



ENVS844

Environmental Management Practice

S2 Evening 2017

Dept of Environmental Sciences

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General Information

Unit convenor and teaching staff

Unit Convenor

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Credit points

4

Prerequisites

(32cp at 800 level and admission to MEnv or MSusDev or MEnvEd or MEnvMgt or MEnvStud or MEnvPlan) or (16cp at 800 level and (admission to MSc or admission to MSusDev prior to 2015))

Corequisites

Co-badged status

Unit description

This unit provides students the opportunity to bring together what they have learned in other units through working in small teams to undertake environmental consultancy projects for real clients. The real-life problems requested by clients are chosen to represent typical situations likely to confront graduates from our programs. The final report of each group will be expected to be of a high quality and equivalent to a consultant's report to a client. Students will learn to define and scope a project, understand the context, prepare a project proposal for a client, work with colleagues to complete the project, prepare a written report for the client, and present the group's findings in person to the client. The unit is of value to students in environmental management, environmental planning, sustainable development and environmental education.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are

available at <https://www.mq.edu.au/study/calendar-of-dates>

Learning Outcomes

On successful completion of this unit, you will be able to:

Able to respond effectively to a client's project brief with a clearly defined and manageable project proposal with a notional project business plan and budget.

Demonstrate an ability to co-operatively organise an environmental reporting project including 1) allocating tasks among team members; 2) setting an appropriate work program to meet deadlines; 3) Identifying the resources necessary for completion.

Identify and describe the issues that an environmental report on a specific project should address.

Understand the issues involved in an environmental reporting project from the perspective of a client and from the perspective of a consultant.

Carry out allocated components of an environmental reporting project in a professional manner so that they can be integrated into a full project report and presentation for the client.

- Effective and professional presentation to the client that identifies the important elements for inclusion; and being able to convince the client of the value of the environmental work done in the project. * Ability to respond effectively to the client's questions.

Prepare a professional-quality written environmental report: including an executive summary that identifies the essence of the project outcomes and meets the client's request.

Able to manage working in a team

Understand and implement appropriate time, money and resource management for the successful completion of a quality environmental reporting project for a client.

Able to track "chargeable time" through the maintenance of a log book.

Self awareness of strengths and weaknesses in a team situation.

General Assessment Information

The report to a client for a consultancy is NOT like a university essay.

First there is a different structure including an Executive Summary. There is a contents page and title page.

Second the style of writing is for an educated person, however it avoids where possible jargon and opts for simple clear writing. The report is framed in a way that responds the clients questions and makes the case (provides evidence) as to why you come to certain

recommendations.

Third citations in the normal academic writing are NOT recommended in the text. Rather add footnotes with the source of the information and list all references in a Reference list in alphabetical order at the end of the document (and before the appendices).

Assessment Tasks

| Name | Weighting | Hurdle | Due |
|--|-----------|--------|-----------------------|
| <u>Assignment 1</u> | 10% | No | 17th August |
| <u>Assignment 2</u> | 15% | No | 14th September |
| <u>Review of Final Report</u> | 0% | No | 24th October |
| <u>Practice Presentation</u> | 0% | No | 26th October |
| <u>Assessment 3 (a) Report</u> | 50% | No | 6th November |
| <u>Assessment 3(b) Present</u> | 15% | No | Week of 13th November |
| <u>Log Book & Reflection</u> | 10% | No | 16th November |

Assignment 1

Due: **17th August**

Weighting: **10%**

PROJECT PROPOSAL

The first class session will cover some of the principles of preparing and responding to a client's project brief so that you can prepare a **Project Proposal**. The meetings with the client during the second week of semester will enable each group to define and scope the consultancy project. Your team then prepares a project proposal to the client and for submission to the unit convenor. Each team member needs to show their contribution to the proposal.

The project proposal must have at least the following features included *within* the page limit of 2000 words or approximately 5 pages.

- A clear statement of the project objectives.
- A clear statement of the way in which the group intends to carry out the project.
- A work plan showing the milestones to be achieved during the project.
- A summary of the outputs to be delivered to the client.
- A notional Business Plan and schedule of putative progress payments.

You will be assessed on the project proposal in the following ways:

1. a group mark for the quality of the overall proposal

2. individual mark for your contribution to the project proposal.

Each group will be required to give a 15-minute presentation of its Project Proposal to the class. The purposes of this are to provide initial practice in presentation skills for the final presentations to each group's client at the end of the unit, and to receive feedback from other groups on the communication and feasibility of the project.. This will not be marked though feedback given.

LOGBOOK

An electronic version of a logbook is available on the ilearn site. **Each student in each group is required to maintain this as a diary of work carried out and record of the "chargeable" time** (excluding travelling time) for each task. Keep details of the components of the report that you have prepared in the log book - that is make entries specific.

The logbook approach allows you to appreciate a fuller simulation of the work of a consultancy team that really has to track the chargeable time for each task to enable accurate invoicing and personnel payments.

The time is indicative of the quality of excellence you should be pursuing in all aspects of the unit and in particular in the final written report and presentation to the client for whom your group is doing the project.

