residential Tenancies Tribunal or equivalent
- involvement of stakeholders in evaluation of organisation's policies in relation to rental management

Underpinning knowledge:

- key elements of rent arrears management
- factors which signal difficulties in tenancies in relation to payment of rent
- factors related to establishing clear and appropriate processes of communication with tenants in relation to rental management
- rental account system and its operation within the organisation
- computer systems used in the organisation
- client confidentiality
- eviction procedures
- legal requirements in relation to termination of tenancies

Underpinning skills:

- interpreting and analysing legislation
- mediation and conflict resolution
- policy development and review
- ability to calculate rents, rebates, other relevant subsidies

Resource implications:

- access to a workplace where assessment can be conducted, or
- access to a realistic simulated workplace setting

Consistency in performance:

- it is recommended that this competency be assessed on one occasion

Context of assessment:

- assessment for this unit should occur in the workplace or in a relevant simulation

CHCCH14A Manage rental assistance process

This unit deals with process used in managing rental assistance.

Elements	Performance Criteria
1. Determine nature of customer inquiry and access, resources / services, if appropriate	<ul style="list-style-type: none">referral options are identifiedclient is advised of information and interview arrangedcurrent/previous application and/or tenancies are reviewedsupporting documentation from client or relevant supporting agencies are considered
2. Explain and implement assistance policy with applicant	<ul style="list-style-type: none">interview with applicant is conducted with appropriate support people as identifiedassessment checklist or equivalent, is completed, explaining process to client
3. Assess eligibility against criteria	<ul style="list-style-type: none">relevant assessment guidelines are applied to determine eligibilitylevel of assistance to be given is determineddecision is documented according to guidelinesout-of-guidelines decisions are determined according to policy and documentedapplicant is advised appropriately of outcome of assessment

Range of Variables

Rental assistance may vary according to:

- organisational policy
- relevant departmental guidelines

Relevant legislation, policies and guidelines may include:

- Residential Tenancies Act or equivalent
- housing policies and procedures of relevant department
- anti discrimination legislation or equivalent

Evidence Guide

Critical aspects of assessment:

- ability to calculate level of assistance according to assessment criteria
- factors affecting need for rental assistance
- applying relevant organisational statutory and legislative requirements

Underpinning knowledge:

- relevant policy, procedures, legislation and statutory mandates
- cultural protocols and systems
- communication and decision making processes
- relevant documentation protocols
- range of available services

Underpinning skills:

- conflict resolution, negotiation and mediation techniques
- facilitation
- high level writing skills
- interpersonal and communication

- interview processes

Resource implications:

- access to a workplace, or realistic simulated workplace setting where assessment can be conducted

Consistency in performance:

- it is recommended that this competency be assessed on one occasion

Context of assessment:

- this unit of competence will be most appropriately assessed in the workplace or in a simulated workplace and under the normal range of workplace conditions

CHCCH15A Manage rental subsidies

This unit deals, where relevant, with the assessment of eligibility for rental subsidies by the relevant administrators.

Element	Performance Criteria
1. Confirm eligibility for special rental subsidy	<ul style="list-style-type: none">benchmark rent is established according to the organisational recorddecision is entered on computer system or equivalent and level of eligible subsidy is determinedhouseholds complement and medical documentation is assessed to determine correct stock entitlement
2. Confirm eligibility for disability rental subsidy or equivalent	<ul style="list-style-type: none">clients eligible for disability rental subsidy or equivalent are identifiedeligibility criteria and entitlements are explained to the clientappropriate application is provided and explained to clientapplication form is checked for accuracy, and appropriate action is determinedapplication form is processed in accordance with relevant guidelinesclient is advised of outcome which is recorded in the computer system or equivalent

Range Of Variables

Relevant guidelines:

- eligibility criteria may vary in each State/Territory jurisdiction
- guidelines may have local or regional variations
- eligibility guidelines may be impacted upon by other related policies

Relevant legislation and guidelines include:

- Residential Tenancies Act
- Policies and procedures of Department of Housing or equivalent

Evidence Guide

Critical aspects of assessment:

- application of policies and procedures within Department of Housing or equivalent
- application of appropriate policies and legislative requirements at the Residential Tenancies Tribunal or equivalent
- involvement of stakeholders in evaluation of organisation's policies in relation to eligibility for subsidies

Underpinning knowledge:

- factors which signal difficulties in tenancies in relation to payment of rent
- factors related to establishing clear and appropriate processes of communication with tenants in relation to subsidies and rental management

Underpinning skills:

- interpreting and analysing guidelines, policies and legislation
- mediation and conflict resolution
- policy development and review
- ability to calculate rents, rebates, other relevant subsidies

Resource implications:

- access to a workplace, or realistic simulated workplace setting where assessment can be conducted

Consistency in performance:

- it is recommended that this competency be assessed on one occasion

Context of assessment:

- assessment for this unit should occur in the workplace or in a relevant simulation

CHCCH16A Manage vacant properties

This unit involves the management of rental properties which have become vacant.

Element	Performance Criteria
1. Manage vacancies	<ul style="list-style-type: none">• allocations management policy is implemented to ensure targets are met for rehousing, immediate housing and wait-turn housing• rent loss is minimised through prompt restoration• allocation, disposal or redevelopment of a vacant property is determined using total asset management principles
2. Manage 'Abandoned properties' and goods	<ul style="list-style-type: none">• abandonment of property is confirmed by inspection, and actioned according to Residential Tenancies Act• abandoned goods and vehicles are assessed and storage or disposal arranged in accordance with the Residential Tenancies Act• security of property is maintained
3. Property condition is assessed and managed	<ul style="list-style-type: none">• pre-vacation/post-vacation reports are undertaken• client charge items are identified and commitment obtained• security of property is maintained• property is voided and computer system updated as appropriate• advice of vacant dwellings are prepared• necessary repairs and cleaning are identified• orders are raised on computer system• repairs and cleaning are arranged• final inspection and Property Condition Report are prepared• debit notes are raised, as required
4. Identify vacant properties and implement arrears management procedures	<ul style="list-style-type: none">• written acknowledgment of advice is provided to tenant including balance of account at cessation date• police/security services regarding vandalism are employed where necessary• legal implications/status of squatters is recognised

Range of Variables

Abandoned goods relates to:

- those items remaining on an organisational property after either tenancy termination or abandonment of property

Housing assets may include:

- rental properties directly managed by the organisation
- property in which organisation is located

Repairs and maintenance will include:

- minor repairs as a result of accident or wear and tear
- emergency maintenance, in a manner consistent with tenancy legislation
- routine maintenance
- major repairs

Evidence Guide

Critical aspects of assessment:

- debt recovery action as per organisational guidelines
- application of repairs and maintenance in a manner consistent with both the policies of the organisation and the relevant residential tenancy legislation
- for a planned approach to housing asset management
- for working cooperatively with tenants and contractors to achieve effective outcome

Underpinning knowledge:

- the principles of housing asset management
- organisational policy
- the key elements of a planned maintenance program
- the relevant sections of residential tenancy legislation in relation to repairs and maintenance

Evidence may be required of skill in:

- mediation and conflict resolution
- effective interpersonal communication skills
- planning and coordination of complex processes

Resource implications:

- access to a workplace, or realistic simulated workplace setting where assessment can be conducted

Consistency in performance:

- assessment may be on one occasion but must include a variety of repair and maintenance situations

Context of assessment:

- this unit should be assessed within the workplace or in an appropriate simulation

PRXPD33A Undertake property inspection

This unit covers the inspection of all types of property for conditions and compliance with approved requirements.

Element	Performance Criteria
1. Confirm requirements for property inspection	<ul style="list-style-type: none">• type of inspection required is established consistent with the purpose of the inspection and the type of property• purpose of inspection is established from property records and work instructions• inspection time is arranged to minimise disruption to building users and allow sufficient time for the inspection to be performed• access arrangements to property are confirmed prior to property entry
2. Inspect property	<ul style="list-style-type: none">• property documentation is reviewed to identify critical aspects requiring inspection• on site works, structure, building services operations and presentation are compared against approvals and specifications for compliance• knowledge of building regulations, practice and contractual requirements is applied to establish degree and type of variation• inspection is carried out in a diligent and methodical manner to ensure all relevant aspects of the property are sighted and noted• consultation with site personnel is undertaken so that technical communications are clear and comprehensive
3. Notify result of inspection and prepare inspection report	<ul style="list-style-type: none">• inspection report is completed and is clear, concise and accurate• inspection report is provided to relevant personnel/client at the earliest opportunity after inspection to ensure information is current• inspection report is provided to relevant personnel/client• report is prepared in the format and style required by the organisation and/or client• inspection outcomes are advised promptly to relevant parties and accurately recorded on relevant files

Range of Variables

This unit is relevant to activity within the following market sectors:

- retail
- commercial
- industrial
- residential
- hospitality
- infrastructure
- services

Property may be found in:

- urban
- semi urban
- non urban environments

Types of inspections may include:

- statutory
- planned
- periodic
- irregular
- at change of use
- development stage
- complaint
- illegal works and/or usage

Inspection limitations may include:

- time required
- statutory limitations
- type of job, complexity and type of construction

Sites may include:

- new buildings
- alterations
- existing buildings
- ruinous
- dangerous structures
- environmental conditions
- building application and use
- multiple locations
- land and/or structures

Property documentation may include:

- contracts
- permits
- Building Codes
- licences
- specifications
- agreements

Relevant legislation (Federal, State and Local) and industry codes of practice cover areas including:

- the market sector
- environment
- construction
- land use
- zoning
- native title
- utility use (water, gas, electricity)

Evidence Guide

Critical aspects of assessment:

- conduct of a property inspection
- preparation of a property inspection report
- reviewing the actual work performed under normal industry operating conditions. If this is not practicable, evidence obtained in simulated environments may be substituted

Underpinning knowledge:

- building control legislation
- building codes and relevant Australian standards

- building construction practice
- relevant acts and regulations
- types of property classes and characteristics
- basic knowledge of property contracts and administrative requirements
- inspection methods

Underpinning skills:

- written and verbal communication
- clear and accurate observation
- inspection report writing
- inspection methods

Resource implications:

- access to a workplace, or realistic simulated workplace setting where assessment can be conducted

Consistency in performance:

- it is recommended that this competency be assessed on one occasion

Context of assessment:

- assessment of competency may be made through practical demonstration in the work environment or in an industry approved simulated work environment

PRXRE19A Provide property management services

This unit deals with client services and procedures and practices involved in the management of property under an Agency contract.

