



**Australian Government**

**Department of Education, Employment and Workplace Relations**

# **CHCCD516A Work within organisation and government structures to enable community development outcomes**

Release: 1

## **CHCCD516A Work within organisation and government structures to enable community development outcomes**

### **Modification History**

Not Applicable

### **Unit Descriptor**

#### **Descriptor**

This unit describes the knowledge and skills required to work within community and government structures to enable community development processes

### **Application of the Unit**

#### **Application**

This unit is intended for application within a community work or community development work context

### **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

### PERFORMANCE CRITERIA

1. Work within the structures and process of the organisation

- 1.1 Identify and work within the management structure, philosophy and purpose of own organisation
- 1.2 Identify *governance structures* within the organisation and *roles and responsibilities* within those governance structures
- 1.3 Identify the structures within the organisation that provide the authority for community development activity to occur
- 1.4 Work within lines of decision-making and accountability in contributing to *planning processes* in relation to organisation's community development activities
- 1.5 Ensure decisions and processes are documented accessible to all involved

2. Assess extent to which organisation supports community development work

- 2.1 Determine aspects of the management structure, philosophy and purpose, governance structures, policies and procedures which are supportive of community development work
- 2.2 Identify aspects of the management structure, philosophy and purpose, governance structures, policies and procedures which may create barriers to community development work

## ELEMENT

## PERFORMANCE CRITERIA

3. Utilise all *levels of government* for community development activities and projects
  - 3.1 Identify *levels of government* and responsibilities for community funding
  - 3.2 Identify current and possible future funding sources for community resources and programs
  - 3.3 Identify government policy barriers and with community members identify strategies to support change
  - 3.4 Develop *strategic alliances* between organisation, community members and relevant government agencies to support community development activities
  - 3.5 Seek opportunities to influence government decision and policy making in line with community issues and needs
  - 3.6 Ensure community development activities and projects adhere to relevant commonwealth, state and local government legal requirements
  - 3.7 Regularly update information about current legal requirements and if appropriate, develop proposals to modify organisation policy and procedures in relation to community development activities
  
4. Maintain the profile of community development work within the organisation
  - 4.1 Use formal and informal networks to communicate the organisation's community development activities and achievements
  - 4.2 Use a range of communication media and activities to convey information about community development activities and achievements of the organisation to encourage support and interest
  - 4.3 Seek and utilise opportunities to promote the organisation and its community development work and activities
  - 4.4 Display confidentiality and sensitivity in details, content and extent of public comment on organisation's activities

## ELEMENT

5. Maintain management support for community development activities and projects

## PERFORMANCE CRITERIA

5.1 Identify and advise management of political, social, cultural and economic trends that may impact on community development activities and projects

5.2 Ensure community development activities and project work is within the policies and procedures of the organisation

5.3 Promptly address problems in implementing defined procedures to ensure resolution

5.4 Identify and seek to resolve conflict between organisation policies and community or public issues

5.5 Prepare reports on community development activities and projects in a comprehensive and accurate manner and present to relevant stakeholders and management, as required

5.6 When required, ensure information about community development activities and projects is provided within the *management structures* to facilitate effective and informed deliberations and decision-making

## Required Skills and Knowledge

### 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:

- Australian government system
- Principles of participatory democracy
- Range of governance structures operating with the community services industry
- Value of process
- Social, economic, political, cultural and economic development
- Valuing of local knowledge and skills
- Critical theories for analysing human service organisations
- Critique of managerial approaches including:
  - management systems and principles
  - performance standards
  - service quality development
  - consumer focus
  - enterprise agreements
  - performance monitoring and review
- Relevant statutory and legislative requirements impacting on community development and area of work
- Change management principles

#### *Essential skills:*

Ability to:

It is critical that the candidate demonstrate the ability to:

- Identify those aspects of an organisation's structure and philosophy which support community development work and potential implicit barriers to that work
- Work with all levels of government to support, promote and implement community development activities and projects

## **REQUIRED SKILLS AND KNOWLEDGE**

- Work in a manner that can maintain management support for community development activities and projects

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:

- Undertake strategic planning
- Understand the different organisational status of programs, projects and activities
- Positively influence organisation change
- Identify policy barriers and strategies for positively influencing policy change
- Ability to network with and lobby
- Develop strategies for adapting organisation to changes
- Design strategies to involve and communicate with all major stakeholders
- Demonstrate application of skills in:
  - strategic thinking
  - decision-making
  - environmental scanning
  - analysis/evaluation
  - facilitation
  - high level liaison
  - high level oral and written communication
- Use and coordinate the use of relevant information technology effectively in line with occupational health and safety (OHS) guidelines

## REQUIRED SKILLS AND KNOWLEDGE

### 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, 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 take place on more than one occasion to enable all aspects of managing a service organisation to be assessed

*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



## EVIDENCE GUIDE

- 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 or simulation of realistic workplace setting for assessment
- Method of assessment:*
- Assessment may include observations, questioning and evidence gathered from the workplace

## Range Statement

### 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.

- Governance structures may include:*
- Incorporated community based management structures
  - Company structures
  - Government governance structures
- Roles and responsibilities include:*
- Own role and responsibilities
  - Roles and responsibilities of other workers within the organisation
  - Roles and responsibilities of organisation's management structures

## **RANGE STATEMENT**

- Levels of government include:*
- Australian government
  - State/territory government
  - Local government
  - Other relevant government structures
- Planning processes may include*
- Strategic plans
  - Operational plans
  - Action plans
- Management structures may include:*
- Boards of management
  - Management committees
  - Management structures within government agencies
  - Local government councils
- Indicators for change may come from:*
- Community members
  - Management committee members
  - Other workers within an organisation
  - Organisation executive management
  - External agencies
  - Change in government policies and associated change in organisation focus
- Communication designed to promote the organisation include:*
- Verbal presentations
  - Letters
  - Brochures
  - Fliers and other written advertisements
  - Poster and other artwork and audiovisual advertisements

## **RANGE STATEMENT**

*Organisation change related to:*

- Nature and focus of programs and activities
- Government funding programs
- Changing nature of community
- 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 may include alliances between:*

- Community members
- Industry networks
- Professional associations
- Other key agencies/organisations
- Political parties and committees
- Key government officers
- Different levels of government
- 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

## **Unit Sector(s)**

Not Applicable