The logbook allows students in the team to deal with what might be perceived as an unbalanced group participation. The logbooks give students the opportunity to ensure all group members are contributing as planned. To be meaningful, therefore, the logbooks will need to be submitted during the semester and **shared with other members of the group and be as specific and detailed as possible about what work is done. They will be used to assess individual contributions to the project.**

The important issues with regard to the logbook are whether or not the other members of the group agree or disagree with the times recorded and are satisfied that the effort from each member is fair. Unsatisfactory work contributions can occur in a real-life consulting practice and the issues can only be resolved by decisive action on the part of those adversely affected. These considerations inform the peer review throughout the unit

Where members of a group are not satisfied with the effort of another group member, they must act immediately. There is no point in waiting. First try to resolve the issue among the group members. Individual contributions to the team effort will be assessed by peer review by group members. The logbook is a detailed list of what you have done and the time spent. The log book is shared with your peers.

Alternatively, if there is a desire to avoid immediate confrontation within the group, the matter can be brought to the attention of the unit convenor by any member of the group. In regard to the latter course of action, however, it needs to be appreciated that no meaningful action can be effected if the group member in question is not faced with the issue- that is address the issue internally first and look to ways to maximise the strengths of each group member.

The other value of the log book is that it enables you to assess the real time each section of the work took, so that when preparing future budgets you have a more realistic appreciation of where time is spent.

The marking criteria and weights for the Project proposal as a GROUP effort are set out in the table below:

professional presentation of project proposal

0.5

Clear statement of the project objectives

0.5

Clear statement of the way in which the group intends to carry out the project

2

Work plan showing the milestones to be achieved during the project

1

Summary of the outputs to be delivered to the client

0.5

Notional business plan and schedule of putative progress payments

0.5

TOTAL

5

The marking criteria and weights for the Project proposal as an INDIVIDUAL effort are set out in the table below:

Log Book entries and verified by team members

1

Peer review of individual's contribution

2

Quality of written contributions to the project proposal

2

TOTAL

5

On successful completion you will be able to:

- Able to respond effectively to a client's project brief with a clearly defined and

manageable project proposal with a notional project business plan and budget.

- Demonstrate an ability to co-operatively organise an environmental reporting project including 1) allocating tasks among team members; 2) setting an appropriate work program to meet deadlines; 3) Identifying the resources necessary for completion.
- Identify and describe the issues that an environmental report on a specific project should address.
- Understand the issues involved in an environmental reporting project from the perspective of a client and from the perspective of a consultant.
- Carry out allocated components of an environmental reporting project in a professional manner so that they can be integrated into a full project report and presentation for the client.
- Able to manage working in a team
- Understand and implement appropriate time, money and resource management for the successful completion of a quality environmental reporting project for a client.
- Able to track "chargeable time" through the maintenance of a log book.

Assignment 2

Due: **14th September**

Weighting: **15%**

CONTEXT REPORT

Assignment 2 marks are divided 50:50 for group work and for your individual contribution to the context report

The requirements are to provide

1. A **Context Report** of about 3000 words written as a **group effort**. **The context report is not sent to the client.**
2. **Submission of personal written contributions to the context report and log book**
3. **Group Presentation** of the context for the project (including internal and external contexts). *Each group will be required to give a 15-minute presentation of their context reviews to the class. Five minutes for questions will be available.*

This assignment is the first step in completing your group's project. The purpose of the context report is to explore and document the broader context of the issues and concerns of your client around the project. The context report is to bring you "up to speed" in terms of what an experienced consultant would be able to understand from the brief, from their knowledge of the policy or legal context in which the organisation works, why the organisation wants this work done; where it fits, and what can be learnt from other projects.

This context has an **internal** and **external** component.

Internal context: You will be developing an understanding of the context in which the organisation works, its culture and the significance of the project to the future work of the organisation/ client. You will need to understand the regulatory or resource barriers, so that you can best collect information and formulate recommendations within the organisation's constraints.

External context: You also will want to look beyond the organisation to what is happening in other jurisdictions and countries to benchmark the current practice and to stimulate creativity or innovation.

The context report is where you can weigh up ideas or actions that you find from your research that might be of value to the client's project. In analysing the feasibility or suitability of ideas, you have to consider if they can be done under the client's mandate or regulations or resourcing.

The criteria for assessment of the GROUP prepared context report

Professionally written and presented context report

0.5

Clear and appropriate identification of the context for the project - within the client's organisation and beyond.

1.0

Contextual issues related to the client's business are analysed and evaluated.

1.5

Contextual issues related to best practice outside the client's organisation are analysed and evaluated.

1.5

Clear linkage from outside best practice to the needs of the client's organisation with respect to the project.

1.5

Quality and substance of the presentation to the class of the "Context Review Report".

1.5

TOTAL

7.5

The criteria for assessment of the INDIVIDUAL CONTRIBUTION to the Context report

Log Book verified by team members.