Element	Performance Criteria
1. Operate Trust Accounts or equivalent for managed property	<ul style="list-style-type: none"> trust accounts are established and operated within statutory and systems requirements of the agency required reports are prepared and audits are performed on trust accounts
2. Undertake risk management for managed properties	<ul style="list-style-type: none"> risk management is undertaken within the terms of the property management agreement with the owners required insurance cover is maintained at all times contingency risks are regularly assessed and owners' advice sought for action
3. Ensure security of managed properties	<ul style="list-style-type: none"> regular and planned inspections of managed property are undertaken property security measures are established within the terms of the property management agreement
4. Maintain and protect condition of managed property	<ul style="list-style-type: none"> condition and usage patterns of managed property are monitored and reported to agency client at regular intervals property maintenance schedules are implemented in accordance with service agreement systems are maintained to record and action property maintenance requirements
5. Plan for tenancy renewals	<ul style="list-style-type: none"> tenancy lease and renewal patterns are assessed and strategies developed to maximise usage of property lease expires are scheduled to ensure tenancy renewals are obtained prior to expiry dates as stipulated by agency client
6. Ensure agency client's legal rights are protected	<ul style="list-style-type: none"> tenants are aware of, and accept their rights and obligations under the tenancy agreement agency client and tenant are advised where a breach of the lease by the tenant occurs agency client instructions are obtained and appropriate action taken in accordance with statutory regulations and agency client instructions
7. Obtain vacant possession of managed properties	<ul style="list-style-type: none"> notice is given to the tenant in accordance with agency client instructions and statutory requirements legal procedures are followed to obtain legal possession property inspections are carried out to meet agency, client and statutory requirements communication with the agency client and the tenant takes place to enable a satisfactory conclusion to the tenancy to be reached

Range of Variables

The unit has application within the property management services area of the Real Estate industry or not-for-profit residential tenancies

Work can take place within the residential, commercial, industrial and rural property markets, but excludes the body corporate/ strata title sector

Statutory requirements may vary from:

- state to state but involves Common Law
- business contacts
- Property Law surrounding agency contacts and tenancy agreements

Category of tenant may be:

- individual
- private or public enterprises

Owner expectations may be:

- influenced by expected returns on rented property and willingness to maintain the property

Agency procedures may include:

- consideration of advertising budgets
- expected fees
- attitudes to listing opportunities for the category of property

Category and condition of the property:

- the property may be residential
- commercial or rural properties
- properties may be well maintained or in need of considerable on-going maintenance

Evidence Guide

Critical aspects of assessment:

- interpersonal and team communication skills
- record keeping of property management listings and associated services
- budgets and financial record keeping in relation to trust account
- record keeping sufficient to satisfy contractual and trust account audit procedures.
- agency listing records, property management reports
- assignment and supervisor reports and owner surveys
- discussions and practical demonstrations of use of procedures
- work is likely to be performed under broad guidance, involving some supervision of the work of others. Work may be both routine where undertaken within the broad parameters of agency practice, operational plans and budget constraints. Performance indicators derive from the agency strategic and operational plans
- some judgement is required in managing contingencies and in negotiating solutions to problems with operatives outside the agency

Underpinning knowledge:

- principles of property management
- building styles and faults
- business and property law relating to the management of service contracts involving rental property
- agency policy and procedures

Underpinning skills:

- communication skills: negotiation, problem solving, report writing
- property inspection and reporting

- contracts management
- budgeting, costing and estimating
- records management

Resource implications:

- access to agency information
- suitable venue and equipment, particularly computer equipment and relevant software
- access to a Registered Provider of Assessment Services
- criterion-referenced assessment instruments

Consistency in performance:

- it is recommended that this unit be assessed on one occasion

Context of assessment:

- assessment of this unit of competency will usually be conducted as part of work assignment involving property services management

CHCCH17A Respond to property maintenance or purchase enquiries

This unit has application where office based and/or telephone enquiries for property information or routine services are processed.

Element	Performance Criteria
1. Identify nature and type of enquiry	<ul style="list-style-type: none">• client is addressed in a courteous and businesslike manner• client requirements and degree of urgency are established promptly• impact of relevant legislation or company policy for dealing with enquiry and ability to respond are identified• enquiries requiring additional research are allocated a priority and arrangements made for follow up
2. Research information relevant to enquiry	<ul style="list-style-type: none">• information relevant to client needs is identified from company and industry sources• accuracy and type of information available from client is assessed to determine if an on-site inspection, or further action is required• probability of associated problems and impact on property operations is assessed from the information available and other parties advised where appropriate
3. Determine suitable response	<ul style="list-style-type: none">• response to the enquiry is prepared within company time requirements• need for written/verbal response or action is established in accordance with company requirements and nature of enquiry• client is provided with options and alternatives where appropriate• response is consistent with industry codes of practice and relevant legislation
4. Communicate advice and information	<ul style="list-style-type: none">• written and verbal responses are presented in clear and simple terms so that they can be understood• property information is provided for routine and specified enquiries where these service client requirements• client requirements for follow up information are attended to promptly• feedback is sought from client to ensure satisfaction with response where appropriate• relevant bookings are scheduled and confirmed with client
5. Update relevant files and records	<ul style="list-style-type: none">• business documentation is completed in accordance with company procedures• work allocations are promptly advised to relevant staff• information on the type and source of enquiries is collated to enable subsequent market analysis

Range of Variables

This unit is relevant to activity within the following market sectors:

- retail
- commercial
- industrial,
- residential
- hospitality
- infrastructure
- services

This unit applies to property found in urban, semi urban and non urban environments

Types of enquiry may include:

- lease enquiries
- company information
- property management policy/procedures
- current and planned developments
- contract administration
- sales and marketing responses

Inspections may cover:

- proposed property uses
- site conditions
- lease compliance
- demonstrations

Other parties may include:

- management
- business owners
- specialist consultants and advisers
- other property companies

Relevant bookings may include:

- visits
- meetings
- inspections
- demonstrations

Business documentation may be manual or computerised and may include:

- enquiry records
- financial records
- schedules
- diary entries
- client histories

Relevant legislation (Federal, State and Local) and industry codes of practice cover areas including:

- the market sector
- environment
- construction
- land use
- zoning
- native title
- utility use (water, gas, electricity)
- freedom of information
- consumer affairs

Evidence Guide

:Critical aspects of assessment

- achieving client satisfaction with manner and approach to enquiry
- reviewing the actual work performed under normal industry operating conditions. If this is not practicable, evidence obtained in simulated environments may be substituted

Underpinning knowledge includes:

- business operations and processes
- company policies and procedures re provision of information
- work allocation procedures
- relevant industry codes of practice and regulations
- company property for sales/marketing
- company computer systems and processes
- types of client expectations

Underpinning skills include:

- telephone client relations
- interpersonal
- dispute resolution
- verbal and written communication
- questioning and listening
- accessing internal and external property information

Resource implications:

- access to a work environment or an industry approved simulated work environment where assessment can take place

Consistency in performance:

- it is recommended that this competency be assessed on one occasion and includes handling a client enquiry from at least three different client types with different client needs

Context of assessment:

- assessment of competency may be made through practical demonstration in the work environment or in an industry approved simulated work environment

CHCCH18A Manage property maintenance (planning)

This unit covers the development of plans and strategies for maintenance of property assets.

