



Australian Government

Department of Education, Employment and Workplace Relations

CHCORG609D Manage projects and strategies

Release: 1

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Modification History

Not Applicable

Unit Descriptor

Descriptor

This unit describes the knowledge and skills required to initiate, plan, implement and evaluate project management activities

Application of the Unit

Application

The skills described in this unit may be applied across a range of community services workplace contexts

Licensing/Regulatory Information

Not Applicable

Pre-Requisites

Not Applicable

Employability Skills Information

Employability Skills

This unit contains Employability Skills

Elements and Performance Criteria Pre-Content

Elements define the essential outcomes of a unit of competency.

The Performance Criteria specify the level of performance required to demonstrate achievement of the Element. Terms in italics are elaborated in the Range Statement.

Elements and Performance Criteria

ELEMENT

1. Consider the need and scope for the *project/ strategy*

PERFORMANCE CRITERIA

- 1.1 In considering the need for the project or strategy, review the extent to which existing initiatives and services already address needs and issues, and incorporate results into scoping report
- 1.2 Clearly articulate to key stakeholders the rationale and underpinning values and beliefs for the proposed project or strategy, and seek their views and involvement as appropriate
- 1.3 Develop a concept plan and submit to decision-makers for consideration and approval prior to proceeding to the project plan stage

ELEMENT**PERFORMANCE CRITERIA****2. Prepare a project plan**

- 2.1 Develop project plan, incorporating relevant literature and other information
- 2.2 Ensure project plan identifies:
 - a set of aims and specific and assessable objectives which address identified needs
 - a proposed timetable for the project/strategy
 - financial costs of project/strategy and relationship with available resources
 - benefits to client of the proposed project/ strategy
- 2.3 Ensure plan takes account of anticipated context and specific nature of people who will be involved in developing and implementing the project/strategy
- 2.4 Undertake an appropriate level of consultation with all contributors to proposed project/strategy and report their views clearly and accurately
- 2.5 Negotiate aspects of the plan with relevant people as required

3. Identify and acquire resources to make implementation of project plan possible

- 3.1 Develop funding options for implementing the plan
- 3.2 Where resources are not available, submit funding proposals to relevant bodies as appropriate
- 3.3 Make funding submissions in accordance with any guidelines available from funding bodies and written in a format acceptable to decision-makers
- 3.4 Undertake appropriate liaison and negotiation with decision-makers and potential funding bodies to advance the case to acquire resources

4. Promote and advertise project/strategy

- 4.1 Develop a marketing/promotion strategy and submit for approval to decision-makers prior to project implementation
- 4.2 Use a variety of appropriate communication media to promote project to target audience

ELEMENT**5. Manage implementation of project/strategy****PERFORMANCE CRITERIA**

- 5.1 Support those involved in implementing the project or strategy to establish and maintain clarity about the aim and objectives to be pursued
- 5.2 Clearly and appropriately convey logistical details to those implementing the project/strategy, including time scales, place, resources, staffing, limits and administrative procedures relating to income and expenditure
- 5.3 Establish, monitor and regularly review, policies and procedures to manage the use of staff, equipment and other physical assets
- 5.4 Develop project budget and monitor expenditure and resources against budget, in line with organisation policies, procedures and planned time scales
- 5.5 Identify risks associated with implementing the project or strategy and take steps to maximise high quality project outcomes
- 5.6 Implement strategies to ensure project/strategy is implemented in line with relevant guidelines and legal requirements and is sufficiently flexible to suit a variety of contexts and to cope with contingencies
- 5.7 Implement strategies to ensure project or strategy is adapted in the light of feedback, and to take account of changing social, political and economic contexts

ELEMENT**PERFORMANCE CRITERIA**

6. Evaluate and report on project/strategy

- 6.1 In choosing an evaluation strategy, examine a variety of models
- 6.2 Ensure the evaluation strategy employs appropriate techniques to collect data, taking into account the nature of information, time and resource constraints and views of people and groups who have a stake and interest
- 6.3 Regularly monitor implementation of the project or strategy against the agreed plan
- 6.4 Ensure collection, collation and reporting of evaluation information meets standards and needs of decision-makers, funding agencies and other people and groups with a stake in the project/ strategy
- 6.5 Use evaluation information collected to revise project/strategy, and to guide ongoing development and implementation and possible future directions

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Essential knowledge:

The candidate must be able to demonstrate essential knowledge required to effectively do the task outlined in elements and performance criteria of this unit, manage the task and manage contingencies in the context of the identified work role

These include knowledge of:

- Business and strategic planning
- Financial management models/systems
- Funding sources and submission protocols
- General management principles/models
- Marketing models/systems
- People management models/systems
- Project management models/processes

REQUIRED SKILLS AND KNOWLEDGE

- Range of services available across organisations

Essential skills:

It is critical that the candidate demonstrate the ability to:

- Demonstrate application of knowledge related to applicable organisation and legislative requirements
- Establish, manage and evaluate projects and services

In addition, the candidate must be able to effectively do the task outlined in elements and performance criteria of this unit, manage the task and manage contingencies in the context of the identified work role

These include the ability to:

- Demonstrate application of skills in:
 - project planning and management
 - financial /resource management
 - people management
 - research and evaluation
- Manage processes to recognise and address environmental responsibility and sustainable practice issues in relation to specific projects

Evidence Guide

EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, the Range Statement and the Assessment Guidelines for this Training Package.

Critical aspects for assessment and evidence required to demonstrate this unit of competency:

- The individual being assessed must provide evidence of specified essential knowledge as well as skills
- This unit is most appropriately assessed in the workplace or in a simulated workplace and under the normal range of workplace conditions

EVIDENCE GUIDE

This may include the use of languages other than English and alternative communication systems

- Assessment is recommended to be conducted on more than one occasion and should include each phase of managing a project i.e. scoping, preparation, promotion, management and evaluation

- Access and equity considerations:*
- All workers in community services should be aware of access, equity and human rights issues in relation to their own area of work
 - All workers should develop their ability to work in a culturally diverse environment
 - In recognition of particular issues facing Aboriginal and Torres Strait Islander communities, workers should be aware of cultural, historical and current issues impacting on Aboriginal and Torres Strait Islander people
 - Assessors and trainers must take into account relevant access and equity issues, in particular relating to factors impacting on Aboriginal and/or Torres Strait Islander clients and communities

- Context of and specific resources for assessment:*
- This unit can be assessed independently, however holistic assessment practice with other community services units of competency is encouraged
 - Resource requirements for assessment of this unit include access to:
 - an appropriate workplace where assessment can be conducted or simulation of realistic workplace setting for assessment

- Method of assessment:*
- Assessment may include observations, questioning and evidence gathered from the workplace setting e.g. portfolios, completed reports on projects etc

Range Statement

RANGE STATEMENT

The Range Statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. 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.

Project may:

- Address the interests of either individual clients, groups or communities
- Include events and campaigns of social, cultural, economic and political significance
- Relate to employment creation, health, housing, legal advocacy initiatives

Strategy may relate to:

- Advertising to attract participation
- Awareness raising and community education
- Community participation initiatives
- Political lobbying

Factors to be addressed in the design of projects/strategies will include:

- Analysis of social, political and economic factors and trends
- Assessment of actual and potential impacts both positive and negative for clients

Unit Sector(s)

Not Applicable