1.5

Peer assessment of contribution to the Group

1.5

Quality of contribution of material (relevant, well written) provided by the individual for the context report

1.5

Quality of analysis of material provided by the individual in relation to the client's organisation

1.5

Quality and substance of the individual contribution to the presentation to the class of the "Context Review Report".

1.5

TOTAL

7.5

On successful completion you will be able to:

- Demonstrate an ability to co-operatively organise an environmental reporting project including 1) allocating tasks among team members; 2) setting an appropriate work program to meet deadlines; 3) Identifying the resources necessary for completion.
- Identify and describe the issues that an environmental report on a specific project should address.
- Understand the issues involved in an environmental reporting project from the perspective of a client and from the perspective of a consultant.
- Carry out allocated components of an environmental reporting project in a professional manner so that they can be integrated into a full project report and presentation for the client.
- Able to manage working in a team
- Understand and implement appropriate time, money and resource management for the successful completion of a quality environmental reporting project for a client.
- Able to track "chargeable time" through the maintenance of a log book.

Review of Final Report

Due: **24th October**

Weighting: **0%**

The **Final Report** (final draft of assignment 3a) is submitted to the unit convenor and mentor for review. This is essentially the final report that you want to send to the client.

Please see **Final Report Expectations** below. This review process is to advise on clarity of the report and its

Note: It is up to the group to decide who is going to integrate the various writing styles and contributions into a well edited cohesive report. We expect good English, a spell check is essential and the report needs to be laid out in its final order.

Evidence of individual contributions to the report are specified in the log books submitted.

Once the report is reviewed and given an all clear it can be submitted to the client **Monday 13th June** to check the report has not made any errors that might embarrass the client / or is satisfactory for final submission. Please see requirements below on the final report.

NOTE: these reports must be spell checked, well laid out, edited and in final form before going to the client.

On successful completion you will be able to:

- Carry out allocated components of an environmental reporting project in a professional manner so that they can be integrated into a full project report and presentation for the client.
- • Effective and professional presentation to the client that identifies the important elements for inclusion; and being able to convince the client of the value of the environmental work done in the project. * Ability to respond effectively to the client's questions.
- Able to manage working in a team
- Understand and implement appropriate time, money and resource management for the successful completion of a quality environmental reporting project for a client.
- Able to track "chargeable time" through the maintenance of a log book.
- Self awareness of strengths and weaknesses in a team situation.

Practice Presentation

Due: **26th October**

Weighting: **0%**

Client Practice Presentation (for Assignment 3b)

Each Group will make the presentation to the client in a practice session.

The presentation will summarise the key findings from the report and briefly present the approach undertaken to reach the objectives.

Feedback from class members and staff is used to improve the final presentation for the client. Please see guidelines for this presentation under assessment 3a details below. This activity is

not marked.

On successful completion you will be able to:

- Effective and professional presentation to the client that identifies the important elements for inclusion; and being able to convince the client of the value of the environmental work done in the project. * Ability to respond effectively to the client's questions.
- Able to manage working in a team
- Understand and implement appropriate time, money and resource management for the successful completion of a quality environmental reporting project for a client.

Assessment 3 (a) Report

Due: **6th November**

Weighting: **50%**

Assignment 3(a) Final Report to Client

To meet requirements of assignment 3(a) Report

1. The **group must submit a final written report** which is presented to the client as an electronic version and if the client desires, one printed copy at the time of presentation.

Note: The report can be printed in colour on the Department's photocopier (check if the client would like to receive a print copy first).

Submit a final electronic version to the unit convenor as well. This is marked

2. Individual Contributions: Each student must submit their Log book and personal contributions to the final report for assessment. Please make your log book entries specific. Your contribution will also be peer assessed.

Final Report Expectations

The project report must have at least the following features included within the page limit. Additional supporting material of a technical or other nature should be attached as Appendices to the report proper and bound with it.

The report should address all of the objectives determined in the project proposal, and the following format (and contents page) is suggested:

- Executive Summary - this encapsulates what? why? how? and the main findings and recommendations in 1-2 pages.
- Introduction - why this report
- A statement of the project objectives.
- A description of the way in which the group carried out the project.- methods

- A summary of the findings in relation to each of the objectives. Quantitative data should be provided where appropriate in an appendix or on a supplementary data storage.
- Discussion of the findings. (You may present the discussions of different aspects after the findings on each, or reserve the discussion until after all of the findings have been set out).
- Conclusions
- Clearly defined recommendations to the client.(Note: these are included in the Executive Summary)
- Appendices - Here you provide additional material to substantiate the shorter more concise report.

The marking criteria and weights for the Group's Final Report are set out in the table below:

Well presented professionally written report

1.0

Executive summary

2.0

Clear statement of the project objectives

0.5

Clear description of project context

2.5

Clear linkage from outside best practice to the needs of the client's organisation with respect to the project.

4

Clear presentation of the project findings

5

Conclusions based on findings

5

Useful recommendations for the client to act upon

5

TOTAL

25

The marking criteria and weights for the INDIVIDUAL COMPONENT of the Final Report are set out in the table below:

Peer Review of Quality of individual Contributions

2.5

Log Book verified by group members

2.5

Quality of written contributions (professional presentation, cogent concise writing, edited work/editing)

4

Contributions to making a clear linkage from outside best practice to the needs of the client's organisation with respect to the project.

