



Australian Government

CHCORG608E Establish and manage new programs or services

Release: 1

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Modification History

CHC08 Version 3	CHC08 Version 4	Description
CHCORG608D Establish and manage new programs or services	CHCORG608E Establish and manage new programs or services	Unit updated in V4. ISC upgrade changes to remove references to old OHS legislation and replace with references to new WHS legislation. No change to competency outcome.

Unit Descriptor

Descriptor

This unit describes the knowledge and skills required to establish new programs or services, lead organisation restructure and develop new structures and systems

Application of the Unit

Application

The skills described in this unit may be applied across a range of community services workplace contexts

Licensing/Regulatory Information

Not Applicable

Pre-Requisites

Not Applicable

Employability Skills Information

Employability Skills

This unit contains Employability Skills

Elements and Performance Criteria Pre-Content

Elements define the essential outcomes of a unit of competency.

The Performance Criteria specify the level of performance required to demonstrate achievement of the Element. Terms in italics are elaborated in the Range Statement.

Elements and Performance Criteria

ELEMENT

1. Complete strategic planning activities

PERFORMANCE CRITERIA

- 1.1 Research, assess and identify the need for development and change and consult all relevant people in an appropriate way
- 1.2 Clarify, negotiate and agree with key stakeholders and target groups, goals and objectives consistent with the purpose and philosophy of the organisation
- 1.3 Recognise risks associated with implementing the strategy and take steps to maximise outcomes to ensure compliance with duty of care and meet all objectives
- 1.4 Evaluate the proposed strategy against existing programs and services, and identify gaps
- 1.5 Carry out negotiations in a way that generates support and takes account of key stakeholder views
- 1.6 Identify and assess financial cost and resource requirements
- 1.7 Where required resources are not immediately and readily available, make submissions to potential relevant funding sources
- 1.8 Implement appropriate structures to oversee task as relevant

ELEMENT**PERFORMANCE CRITERIA**

2. Manage implementation of new program or service
 - 2.1 Develop implementation plans to suit a variety of *contexts* and to cope with contingencies
 - 2.2 Provide appropriate support to those involved in implementing the strategy to ensure original aims and objectives are pursued
 - 2.3 Establish, monitor and regularly review, policies and procedures to manage the use of staff, equipment and other physical assets
 - 2.4 Convey to relevant personnel all operational details including timeframes, resources, staffing limits and financial procedures, in an appropriate manner
 - 2.5 Develop a budget and monitor expenditure and resources in line with organisation procedures and planned outcomes
 - 2.6 Implement project or strategy in line with all relevant guidelines and legal requirements

3. Establish and manage organisation and operational arrangements
 - 3.1 In conjunction with key clients and stakeholders, determine a structure consistent with purpose, philosophy and roles of organisation, and which meet industrial, legal and policy requirements
 - 3.2 Develop documentation systems and processes to ensure all legal requirements are met, and submit them to relevant decision-makers for authorisation as appropriate
 - 3.3 Maintain and keep required records to ensure legal organisation and statutory requirements are met
 - 3.4 Develop appropriate promotional activities and direct at stakeholders, target groups and relevant personnel within the organisation to optimise effectiveness and support

ELEMENT**PERFORMANCE CRITERIA**

4. Undertake appropriate evaluation and reporting

4.1 Devise evaluation process and related techniques to collect and analyse data and ensure it meets the needs of decision-makers, funding organisations and other people and groups with stake in program or service being evaluated

4.2 In consultation with relevant people, define criteria to be used to judge the value and effectiveness of the program or service

4.3 Actively seek views of interested parties at regular time intervals and use to inform the ongoing development and implementation of the program or service

4.4 Regularly monitor progress in implementing the program or service against the agreed plan

4.5 Use evaluation information for revision, ongoing development and implementation of program or service

Required Skills and Knowledge

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

Essential knowledge:

The candidate must be able to demonstrate essential knowledge required to effectively do the task outlined in elements and performance criteria of this unit, manage the task and manage contingencies in the context of the identified work role

These include knowledge of:

- Project management models/processes
- Submission writing protocols
- Funding sources and submission protocols
- Referral protocols
- Range of services available across organisations
- Marketing models/systems
- Financial management models/systems
- People management models/systems
- General management principles/models
- Change management models/principles

Essential skills:

It is critical that the candidate demonstrate the ability to:

- Devise, initiate, manage and evaluate programs and services
- Demonstrate application of knowledge related to applicable agency and legislative requirements

In addition, the candidate must be able to effectively do the task outlined in elements and performance criteria of this unit, manage the task and manage contingencies in the context of the identified work role

These include the ability to:

- Demonstrate application of skills in:
 - project management
 - financial management
 - people management
 - communication
 - delegation
 - safe and effective use of relevant information technology in line with work health and safety (WHS) guidelines

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.

Critical aspects for assessment and evidence required to demonstrate this unit of competency:

- The individual being assessed must provide evidence of specified essential knowledge as well as skills
- This unit is most appropriately assessed in the workplace or in a simulated workplace and under the normal range of workplace conditions
This may include the use of languages other than English and alternative communication systems
- It is recommended that assessment be conducted over more than one occasion and that competence be demonstrated in the planning, implementation and evaluation of at least one new program

- Access and equity considerations:*
- All workers in community services should be aware of access, equity and human rights issues in relation to their own area of work
 - All workers should develop their ability to work in a culturally diverse environment
 - In recognition of particular issues facing Aboriginal and Torres Strait Islander communities, workers should be aware of cultural, historical and current issues impacting on Aboriginal and Torres Strait Islander people
 - Assessors and trainers must take into account relevant access and equity issues, in particular relating to factors impacting on Aboriginal and/or Torres Strait Islander clients and communities
- Context of and specific resources for assessment:*
- This unit can be assessed independently, however holistic assessment practice with other community services units of competency is encouraged
 - Resource requirements for assessment of this unit include access to an appropriate workplace where assessment can be conducted
- Method of assessment:*
- In cases where the learner does not have the opportunity to cover all relevant aspects in the work environment, the remainder should be assessed through realistic simulations, projects, previous relevant experience or oral questioning on 'What if?' scenarios
 - Assessment of this unit of competence will usually include observation of processes and procedures, oral and/or written questioning on Essential knowledge and skills and consideration of required attitudes
 - Where performance is not directly observed and/or is required to be demonstrated over a 'period of time' and/or in a 'number of locations', any evidence should be authenticated by colleagues, supervisors, clients or other appropriate persons

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. 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.

Contexts for planning, managing and evaluating programs and services includes:

- Managing projects or strategies internal to the organisation/agency
- Managing projects or strategies across organisation/agencies
- Managing projects in collaboration with the community or community based organisations

Planning, managing and evaluating programs and services will be carried out within requirements established by:

- Organisation missions, philosophy, outcomes and goals
- Quality standards
- Organisation policy, procedures and program standards
- State and commonwealth legislation and other statutory requirements
- International conventions on the rights of children and young people
- Duty of care, code of ethics, professional standards, organisation standards

Evaluating feasibility of programs or services includes:

- Direction and outcomes are evaluated against existing and future organisation mission, objectives and outcomes for consistency and congruity
- Stakeholders impacted on by project or strategy are involved as much as is appropriate in setting the direction, providing input e.g. content and/or process, and marketing

Identifying and acquiring resources includes:

- Preparing submissions
- Liaising with key stakeholders and assessing the availability and accessibility to funding

Unit Sector(s)

Not Applicable