



Australian Government

Department of Education, Employment and Workplace Relations

CPPDSM4071A Promote process improvement in the property industry

Release: 1

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Modification History

Not Applicable

Unit Descriptor

Unit descriptor

This unit of competency specifies the outcomes required to research and implement improvement processes in the property industry to reduce costs and improve quality services. It requires the ability to promote the use and implementation of innovative work practices to affect change.

The unit may form part of the licensing requirements for persons working in the property industry, including in the real estate, business broking, stock and station agency and property operations and development sectors, in those States and Territories where these are regulated activities.

Application of the Unit

Application of the unit

This unit of competency supports the work of those involved in researching and implementing improvement processes in the property industry to reduce costs and improve quality services.

Licensing/Regulatory Information

Refer to Unit Descriptor

Pre-Requisites

Prerequisite units Nil

Employability Skills Information

Employability skills The required outcomes described in this unit of competency contain applicable facets of employability skills. The Employability Skills Summary of the qualification in which this unit of competency is packaged, will assist in identifying employability skills requirements.

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 required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.

Elements and Performance Criteria

ELEMENT

PERFORMANCE CRITERIA

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|--|--|
| 1 Identify opportunities for improvement. | <ul style="list-style-type: none">1.1 Work practices and procedures are analysed to determine opportunities for improvement according to organisational requirements.1.2 Business equipment and technology are used to gather and organise information in a format suitable for analysis.1.3 Consultative processes are used to actively encourage feedback from colleagues and clients in order to identify opportunities for improvement.1.4 Opportunities for improvement are assessed against organisational business goals and objectives. |
| 2 Determine change requirements. | <ul style="list-style-type: none">2.1 Purpose of change, objectives and time lines are negotiated and agreed in consultation with relevant people.2.2 Risk factors likely to affect change are analysed to identify potential constraints.2.3 Improvement plan is developed that details a range of suitable activities that accurately reflect change requirements.2.4 Roles, responsibilities and accountabilities for the change process are established according to improvement plan.2.5 Communication channels are used to promote objectives of change clearly to relevant people, according to organisational requirements. |
| 3 Implement and monitor change processes. | <ul style="list-style-type: none">3.1 Leadership styles and methods are used to provide clear direction and support to individuals and teams throughout change process.3.2 Future support services required for change processes are identified and delivery is planned in consultation with relevant people.3.3 Suitable organisational systems and technology are used to monitor change processes systematically to ensure consistency with improvement plan.3.4 Feedback on change processes is obtained and analysed according to organisational procedures.3.5 Evidence and information on impact of change are documented and distributed to relevant people according to organisational requirements. |

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills:

- analytical skills to identify opportunities for improvement and monitor effects of change
- computing skills to access the internet and web pages, prepare and complete online forms, lodge electronic documents and search online databases
- interpersonal skills to develop a rapport with customers and relate to people from a range of social, cultural and ethnic backgrounds and varying physical and mental abilities
- leadership skills to implement process improvement and provide leadership to the team during change process
- literacy skills to access and understand a variety of texts, prepare general information and papers according to target audience, spell with accuracy and use grammar and punctuation effectively as an aid to understanding
- planning skills to schedule work activities and priorities
- technology skills to prepare and present information, and prepare reports on process improvements.

Required knowledge and understanding:

- common effects of change and innovation in the workplace
- industrial and organisational context of change
- limitations of work role, responsibility and professional abilities
- OHS issues and requirements
- organisational policies, plans, procedures and structure
- principles and techniques for goal setting and recording priorities
- principles of negotiation
- processes to interpret and apply feedback
- relevant federal and state or territory legislation and local government regulations related to:
 - anti-discrimination
 - consumer protection
 - environmental issues
 - equal employment opportunity (EEO)
 - financial probity
 - franchise and business structures
 - industrial relations
 - OHS
 - privacy

REQUIRED SKILLS AND KNOWLEDGE

- property sales, leasing and management.

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.

Overview of assessment

This unit of competency could be assessed through practical demonstration of researching and implementing improvement processes to reduce costs and improve quality services. Targeted written (including alternative formats where necessary) or verbal questioning to assess the candidate's underpinning knowledge would provide additional supporting evidence of competence. The demonstration and questioning would include collecting evidence of the candidate's knowledge and application of ethical standards and relevant federal, and state or territory legislation and regulations. This assessment may be carried out in a simulated or workplace environment.