3

Contributions to the clear presentation of the project findings

5

Contribution to Conclusions based on findings

4

Contribution of useful recommendations for the client to act upon

4

TOTAL

25

Guidelines for the presentation of the bound report (if required)

- The title page must include the title of the Report, the year, the names of the group members, and any other information necessary to enter the report in a library catalogue.
- The report should be of a quality suitable for presentation to the Environmental Manager (or equivalent) who may refer it to the CEO: professional appearance with appropriate high-quality (colour) graphics to illustrate the key points, appropriate binding.
- The Executive Summary should not exceed two (2) pages, preferably one, be quantitative and informative, and include the main findings and recommendations to the client. It should be bound with the report after the title page.

A check list for the bound report

1. Appearance

- Is aesthetically attractive (far more important than many people realise!)
- Is font too small / large and therefore unattractive to read?
- Is there good use of boxes, space, colour and graphics throughout?
- Are graphics clear and do they show the important features?

2. Structure

- Is it well laid out, and with a clear flow of logic?
- Does the report avoid confusion between summary and conclusions?

3. Style

- Is the report written in language appropriate for CEOs, using only English and avoiding technical and academic jargon (except where necessary, e.g. plant species)?
- Has the report been checked for spelling and grammatical errors (can be both irritating and distracting).
- Are references complete in accordance with the Department Guidelines? (see uploaded document on ilearn)
- Has attention been given to the details, e.g. Spelling of plant names, technical terms?

4. Content

- Is the status of the issue clearly summarised? (Why do the project?)
- Does the report contain all the information needed for the decision-makers to proceed to the next step?

5. Discussion

- Is the argument compelling?
- Is there any poor writing that hinders comprehension?
- Is writing verbose and passive?
- Is rationale well presented?
- Is the discussion strong, looking at issues just beyond the sites?
- Is there reference to best-management practices?
- Are the arguments and comparisons all coherent?
- Does it provide a clear basis for subsequent recommendations?

6. Recommendations

- Are the recommendations precise, strong and focussed?
- Will they allow the client to move to the next step in the process without unnecessary replication of the work done?

Draw up a check list of recommendations for the Executive

Summary

1. Layout

- Is the layout attractive and readable?
- Is the layout imaginative to reduce words and clearly present the main messages?
- Is there good use of headings to separate background from findings and recommendations? This format means that the CEO does not have to go looking for an obscure message.

2. Findings

- Is the message clearly conveyed?
- Does it clearly state the task to be addressed, the approaches, the results and the recommendations?
- Is there any unnecessary material?

On successful completion you will be able to:

- Able to respond effectively to a client's project brief with a clearly defined and manageable project proposal with a notional project business plan and budget.
- Demonstrate an ability to co-operatively organise an environmental reporting project including 1) allocating tasks among team members; 2) setting an appropriate work program to meet deadlines; 3) Identifying the resources necessary for completion.
- Understand the issues involved in an environmental reporting project from the perspective of a client and from the perspective of a consultant.
- Carry out allocated components of an environmental reporting project in a professional manner so that they can be integrated into a full project report and presentation for the client.
- • Effective and professional presentation to the client that identifies the important elements for inclusion; and being able to convince the client of the value of the environmental work done in the project. * Ability to respond effectively to the client's questions.
- Prepare a professional-quality written environmental report: including an executive summary that identifies the essence of the project outcomes and meets the client's request.
- Able to manage working in a team
- Understand and implement appropriate time, money and resource management for the

successful completion of a quality environmental reporting project for a client.

- Able to track "chargeable time" through the maintenance of a log book.

Assessment 3(b) Present

Due: **Week of 13th November**

Weighting: **15%**

Group presentation to the client

Each group will be required to give a presentation of their findings to the client at a time to be arranged.

The presentation will be assessed by staff and in consideration of the assessment from the client.

The format for the session will be:

- a 20-minute presentation by the group
- 10 minutes for questions and discussion with the client.

However the client might choose to ask questions during the presentation

The presentation may be extended to discuss the findings, recommendations and their implications.

Guidelines for the oral presentation of the report

- The group should plan to use PowerPoint slides and a data projector for the presentation.

The availability of the necessary equipment should be arranged with the client and / or the Environmental Sciences Department office prior to the presentation.

- Remember to have an appropriate amount of information on each slide (not too much) and to choose a style and colour scheme that is easy to read on a large screen - check this!
- The content (including graphs, tables and diagrams) in the presentation slides should correspond with those in the bound report and be easily correlated with them by the audience.
- Avoid simply saying what is on the screen - certainly do not read from it! It is very effective if what is being said is a focussed commentary on what is on the screen which is in turn a sharp summary of the main points of what is being said.
- The group will have the opportunity to rehearse the presentation before that to the client when they present to the staff and other groups. This is the time to ensure the timing is right and the visual aids are clear.

