



Australian Government

Department of Education, Employment and Workplace Relations

LGAGCM711A Manage complex projects

Release 2

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Modification History

LGAGCM711A Release 2: Layout adjusted.

LGAGCM711A Release 1: Primary release.

Unit Descriptor

This unit covers the skills and knowledge required of senior managers responsible for identifying, planning, controlling and finalising complex projects. The unit addresses the management of projects of significant scope and duration, for example, the development and implementation of a major new program or service or the construction of a significant new piece of infrastructure.

The environment in which the project is managed is also complex and involves the management of a significant project team which typically will include staff representing diverse skill sets. The management of complex projects also requires significant reporting requirements.

The unit will support managers with responsibility across all portfolios and departments within councils who must exercise the skills necessary to ensure projects are planned and managed effectively in order to deliver the required outcomes on time and within budget. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.

Application of the Unit

This unit supports the attainment of skills and knowledge required for competent workplace performance in councils of all sizes. Knowledge of the legislation and regulations that provide the boundaries for the operation of councils is essential. The unique nature of councils, as a tier of government, directed by elected members and reflecting the needs of local communities must be appropriately reflected.

This unit may also be contextualised to other public or private sectors as long as the essential outcomes of the unit are not changed.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit 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. Identify strategic and operational needs of project during planning phase	1.1 Strategic context and requirements for the project are identified and considered. 1.2 Council's strategic and business plans and their output requirements are identified and considered. 1.3 Requirements resulting from the project or program funding are identified and fully explored. 1.4 Risk management analysis is conducted and a risk management plan documented.
2. Prepare project plan	2.1 Precise specifications and terms of reference for project are defined and documented. 2.2 Budget for project is identified, specified to a level that can be used for the management of sub-tasks, and documented. 2.3 Skills needed for successful completion of project are defined and project team is assembled. 2.4 Physical and other resources required to support project are defined, documented and secured. 2.5 Timelines, schedules and critical path for project are developed and documented, taking into consideration contingencies and planning for time slippages. 2.6 Communication plan to be used to support project, including engagement of stakeholders and communication of project progress to team members, is defined and documented.
3. Assemble project team and commence work	3.1 Appropriate project team members are secured and briefed regarding the project, their roles, levels of delegated responsibility and outcomes to be achieved. 3.2 Steps are put in place to ensure effective communication processes are used to coordinate work and inform team members of progress. 3.3 Clear reporting processes for all team members are identified and communicated.
4. Manage project	4.1 Progress of project is monitored according to project plan's requirements and using appropriate project management tools and methodologies. 4.2 Team members are supported and their output managed against the measurements identified in project plan. 4.3 Corrections, changes and additions are made to project plan in light of changing circumstances and to ensure project aims and outcomes are met. 4.4 Resourcing to support project is monitored and corrections are made in light of changing circumstances. 4.5 Reporting of overall project progress is made to relevant senior management and/or funding bodies as required and

ELEMENT	PERFORMANCE CRITERIA
5. Finalise project	specified in project plan. 5.1 Project is finalised in line with project plan. 5.2 Any necessary handover to staff members responsible for the ongoing implementation or maintenance of products or services emanating from project is conducted effectively and in line with organisational procedures. 5.3 Project team members and relevant stakeholders are debriefed about conduct of the project and outcomes achieved. 5.4 Report is prepared analysing strengths and weaknesses of project plan and the conduct of project.
6. Use project to contribute to improved policies and processes	6.1 Opportunities for wider organisational learning, including changes to processes or policies generated by project are identified and analysed. 6.2 Opportunities for future and further developments following project completion are forwarded for further consideration by senior management. 6.3 Strategic impact of project is considered and fed into organisation's ongoing strategic planning processes.

Required Skills and Knowledge

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

Required Skills

- project planning and execution
- time management
- human resource management
- team leadership
- budgeting and financial management
- proactive thinking
- decision making
- high-level problem solving
- research
- critical and analytical thinking
- comparative analysis

Required Knowledge

- local government framework (policies and practices) for initiating and managing projects
- budgets and financial plans
- concepts and application of risk management planning and processes
- understanding and application of the tools and models of project management
- understanding and application of reporting mechanisms

Evidence Guide

Overview of assessment requirements

A person who demonstrates competency in this unit will be able to perform the outcomes described in the elements to the required performance level detailed in the performance criteria. The unit's skill and knowledge requirements must also be demonstrated.

Critical aspects of evidence to be considered

The demonstrated ability to:

- successfully design, implement, manage and finalise a complex project.

Context of assessment

Assessment of performance requirements in this unit should be undertaken with the context of the local government framework. Competency is demonstrated by performance of all stated criteria, including the range of variables applicable to the workplace environment.

Method of assessment

The following assessment methods are suggested:

- preparation of a major workplace project report/portfolio (that may incorporate assessment of related units) as a key form of assessment that enables candidates to integrate the learning and assessment project into their regular work responsibilities, which enables integrated and holistic assessment of the complex skills and knowledge addressed in this unit
- observation of the learner performing a range of workplace tasks over sufficient time to demonstrate his/her handling of a range of contingencies
- written and oral questioning to assess knowledge and understanding
- completion of workplace documentation
- third-party reports from experienced practitioner
- completion of self-paced learning materials, including personal reflection and feedback from trainer, coach or supervisor

Evidence required for demonstration of consistent performance

Evidence should be gathered over a period of time in a range of actual or simulated management environments.

Resource implications

Access to a workplace or simulated case study that provides the following resources:

- relevant council documents, such as strategic and operational plans
- relevant local government legislation and regulations

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.

<i>Strategic context for the project</i> will include:	• operating environment in which the project will be conducted including, for example: • community sensitivities relating to public-private partnerships • potential for environmental impacts • impact of outsourcing functions • impact of redesigning or reducing services • impact of project outcomes on the regional community, businesses and other stakeholder and interest groups • potential impact on neighbouring communities
<i>Requirements resulting from project or program funding</i> may include funding body's requirement for:	• particular reporting time frames and project deliverables • use of specific procedures to secure subcontractors • engagement with specific interest, user or stakeholder groups • recognition of diversity and equity principles • adherence to principles of competitive neutrality • adherence to specific purchasing arrangements • adherence to good governance principles
<i>Risk management analysis</i> may include consideration of:	• public liability • safety of staff • workers compensation claims • business continuity, e.g. emergency plans for activities to continue in the event of loss of building, equipment or systems • property development and maintenance • changing governmental policy or funding arrangements • environmental concerns, e.g. pollution, hazardous waste, tree retention policies
<i>Specifications and terms of reference for the project</i> may include an accurate and complete:	• definition of project aims • description of outcomes to be achieved using, wherever possible, the nomination of clear metrics • description of all stakeholders • description of project parameters, e.g. scope of operations and flexibilities involved • identification of budget • specification of time frames • specification of communication strategy to be used

- Stakeholders** may include:
- departmental managers
 - staff
 - senior management
 - industry representatives
 - contractors
 - risk management consultants
 - community groups
 - business groups and individual business operators
 - state and federal government representatives and managers

- Project management tools** typically will be computer-based and may:
- be developed in-house or use proprietary software
 - use critical path analysis
 - incorporate the use of Gantt or PERT charts
 - incorporate scheduling and reporting templates

Unit Sector(s)

Common