



Australian Government

Department of Education, Employment and Workplace Relations

RTE6907A Manage capital works

Release: 1

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Modification History

Not applicable.

Unit Descriptor

This competency standard covers the process of managing the planning and construction of capital works. It requires the ability to negotiate with contractors and suppliers, and internal and external clients, design a strategy to achieve project outcomes and client requirements, monitor, evaluate and report on progress of works, resolve disagreements and disputes satisfactorily, analyse project outcomes, and evaluate project achievements. Managing capital works requires knowledge of human resource management and policies, capital works specifications and objectives, project management systems, project management tools and techniques, cost schedule control systems, enterprise procurement guidelines, enterprise project management policies, risk management techniques, business and commercial issues, basics of contract law, and physical resource management.

Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

Not applicable.

Elements and Performance Criteria Pre-Content

Not applicable.

Elements and Performance Criteria

Elements and Performance Criteria

Element	Performance Criteria
1 Identify scope of capital works	1.1 Analysis is undertaken as required and the results are analysed to determine the scope of the proposed capital works. 1.2 Planning is initiated in accordance with organisational and other relevant policies and guidelines and the organisation's strategic direction in consultation with stakeholders. 1.3 Conceptual and analytical skills are applied to develop a strategy to achieve objectives, outcomes and client requirements for the capital works. 1.4 An effective risk management system is developed and applied to ensure objectives can be met within the enterprises allocated budget.
2 Acquire resources	2.1 Resources, equipment and infrastructure are identified, acquired and allocated. 2.2 Scope and objectives of works are analysed to determine the tasks to achieve agreed outcomes on time and within budget. 2.3 Processes for monitoring, evaluating and reporting performance against objectives are developed and applied. 2.4 Roles and responsibilities of team members and stakeholders are identified and agreed.
3 Manage construction activities	3.1 Tasks are implemented in accordance with plans and specifications. 3.2 Communication process is established including responsibilities for conflict resolution. 3.3 Progress is monitored to ensure time, performance, cost and quality of works is achieved. 3.4 Proposed variations are investigated and negotiated in consultation with stakeholders.

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| 4 Complete capital works and evaluate and report on activities | 4.1 Inspection is undertaken to ensure all outcomes are met. |
| | 4.2 Evaluation of completed project is undertaken against agreed objectives and reported to stakeholders. |

Required Skills and Knowledge

Not applicable.

Evidence Guide

What evidence is required to demonstrate competence for this standard as a whole?

Competence in managing capital works requires evidence that the planning and management of construction of capital works has been successfully undertaken. The skills and knowledge required to manage capital works must be **transferable** to a range of work environments and contexts. For example, this could include different enterprises, management approaches and capital works projects.

What specific knowledge is needed to achieve the performance criteria?

Knowledge and understanding are essential to apply this standard in the workplace, to transfer the skills to other contexts, and to deal with unplanned events. The knowledge requirements for this unit are listed below:

- human resource management and policies
- capital works specifications and objectives
- project management systems
- project management tools and techniques
- cost schedule control systems
- enterprise procurement guidelines
- enterprise project management policies
- risk management techniques
- business and commercial issues
- basics of contract law
- physical resource management.

What specific skills are needed to achieve the performance criteria?

To achieve the performance criteria, some complementary skills are required. These skills include the ability to:

negotiate with contractors and suppliers, and internal and external clients

design a strategy to achieve project outcomes and client requirements

monitor, evaluate and report on progress of works

resolve disagreements and disputes satisfactorily

analyse project outcomes

evaluate project achievements.

What processes should be applied to this competency standard?

There are a number of processes that are learnt throughout work and life, which are required in all jobs. They are fundamental processes and generally transferable to other work functions. Some of these are covered by the **key competencies**, although others may be added. The questions below highlight how these processes are applied in this competency standard. Following each question a number in brackets indicates the level to which the key competency needs to be demonstrated where 0 = not required, 1 = perform the process, 2 = perform and administer the process and 3 = perform, administer and design the process.

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| 1. How can communication of ideas and information (3) be applied? | Through plans and specifications for capital works, and regular meetings with clients and contractors. |
| 2. How can information be collected, analysed and organised (3)? | Through documentation of progress of works and contingencies arising. |
| 3. How are activities planned and organised (3)? | According to program schedules and work specifications. |
| 4. How can team work (3) be applied? | Through liaison between client, superintendent and contractors in progressing development works. |
| 5. How can the use of mathematical ideas and techniques (3) be applied? | Through calculations involved in detailing costs and timelines for programming and evaluating works. |
| 6. How can problem-solving skills (3) be applied? | Through dealing with contingencies as they arise in the construction process. |
| 7. How can the use of technology (3) be applied? | Through use of computers and communication systems. |

Are there other competency standards that could be assessed with this one?

This competency standard **could** be assessed on its own or in combination with other competencies relevant to the job function.

There is essential information about **assessing this competency standard for consistent performance** and **where and how it may be assessed**, in the Assessment Guidelines for this Training Package. All users of these competency standards must have **access** to the **Assessment Guidelines**. Further advice may also be sought from the relevant **sector booklet**.

Range Statement

Range of Variables

The Range of Variables explains the contexts within which the performance and knowledge requirements of this standard may be assessed. The scope of variables chosen in training and assessment requirements may depend on the work situations available

What **plans** may be relevant to this competency standard?

Plans may include financial management processes, acquisition strategies, fraud control procedures, risk management strategies, integrated logistic support arrangements, human resource development / management strategies, resource requirements, task elements, test and evaluation procedures, intellectual property, industry impact, life cycle costs, specifications, engineering, preliminary estimate/budget and preliminary timeframes/milestones.

What may be covered under **policies and guidelines**?

Policies and guidelines may include government legislation, financial management and accounting regulations, government and organisational policies, guidelines and procedures including project management, security, recruitment, quality assurance, risk management, procurement and guidelines, and strategic plans.

Who may be included under **stakeholders**?

Stakeholders may include industry, other organisations, general public, relevant interest groups (internal and external), functional areas, principals/project director/project sponsor, organisation's senior management, government(s), insurance and underwriting.

Who might the **client** be?

Work may be performed on behalf of a client (internal or external) or on one's own behalf.

For more information on contexts, environment and variables for training and assessment refer to the Sector Booklet.

Unit Sector(s)

Not applicable.