A check list for the presentation

- Good introduction of team and clarity of purpose?
- Presentation placed in context at outset?
- Good cover and explanation of the issue and findings?
- Case well argued with good graphics, etc?
- Alternatives/options presented and well argued?
- Recommendations carefully placed in the context of findings?
- Good cover of cost implications of recommendations?
- Integrated use of anecdotes / humour etc to maintain interest / attention?
- Good use of presentation technology?
- Effectiveness of presentation material?
- Clear letters and diagrams, uncluttered slides, text visible against background
- Well-balanced use of time?

The **marking criteria** and weights for the Final Presentation are set out in the table below:

The marking criteria and weights for the CLIENT to assess the Final Presentation are set out in the table below:

Professionalism of team

Project team well presented and suitably dressed

0.25

Project team introduced clearly and roles identified

0.25

Content of presentation

Clear statement of the project objectives

0.5

Clear description of project content

0,5

Clear description of the methods for the project

1

Clear presentation of the project findings

2.0

Conclusions based on findings

1.75

Useful recommendations for the client to act upon

1.75

Style of presentation

Well paced and completed in time

0.5

Quality of overheads/slides

0.5

Easily understandable

0.5

Manner and vocal quality

0.5

TOTAL

10

Individual Marks for Presentation

Professionalism of team

Project team well presented and suitably dressed

0.5

Content of presentation

Clear presentation of the project content

3

Ability to respond to questions from the client 0.5

Style of presentation

Easily understandable

0.5

Manner and vocal quality

0.5

TOTAL

5

On successful completion you will be able to:

- Understand the issues involved in an environmental reporting project from the perspective of a client and from the perspective of a consultant.
- Carry out allocated components of an environmental reporting project in a professional manner so that they can be integrated into a full project report and presentation for the client.
- • Effective and professional presentation to the client that identifies the important elements for inclusion; and being able to convince the client of the value of the environmental work done in the project. * Ability to respond effectively to the client's questions.
- Able to manage working in a team
- Understand and implement appropriate time, money and resource management for the successful completion of a quality environmental reporting project for a client.
- Able to track "chargeable time" through the maintenance of a log book.

Log Book & Reflection

Due: **16th November**

Weighting: **10%**

Logbook and Reflection on Practice

An electronic version of a logbook will be provided for each member of the class in the first session. Each student in each group is required to maintain this as a diary of work carried out and record of the "chargeable" time (excluding travelling time) for each task. Keep details of the components of the report that you have prepared.

The logbook approach allows you to appreciate a fuller simulation of the work of a consultancy team that really has to track the chargeable time for each task to enable accurate invoicing and personnel payments.

The time is indicative of the quality of excellence you should be pursuing in all aspects of the unit and in particular in the final written report and presentation to the client for whom your group is doing the project.

The introduction of the logbook system arose out of some discontent in the past among students

who found themselves working in a group where there was unbalanced group participation. The logbooks give students the opportunity to ensure all group members are contributing as planned. To be meaningful, therefore, the logbooks will need to be submitted on at least two occasions during the semester and shared with other members of the group.

Professional reflection on the experience of the work

The important issues with regard to the logbook are whether or not the other members of the group agree or disagree with the times recorded and are satisfied that the effort from each member is fair. Unsatisfactory work contributions can occur in a real-life consulting practice and the issues can only be resolved by decisive action on the part of those adversely affected.

Where members of a group are not satisfied with the effort of another group member, they must act immediately. There is no point in waiting until the end of the semester when you are stressed with trying to complete the task. The logbook should be noted accordingly.

Alternatively, if there is a desire to avoid immediate confrontation within the group, the matter can be brought to the attention of the unit convenor by any member of the group. In regard to the latter course of action, however, it needs to be appreciated that no meaningful action can be effected if the group member in question is not faced with the issue- that is address the issue internally first and look to ways to maximise the strengths of each group member.

The other value of the log book is that it enables you to assess the real time each section of the work took, so that when preparing future budgets you have a more realistic appreciation of where time is spent.

Professional Reflection on Practice

You will be expected to assess the input in clusters of work and reflect on the issues about the effectiveness of the use of time. A 2 page reflection on practice is required that assesses:

- the requirements to complete tasks
- lessons learned in undertaking the project in regard to professional disciplinary skills;
- lessons learned in regard to how the group work was managed and what has been learnt about the self in the group process and professional work. A word document template is made available for this task

On successful completion you will be able to:

- Able to respond effectively to a client's project brief with a clearly defined and manageable project proposal with a notional project business plan and budget.
- Demonstrate an ability to co-operatively organise an environmental reporting project including 1) allocating tasks among team members; 2) setting an appropriate work program to meet deadlines; 3) Identifying the resources necessary for completion.
- Carry out allocated components of an environmental reporting project in a professional

manner so that they can be integrated into a full project report and presentation for the client.

- Able to manage working in a team
- Understand and implement appropriate time, money and resource management for the successful completion of a quality environmental reporting project for a client.
- Able to track "chargeable time" through the maintenance of a log book.
- Self awareness of strengths and weaknesses in a team situation.

