



Australian Government

Department of Education, Employment and Workplace Relations

BSBMGT615A Contribute to organisation development

Revision Number: 1

BSBMGT615A Contribute to organisation development

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	<p>This unit describes the performance outcomes, skills and knowledge required to contribute to the creation of an organisation development plan which ensures that the organisation will become more effective over time in achieving its goals.</p> <p>No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.</p>
------------------------	---

Application of the Unit

Application of the unit	<p>This unit applies to senior managers with organisation wide responsibilities who are critically involved in shaping and focussing the organisation so that it can adapt to new technologies, challenges and markets.</p> <p>People who have this responsibility may be in a dedicated organisation design role or may be change managers, or human resources managers. They may also be employed as consultants or contractors.</p>
--------------------------------	--

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Prerequisite units		

Employability Skills Information

Employability skills	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 performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.
---	--

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Develop organisation development plan	1.1. Analyse strategic plans to determine organisation development needs and objectives 1.2. Consult with <i>relevant groups and individuals</i> to profile the organisation's culture and readiness for organisational development 1.3. Determine who will take key roles in the organisational development process and confirm their commitment 1.4. Collect and analyse data on areas of the business experiencing problems or that need realignment 1.5. Determine and agree on objectives and strategies for organisational development 1.6. Consider <i>change management techniques</i> required to achieve the workplace culture outcomes and build them into the organisation development plan 1.7. Develop <i>communication/education plans</i> to achieve communication objectives in relation to the desired work environment and desired approach to problem-solving and developmental activities
2. Implement organisation development activities	2.1. Identify and implement consultative processes to maximise participation in the organisation development process 2.2. Undertake <i>team development and training activities</i> to develop collaborative approaches to problem-solving and development 2.3. Facilitate groups to articulate problems and to propose means for resolving the problems 2.4. Manage conflict between individuals and/or groups to achieve consensus or agreement 2.5. Undertake interventions in accordance with the organisation development plan 2.6. Brainstorm alternative proposals, and negotiate and agree on outcomes
3. Maintain organisation development program	3.1. Undertake surveys to identify any loss of support for organisation development program and activities 3.2. Maintain regular team meetings and individual feedback in accordance with communication plan 3.3. Set out <i>activities and interventions</i> in the organisation development plan and maintain, evaluate and modify them as required

ELEMENT	PERFORMANCE CRITERIA
	3.4.Ensure senior management reinforces organisation development program by ongoing messages of support and appropriate resource allocation 3.5.Evaluate organisation development plans in terms of costs and benefits, including opportunity costs

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit.

Required skills

- leadership skills to gain commitment and followership
- communication and interpersonal skills to persuade others
- lateral thinking skills to find new, improved or different ways of working or engineering the organisation.

Required knowledge

- planning processes
- concepts and theory of organisation behaviour; organisation dynamics; organisation culture; organisation change.

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, range statement and the Assessment Guidelines for the Training Package.	
Overview of assessment	
Critical aspects for assessment and evidence required to demonstrate competency in this unit	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> • detailed organisation development plan which clearly addresses what is to be developed and why, and how development will occur • analysis of an organisation development process • knowledge of concepts and theory of organisation behaviour; organisation dynamics; organisation culture; organisation change.
Context of and specific resources for assessment	<p>Assessment must ensure:</p> <ul style="list-style-type: none"> • access to appropriate documentation and resources normally used in the workplace.
Method of assessment	<p>A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:</p> <ul style="list-style-type: none"> • analysis of responses to organisation development processes or organisational case studies • assessment of written reports on organisation development • direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate • observation of demonstrated techniques in engaging others in change processes • review of analysis of data on areas of the business experiencing problems or that need realignment • review of documentation outlining interventions undertaken • review of organisation development consultative processes implemented • evaluation of documentation outlining alternative proposals brainstormed, and negotiation and agreement on outcomes.
Guidance information for	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended,

EVIDENCE GUIDE**assessment**

for example:

- other units from the Advanced Diploma of Management.

Range Statement

RANGE STATEMENT	
<p>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, if used in the performance criteria, is detailed below. 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) may also be included.</p>	
<p><i>Relevant groups and individuals</i> refers to:</p>	<ul style="list-style-type: none"> • personnel who have knowledge about the issue being dealt with and the expertise to assist the decision-making process
<p><i>Change management techniques</i> may include:</p>	<ul style="list-style-type: none"> • business re-engineering • consultative processes • job redesign • organisational redesign • sensitivity training • systems redesign • work re-organisation
<p><i>Communication/education plans</i> refers to:</p>	<ul style="list-style-type: none"> • documented range of activities designed to ensure all affected groups and individuals (and other relevant parties) obtain sufficient knowledge to allow them to understand what is happening and why, and to allow them to participate where appropriate
<p><i>Team development and training activities</i> may include:</p>	<ul style="list-style-type: none"> • computer-based training • group work • one-on-one sessions • informal coaching • mentoring • sensitivity training
<p><i>Activities and interventions</i> may include:</p>	<ul style="list-style-type: none"> • action research • brainstorming • career planning • inter-group team building • job redesign • quality circles • re-engineering • sensitivity training • succession planning • surveys (with feedback) • team building

RANGE STATEMENT

	<ul style="list-style-type: none">• training• transition analysis
--	--

Unit Sector(s)

Unit sector	
--------------------	--

Competency field

Competency field	Management and Leadership - Management
-------------------------	--

Co-requisite units

Co-requisite units		