



Australian Government

Department of Education, Employment and Workplace Relations

CULMS609C Develop policies and strategies

Revision Number: 1

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Modification History

Not applicable.

Unit Descriptor

Unit descriptor

This unit describes the performance outcomes, skills and knowledge required to develop/review policies and strategies which guide the planning and implementation of organisational activities.

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Application of the Unit

Application of the unit

This unit may be applied in any industry or community context and requires the application of significant critical thinking, communication and planning skills at a strategic level. Managers, independent consultants, technical specialists or groups such as boards and committees may undertake this role.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units

Nil

Employability Skills Information

Employability Skills The required outcomes described in this unit of competency contain applicable facets of Employability Skills. The Employability Skills Summary for the qualification in which this unit of competency is packaged, will assist in identifying Employability Skills requirements.

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 Analyse the internal and external environment	1.1 Research and evaluate relevant <i>external and internal factors</i> that impact on <i>policies and strategies</i>
	1.2 Take account of new and emerging technologies and industry trends
	1.3 Consult with <i>key stakeholders</i> during the research process
	1.4 Synthesise and refine outcomes of research to guide policy development
2 Undertake policy development	2.1 Integrate the outcomes of research into the development process
	2.2 Develop policies which take account of the organisation's mission, direction, goals and priorities
	2.3 Take account of environmental, social, cultural and ethical obligations and the need for sustainability in

ELEMENT	PERFORMANCE CRITERIA
	developing policy positions
	2.4 Identify and consider appropriate resource options and constraints
	2.5 Integrate appropriate collaboration, consultation and communication with key stakeholders
3 Formulate strategies	3.1 Formulate strategies for implementation of policy in consultation with relevant people
	3.2 Develop strategies and tactics which address all key aspects of the policy
	3.3 Establish and integrate appropriate action plans and <i>evaluation mechanisms</i>
4 Communicate policies/strategies	4.1 Write or otherwise communicate policies in a style and format appropriate to the organisation
	4.2 Clearly communicate policies to relevant stakeholders

Required Skills and Knowledge

Required Skills and knowledge

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

Required skills

- communication skills to undertake consultations and negotiations at a strategic level and to articulate complex ideas and concepts
- planning and organisational skills to translate concepts and broad strategies into practical action plans
- problem-solving skills to analyse complex challenges and develop appropriate solutions at a strategic level
- research and literacy skills to source, analyse and synthesise complex information and ideas
- numeracy skills to evaluate and estimate resource implications of different policies and strategies.

Required knowledge

- policy and strategy development techniques and processes
- features and formats of policy and strategy documents
- current trends, structures, government policies and operating environments relevant to the work context
- legal, social, environmental and ethical obligations and compliance issues that affect policy development in the relevant work context
- concept of sustainability and its impact on policy/strategy development
- cultural protocols that impact on policy development, including those relating to Aboriginal or Torres Strait Islander issues.

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.

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

Evidence of the following is essential:

- sound application of research and analytical skills to the policy/strategy development process
- communication skills sufficient to facilitate effective consultation on complex issues
- development of policy and practical strategy to meet the needs of a specific workplace/industry context.

Context of and specific resources for assessment

Assessment must ensure:

- involvement of others to reflect the communication and consultation aspects of the unit
- access to relevant policies and procedures manuals and other organisational documentation, eg organisational charts.

Method of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate
- evaluation of policies and strategies developed by the candidate
- evaluation of reports prepared by the candidate on the policy development process, challenges faced and how these were overcome
- evaluation of candidate's response to different industry or community scenarios to assess ability to develop policy and strategy for particular organisations/ workplace contexts.

Holistic assessment with other units relevant to the industry sector, workplace and job role is

EVIDENCE GUIDE

recommended, for example:

- THHGLE22A Manage risk.

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. 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.

Policies and strategies may relate to:

- business operations
- building/site management
- financial management
- research and dissemination of information
- commercial and marketing issues
- cultural issues and diversity
- Indigenous issues
- employment practices
- sponsorship
- legal and administrative requirements

and in the particular context of the cultural industries:

- collection management
- conservation and preservation
- public programs/exhibitions
- education
- community access
- local content

External and internal factors may include:

- government policy
- market trends
- economic conditions/trends
- social/cultural environment
- legal and ethical constraints
- codes of practice
- current mission, goals, objectives
- resource constraints (human, financial, physical)
- management and operating structures
- skills capacity
- communication capability

RANGE STATEMENT

Key stakeholders may include:

- boards of management/committees
- funding agencies
- customers
- employees
- government agencies
- suppliers
- strategic alliance partners
- local community

Evaluation mechanisms may include:

- key performance indicators
- customer feedback
- regular management reviews
- industry benchmarking

Unit Sector(s)

Not applicable.

Competency field

Competency field Business Administration and Management