Element	Performance Criteria
1. Prepare an operational plan	<ul style="list-style-type: none">operational services are identified from a review of property and user functionsachievable performance requirements for operations and maintenance are documented to meet the needs for operational servicesspecialised aspects are identified and consultant's advice sought to ensure adequate information is available for planningmethods of maintenance are examined to enable appropriate bases to be selectedresource requirements to meet needs are estimated and acquisition strategies developedservices are costed accurately and operational budgets ratified with relevant partiesplanning and operating systems that enable regular monitoring of performance are establishedplanning documentation is prepared to enable concise communication with relevant parties
2. Identify performance needs of assets	<ul style="list-style-type: none">specifications, conditions and manufacturers' requirements for asset maintenance and operation are identified from appropriate servicesindustry benchmarks are identified that prescribe expected performance of assets in varying conditionsuser, contractual and legislative requirements for asset performance are established
3. Establish an asset register	<ul style="list-style-type: none">criteria for establishing an asset register are established that meet client and legislative requirementscost effective procedures or methods are adopted for the collection and assessment of asset datadata collected on assets is quantifiable in terms of selected criteriaasset register is maintained with accurate and up to date informationaccurate reports of asset characteristics are produced relevant to use in the maintenance strategy
4. Specify maintenance requirements	<ul style="list-style-type: none">operational and maintenance requirements to achieve identified asset performance are clearly identified in accordance with operational planspriorities, conditions, method of maintenance and/or performance requirements are specified in maintenance requirements

5. Establish type and requirements of services	<ul style="list-style-type: none"> • number of service requirements within required time periods are identified • geographic location of work is identified on suitable property plan • work orders are reviewed to confirm client expectations for service • anticipated time requirements for each activity are made through comparison with records and industry benchmarks
6. Schedule activities	<ul style="list-style-type: none"> • schedules of work allocations are made to maximise productivity and meet client expectations • service activities are planned to minimise backtracking, travel time and staff downtime in accordance with relevant legislation and company policy • specific skills, preferences and capacities of staff and licences relevant to the work being performed are taken into account in work allocations • achievement of required business targets over defined period is enabled through scheduling • emergency and urgent work requirements are scheduled for priority attention
7. Monitor and adjust schedules	<ul style="list-style-type: none"> • changes and reasons for variations to schedule are recorded to enable adjustment of future work requirements • disruption to achievement of business targets is minimised by adjustments • clients are advised in advance of rescheduled work
8. Review asset performance and requirements	<ul style="list-style-type: none"> • methods and procedures for asset review are determined and maintained • data on asset performance has integrity, appropriate accuracy and is recorded at time of inspection • periodical review is undertaken to meet client and legislative expectations for compliance and data integrity • variations to condition and performance of assets are rectified to ensure property performance is not at risk

Range of Variables

This unit is relevant to activity within the following market sectors:

- not for profit rental housing
- retail
- commercial
- industrial
- residential
- hospitality
- infrastructure
- services

This unit applies to property found in urban, semi urban and non urban environments. Assets may be static or dynamic. Maintenance strategy and operational services plan may include:

- painting
- cleaning
- sanitary disposal
- waste disposal

- emergency lighting
- evacuation
- fire lighting
- garden
- security
- vertical movement
- plumbing
- pests
- electrical
- weather proofing
- housekeeping

Relevant parties may include:

- private investors
- funds managers
- owner occupiers
- internal/external property groups
- institutions
- funds providers
- bankers
- company boards

Specialised areas may include:

- machinery specific maintenance requirements
- sources of maintenance support

Asset registers may include:

- telecommunications systems
- utilities
- heating
- ventilation
- air conditioning
- vertical services
- waste management
- cleaning
- security systems

Asset registers may be:

- manual
- computerised

Asset performance criteria may include:

- functionality
- emergency operation and backup
- security
- downtime
- service levels
- maintenance requirements and cost
- life span
- condition assessment
- depreciation
- cost
- replacement
- age

Industry benchmarks can be:

- published and reliable information from industry operators or other interested parties
- government statistics
- published analytical reports
- industry reports and indices

Appropriate sources may include:

- manufacturers' documentation
- industry experience
- previous asset performance
- local operating data

Methods of maintenance may include:

- inhouse employee services
- outsourcing through external contracts with arms length organisations
- lease contractual obligations

Schedules may be:

- paper based or computerised
- work diary
- to do lists
- charts and wall mounted planning boards

Schedules may be prepared for:

- daily
- weekly
- monthly or annual timeframes

Clients may include:

- owner
- property agent
- tenant
- builder
- real estate agent
- building inspector

Relevant legislation (Federal, State and Local) and industry codes of practice cover areas including:

- the market sector
- financial transactions
- taxation
- environment
- construction
- land use
- zoning
- native title
- utilities use (water, gas, electricity)
- Property Council of Australia Codes of Practice
- Australian Standards for construction
- contracts
- safety

Evidence Guide

Critical aspects of assessment:

- preparation of an operation and maintenance plan/strategy under normal industry operating
- condition establishment and maintenance of an asset register
- conduct of a performance review study on a series of assets

Underpinning knowledge:

- building services and operation methods and practices
- building practices in relevant property types
- maintenance procedures, including vendor specifications
- industry performance benchmarks
- relevant property and services legislation
- standards for building equipment operation
- relevant occupational health and safety requirements
- client needs and preferences for different property types
- monitoring and evaluation systems

Underpinning skills:

- financial planning
- planning and scheduling
- suitable computer application skills
- information analysis
- developing strategies and options based on information
- decision making against fixed and variable criteria

Resource implications:

- access to a work environment or an industry approved simulated work environment where assessment can take place

Consistency in performance:

- it is recommended that this competency be assessed on one occasion

Context of assessment:

- assessment of competency may be made through practical demonstration in the work environment or in an industry approved simulated work environment

CHCCH19A Manage property maintenance (implementation)

This unit applies to the process of providing maintenance for property assets.

Element	Performance Criteria
1. Develop maintenance procedures	<ul style="list-style-type: none">• budget requirements are estimated to ensure funding allocation is secured• requirements for a maintenance schedule are determined by examining maintainable assets to establish their characteristics• staff are allocated and trained to meet maintenance schedules• available appropriate industry benchmarks are used to determine maintenance intervals• inhouse maintenance systems are maintained to ensure currency of information and industry trends
2. Contract with maintenance parties	<ul style="list-style-type: none">• specifications are developed to reflect the requirements of the program• specifications are incorporated in tender documents where appropriate and distributed to relevant parties to obtain quotations for the program• maintenance parties are selected based on their relevance to needs of maintenance strategy• contracts are formalised and document performance standards in accordance with strategy and relevant legislation• contracts are prepared to meet client and legislative requirements
3. Monitor maintenance performance	<ul style="list-style-type: none">• regular reviews and inspections of maintenance are undertaken to establish impact on performance of maintenance being exercised• maintenance is carried out in accordance with contract documentation• reliable, accurate and up to date data is collected• non compliance with performance requirements is recognised and action quickly taken to rectify position

Range of Variables

This unit is relevant to activity within the following market sectors:

- not for profit rental housing
- retail
- commercial
- industrial,
- residential
- hospitality
- infrastructure
- services

This unit applies to property found in urban, semi urban and non urban environments

Assets may be:

- static
- dynamic

Clients may include:

- private investors
- funds managers
- owner occupiers
- internal/external property groups
- institutions
- funds providers
- bankers
- company boards

Maintenance strategy may include:

- painting
- cleaning
- sanitary disposal/waste disposal,
- emergency lighting
- evacuation
- fire lighting
- garden
- security
- vertical movement
- plumbing
- pests
- electrical
- weather proofing
- housekeeping

Methods of maintenance may include:

- internal employee services
- outsourcing of external contracts with arms length organisations
- lease contractual obligations

Maintenance and relevant parties include:

- painters
- cleaners
- security agents
- waste collection
- building trades
- HVAC mechanics

Relevant legislation (Federal, State and Local) and industry codes of practice cover areas including:

- the market sector
- financial transactions
- taxation
- environment
- construction
- land use
- zoning
- native title
- utilities use (water, gas, electricity)
- building and occupational health and safety

Evidence Guide

Critical aspects of assessment:

- preparation of a maintenance contract demonstrating all principles identified in the standard
- identification of effective and poor maintenance within a normal industry environment
- reviewing the actual work performed under normal industry operating conditions. If this is not practicable, evidence obtained in simulated environments may be substituted

Underpinning knowledge:

- relevant building service, trades and operation for maintenance operations
- industry benchmarks for maintenance procedures
- relevant legislation
- occupational health and safety requirements

Underpinning skills:

- business written and verbal communication
- preparation of procedures documentation
- negotiating contract terms and conditions
- data analysis as applied to asset performance data
- computer skills for data management, analysis and report writing

Resource implications:

- computer based system which facilitates recording of trainees' profiles and progress
- access to typical property services plant

Consistency in performance:

- it is recommended that this competency be assessed on one occasion

Context of assessment:

- assessment of competency may be made through practical demonstration in the work environment or in an industry approved simulated work environment

CHCCH20A Acquire properties by purchase or transfer

This unit applies where a decision to purchase in property.

