



Australian Government

Department of Education, Employment and Workplace Relations

CPPDSM6009A Manage facilities portfolio

Release: 1

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Modification History

Not Applicable

Unit Descriptor

Unit descriptor

This unit of competency specifies the outcomes required to manage a facilities portfolio. It requires the ability to analyse risks and monitor financial resource implications. It also requires the ability to evaluate the status of the portfolio and provide recommendations.

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 managing a facilities portfolio.

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
1 Determine portfolio objectives and scope.	1.1 Portfolio objectives and scope are established in consultation with client and relevant people. 1.2 Risk assessment of portfolio management requirements is conducted and assessed according to industry and organisational requirements. 1.3 Relevant industry benchmarks are analysed to assess expected performance of portfolio in varying market conditions. 1.4 Relevant market data is interpreted to determine trends that may affect portfolio performance.
2 Develop management strategies.	2.1 Portfolio reporting requirements are determined and confirmed in consultation with client. 2.2 Strategies are developed that include best-practice compliance and risk management measures according to organisational requirements. 2.3 Strategic options are reviewed and confirmed to ensure client requirements are addressed. 2.4 Applicable industry, organisational and legislative requirements relevant to management of facilities portfolios are interpreted and complied with.
3 Implement management strategies.	3.1 Portfolio management plan is prepared within a strategic management framework and disseminated to relevant people. 3.2 Roles and responsibilities associated with implementation of portfolio management plan are clearly defined and documented. 3.3 Quality assurance goals and strategies are established in line with portfolio management plan. 3.4 Monitoring and reporting arrangements for management strategies are determined in line with client requirements. 3.5 Financial, physical and human resource requirements are organised according to portfolio management plan.
4 Coordinate monitoring of portfolio.	4.1 Portfolio is systematically reviewed and variations to management strategies are documented for future reference and improvement processes. 4.2 Expenditure and resource usage are monitored and controlled to ensure objectives are achieved within specified parameters. 4.3 Regular reports on facility portfolio activities are provided to relevant people to ensure compliance with

ELEMENT	PERFORMANCE CRITERIA
5 Evaluate portfolio.	portfolio management plan.
	4.4 Systems, records and reporting procedures are maintained according to portfolio management plan.
	5.1 Portfolio is evaluated in consultation with relevant people using appropriate communication strategies.
	5.2 Systematic review processes and established <i>evaluation methods</i> are used to evaluate portfolio performance.
	5.3 Evaluation results are prepared in required format, style and structure for dissemination to relevant people.
	5.4 Constructive feedback is reviewed and adjustments are made to portfolio management plan as required.
	5.5 Relevant documentation is securely maintained with due regard to client confidentiality, and organisational and legislative 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 interpret documentation, evaluate plan, analyse risk and estimate costings and budget needs
- communication skills to include relevant people in the planning process, discuss issues that may impact on others and receive feedback
- computing skills to access the internet and web pages, prepare and complete online forms, lodge electronic documents and search online databases
- leadership skills to take a leading role in a variety of situations and pursue new challenges and opportunities
- literacy skills to access and interpret relevant information and prepare required documentation and information for those involved in portfolio management activities
- problem solving skills to identify potential barriers to implementation of the portfolio management plan and establish contingencies
- interpersonal skills to review and evaluate portfolio management plan and to relate to people from a range of social, cultural and ethnic backgrounds and varying physical and mental abilities
- research skills to collect reliable and valid information and match forecasting models and techniques with specific portfolio requirements

REQUIRED SKILLS AND KNOWLEDGE

- technical skills to schedule tasks and report outcomes.

Required knowledge and understanding:

- financial analysis and forecasting principles
- impact analysis and investment scenario planning
- industry performance benchmarks, including use and application of value analysis and benchmarking techniques
- long-range and annual planning techniques and practices
- organisational and professional procedures, ethical practices and business standards
- organisational quality systems such as strategic planning processes and recording systems
- principles and practices of performance measurement, including review and evaluation procedures, processes and techniques
- principles and processes of objective setting
- 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
 - 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 managing a facilities portfolio. 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:

- accurately determining portfolio objectives and analysing relevant industry benchmarks to establish portfolio performance
- conducting a risk assessment on portfolio management requirements and preparing a risk management plan
- determining resource requirements to support the implementation of the portfolio management plan
- developing strategic management strategies which incorporate best-practice requirements
- knowledge of organisation's practices, ethical standards and legislative requirements associated with managing a facilities portfolio
- monitoring and controlling budgets associated with the portfolio
- producing a portfolio management plan that outlines monitoring and reporting arrangements according to established quality assurance goals
- undertaking strategic evaluation of portfolio and providing recommendations in a timely manner.