Delivery and Resources

Teaching and Learning Strategy

Each student group is responsible for the delivery of an environmental project for a client either inside or outside the University. The projects prepared by each client are real ones that they want done to advance their environmental or sustainability practice in one way or another.

Each student group must act like a real consultant in all of their relations with the client and in all activities undertaken on their behalf. The teaching and learning strategy includes:

- an introductory information session on the unit expectations and key considerations in undertaking a consultancy;
- mostly group mentoring meetings on managing team processes, project management, and substantive components of the task with the convenor/ mentor;
- group interaction, dialogue and problem solving in a participative way;
- through class interaction and practice in presentations;
- reflection on professional practice;
- feedback from clients.

As students are involved in a real life situation it is valuable to keep a reflective diary to self assess performance in client and team interaction and to assist in writing the final professional reflection on experience. Some guidelines are set out below to help student groups in their relations with, and activities for their client organisation.

Relations with the client

- Whenever the group meets with the client, each member should be appropriately dressed (smart casual, jacket, tie) as becomes professional consultants; the client management team who meet with you will be similarly attired.
- In order to manage the client-consultant relation it is advised to schedule at least four formal contacts between the group and the client representative or representatives. These should be planned and agreed upon with the client at the first meeting.

1. An initial meeting in the first week of semester to define and scope the project. The unit staff will have already met with all clients to do preliminary work towards this and will accompany each group at the first meeting to give advice as necessary.

2. A progress meeting (or report without meeting) in about the sixth week of semester. At this point the group should indicate clearly to the client whether all planned outputs will be achieved and any necessary modifications to the contract put forward for agreement by both parties.

3. A draft final report to the client representative before the end of semester and the formal presentation by the group to the client.

4. A final meeting towards the last week of semester for the group to present their final report to the client.

- Some clients will only be prepared to commit to these four meetings, but others will welcome additional contact

- One of the first tasks for each group after the first meeting with the client will be to determine exactly what information they, as the consultants, will require from the client.

A consolidated list should be prepared and communicated to the client representative by the group leader no later than week 3 of semester. This sort of contact with the client should be limited to ONE group member whose responsibility it is to keep the rest of the group informed.

- The group should not treat the client organisation, or their representative(s), like another tutor or member of the university teaching staff. The client has 'contracted' the group to do the work and research necessary to complete the project. Your feedback sessions with the client are to see that you are on track to deliver what the client wants.

- In between the agreed formal meetings the group representative should provide a monthly e-mail update on progress - this too should be agreed at the first meeting.

In the course of their work the group may be made privy to commercially, or otherwise sensitive material, and there may be a requirement to sign a confidentiality clause. In any case all members of every group are to respect the confidentiality of information or knowledge they acquire from the client in the course of completing their contract with them.

- SOME PROJECTS MAY REQUIRE ETHICS APPROVAL to interview or survey the public . A unit general approval from the University Ethics Committee is being undertaken to cover this. If you are undertaking any interview or survey work, the group must undertake this work in accordance with the ethics agreement and be discussed with the convenor. You must be briefed on the ethics agreement and check your survey/ interview questions and that the information you provide allows a person to give informed consent. See http://www.research.mq.edu.au/researchers/ethics/human_ethics

Activities on behalf of the client

Group members must remember that when doing anything on behalf of the client, the reputation of the client will be affected by their behaviour and actions. So any survey or similar actions must also be cleared by the client.

Technology

There is an ilearn site associated with this unit. Students must be able to access the internet to research background for these projects.

Changes to this unit

The projects proposed for each semester are original projects negotiated each semester.

Unit Schedule

Outline of the Unit requirements

Each student group will report on an environmental/ sustainability project for a client either inside or outside the University. The clients range through large private corporations, State Government departments and Local Government councils to NGO or university staff.

The projects prepared by each client are real ones that they want done to advance their environmental practice in one way or another. This means that each student group must act like a real consultant in all of their relations with the client and in all activities undertaken on their behalf.

Please see further guidance under teaching and learning strategy

Please Note: Attendance at all class meetings is compulsory for presentations and briefings. Group mentoring sessions can be rescheduled at the convenience of the group and convenor.

Schedule of meetings and Milestones

| Date | Activities ENVS844 Semester 2, 2017 | Milestone |
|--|--|---|
| Friday July 28th Midday | Each student to complete survey detailing previous experience and stating which projects are of interest by the due date. If you have not been contacted by the convenor/co-convenor please make contact. | Student is assigned to a project and group Each student to read the unit outline before attending session 1 |
| Thursday August 3rd 6:00pm to 9:00pm | UNIT BRIEFING – All of class session - Introduction to unit, and expectations of students. Explanation of assignments and schedule. Managing consultancy. Group meetings Groups are to discuss requirements of the unit and start discussing what the project demands. Start planning for interviews with client | Compulsory class meeting W5A 202 or 25 Wallys walk |
| August 8-11th | CLIENT MEETINGS Group meetings are scheduled with clients to scope and define the consultancy projects (Convenor to accompany) | Compulsory client meeting |
| | PROJECT PROPOSAL PREPARATION | |