Element	Performance Criteria
1. Formulate terms and conditions of contract	<ul style="list-style-type: none">• draft contract terms and conditions are formulated to protect client's interests• instructions are issued to legal consultants to prepare draft contract• draft contracts are formulated to meet relevant industry, company and legislative requirements• draft contract terms and conditions are conveyed to the relevant party or its agent before negotiations are undertaken
2. Negotiate contract terms and conditions	<ul style="list-style-type: none">• discussions are held with interested parties to enable agreement to be reached on form and contents of contract• contract is signed by all parties once agreement has been reached on the form and content
3. Confirm acceptability of contract	<ul style="list-style-type: none">• instructions are issued to relevant consultants to enable the property inspection to be effected• decision is conveyed to interested parties in a timely manner and in writing

Range of Variables

This unit is relevant to activity within the following market sectors:

- not for profit rental housing
- retail
- commercial
- industrial
- residential
- hospitality
- infrastructure
- services

This unit applies to property found in urban, semi urban and non urban environments. Property investment is the concepts, plans, strategies and placement of capital in property for investment, productive use and client service outcomes

Contract may be initiated by:

- the purchaser or
- vendor

Consultants may include:

- legal
- banking
- financial
- architectural
- engineering
- surveying
- environmental
- valuation
- planning
- insurance

Relevant legislation (Federal, State and Local) and industry codes of practice cover areas including:

- the market sector
- financial transactions
- taxation
- environment
- construction
- land use
- zoning
- native title
- utilities use (water, gas, electricity)

Evidence Guide

Critical aspects of assessment:

- terms and conditions acceptable to all parties being determined
- due diligence review is conducted successfully
- execution of a contract which reflects the relevant positions of each party

Interdependence of assessment of units:

- it is expected that before competency can be achieved in this unit, competency would have been achieved in PRXPD03A "Undertake a property inspection feasibility study"

Underpinning knowledge:

- commercial and contract law
- due diligence processes
- economics as they relate to the property industry
- property appraisal methods and interpretation of findings
- feasibility studies

Underpinning skills:

- collection and analysis of financial performance information
- negotiating
- communication both verbal and written
- planning
- instructing consultants
- analysing
- decision making

Resource implications:

- access to training in negotiating
- access to legal practitioners
- practical exposure to due diligence reviews

Consistency in performance:

- it is recommended that this competency be assessed on one occasion

Context of assessment:

- assessment of competency may be made through practical demonstration in an actual work environment or simulation of such an environment

PRXRE29A Develop and implement a property database

Element	Performance Criteria
1. Determine database requirements	<ul style="list-style-type: none">• specification for the proposed database of property (research) information is formulated in accordance with the organisation's requirements• sources of required information are identified, and procedures and costs involved in accessing the information are considered to enable evaluation of the feasibility of proposed database options
2. Review database options	<ul style="list-style-type: none">• options for a database are evaluated to provide information on the relative cost benefit of the database organisation, and other factors such as staffing requirements to maintain the database, ease of use, compatibility of systems, and reliability• the most suitable database option for the organisation's requirements is selected• contingency risks are regularly assessed and owners' advice sought for action
3. Implement database	<ul style="list-style-type: none">• database is established and maintained efficiently and accurately in accordance with organisation's procedures• currency of database contents is maintained in accordance with established procedures• database information is available for users when required• security arrangements for accessing information on the database are put in place to protect the organisation's and clients' interests

Range of Variables

Data sources may include:

- publications
- journals
- computer data files
- statutes
- statistical summaries
- policy statements
- media reports
- local, state and commonwealth government documents and registers

Database components may include:

- market information
- sales
- rental and leasing rates
- construction costs
- occupancy rates
- operating costs
- statutes
- judgements
- depreciation schedules and information on affectations (e.g. easements, transmission lines)
- contaminated sites
- flood prone sites
- heritage sites

- native title developments and main road developments
- maps
- plans
- aerial and satellite photographs

Evidence Guide

Critical aspects of assessment:

- competency may be inferred from demonstrated use of the database. The range of variables indicates the scope of the database and information which should be stored on it
- ability to assess usefulness of database and conduct research to remedy any deficiencies in the database

Underpinning knowledge:

- property legislation and statutory requirements
- real estate practice standards and guidelines
- professional ethics
- legislative and statutory reporting
- requirements for corporations
- computer software or relevant packages
- quality assurance procedures
- property types and features
- market conditions and forces
- property purchase/sale processes
- leasing procedures
- construction methods and materials
- land usage/tenure classifications
- zoning requirements
- sources of property sales and market information
- features of plant and equipment
- procedures for using office equipment and technology

Underpinning skills:

- maintaining records or database
- computer skills
- researching information
- planning and organising activities
- verbal and written communication
- training
- problem solving
- analytical
- filing
- interpersonal

Resource implications:

- assessment should be conducted by an assessor who is competent at developing and implementing a property database and who is competent as a workplace assessor, or
- assessment should be conducted by a panel of people providing the range of competencies required for valid assessment

Consistency in performance:

- it is recommended that this competency be assessed on one occasion

Context of assessment:

- assessment of competency may be made through practical demonstration in an actual work environment or simulation of such an environment

PRXPD32A Provide facilities and amenities to property users

This unit deals with the provision of facilities, amenities and associated services to property users

Element	Performance Criteria
1. Identify need for facilities and amenities	<ul style="list-style-type: none">requirements of business plans and commitments made to tenants are reviewed to ascertain need for facilities and amenitiesrelevant regulations and legislation are assessed to ensure facilities and amenities comply with requirementsproperty users are surveyed and systems established to receive feedback, complaints and suggestions for facilities and amenities
2. Plan for provision of services	<ul style="list-style-type: none">options for provision are clearly identified so that accurate costing can be undertakencriteria are determined and applied to the available options in accordance with the identified need and business planobjectives schedules for development and provision of services in priority order are prepared and communicated to relevant parties
3. Obtain relevant approvals from authorities	<ul style="list-style-type: none">review of all regulations and legislation impacting on facilities and amenities within the property is undertaken to identify obligations and duty of carerequirements for licences, approvals and permissions are identified and obtained within required timeframesconditions of approvals and authorities are incorporated into plans and the necessary parties advise of impact on operations
4. Implement facilities and amenities for property users	<ul style="list-style-type: none">facilities and amenities are implemented in accordance with agreed plans, approvals, authorities and within organisational policythe reasonable needs of facilities' users are metall equipment and services are provided in accordance with manufacturers' or suppliers' requirements and meet relevant health and safety legislation conditions
5. Monitor effectiveness of facilities and amenities	<ul style="list-style-type: none">systems to monitor the use and effectiveness of facilities and amenities are designed and implementedregular inspections are conducted to ensure compliance with approvals and authorities grantedviews of users are sought systematically to ensure provision remains relevant to changing needsprompt action is taken where necessary to meet changed circumstances

Range of Variables

This unit is relevant to activity within the following market sectors:

- retail
- commercial
- industrial
- residential
- hospitality
- infrastructure
- services

This unit applies to property found in urban, semi urban and non urban environments

Users may include:

- tenants
- clients
- clients
- owners
- managers
- agents
- general public

Facilities and amenities may include:

- child care
- recreation
- meeting places
- car services
- security services
- minding services
- business support

Regulations and approvals may include:

- occupational health and safety requirements
- special licences
- standards on crowds/usage

Relevant legislation (Federal, State and Local) and industry codes of practice cover areas including:

- the market sector
- financial transactions
- taxation
- environment
- construction
- land use
- zoning
- native title
- utilities use (water, gas, electricity)
- Property Council of Australia Codes of Practice
- Australian Standards for construction
- contracts
- safety

Evidence Guide

Critical aspects of assessment:

- preparation of plan for facilities and amenities
- development of a schedule to monitor provision of services

Underpinning knowledge:

- relevant regulations and legislation
- planning methods and techniques
- types of facilities and amenities within the property industry
- industry benchmarks on performance levels

Underpinning skills:

- cost analysis applied to services provision
- survey techniques
- business communication
- design of monitoring systems and processes

Resource implications:

- access to a workplace environment or an industry approved simulated work environment where assessment can take place

Consistency in performance:

- it is recommended that this competency be assessed on one occasion

Context of assessment:

- assessment of competency may be made through practical demonstration in the work environment or in an industry approved simulated work environment

PRXPD24A Develop a tenancy mix strategy

This unit applies to the development and implementation of strategies to establish tenancy mix in multi-occupied properties.

Element	Performance Criteria
1. Plan tenancy strategy for property	<ul style="list-style-type: none">• client objectives and building capacity is identified in order to formulate a relevant strategy• research on market conditions is undertaken to ensure strategy is achievable• strategy is planned to meet tenancy mix and income stream projections of relevant business plan• options for long term tenancy are built into strategy where required• short and long term goals are established and the preferred market position for their achievements documented clearly
2. Determine preferred tenancy mix	<ul style="list-style-type: none">• tenancy mix is defined to meet strategy and income projections• mix of tenants is chosen to encourage effective competition• tenant mix is determined to add identifiable value to the property• tenancy mix is determined in accordance with relevant regulations and legislative requirements
3. Monitor retention against plan and business conditions	<ul style="list-style-type: none">• regular lease and tenancy contracts are documented and summarised to identify trends• market and industry trends are identified and benchmarked for assessment• variances in plans are recognised and intervention strategies adopted without delay to meet plan requirements

Range of Variables

This unit is relevant to activity within the following market sectors:

- no-for-profit housing
- retail
- commercial
- industrial
- residential
- hospitality
- infrastructure
- services

This unit applies to property found in urban, semi urban and non urban environments

Tenancy mix may cover:

- number of tenants
- type of tenancy
- length of tenancy
- type of business
- type of tenant clients
- location
- size of tenancy

- associated conditions (noise, dust, environment)
- building functions and capacity

Clients may include:

- private investors
- funds managers
- owner occupiers
- internal/external property groups
- institutions
- funds providers
- bankers
- company boards

Building capacity includes car parking

Appropriate parties may include:

- agents
- clients
- solicitors
- property managers

Managers conditions may include:

- level of competition
- availability of alternatives
- economic conditions
- business confidence

Relevant legislation (Federal, State and Local) and industry codes of practice cover areas including:

- the market sector
- financial transactions
- taxation
- environment
- construction
- land use
- zoning
- native title
- utilities use (water, gas, electricity)
- contract law
- trade practices

Evidence Guide

Critical aspects of assessment:

- reviewing and recommending a tenancy mix and appropriate retention strategy

Underpinning knowledge:

- contract and consumer law
- state and local government planning processes
- relevant local market conditions
- tenancy mix strategies and industry benchmarks

Underpinning skills:

- business communication both written and verbal
- financial planning projections
- sales and marketing applications in leasing
- presentation skills to significant clients

Resource implications:

- access to workplace environment or an industry approved simulated work environment where assessment can take place

Consistency in performance:

- it is recommended that competency be assessed on one or more occasion, and must include an assessment of competency for at least two types of client, and two types of market sector as listed in the Range of Variables

Context of assessment:

- assessment of competency maybe made through practical demonstration in the work environment or in an industry approved simulated work environment

PRXPD01A Develop a property investment strategy

This unit applies where a decision to invest in property compared to other investments has been taken. This unit applies where a property investment strategy is required as part of a general investment strategy or specifically to govern property activities, as a professional property consultant, as an investment principal or as part of a property operations group.