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:

- assessing opportunities for improvement against business goals and objectives
- determining change requirements through development of an improvement plan incorporating an analysis of risk
- identifying opportunities for improving processes through an accurate assessment of work practices, information gathering and consultation
- implementing and monitoring change using organisational systems and technology, and documenting and reporting the results
- knowledge of organisation's practices, ethical standards and legislative requirements associated with researching and implementing improvement processes to reduce costs and improve quality services.

Context of and specific resources for assessment

Resource implications for assessment include:

- access to suitable simulated or real opportunities and resources to demonstrate competence

- assessment instruments that may include personal planner and assessment record book
- access to a registered provider of assessment services.

Where applicable, physical resources should include equipment modified for people with disabilities.

Access must be provided to appropriate learning and/or 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 require 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 with a decision of competence only taken at the point when the assessor has complete confidence in the person's competence
- 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 current 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 such a manner as is appropriate to the language and literacy levels of the candidate and any cultural issues that may affect responses to the questions, and will reflect the requirements of the competency and the work being performed.

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 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.

Work practices may relate to:

- conducting appraisals
- engaging clients
- implementing, promoting and reviewing processes
- promoting the organisation and its services
- providing support within the organisation
- securing custom
- undertaking research
- undertaking routine functions.

Opportunities for improvement may include:

- career planning and development
- coaching, mentoring and supervision
- formal and informal learning programs
- internal and external training provision
- performance appraisals
- personal study
- work experience, exchange and opportunities
- workplace skills assessment, including recognition of prior learning and current competencies.

Organisational requirements may be outlined and reflected in:

- access and equity principles and practice guidelines
- business and performance plans
- complaint and dispute resolution procedures
- goals, objectives, plans, systems and processes
- legal and ethical requirements and codes of practice
- mission statements and strategic plans
- OHS policies, procedures and programs
- policies and procedures in relation to client service
- quality and continuous improvement processes and standards
- quality assurance and procedure manuals.

Business equipment and technology may include:

- computers
- data storage devices
- email
- facsimile machines

- internet, extranet and intranet
 - photocopiers
 - printers and scanners
 - software applications, such as databases and word applications.
- Consultative processes** may include:
- face-to-face meetings
 - telephone, facsimile and written communication
 - use of staff bulletins and memos.
- Feedback** may be sought from:
- clients and their legal representatives
 - supervisors and colleagues
 - formal and informal performance appraisals
 - workplace assessment.
- Opportunities for improvement** may be assessed for:
- ability to add value
 - ability to improve customer satisfaction
 - cost-effectiveness
 - degree of management support
 - ease of implementation
 - practicality
 - viability.
- Change** may include:
- change in work location
 - implementation of new work practices and services
 - introduction of new technology
 - job role changes
 - new client base
 - organisational restructures
 - staffing changes
 - work priorities.
- Relevant people** may include:
- clients
 - colleagues
 - legal representatives
 - members of industry associations
 - supervisors.
- Risk factors** that may impact on change may include:
- budget constraints
 - changes to government policy
 - level of expertise
 - safety and security issues
 - staffing requirements
 - technological advances
 - time constraints.
- Communication channels** may include:
- direct line supervision paths
 - lateral supervision paths

Leadership styles and methods may include:

- organisational communication protocols and procedures
- organisational networks.
- maintaining ethical practice and beliefs in the face of opposition
- modelling behavioural and personal presentation standards
- strategies for acknowledging and respecting the attitudes and beliefs of others
- strategies for resolving unreasonable expectations
- strategies for presenting a confident, assured and unhesitant manner in challenging situations
- techniques for initiating action and directing decision making
- techniques for promoting active and genuine participation
- time management.

Future support services may relate to:

- additional resources
- coaching
- counselling
- guidance
- training.

Evidence and information may include:

- cost savings
- customer surveys
- employee satisfaction
- industrial disputes
- market share data
- productivity measures
- supplier feedback.

Unit Sector(s)

Unit sector Property development, sales and management

Competency field

Competency field Property operations and development