



Australian Government

Department of Education, Employment and Workplace Relations

CHCORG14B Manage a service organisation

Release: 1

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Modification History

Not applicable.

Unit Descriptor

Planning and monitoring the development direction and changes of a complex organisation, range of programs or major program area.

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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

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Element

Performance Criteria

1 Coordinate organisational planning

1.1 Appropriate strategic alliances are identified and participation is negotiated and maintained

1.2 The overall purpose and philosophy of the

organisation are identified and translated into a written or recorded set of aims and objectives which are clearly understood, measurable and attainable and evaluated as appropriate

- 1.3 Appropriate corporate planning processes which maximise consultation and devolution of planning, are implemented
 - 1.4 Appropriate corporate planning process which ensure responsiveness to client needs are implemented
 - 1.5 Appropriate consultation is undertaken with relevant people and agencies
 - 1.6 Appropriate management structure and process is established to coordinate corporate planning, advise decision makers and to reflect principles and philosophy of the objectives
 - 1.7 The way in which the values and beliefs of workers and stakeholders may influence the defined organisational purpose and philosophy is analysed and communicated to all relevant participants
 - 1.8 Resources are made available as appropriate to support the planning processes at all levels
 - 1.9 Systems, processes and timeframes are developed for all aspects and components of the planning process
- 2 Design and implement the structures and process of the organisation
- 2.1 An appropriate structure is determined for the organisation to match organisational philosophy and purpose
 - 2.2 Lines of decision making and accountability are developed, agreed, implemented and monitored
 - 2.3 Budgets are prepared in line with the strategic plan and make allowance for all requirements and components of planning and implementation of programs and services
 - 2.4 Financial accountability systems are established which meet agreed organisation best practice provisions

- 2.5 Planning guidelines provide for inclusion of appropriate statutory, legislative and practice provisions
 - 2.6 Planning guidelines and systems are developed which are clear, fully documented and accessible to all involved
- 3 Implement evaluation processes
 - 3.1 Appropriate consultations are held with stakeholders to examine issues and trends; and outcomes are advised to decision makers as required
 - 3.2 All required reporting is completed in a timely way in accordance with organisational requirements
 - 3.3 Appropriate evaluation arrangements are identified, developed and implemented with representation from relevant stakeholder groups
 - 3.4 Advice is prepared and provided to decision makers within the negotiated format and timeframe
- 4 Enable organisation to meet legal requirements
 - 4.1 Mechanisms are implemented to ensure relevant commonwealth, state and local government legal requirements are identified and adhered to
 - 4.2 Information about current legal requirements is updated regularly and if appropriate, proposals to modify organisational policy and procedures developed
- 5 Establish the profile of the organisation and market its services
 - 5.1 Formal and informal networks are used as channels to communicate the organisation's activities and achievements
 - 5.2 A range of communication mediums and activities are used to convey information about the activities and achievements of the organisation to encourage support and interest
 - 5.3 Opportunities to promote the organisation through media, government and the community are sought and utilised
 - 5.4 Confidentiality and sensitivity is displayed in the details, content and extent of public comment on organisation's activities

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| 6 | Give direction for the effective management of the organisation | 6.1 When required policies and procedures for the employment role of the organisation are developed, articulated and their implementation monitored |
| | | 6.2 Problems in implementing defined procedures are addressed promptly to ensure resolution |
| | | 6.3 Reports which comprehensively and accurately describe the organisation's activities and achievements are prepared and presented to relevant stakeholders and management, as required |
| | | 6.4 When required, management board meetings are serviced to ensure effective and informed deliberations and decision-making |
| | | 6.5 Mechanisms for effective coordination of activities and services are identified and implemented |
| 7 | Manage changes in the organisation | 7.1 Policy, social, political and economic trends are identified and assessed for potential impact on the organisation |
| | | 7.2 Management and work practices are assessed and revised relative to social, political and economic trends and impacts |
| | | 7.3 Indicators for change within the organisation are defined and monitored |
| | | 7.4 Opportunities for positive change are identified and promoted and appropriate work is undertaken to maximise support from staff, clients and stakeholders |

Required Skills and Knowledge

Not applicable.

Evidence Guide

Critical aspects of assessment:

Strategic planning
Managing organisational change
Developing strategies for adapting organisation to changes
Designing strategies to involve and communicate with all major stakeholders

Essential knowledge:

Best practice including:
Management systems and principles
Performance standards
Accountability
Training and skills development and recognition
Administrative systems and principles
Service quality development
Consumer focus
Enterprise agreements
Performance monitoring and review
Statutory and legislative requirements including:
Occupational Health and Safety
Industrial relations/enterprise contracts
Non discrimination
Equal employment opportunities principles and practice
Funding/service contracts/agreements
Corporate affairs/incorporation/Australian Securities Commission
Taxation

Essential skills:

Strategic thinking
Decision making
Environmental scanning
Analysis/evaluation
Facilitation
High level liaison
High level oral and written communication

Resource implications:

Access to appropriate workplace where assessment can be conducted, or
Simulation of realistic workplace setting for assessment

Consistency in performance:

Assessment may include observations, questioning and evidence gathered from the workplace
It is recommended that assessment take place on more than one occasion to enable all aspects of managing a service organisation to be assessed

Context of assessment:

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.

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Range Statement

Strategies for the development of policies, practices and standards may include:

Change management
Organisational development

Indicators for change include:

Staff
Management committee
Organisational executive management turnover
User involvement
Level of commitment to organisation's aims and objectives
Relationship with external agencies
Change in government policies and associated change in organisational focus

Communication designed to promote the organisation include:

Verbal presentations
Letters
Brochures
Fliers and other written advertisements
Poster and other artwork and audiovisual advertisements

Organisational change related to:

Nature and focus of service, programs and activities
Changing service users
Staff requirements
Employment and work practices
Management decision-making processes
Membership changes
New buildings and other resources
Different levels of funding
Legislative change
Technological change
External policy change

Strategic alliances will include:

Industry networks
Professional associations
Other key agencies/organisations
Political parties and committees
Key government officers
Ministerial advisers and staff
Ministerial advisory committees
Key public policy and decision makers
Funding agencies
Business leaders
Community leaders
Social/economic/political researchers, analysts and advisers
Media
Special interest groups
Specialist services

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Unit Sector(s)

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