| | | |
|---|---|---|
| 10th August 6:00pm to 9:00pm | All Class Session – with Group Mentoring All groups to meet for a working session to prepare proposal Groups will have a 30 mins meeting time with unit convenor to discuss project during this period | Compulsory class meeting- all group members working session |
| 17th August 6:00pm to 9:00pm | All Class Session Project Proposal Presentations by student groups to the class and staff 15 minutes presentation + 5 minutes for questions (<i>Practice of oral presentation skills</i>) Briefing on Context Report | Presentation Submission of Assignment 1 –Project Proposal to staff Compulsory Class session Log Book |
| 21st August | Complete revisions to proposal Proposal (revised) sent to the client | Proposal submitted to client for feedback |
| CONTEXT REPORT PREPARATION | | |
| 24th August | All class session - Group Mentoring Context Report briefing All groups meet to work on context report; groups will have 30 mins separate session with convenor/mentor during this period | Prepare briefing on progress on context report View log books |
| 7th September | All class session - Group Mentoring All groups meet to work on context report; groups will have 30 mins separate session with convenor/mentor during this period | Prepare briefing on progress on context report |
| 14th September 6:00pm to 9:00pm | All Class session Presentation by student groups of the <i>Review of the Context of the Project</i> to the class and unit staff 15 minutes + 5 minutes for questions <i>(Practice of oral presentation skills)</i> | Group Presentation Submission of Assignment 2 (Context report) Submission of Logbooks to the Unit Convenor |
| FINAL REPORT PREPARATION | | |
| 5th October 6:00pm to 9:00pm | All Class session All groups meet to work on final report; groups will have 30 mins separate session with convenor/mentor during this period | Compulsory class session |
| 19th October 6:00pm to 9:00pm | All Class session All groups meet to work on final report; groups will have 30 mins separate session with convenor/mentor during this period | Compulsory class session <i>Log Book viewing</i> |
| 24th October | Draft Report submitted for review | Submission of Draft of the Final Report (3a) for review before finalisation |

| | | |
|---|--|---|
| 26th October 6:00pm to 9:00pm | All Class Session Practice presentation by student groups of the final report to the class and staff 15 minutes + 5 minutes for questions (<i>Practice of oral presentation skills</i>) | Presentation of final report - practice |
| 2nd November | Group Meetings on final report – review feedback | Group meetings compulsory |
| Monday 6th November | Submit report to Client for feedback Prepare final presentation to client | (Draft) Final report to client |
| Week beginning Monday 13th November | FINAL REPORT TO CLIENT Presentation by student groups of Final Report to Clients to present findings from the consultancy project (<i>Staff to accompany</i>) NOTE: It is the group's responsibility to arrange a time for this presentation with the client and unit convenors | Final Report and Presentation to Client by appointment Submission of Assignments 3a & 3b (Final Report and presentation) |
| 16th November 6:00pm to 8:00pm | PROFESSIONAL REFLECTION Feedback on Final Reports and presentations to clients Review and evaluation of unit Reflection on work allocated per task Reflection on handling group work Professional reflection | Compulsory class meeting Log Book Reflections sheet |

Learning and Teaching Activities

Briefing

Students are introduced to the expectations of the unit; Students scope the project requirements and prepare for a client interview with convenor; Students negotiate the tasks, purposes of the task and scope of work with the client - convenor in attendance.

Mentoring

Student task groups meet with the convenor or assigned teaching staff for discussion of issues in relation to the task, and how to best report. Mentoring and advice on group dynamics is also available.

Presentations and Peer feedback

Groups present - the project proposal; - the context report; - the practice final presentation; - presentation to the client Peers give feedback as do teaching staff on the presentations; Students reflect on what went well and how to improve presentations; Client provides feedback on final presentation

Report writing and feedback

Students write reports oriented to the client's needs: - Project Proposal - for client feedback and convenor feedback - Context report - for convenor feedback - Draft Final Report - for convenor feedback - Final Report for client and Convenor feedback

Professional reflection on practice

Students assess time in various parts of the project. Students are able to reflect on the work practice experience, their handling of the group process and their contribution to the success of the project.

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy http://mq.edu.au/policy/docs/academic_honesty/policy.html

Assessment Policy http://mq.edu.au/policy/docs/assessment/policy_2016.html

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Complaint Management Procedure for Students and Members of the Public http://www.mq.edu.au/policy/docs/complaint_management/procedure.html

Disruption to Studies Policy (in effect until Dec 4th, 2017): http://www.mq.edu.au/policy/docs/disruption_studies/policy.html

Special Consideration Policy (in effect from Dec 4th, 2017): <https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policies/special-consideration>

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of Policy Central.

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/support/student_conduct/

Results

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit ask.mq.edu.au.