Element	Performance Criteria
1. Establish property investment parameters	<ul style="list-style-type: none">investment expectations are determined in accordance with investor's parametersparameters are analysed to test possibility of performance against investment objectivesparameters are examined to establish whether short and long term goals are metparameters are confirmed with investor to ensure acceptability
2. Collect and analyse information	<ul style="list-style-type: none">information is collected from industry sources and other relevant partiesvalidity and relevance are determined by an analysis of collected informationanalysis is documented to facilitate preparation of investment plan which meets investment parameters
3. Determine and document investment strategy	<ul style="list-style-type: none">strategy is formulated based on the balance of information analysed and tested as to possibility of implementation and realism to market conditionsstrategy is chosen which is logical, clear and concise and capable of implementationall relevant information and analysis is integrated into property investment strategythe plan is documented in a logical, concise and conclusive manner and communicated to interested partiesthe support of relevant interested parties is obtainedpresentation of the strategy is in accordance with the expectations of the client
4. Review investment strategy	<ul style="list-style-type: none">methods and criteria for review are determined that are relevant to investor strategyreviews are conducted on a regular basis in accordance with company requirementschanges in expectations are established after consultation with investorchanged expectations are analysed to ensure they are feasible and meet with investor expectationschanges are discussed and agreed with investorexternal environment is monitored and strategy is adjusted in accordance with requirements to maintain viability of strategy

Range of Variables

This unit is relevant to activity within the following market sectors:

- not-for-profit housing
- retail
- commercial
- industrial
- residential
- hospitality
- infrastructure
- services

This unit applies to property found in urban, semi urban and non urban environments

Property investment is the concepts, plans, strategies and placement of capital in property for investment, productive use and client service outcomes

Investors may include:

- principals
- both large and small partners
- joint ventures
- unit trustees
- owner occupiers
- internal departments
- developers
- institutions
- financial institutions

Parameters may include:

- class and type of property
- return vs risk
- return on investment
- geographic aspects
- demographics
- capital growth vs short term gains
- limits to financial resources
- gearing possibilities
- balancing a portfolio
- ability to control investment
- cash flows
- capacity to improve asset
- taxation considerations
- administrative talent
- market standing
- exit strategies

Interested parties may include:

- principal investor
- partners
- joint ventures
- financial institutions

Property investment plan may be:

- written
- prepared by investor or other interested party

Information may include:

- market intelligence from industry operators or other interested parties
- government statistics
- published analytical reports
- general knowledge of industry
- industry reports and indices
- media reports
- bank reports
- cultural variations

Analysis includes:

- examination of collected data
- formal quantitative and qualitative analysis
- examination of cash flows and other financial projections
- probability analysis
- computer modelling
- time series recognition

Performance measures include:

- quantitative and qualitative assessments
- statistical and non statistical
- financial and non financial

Investment strategy may cover:

- determining market sectors
- relative commitment of interested parties
- type of property

Relevant legislation (Federal, State and Local) and industry codes of practice cover areas including:

- the market sector
- financial transactions
- taxation
- environment
- construction
- land use
- zoning
- native title
- utilities use (water, gas, electricity)

Evidence Guide

Critical aspects of assessment:

- development of strategy which reflects market conditions and the longer view and is prepared under market conditions
- regular reviews being conducted
- documentation is clear and capable of interpretation

Underpinning knowledge:

- property market
- investment market
- specific market sector knowledge
- working knowledge of taxation as it applies to property development
- budgeting
- sources of funding
- sources of and how to access advice
- economics as it applies to property development

Underpinning skills:

- collection and analysis of financial performance information
- negotiating
- written and verbal communication
- testing validity of advice
- establishing reasonableness and realism of advice

Resource implications:

- access to a comprehensive reference library
- use of training facilities which permit group activities
- computer based system which facilitates recording of trainees' profiles and progress

Consistency in performance:

- it is recommended that this competency be assessed on one occasion

Context of assessment:

- assessment of competency may be made through practical demonstration in an actual work environment or simulation of such an environment

PRXPDO2A Determine opportunity and risk associated with property investment

This unit applies where investment advice is required on current or proposed property investment, as a professional property consultant, as an investment principal or as part of a property operations group.

Element	Performance Criteria
1. Determine client expectations and requirements	<ul style="list-style-type: none"> client instructions are clarified to ensure a shared understanding of intent regular contact is maintained with client through effective lines of communication client investment history is researched and profile prepared in order to define clients needs and wants objective advice and recommendations are provided to client where requested or considered relevant
2. Identify property and market sector characteristics	<ul style="list-style-type: none"> reliable research and market information is obtained relevant to client instructions links with reputable sources of market intelligence are maintained to ensure information is readily available and up to date property and markets are categorised in line with industry practice to enable valid comparisons to be made
3. Determine benchmarking criteria	<ul style="list-style-type: none"> industry standard benchmarks are selected to ensure comparability benchmarks are selected to ensure relevance to client needs and expectations benchmarks are selected which are capable of meaningful analysis against available data
4. Collect market data	<ul style="list-style-type: none"> discrepancies are identified by obtaining and comparing data from more than one source an effective audit trail is created by documenting inconsistencies in data data is collected which is relevant to selected benchmarks and is reliable and up to date
5. Compare data against benchmarks	<ul style="list-style-type: none"> data is consolidated into quantifiable forms readily recognised within the industry to enable analysis trends against selected benchmarks are quantified and degree of convergence established justifiable explanation for any variation against benchmarks is provided to client's satisfaction investment risks and opportunities are identified from benchmarked data in accordance with client requirements
6. Present opportunities and risks analysis to client	<ul style="list-style-type: none"> information and opportunities and recommendations are documented and presented in a clear, logical and concise format relevant and appropriate disclaimers in relation to the provision of professional advice are included in reports where appropriate

Range of Variables

This unit is relevant to activity within the following market sectors:

- not-for-profit housing
- retail
- commercial
- industrial
- residential
- hospitality
- infrastructure
- services

This unit applies to property found in urban, semi urban and non urban environments

Property investment is the concepts, plans, strategies and placement of capital in property for investment, productive use and client service outcomes

Risk factors are defined as industry assessment benchmarks

Risk factors may include:

- competitive development
- tenancy security
- age of property
- interest rates
- technology in use
- level of regulation
- market confidence
- comparative risk against alternative investments (hurdle rates)
- exit strategy, scenario analysis

Industry benchmarks include:

- internal rate of return
- industry association performance index
- published vacancies factors
- employment rates
- tenancy mix
- inflation rate
- discounted cash flow
- life cycle costing

Types of opportunity may be provided by:

- market options and conditions
- current and proposed usage
- value adding
- image and presentation
- market confidence

Clients may include:

- private investors

- funds managers
- owner occupiers
- internal/external property groups
- institutions
- funds providers
- bankers

Sources of information may include:

- published industry data
- trade journals
- third parties
- information services
- consultants
- press clippings
- industry indexes

Methods of analysis include:

- computer modeling
- SWOT analysis

Relevant legislation (Federal, State and Local) and industry codes of practice cover areas including:

- the market sector
- financial transactions
- taxation
- environment
- construction
- land use
- zoning, native title
- utilities use (water, gas, electricity)
- foreign investment controls

Evidence Guide

Critical aspects of assessment:

- preparation of a property investment opportunity and risk study under market conditions
- comprehensive data analysis of relevant industry market data
- client's satisfaction as to form and content of study

Underpinning knowledge:

- valuation and appraisal methods
- industry benchmarks
- property market conditions
- building and construction methods
- supply and demand economics
- investor psychology
- broad knowledge of land economics, theory and practice

Underpinning skills:

- financial software and assessment packages
- PC spreadsheet software
- model building
- report writing
- negotiation
- interpersonal skills

Resource implications:

- access to comprehensive industry market and financial information
- access to computer based spreadsheet technology
- availability of accredited industry assessors
- computer based system which facilitates recording of trainees' profiles and progress

Consistency in performance:

- it is recommended that this competency be assessed on one occasion

Context of assessment:

- assessment of competency may be made through practical demonstration in an actual work environment or simulation of such an environment

PRXPD03A Undertake a property investment feasibility study

This unit applies to the assessment of property investment feasibility from initial overview to detailed analysis and recommendation. It does not deal with the detailed auditing undertaken during due diligence requirements post contract.

