



Australian Government

Department of Education, Employment and Workplace Relations

CPCMCM7002A Manage the quality of projects and processes

Release: 1

CPCMCM7002A Manage the quality of projects and processes

Modification History

Not Applicable

Unit Descriptor

Unit descriptor	This unit of competency specifies the outcomes required to establish performance measures, and review and improve the management and accountability of processes and projects. The unit covers the importance of the need for quality control and responsibility for the provision of service outcomes to customers. The management and driving of organisational change is a major focus of the unit. Licensing, legislative, regulatory or certification requirements may apply to this unit and so the varying state or territory requirements should be confirmed with the relevant body.
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Application of the Unit

Application of the unit	This unit supports the attainment of skills and knowledge required for competent workplace performance in organisations of all sizes. It will support managers with responsibility in all sectors. The unit may be contextualised to the specific needs, and knowledge and skill requirements, of all industries provided the essential outcomes of the unit are not changed.
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Licensing/Regulatory Information

Refer to Unit Descriptor

Pre-Requisites

Prerequisite units	Nil
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Employability Skills Information

Employability skills	This unit contains employability skills.
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Elements and Performance Criteria Pre-Content

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

ELEMENT	PERFORMANCE CRITERIA
1. Establish the parameters for the delivery of a quality project or process.	1.1. Concepts, principles and tools of quality management and continuous improvement are researched and analysed. 1.2. Extensive research is undertaken to determine the current and future service requirements of customers. 1.3. Recommended or anticipated changes to services and processes are communicated to senior management for review.
2. Establish and implement performance measurement strategies.	2.1. Financial and non-financial performance measures and evaluation criteria for the specific project or service delivery are established and agreed upon by relevant stakeholders and communicated to relevant staff and service providers. 2.2. Appropriate financial and non-financial benchmarks are determined and agreed to by relevant stakeholders. 2.3. Project and services are monitored to ensure they meet identified needs and service expectations. 2.4. Feedback from customers is communicated to relevant areas within the organisation and incorporated into performance reviews. 2.5. Trends in customer/stakeholder satisfaction and service usage are monitored to identify opportunities for improvements to services or processes. 2.6. Issues of responsiveness and accessibility are reviewed and reported.
3. Facilitate accountability for project and service outcomes.	3.1. Project management systems, reporting mechanisms and processes are established and communicated to staff and service providers. 3.2. The results of service reviews against desired targets are reported according to standard organisational procedures. 3.3. Tenders and contracted works are regularly monitored and adverse variations in established performance targets are immediately addressed. 3.4. Quality and efficiency of operational processes are measured and documented. 3.5. Service shortfalls are analysed and resolved in line with company policies and procedures, including customer service standards.
4. Develop and	4.1. The need for change in organisational processes and

ELEMENT	PERFORMANCE CRITERIA
implement change management processes.	work culture to support project or service delivery is identified. 4.2. A change process to address the need is identified or developed, and implemented. 4.3. Changes to operational processes, projects or services delivered are recommended and communicated to appropriate personnel with supporting information. 4.4. Staff members are adequately informed of improvement plans, their goals and changes to operational procedures. 4.5. Appropriate methods are employed to gain commitment for change. 4.6. Improvement projects are implemented within agreed timelines and coordinated effectively. 4.7. The effectiveness and benefits of implemented changes are monitored and reported. 4.8. Outcomes of improvements are reviewed and used for further learning and continuous improvement by being shared across the company.

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit.

Required skills

- high level management and leadership skills
- ability to identify and evaluate potential obstacles to change
- analysis of organisational systems, processes and activities
- problem solving and creative thinking skills to develop a range of possible options
- developing a range of possible options in solving problems
- numeracy skills for:
 - calculating measures of performance
 - analysing financial reports
- language and literacy skills for:
 - communicating service requirements and recommended improvement plans
 - researching

REQUIRED SKILLS AND KNOWLEDGE

- accessing, reading, interpreting and applying current relevant legislation, codes and standards
- computer skills for:
 - word processing
 - spreadsheets
 - emails
 - internet searching
- negotiation and conflict management

Required knowledge

- change management processes
- continuous improvement processes
- computer software functions and operation
- knowledge specific to fire systems design, including:
 - relevant current legislation, codes and standards, including:
 - building Acts
 - building regulations
 - infrastructure supply regulations
 - the Building Code of Australia
 - Australian standards for fire systems
 - international standards for fire systems
 - other fire system standards commonly required by building insurers
 - passive fire safety elements:
 - identification of passive elements
 - impact of fire systems design on passive elements
 - specifications required to safeguard integrity of passive fire element performance where penetrations are necessitated by the fire systems design
 - water-based fire systems technology and components, including:
 - wet pipe sprinkler systems
 - deluge and drencher systems
 - dry pipe sprinkler systems
 - pre-action sprinkler systems
 - early suppression fast response (ESFR)
 - hydrants, hose reels and monitors
 - water supply tanks
 - fire pump sets
 - detection and warning systems technology and components, including:
 - emergency warning and intercommunications systems (EWIS)
 - fire detection and alarm systems