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)

- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources Policy](#). The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

PG - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

Learning outcomes

- Able to respond effectively to a client's project brief with a clearly defined and manageable project proposal with a notional project business plan and budget.
- Demonstrate an ability to co-operatively organise an environmental reporting project including 1) allocating tasks among team members; 2) setting an appropriate work program to meet deadlines; 3) Identifying the resources necessary for completion.
- Understand the issues involved in an environmental reporting project from the perspective of a client and from the perspective of a consultant.
- Carry out allocated components of an environmental reporting project in a professional manner so that they can be integrated into a full project report and presentation for the client.
- • Effective and professional presentation to the client that identifies the important elements for inclusion; and being able to convince the client of the value of the environmental work done in the project. * Ability to respond effectively to the client's

questions.

- Prepare a professional-quality written environmental report: including an executive summary that identifies the essence of the project outcomes and meets the client's request.
- Able to manage working in a team
- Understand and implement appropriate time, money and resource management for the successful completion of a quality environmental reporting project for a client.
- Able to track "chargeable time" through the maintenance of a log book.
- Self awareness of strengths and weaknesses in a team situation.

Assessment tasks

- Assignment 1
- Assignment 2
- Review of Final Report
- Practice Presentation
- Assessment 3 (a) Report
- Assessment 3(b) Present
- Log Book & Reflection

Learning and teaching activities

- Students are introduced to the expectations of the unit; Students scope the project requirements and prepare for a client interview with convenor; Students negotiate the tasks, purposes of the task and scope of work with the client - convenor in attendance.
- Student task groups meet with the convenor or assigned teaching staff for discussion of issues in relation to the task, and how to best report. Mentoring and advice on group dynamics is also available.
- Groups present - the project proposal; - the context report; - the practice final presentation; - presentation to the client Peers give feedback as do teaching staff on the presentations; Students reflect on what went well and how to improve presentations; Client provides feedback on final presentation
- Students write reports oriented to the client's needs: - Project Proposal - for client feedback and convenor feedback - Context report - for convenor feedback - Draft Final Report - for convenor feedback - Final Report for client and Convenor feedback
- Students assess time in various parts of the project Students are able to reflect on the work practice experience, their handling of the group process and their contribution to the success of the project

PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

Learning outcomes

- Able to respond effectively to a client's project brief with a clearly defined and manageable project proposal with a notional project business plan and budget.
- Demonstrate an ability to co-operatively organise an environmental reporting project including 1) allocating tasks among team members; 2) setting an appropriate work program to meet deadlines; 3) Identifying the resources necessary for completion.
- Identify and describe the issues that an environmental report on a specific project should address.
- Understand the issues involved in an environmental reporting project from the perspective of a client and from the perspective of a consultant.
- Carry out allocated components of an environmental reporting project in a professional manner so that they can be integrated into a full project report and presentation for the client.
- • Effective and professional presentation to the client that identifies the important elements for inclusion; and being able to convince the client of the value of the environmental work done in the project. * Ability to respond effectively to the client's questions.
- Prepare a professional-quality written environmental report: including an executive summary that identifies the essence of the project outcomes and meets the client's request.
- Understand and implement appropriate time, money and resource management for the successful completion of a quality environmental reporting project for a client.

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Learning and teaching activities

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PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

Learning outcomes

- Identify and describe the issues that an environmental report on a specific project should address.
- Understand the issues involved in an environmental reporting project from the perspective of a client and from the perspective of a consultant.
- Carry out allocated components of an environmental reporting project in a professional manner so that they can be integrated into a full project report and presentation for the client.
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PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

Learning outcomes

- Able to respond effectively to a client's project brief with a clearly defined and manageable project proposal with a notional project business plan and budget.
- Identify and describe the issues that an environmental report on a specific project should address.
- Understand the issues involved in an environmental reporting project from the perspective of a client and from the perspective of a consultant.
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- Prepare a professional-quality written environmental report: including an executive summary that identifies the essence of the project outcomes and meets the client's request.
- Able to manage working in a team
- Self awareness of strengths and weaknesses in a team situation.

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PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

Learning outcomes

- Demonstrate an ability to co-operatively organise an environmental reporting project including 1) allocating tasks among team members; 2) setting an appropriate work program to meet deadlines; 3) Identifying the resources necessary for completion.
- Carry out allocated components of an environmental reporting project in a professional manner so that they can be integrated into a full project report and presentation for the client.
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PG - Engaged and Responsible, Active and Ethical Citizens

Our postgraduates will be ethically aware and capable of confident transformative action in relation to their professional responsibilities and the wider community. They will have a sense of connectedness with others and country and have a sense of mutual obligation. They will be able to appreciate the impact of their professional roles for social justice and inclusion related to national and global issues

This graduate capability is supported by:

Learning outcomes

- Carry out allocated components of an environmental reporting project in a professional manner so that they can be integrated into a full project report and presentation for the client.
- Able to manage working in a team
- Understand and implement appropriate time, money and resource management for the successful completion of a quality environmental reporting project for a client.
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- Students assess time in various parts of the project Students are able to reflect on the work practice experience, their handling of the group process and their contribution to the success of the project

Changes from Previous Offering

Each semester new projects are scoped with clients. A range of environmental planning, environmental management and sustainable development issues are proposed.