This unit covers both new investment and proposed alteration to existing investments.

Element	Performance Criteria
1. Undertake preliminary viability assessment of property investment	<ul style="list-style-type: none">proposed investment meets clients' investment parameters and requirements of investment strategyinitial comparisons are made with similar properties to identify likely common outcomesdecisions to proceed or halt are made based on an assessment of available information, research findings and market knowledge within delegated authoritiesdecisions are presented to client and outcome ratified
2. Establish inputs for study	<ul style="list-style-type: none">inputs for feasibility study are based on industry benchmarks and enable data collection and analysisinputs are qualified as relevant to type of property and market sectoravailability of cost effective information is confirmed
3. Source and collect relevant data	<ul style="list-style-type: none">discrepancies are identified by obtaining and comparing data from more than one sourcean effective audit trail is created by documenting inconsistencies in datadata collected is relevant to selected benchmarks and is reliable and up to date
4. Analyse data	<ul style="list-style-type: none">data is consolidated into qualitative and quantifiable forms readily recognised within the industry to enable analysisanalysis is performed on data and degree of convergence within industry and market benchmarks identifiedjustifiable explanation for any variations against benchmarks is determinedfactors relevant to assessment against project requirements are identified through analysis of data
5. Formulate investment scenarios	<ul style="list-style-type: none">alternative investment scenarios are developed to meet clients' investment criteria and strategyscenarios are substantiated against validated data and analysis to minimise subjective assessmentviews of industry experts are sought and considered where appropriatescenarios are developed which are practical and achievable for the proposed property type and market
6. Document feasibility study	<ul style="list-style-type: none">documentation is presented in a clear, concise and logical mannerrecommendations are based on substantiated data and scenarios presentedassumptions underlying data collection and analysis are clearly documented

Range of Variables

This unit is relevant to activity within the following market sectors:

- no-for-profit housing
- retail
- commercial
- industrial
- residential
- hospitality
- infrastructure
- services

This unit applies to property found in urban, semi urban and non urban environments

Property investment is the concepts, plans, strategies and placement of capital in property for investment, productive use and client service outcomes

Initial assessment of feasibility can be informal and undocumented. Detailed feasibility studies are always documented

The size and complexity of the proposed investment will determine the type and size of the feasibility study required

Risk factors may influence the complexity of the feasibility study including:

- existing land use and ownership
- constraints on use
- government zoning and restrictions
- type and number of tenants
- staging of investment and/or development
- project financing
- structure of leases
- exit strategy

Clients may include:

- private investors
- funds managers
- owner occupiers
- internal/external property groups
- institutions
- funds providers
- bankers

Sources of information may include:

- published industry data
- trade journals
- third parties
- information services
- consultants
- press clippings
- industry indexes
- government records

Investment criteria may include:

- amount of funds available
- age and condition of building
- location of property
- market use

- return on investment
- period of investment
- exit strategy

Service providers and consultants/experts may include:

- valuers
- architects
- planners
- designers
- investment consultants
- builders
- bankers and financiers
- solicitors
- business consultants
- real estate agents

Analysis methods include:

- qualitative and
- quantitative techniques

Relevant legislation (Federal, State and Local) and industry codes of practice cover areas including:

- the market sector
- financial transactions
- taxation
- environment
- construction
- land use, zoning
- native title
- utilities use (water, gas, electricity)

Evidence Guide

Critical aspects of assessment:

- preparation of a property investment feasibility study under market conditions
- comprehensive data analysis against relevant industry benchmarks
- development of viable alternative investment scenarios to inform decision making

Interdependent assessment of units:

- it is expected that for competency to be achieved in this unit, competency would have first been achieved in PRXPD02A "Determine opportunity and risk associated with property investment"

Underpinning knowledge:

- sources of industry and market information
- market conditions
- types of property markets
- alternative property uses
- regulations and legislation
- business and industry property networks
- appraisal methods

Underpinning skills:

- data collation and qualitative and quantitative analysis
- data interpretation
- decision making
- PC financial software/spreadsheets

- interpersonal communication

Resource implications:

- access to a comprehensive reference library
- access to computer based spreadsheet technology
- availability of accredited industry assessors
- computer based system which facilitates recording of trainees' profiles and progress

Consistency in performance:

- It is recommended that this competency be assessed on one occasion

Context of assessment:

- assessment of competency may be made through practical demonstration in an actual work environment or simulation of such an environment

PRXPD04A Negotiate partnership arrangements

This unit applies where a formal partnership for property investment is to be established.

Element	Performance Criteria
1. Collate investment documentation	<ul style="list-style-type: none">• need and purpose for documentation is determined to enable relevance to be established• documentation is sourced to enable investment viability to be demonstrated
2. Determine desired investment arrangements	<ul style="list-style-type: none">• negotiation discretionary limits are determined to permit effective negotiating• market place arrangements are examined to permit identification of options• investment purposes are clearly enunciated to enable unsuitable and desirable partners to be identified and assessed• preferred partners are identified so that a decision to invite can be made• identified partners are assessed to allow the respective financial involvements to be established• legal advice is sought to protect interest throughout negotiations where appropriate
3. Establish negotiation strategy	<ul style="list-style-type: none">• various strategies are examined to allow a method to be employed• outline of partnership offer is prepared which is relevant to the respective positions of each partner• timetables are prepared and resources allocated to permit negotiations• budget and negotiation parameters are confirmed within investment expectations
4. Undertake negotiations	<ul style="list-style-type: none">• negotiations are conducted so that a commercial focus is maintained and client's interests are protected• negotiations are conducted in a flexible manner within previously determined parameters• activities are adapted to the context and environment of the negotiation process• negotiations are undertaken to lead to workable partnership arrangements being established
5. Establish partnership arrangements	<ul style="list-style-type: none">• partnership arrangements are confirmed using appropriate legal processes• financial arrangements are finalised in accordance with negotiated terms and conditions• formal documentation is signed to reflect arrangements• client is briefed on arrangements to ensure understanding of the process outcomes

Range of Variables

This unit is relevant to activity within the following market sectors:

- not-for-profit housing
- retail
- commercial
- industrial
- residential
- hospitality
- infrastructure
- services

This unit applies to property found in urban, semi urban and non urban environments

Partners may include:

- banks
- other financial institutions
- other investors
- corporations
- government instrumentalities
- private individuals
- builders
- developers
- tenants

Documentation may include:

- advertising literature
- business plans
- contracts
- feasibility studies
- due diligence reviews
- letters of offer
- memoranda of understanding
- heads of agreement

Negotiation assessments may include:

- verification of financial credentials
- establishing bona fides

Relevant legislation (Federal, State and Local) and industry codes of practice cover areas including:

- the market sector
- financial transactions
- taxation
- environment
- construction
- land use
- zoning
- native title
- utilities use (water, gas, electricity)

Evidence Guide

Critical aspects of assessment:

- successful completion of formal partnership documentation evidencing agreement by all parties
- evidence of commercially realistic outcomes, which are acceptable to all parties being achieved
- established timetables being achieved

Resource implications:

- access to a comprehensive legal reference library
- access to legal practitioners and trainers in negotiation
- availability of accredited industry assessors
- computer based system which facilitates recording of trainees' profiles and progress

Underpinning knowledge:

- property market
- investment market
- taxation
- budgeting
- sources of funding
- sources of and how to access advice
- legal processes
- negotiation strategies

Underpinning skills:

- collection and analysis of financial performance information
- negotiating
- dealing with all levels of governments
- maintaining business networks
- analysing

Consistency in performance:

- it is recommended that this competency be assessed on one occasion

Context of assessment:

- assessment of competency may be made through practical demonstration in an actual work environment or simulation of such an environment

PRXPD07A Monitor performance of property investment

This unit applies where a property investment is current and requires investment performance reviews.