REQUIRED SKILLS AND KNOWLEDGE

- smoke control systems
- emergency lighting systems
- technology and components of special hazard fire systems, including:
 - foam systems (low expansion, medium expansion and high expansion)
 - gaseous agent systems (carbon dioxide, inert gas and halocarbon gases)
 - water spray systems (deluge, medium/high velocity water spray and high speed deluge)
- chemical systems' technology and components, including:
 - powder
 - wet chemical

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, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment

This unit of competency could be assessed in the workplace or a close simulation of the workplace environment, provided that the simulated or project-based assessment fully replicates workplace conditions, materials, activities, responsibilities and procedures.

This unit could be assessed as an activity involving the establishment and implementation of performance parameters and measures to ensure the accountability and effective delivery of projects and processes.

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

A person who demonstrates competency in this unit must be able to provide evidence of the required skills and knowledge specified within this unit.

In particular the person should demonstrate:

- knowledge of the concepts, principles and tools used in quality management and continuous improvement processes
- knowledge of the concepts, principles and tools of change management
- the mathematical ability to calculate benchmarks and monitor performance
- research skills
- analytical and report writing skills
- leadership skills that facilitate quality outcomes and organisational change
- the ability to learn from project outcomes and refine and improve future processes.

Context of and specific resources for assessment

Assessment of essential underpinning knowledge may be conducted in an off-site context. It is to comply with relevant regulatory or Australian standards' requirements.

Resource implications for assessment include:

- access to relevant codes and standards
- access to legislation relevant to the jurisdiction and the project being undertaken

EVIDENCE GUIDE	
	• project, process or service documentation • research resources, including product, process or technology information and data applicable to the workplace • theoretical texts and other information to support the assessment of the unit's required skills and knowledge • relevant computer software packages and suitable hardware.
Method of assessment	Assessment methods must: • satisfy the endorsed Assessment Guidelines of the Construction, Plumbing and Services Training Package • include direct observation of tasks in real or simulated work conditions, with questioning to confirm the ability to consistently identify and correctly interpret the essential underpinning knowledge required for practical application • reinforce the integration of employability skills with workplace tasks and job roles • confirm that competency is verified and able to be transferred to other circumstances and environments.
Guidance information for assessment	Reasonable adjustments for people with disabilities must be made to assessment processes where required. This could include access to modified equipment and other physical resources, and the provision of appropriate assessment support. Assessment processes and techniques should as far as is practical take into account the language, literacy and numeracy capacity of the candidate in relation to the competency being assessed.

Range Statement

RANGE STATEMENT
The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating

RANGE STATEMENT	
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) may also be included.	
Concepts, principles and tools of quality management and continuous improvement include:	• Total Quality Management (TQM), including Six Sigma • ISO 9000 and the processes for certification • failure mode and effects analysis • benchmarking • continuous improvement methodologies, including Kaizen • 'lean transformation' processes, sometimes known as the 'Toyota Lean Model' or the 'Toyota Production Model'.
Non-financial performance indicators may include:	• customer satisfaction ratings • completion times for projects measured against project plans • volume of repeat business • number of business referrals • demonstrated compliance of work with codes and standards • industry awards received • performance in industry benchmarking studies.
Methods of measuring customer/stakeholder satisfaction include:	• gap analysis approach • customer satisfaction monitoring (CSM) approach, e.g. telephone, questionnaires, face-to-face interview or in-depth interview • developing customer-focused key performance indicators (KPI) to support customer monitoring procedures.
Reporting mechanisms may include:	• non-financial and financial system reports, including budgets • informal reporting methods, such as regular team and departmental meetings.
Service providers may include:	• contractors • suppliers of materials.
The change process should be planned and monitored and may entail:	• processes to plan for the change • processes to implement the change • processes to reinforce the change • steps to support staff during the change, including:

RANGE STATEMENT

	• coaching and mentoring • training interventions • revised process documentation • feedback and appraisal processes • reward and recognition processes.
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Unit Sector(s)

Unit sector	Common
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Co-requisite units

Co-requisite units	Nil
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Competency field

Competency field	Senior management
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