Australian Government

Department of Education, Employment and Workplace Relations

NWP704A Lead a project development

Revision Number: 2

NWP704A Lead a project development

Modification History

NWP704A Release 2: Layout adjusted. No changes to content.
NWP704A Release 1: Primary release.

Unit Descriptor

This unit of competency describes the outcomes required for the effective management of a complex project within the water industry. The ability to plan a project logically, control a project, manage risks and deliver quality outcomes is essential to performance.

Application of the Unit

This unit supports the attainment of skills and knowledge required for managers and senior technical practitioners from a variety of disciplines and backgrounds who are applying their skills to the management of a function, team or division within the water organisation.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit of competency contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the required performance needed to demonstrate achievement of the element. Where **bold italicised** text is used, further information is detailed in the range statement. Assessment of performance is to be consistent with the evidence guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1 Plan the project	1.1 Clarify project brief with relevant personnel.
	1.2 Identify and quantify human and financial resources to support management of project.
	1.3 Assemble and brief project team.
	1.4 Negotiate and finalise organisational requirements and procedures for management of project.
	1.5 Identify and address *legislative requirements* relevant to project in the planning process.
	1.6 Develop project goals, objectives and performance indicators in consultation with relevant personnel and stakeholders and follow organisational procedures.
	1.7 *Plan project* according to organisational requirements and using appropriate *planning tools*.
2 Manage the project	2.1 Communicate project plan to project team and clarify and allocate resourcing and accountabilities.
	2.2 Monitor, record and report progress of project against milestones of project plan and according to organisational requirements.
	2.3 Integrate range of tasks that comprise project to ensure efficient completion.
	2.4 Consult stakeholders regarding progress of project and inform development.
	2.5 Negotiate, record and communicate required changes to project plan.
	2.6 Finalise project according to project plan and organisational procedures.
3 Manage project risk	3.1 Identify potential risks to successful completion of project through extensive consultation with relevant stakeholders and personnel.
	3.2 Analyse identified risks for likelihood of occurrence and their potential consequences.
	3.3 Develop risk management or control plans to eliminate or reduce potential for risk events and consequences.
	3.4 Review risk management or control plans periodically during life of the project and assess them for their adequacy, timeliness and effectiveness in risk mitigation.
4 Deliver quality project outcomes	4.1 Identify and record quality requirements for successful completion of project and communicate them to project team members.
	4.2 Identify and use quality management methods, techniques

ELEMENT	PERFORMANCE CRITERIA
	and tools to support and manage project.
	4.3 Assess outcomes of project for compliance with required quality standards.

Required Skills and Knowledge

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

Required skills:

- apply advanced project management skills
- apply quality management principles and techniques
- apply risk management principles and techniques
- use project management software and tools
- coordinate activities
- communicate effectively with a wide audience inside and outside the workplace
- plan effectively
- prepare a range of internal and external reports
- solve problems.

Required knowledge:

- technical and industry knowledge relevant to project being managed
- legislation relevant to project being managed
- project management, quality management and risk management techniques
- relevant industry trends, including emerging technologies
- infrastructure capacity and capacity planning
- organisational processes and reporting requirements.

Evidence Guide

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

Critical aspects for assessment and evidence required to demonstrate competency in this unit	The candidate should demonstrate the ability to lead a complex project within the water industry including: • managing a complex project and delivering required project outcomes • effectively coordinating activities of project team members to deliver required outcomes • preparing, monitoring and revising plans • applying principles of quality and risk management to completion of project • communicating with stakeholders.
Context of and specific resources for assessment	Access to the workplace and resources including: • documentation that should normally be available in a water industry organisation • relevant codes, standards and government regulations. Where applicable, physical resources should include equipment modified for people with disabilities. Access must be provided to appropriate learning and assessment support when required. Assessment processes and techniques must be culturally appropriate, and appropriate to the language and literacy capacity of the candidate and the work being performed. Validity and sufficiency of evidence requires that: • competency will need to be demonstrated over a period of time reflecting the scope of the role and the practical requirements of the workplace • where the assessment is part of a structured learning experience the evidence collected must relate to a number of performances assessed at different points in time and separated by further learning and practice • a decision of competence should only be made when the assessor has complete confidence in the person's competence over time and in various contexts • all assessment that is part of a structured learning experience must include a combination of direct, indirect and supplementary evidence • where assessment is for the purpose of recognition (RCC/RPL), the evidence provided will need to be

authenticated and show that it represents competency demonstrated over a period of time

- assessment can be through simulated project-based activity and must include evidence relating to each of the elements in this unit.

In all cases where practical assessment is used it will be combined with targeted questioning to assess the underpinning knowledge. Questioning will be undertaken in a manner appropriate to the skill levels of the operator and cultural issues that may affect responses to the questions, and will reflect the requirements of the competency and the work being performed.

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Range Statement

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

Legislative requirements may include:	• relevant federal legislation, including:
	    • National Water Commission Act 2004
	    • Environment Protection and Biodiversity Conservation Act 1999
	 • relevant state or territory legislation relating to water and resource management
	 • relevant state or territory legislation and regulations relating to OHS, including:
	    • protective clothing and equipment
	    • use of tools and equipment
	    • workplace environment and safety
	    • handling of materials
	    • use of fire fighting equipment
	    • use of first aid equipment
	    • hazard control and hazardous materials and substances
	    • relevant local government by-laws
	 • relevant government and non-government policies and regulations such as:
	    • National Water Initiative
	    • Murray Darling Basin Water Agreement
	 • relevant community planning and development agreements, such as land care agreements

Plan project to address all facets of activity, which may include:	• budgets • timelines • human resource requirements • project milestones • project accountabilities • project reporting processes and schedules • contingency arrangements • risk management requirements • quality requirements
Planning tools used to support project:	• may be: • proprietary software packages

- commercial software packages
- may generate and track:
  - project milestones
  - resourcing lists
  - staffing lists
  - budgets

Unit Sector(s)

Not applicable.

Competency field

Leadership.