Element	Performance Criteria
1. Design and implement regular reviews	<ul style="list-style-type: none">frequency of reviews is determined based on investor needssystems are established to facilitate data collectionreview processes are designed to relate to assessment methodologies
2. Establish performance requirements	<ul style="list-style-type: none">investor criteria are established by referring to purchase and planning documentationassessment criteria are established which are capable of being measured
3. Select and/or develop assessment methodology	<ul style="list-style-type: none">assessment methodology is established which is relevant to investment criteriamethodology is selected/established which is cost and time effective and meets client's expectationsmethodology is selected which is simple and easy to use and produces accurate, reliable and verifiable data
4. Identify and collect data	<ul style="list-style-type: none">current performance data is presented in a timely mannerdata collected is verified for accuracy and is reliable and relevant
5. Analyse and interpret data	<ul style="list-style-type: none">data is organised in a timely manner that enables analysisanalysis is undertaken to produce meaningful results relative to the established criteriavariations to performance expectations are identified and explained to investor
6. Document performance outcomes	<ul style="list-style-type: none">original criteria are examined to ensure findings are relevantfindings are documented in a clear, concise and logical mannersupporting documentation is relevant to examination of performance outcomes

Range of Variables

This unit is relevant to activity within the following market sectors:

- not-for-profit housing
- retail
- commercial
- industrial
- residential
- hospitality
- infrastructure
- services

This unit applies to property found in urban, semi urban and non urban environments

Property investment is the concepts, plans, strategies and placement of capital in property for investment, productive use and client service outcomes

Investors may include:

- principals both small and large
- partners
- joint venturers
- unit trustees
- owner occupiers
- internal departments
- developers
- institutions
- financial institutions

Parameters may include:

- type of property
- return vs risk
- return on investment
- geographic aspects
- capital growth vs short term gain
- limits to financial resources
- gearing possibilities
- balancing a portfolio
- ability to control asset
- cash flows
- capacity to improve asset
- taxation considerations
- demographics

Interested parties may include:

- principal investor
- partners
- joint venturers
- financial institutions

Property investment plan may be:

- written
- prepared by investor or other interested parties

Property investment plan may be reviewed by:

- a professional property consultant
- an investment principal or a property operations group

Information may include:

- market intelligence from industry operators or other interested parties
- government statistics
- published analytical reports
- general knowledge of industry
- industry reports and indices
- media reports
- bank reports

Analysis includes:

- examination of collected data
- by quantitative and qualitative analysis such as examination of cash flows and other financial projections
- probability analysis
- computer modelling

Performance measures include:

- quantitative and qualitative assessments
- statistical and non-statistical
- financial and non-financial

Relevant legislation (Federal, State and Local) and industry codes of practice cover areas including:

- the market sector
- financial transactions
- taxation
- environment
- construction
- land use
- zoning
- native title
- utilities use (water, gas, electricity)

Evidence Guide

Critical aspects of assessment:

- regular reviews being conducted
- documentation is clear and capable of interpretation
- alternative strategies being offered to meet changing market conditions

Underpinning knowledge:

- property market
- investment market
- taxation
- budgeting
- sources of funding
- sources of and how to access advice
- valuation and appraisal methods
- assessment methodology

Underpinning skills:

- collection and analysis of financial performance information
- negotiating
- planning
- preparation of reports and other written documentation
- evaluating
- software and hardware skills

Resource implications:

- access to comprehensive industry market and financial data
- access to computer based spreadsheet technology
- computer based system which facilitates recording of trainees' profiles and progress

Consistency in performance:

- It is recommended that this competency be assessed on one occasion

Context of assessment:

- assessment of competency may be made through practical demonstration in an actual work environment or simulation of such an environment

PRXPD08A Dispose of property

This unit applies where a decision is taken to dispose of a part of an investment portfolio.

Element	Performance Criteria
1. Decide on asset disposal	<ul style="list-style-type: none">• decision to dispose of asset is taken after examination of relevant factors• selected method of disposal is appropriate for the type of asset
2. Negotiate terms of disposal	<ul style="list-style-type: none">• price is set based on information from advisers and local knowledge of the market place• instructions are issued to legal advisers to prepare appropriate documentation which reflects the terms of sale agreed with intending purchaser• documentation is reviewed to ensure that it reflects issued instructions• agent is selected and engaged to undertake the disposal• disposal performance is monitored regularly to establish degree of achievement and cost effectiveness
3. Effect disposal	<ul style="list-style-type: none">• documentation is executed to permit completion of sale• sale proceeds are banked to confirm completion of the transaction• internal records are updated to reflect the completion of the sale

Range of Variables

This unit is relevant to activity within the following market sectors:

- not-for-profit housing
- retail
- commercial
- industrial
- residential
- hospitality
- infrastructure
- services

This unit applies to property found in urban, semi urban and non urban environments

Information may include:

- market intelligence from industry operators or other interested parties
- government statistics
- published analytical reports
- general knowledge of industry
- industry reports and indices
- media reports
- bank reports
- cultural variations

Analysis includes:

- examination of collected data, formal quantitative and qualitative analysis
- examination of cash flows and other financial projections
- probability analysis
- computer modelling
- time series recognition

Relevant factors may include:

- company objectives
- financial and building constraints
- financial resource allocation

Method of disposal may include:

- public auction
- public tender
- private treaty
- sale and leaseback

Method of disposal may be influenced by:

- nature of the asset
- potential market value
- intrinsic value such as heritage/cultural
- location
- environmental aspects
- market conditions

Type of asset may include:

- land
- land and improvements
- site with or without planning/development approvals

Advisers may include:

- valuers
- real estate agents
- land economists
- other developers
- internal operatives
- taxation and accounting practitioners

Legal advisers may include:

- external or inhouse sources

Relevant legislation (Federal, State and Local) and industry codes of practice cover areas including:

- the market sector
- financial transactions
- taxation
- environment
- construction
- land use
- zoning
- native title
- utilities use (water, gas, electricity)

Evidence Guide

Critical aspects of assessment:

- regular reviews being conducted during disposal cycle
- documentation is clear and capable of interpretation
- successful disposal of a property under prevailing market conditions

Underpinning knowledge:

- property market
- investment market
- taxation

- sources of and how to access advice
- valuation and appraisal methods
- disposal methods
- contract law

Underpinning skills:

- collection and analysis of financial performance information
- negotiating
- monitoring
- instructing
- decision making

Resource implications:

- access to comprehensive industry market and financial data
- access to training in commercial and real property law
- availability of accredited industry assessors
- computer based system which facilitates recording of trainees' profiles and progress

Consistency in performance:

- It is recommended that this competency be assessed on one occasion

Context of assessment:

- assessment of competency may be made through practical demonstration in an actual work environment or simulation of such an environment

PRXPD14A Prepare a project design brief and documentation

This unit applies where project is to proceed and final plans and specifications need to be prepared.

Element	Performance Criteria
1. Confirm user needs	<ul style="list-style-type: none">• user needs are identified through discussions with interested parties to permit establishment of design parameters• design parameters are set to reflect project objectives, establish viability of design and documented prior to communication to interested parties
2. Prepare a design brief	<ul style="list-style-type: none">• documented client's brief is reviewed to enable a design brief to be prepared• documented design brief is prepared in accordance with client's requirements• parties to be involved in the briefing process are identified and assessed to establish suitability• parties to be briefed are selected according to relevant criteria and a contractual arrangement entered into
3. Prepare project documentation	<ul style="list-style-type: none">• project data is collated and examined to determine the detail required in plans and specifications• plans and specifications are developed which reflect the requirements of the project• detailed plans and specifications are collated to facilitate communication to interested parties
4. Finalise costings	<ul style="list-style-type: none">• detailed design, plans and specifications are collated and referred to interested parties to permit costings to be prepared• estimated costings are examined and compared to preliminary findings to establish variances• explanations of variances to preliminary costings are explained to permit adjustments to project costs expectations to be made• construction budget is agreed based on finalised detailed costings
5. Evaluate and confirm feasibility	<ul style="list-style-type: none">• identified variations to the feasibility study are documented to enable adjustments to be made• adjusted feasibility study is evaluated to confirm progress of project

Range of Variables

This unit is relevant to activity within the following market sectors:

- not-for-profit housing
- retail
- commercial
- industrial
- residential
- hospitality
- infrastructure
- services

This unit applies to property found in urban, semi urban and non urban environments

User needs may include:

- special purpose building
- aspect
- building useable space
- fitout and finishes

Interested parties may include:

- valuers
- architects
- planners
- designers
- investment consultants
- builders
- bankers and financiers
- solicitors
- business consultants
- real estate agents
- quantity surveyors
- surveyors
- project management consultants

Design parameters may include:

- financial constraints
- tenancy possibilities
- maximum and best asset use
- aesthetics

Design brief may include:

- project concept
- sketch plans and layouts
- user needs
- timelines
- preliminary cost limitations

Documentation may include:

- plans and specifications
- forms of contracts
- schedules
- computer models
- artwork
- bills of quantity

Construction budget may include:

- costings of all component construction parts
- consultants' fees
- leases
- contingencies
- council fees
- development management fees
- other allowances

Development standards may include:

- site ratios
- air space limits

Development standards may be affected by relevant State and Federal legislation and codes including:

- building codes of Australia
- environmental
- heritage
- local government
- industry standards for property use
- contracts
- occupational health and safety
- taxation

Evidence Guide

Critical aspects of assessment:

- preparation of a design brief under market conditions
- development of plans and specifications which meet project criteria
- confirmation of a construction budget

Underpinning knowledge:

- source of industry and market information
- market conditions
- regulations and legislation
- architectural design
- engineering design
- space planning
- interior design

Underpinning skills:

- data collation and analysis
- decision making
- communication both written and verbal
- negotiation
- organisation
- problem solving

Resource implications:

- access to computer based work processing and spreadsheet technology
- access to graphic art facilities
- computer based system which facilitates recording of trainees' profiles and progress

Consistency in performance:

- it is recommended that this competency be assessed on one occasion

Context of assessment:

- assessment of competency may be made through practical demonstration in an actual work environment or simulation of such an environment

PRXPD15A Appoint and manage a consultant project team

This unit applies to all situations where a team is to be assembled for a specific project.