Context of and specific resources for assessment

Resource implications for assessment include:

- a registered provider of assessment services
- competency standards
- assessment materials and tools
- suitable assessment venue and equipment
- workplace documentation
- candidate special requirements
- cost and time considerations.

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 activity and must include evidence relating to each of the 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.

Portfolio may relate to:

- buildings
- business and marketing contracts
- equipment
- furniture
- goodwill
- land
- property
- vehicles.

Portfolio objectives and scope may relate to:

- current and proposed usage
- financial constraints
- image and presentation
- market confidence
- market options and conditions
- maximum asset use
- return on investment
- supply and demand
- tenancy possibilities
- value adding.

Clients may include:

- company management
- fund managers
- government and legal instruments or agencies
- institutions
- insurers
- internal and external property groups
- legal advisers
- private investors
- property agents
- property owners
- risk assessors.

Relevant people may include:

- accountants
- analysts
- clients

- Risk assessment** may include analysis of:
- government personnel
 - legal representatives
 - management and colleagues
 - members of industry associations
 - taxation specialists.
 - changes to regulations and legislation
 - client and staff satisfaction
 - competition
 - emergencies and disasters
 - fire and security
 - health and safety
 - market influences
 - physical, financial or human resources
 - project control and cash flow
 - suppliers and contractors
 - time constraints.
- 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.
- Industry benchmarks** may relate to:
- discounted cash flows
 - employment rates
 - industry association performance index
 - inflation rate
 - internal rates of return
 - life cycle costings
 - published vacancy factors
 - tenancy mix.
- Portfolio performance** may be influenced by:
- capacity to improve assets
 - capital growth versus short-term gain
 - cash flows
 - change to organisational structure
 - demographics
 - gearing possibilities
 - geographic aspects

Risk management measures may describe:

- limits to financial resources
- return on investment
- return versus risk
- taxation considerations
- type of facility.
- how often risks will be reviewed, the process for review and who will be involved
- how risk status will be reported and to whom
- planned strategies for reducing likelihood and seriousness of each risk (mitigation strategies) and who will be responsible for implementing them
- initial snapshot of the major risks and current grading
- process that will be used to identify, analyse and manage risks both initially and throughout the life of the project
- who will be responsible for which aspects of risk management.

Legislative requirements may be outlined and reflected in:

- Australian standards, and quality assurance and certification requirements
- award and enterprise agreements
- codes of practice covering the market sector and industry, financial transactions, taxation, environment, construction, land use, native title, zoning, utilities use (water, gas and electricity), and contract or common law
- environmental and zoning laws affecting access security, access and property use
- general duty of care to clients
- home building requirements
- local regulations and by-laws
- privacy laws applying to owners, contractors and tenants
- relevant federal, and state or territory legislation that affects organisational operation, including:
 - anti-discrimination and diversity
 - environmental issues
 - EEO
 - industrial relations
 - OHS
- strata, community and company titles
- tenancy agreements
- trade practices laws and guidelines.
- building and engineering maintenance, cleaning services, security and landscape maintenance

Portfolio management plan may include:

- control of traffic and parking
 - environment plans
 - funding strategies
 - infrastructure for and supply of utilities such as energy, water and sewerage
 - life cycle management plans
 - long-term capital and maintenance financial forecasts
 - performance benchmarking recommendations and measurement processes
 - risk management processes.
- Roles and responsibilities*** may be influenced by:
- codes of conduct
 - job description and employment arrangements
 - organisational policies relevant to work role
 - skills, training and competencies
 - supervision and accountability requirements
 - team structures.
- Quality assurance goals and strategies*** may relate to:
- a formal structure against which progress can be evaluated
 - budgets and timetables that enable the commitment of resources at appropriate points in the project
 - compliance with Australian standards
 - contingency plans to cater for a change of corporate focus or significant project difficulties
 - continuous improvement strategies
 - mechanisms for involving a wide variety of interested parties or stakeholders in the project
 - procedures for monitoring and evaluating project outcomes and client satisfaction
 - reducing risk by anticipating, evaluating and developing strategies for the management of possible problems
 - reporting procedures and protocols.
- Evaluation methods*** may be qualitative or quantitative and may include:
- checklists
 - cost data analysis
 - expert and peer review
 - interviews
 - observation
 - questionnaires
 - review of quality assurance data.

Unit Sector(s)

Unit sector Property development, sales and management

Competency field

Competency field Property operations and development