Element	Performance Criteria
1. Establish the requirements for a project team	<ul style="list-style-type: none">• basis of procurement is determined to enable construction process to be selected and specialist consultants identified• potential members of the project team are identified according to the client's brief• potential members of the project team are shortlisted against selection criteria• team members are selected based on their respective ability to contribute to the project's success
2. Determine contractual terms of appointment	<ul style="list-style-type: none">• terms of appointment which are consistent with project requirements, including termination of contract, are prepared and discussed with the project team members to gain acceptance• offers setting out the terms of appointment are prepared and issued to project team members• contracts are executed with relevant parties to reflect contractual commitments
3. Prepare consultants' briefs	<ul style="list-style-type: none">• identified project requirements are documented in the form of a consultant's brief to ensure an understanding of respective obligations• consultants' briefs are issued and signed off to acknowledge acceptance
4. Monitor performance	<ul style="list-style-type: none">• roles and responsibilities of team members are monitored in accordance with contractual arrangements• regular meetings with team members are held to ensure open communication channels are maintained• regular reviews are conducted with team members to identify and assess problems• problems are rectified in a prompt manner to allow the project to meet its objectives

Range of Variables

This unit is relevant to activity within the following market sectors:

- not-for-profit housing
- retail
- commercial
- industrial
- residential
- hospitality
- infrastructure
- services

This unit applies to property found in urban, semi urban and non urban environments

Project team may comprise:

- builders
- architects
- quantity surveyors

- surveyors
- financiers
- legal advisers
- town planners
- land economists
- valuers
- project managers
- easing agents
- building engineers
- property managers

Terms of appointment may include:

- length of contract
- project scheduling
- management responsibilities
- termination conditions
- financial arrangements
- dispute arbitration processes
- defect reporting and resolution
- quality assurance requirements

Consultant's brief may include:

- project details
- timelines
- milestones
- specific areas of responsibility
- cooperation with other team members expectations
- reporting requirements
- financial budgets
- cash flows

Selection criteria may include:

- fees
- ability
- previous experience
- competency
- qualifications
- professional associations

Development standards may be affected by relevant State and Federal legislation and codes including:

- building codes of Australia
- environmental
- heritage
- local government
- industry standards for property use
- contracts
- occupational health and safety
- taxation

Evidence Guide

Critical aspects of assessment:

- selection and establishment of a project team under normal market conditions
- communication with a team in an ongoing business environment
- control and monitoring of a team during a project's life

Underpinning knowledge:

- source of industry and market information
- market conditions
- project consultants and their likelihood of performing to requirements
- regulations and legislation
- business and industry property networks

Underpinning skills:

- interpersonal communication
- written communication
- negotiation
- organisation
- decision making

Resource implications:

- training in interpersonal skills
- availability of accredited industry assessors
- computer based system which facilitates recording of trainees' profiles and progress

Consistency in performance:

- it is recommended that this competency be assessed on one occasion

Context of assessment:

- assessment of competency may be made through practical demonstration in an actual work environment or simulation of such an environment

PRXPD16A Appoint project construction contractors

This unit applies where a project construction team is appointed to enable the smooth completion of the project.

Element	Performance Criteria
1. Confirm and sign off on construction documentation	<ul style="list-style-type: none">• construction drawings are reviewed to ensure they match all aspects of the project and minimise variations• construction drawings are reviewed with relevant parties to allow agreement to be reached• construction drawings are signed off by relevant parties to signify agreement with project construction process and costings
2. Prepare contract documentation	<ul style="list-style-type: none">• instructions are issued to advisers to prepare construction documentation which reflects the agreed terms and conditions• draft documentation is reviewed and adjusted until it reflects project terms and conditions
3. Select contractor	<ul style="list-style-type: none">• methods of seeking contractors are identified to allow selection process to occur• method to seek contractors is chosen so that selection process can commence• selection criteria are settled in accordance with project requirements to permit propositions to be assessed• propositions are sought in accordance with predetermined criteria• contractors are selected using predetermined criteria
4. Negotiate contractor arrangements	<ul style="list-style-type: none">• plans and specifications are discussed with contractor to establish areas where modification may be beneficial to the contract completion• management of the project is structured on the principles of value management to ensure value for money to the client• modifications are undertaken which maintain principles of value management
5. Execute contract agreement	<ul style="list-style-type: none">• firm terms and conditions are agreed with builder so that the construction contract can be prepared• draft documentation is negotiated with relevant parties until agreement is reached and sign off occurs

Range of Variables

This unit is relevant to activity within the following market sectors:

- not-for-profit housing
- retail
- commercial
- industrial
- residential
- hospitality
- infrastructure
- services

This unit applies to property found in urban, semi urban and non urban environments

Basis of construction may include:

- use of fixed price or cost plus
- design and construct
- construct only
- involvement of more than one builder

Project may include:

- activities which give rise to creation of an asset
- involve the fitting out of new structures or modification of existing structures

Construction drawings may include:

- detailed architect's drawings
- working drawings
- engineers' drawings
- detail drawings
- specifications

Adviser may include:

- legal both inhouse and external

Contractors may include:

- one builder
- multiple builders or services providers

Specialist consultants may include:

- project managers
- architects
- consultant engineers
- quantity surveyors
- surveyors

Relevant parties may include:

- builders
- specialist consultants
- investors
- financial institutions

Methods of seeking contractors may include:

- open quotations
- tendering both complying and non-complying

Selection criteria may include:

- financial security
- demonstrated capacity to perform
- current work load
- quality of subcontractors
- performance record
- builder's philosophy
- technical capability

Value management principles may include:

- minimisation of variations
- coordination of services
- effective selection of builder and its ancillary work force
- attention to detail
- adherence to costing constraints

Development standards may be affected by relevant State and Federal legislation and codes including:

- building codes of Australia
- environmental
- heritage
- local government
- industry standards for property use
- contracts
- occupational health and safety
- taxation

Evidence Guide

Critical aspects of assessment:

- production of construction drawings which reflect the project's expected outcome
- selection of a builder and its team capable of completing the project within expectations

Underpinning knowledge:

- building techniques
- market conditions
- regulations and legislation

Underpinning skills:

- decision making
- communication both written and verbal
- negotiation
- organisation

Resource implications:

- availability of accredited industry assessors
- computer based system which facilitates recording of trainees' profiles and progress

Consistency in performance:

- it is recommended that this competency be assessed on one occasion

Context of assessment:

- assessment of competency may be made through practical demonstration in an actual work environment or simulation of such an environment

PRXPD17A Administer project construction contract

Thus unit applies where investment in property entails a construction phase.

Element	Performance Criteria
1. Brief contracting parties	<ul style="list-style-type: none">initial meeting with contracted parties is held to ensure understanding of requirements of construction plancommunication channels are established to ensure exchange of information between partiesregular milestones and reporting requirements are agreed to permit effective monitoring of the project's progressagreement in writing is reached with all parties on project
2. Manage construction contracts	<ul style="list-style-type: none">site inspections are made on a regular basis so that project progress can be assessed and progressive reports issued to interested partiesprogress payments are verified in accordance with internal policy and procedures and contracts and any price variations are certified by the relevant parties prior to payment being approvedcosts are measured regularly against budget to establish variationscontingencies are identified to allow their management to be achievedsubsidiary contractors are managed so that the project progress is not compromised
3. Resolve disputes	<ul style="list-style-type: none">problems are identified and the various parties contacted so that resolution can proceedconsensus is reached to allow project to proceed to completion
4. Sign off on completion	<ul style="list-style-type: none">a certificate of practical completion is sought from the relevant party to permit finalisation of the construction contractany defects liability is identified and documented to allow payments under the contract to be finalisedretention and warranty contract clauses are activated once practical completion is certified

Range of Variables

This unit is relevant to activity within the following market sectors:

- not-for-profit housing
- retail
- commercial
- industrial
- residential
- hospitality
- infrastructure
- services

This unit applies to property found in urban, semi urban and non urban environments

Contracting parties may include:

- builders
- subcontractors
- project managers and other special consultants
- investors
- financial institutions

Resolution may include:

- arbitration
- counselling
- mediation
- legal action

Contingencies may include:

- cost overruns
- time overruns
- disputes
- funding situations
- variations in market conditions

Subcontractors may include:

- major and minor tradespersons

Relevant party in relation to practical completion may include:

- architect or its agents

Relevant legislation (Federal, State and Local) and industry codes of practice cover areas including:

- the market sector
- financial transactions
- taxation
- environment
- construction
- land use
- zoning
- native title
- utilities use (water, gas, electricity)

Evidence Guide

Critical aspects of assessment:

- successful briefing of parties involved in a project.
- execution of a construction plan which culminates in the issue of a certificate of practical completion

Interdependence of assessment of units:

- it is expected that for competency to be achieved in this unit, competency would have been achieved in PRXPD15A "Appoint and manage a consultant project team" and PRXPD16A "Appoint project construction contractors".

Underpinning knowledge:

- industry conditions
- market conditions
- regulations and legislation
- contract law
- quality assurance procedures
- contract management
- construction programming

Underpinning Skills:

- decision making
- communication both written and verbal
- negotiation
- organisation
- contract management skills and administration
- site inspection techniques

Resource implications:

- dispute resolution training
- physical site inspections
- availability of accredited industry assessors
- computer based system which facilitates recording of trainees' profiles and progress

Consistency in performance:

- it is recommended that this competency be assessed on one occasion

Context of assessment:

- assessment of competency may be made through practical demonstration in an actual work environment or simulation of such an environment