



Australian Government

Department of Education, Employment and Workplace Relations

PSPMNGT701B Provide strategic direction

Revision Number: 3

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Modification History

Release	TP Version	Comments
3	PSP12V1	Unit descriptor edited.
2	PSP04V4.2.	Layout adjusted. No changes to content.
1	PSP04V4.1	Primary release.

Unit Descriptor

This unit covers the provision of strategic direction within the organisation. It includes analysing factors in the operating environment, developing and coordinating a strategy for determining strategic priorities, and formulating and communicating strategic priorities. In practice, providing strategic direction overlaps with other generalist or specialist public sector work activities such as providing ethical leadership, influencing strategic policy, managing diversity, leading human resources etc.

This unit replaces and is equivalent to *PSPMNGT701A Provide strategic direction*.

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

Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements are the essential outcomes of the unit of competency. Together, performance criteria specify the requirements for competent performance. Text in *bold italics* is explained in the Range Statement following.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Analyse factors in the operating environment	<p>1.1 The organisation's purpose and direction within the overall government strategy, and its integration with other government service providers, are analysed with a view to determining key factors and issues for consideration and response.</p> <p>1.2 The organisation's culture, values and strategic priorities are analysed with a view to determining key factors and issues for consideration and response.</p> <p>1.3 Internal and external factors likely to impact upon the organisation are continually monitored and analysed.</p> <p>1.4 Best practice models related to the nature of the organisation's core business are explored.</p> <p>1.5 Client needs and preferences are identified and analysed.</p> <p>1.6 Legislation and organisational policies and practices that may impact upon organisation's operations are identified and analysed.</p>
2. Develop and coordinate a strategy for determining strategic priorities	<p>2.1 Consultation with key stakeholders is conducted in a manner that maximises their commitment and contribution.</p> <p>2.2 Constructive solutions are found where stakeholders are in conflict.</p> <p>2.3 Analysis and evaluation of information gained from a variety of sources, including key stakeholders, is used to identify strategic options for prioritisation.</p> <p>2.4 Benchmarking is undertaken with other organisations or best practice standards to inform development of strategic priorities.</p> <p>2.5 Priorities of other government service providers are considered to ensure duplication will be avoided and services integrated for the benefit of clients.</p>
3. Formulate and communicate strategic priorities	<p>3.1 Strategic priorities are developed that support overall government strategy.</p> <p>3.2 Strategic priorities are developed that embody the organisation's values, beliefs and philosophy.</p> <p>3.3 Strategic priorities are used to draw together and reflect the suggestions and interests of stakeholders.</p> <p>3.4 Strategic priorities are developed that embody a shared vision for the future and set out challenging but realistic objectives that encourage staff to be creative and innovative in their approach to attaining objectives.</p> <p>3.5 Strategic priorities are communicated to stakeholders using a variety of strategies and in such a way as to attract their support.</p> <p>3.6 Implementation is monitored to ensure strategic priorities are addressed through related business unit and individual objectives.</p>

Required Skills and Knowledge

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

Skill requirements

Look for evidence that confirms skills in:

- delegating work to others
- counselling and resolving conflict in teams
- using team building strategies
- using facilitation, negotiation and consultation requiring exchanges of complex oral information
- using consensual decision making skills
- keeping check of emotions when challenges arise, maintaining composure, perceiving the emotional motivators that drive individuals and groups in the workplace and engaging those motivators, where appropriate, to optimise organisational performance
- using a variety of words and language structures to explain complex ideas to different audiences
- interpreting and explaining complex, formal documents and assisting others to apply them in the workplace
- responding to diversity, including gender and disability
- applying occupational health and safety, environmental and sustainability strategies relevant to managing and working with others in a public sector workplace

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- organisational goals, policies and procedures
- equal employment opportunity, equity and diversity principles
- the relationship between effective human resource functions and the attainment of business unit objectives
- human resource policies and practices
- environmental and sustainability practices
- emotional intelligence principles and strategies
- group processes and facilitation techniques
- team building strategies
- the organisation's career and human resource development strategies, programs and plans
- conflict resolution strategies
- jurisdictional legislation applicable to management and human resource management functions
- occupational health and safety issues relevant to managing and working with

others in a public sector workplace

Evidence Guide

The Evidence Guide specifies the evidence required to demonstrate achievement in the unit of competency as a whole. It must be read in conjunction with the Unit descriptor, Performance Criteria, the Range Statement and the Assessment Guidelines for the Public Sector Training Package.

Units to be assessed together

- *Pre-requisite* units that must be achieved prior to this unit: *Nil*
- *Co-requisite* units that must be assessed with this unit: *Nil*
- *Co-assessed units* that may be assessed with this unit to increase the efficiency and realism of the assessment process include, but are not limited to:
 - PSPETHC701A Lead and influence ethical practice in the public sector
 - PSPHR703A Provide leadership in strategic human resource management
 - PSPMNGT702A Influence and shape diversity management
 - PSPMNGT703A Lead and influence change
 - PSPMNGT704A Undertake enterprise risk management
 - PSPPOL701A Influence strategic policy

Overview of evidence requirements

In addition to integrated demonstration of the elements and their related performance criteria, look for evidence that confirms:

- the knowledge requirements of this unit
- the skill requirements of this unit
- application of the Employability Skills as they relate to this unit (see Employability Summaries in Qualifications Framework)
- provision of strategic direction in a range of (2 or more) contexts (or occasions, over time)

Resources required to carry out assessment

These resources include:

- strategic planning guidelines
- relevant legislation, procedures and protocols
- workplace information such as mission, vision, goals etc
- case studies and scenarios to capture the range of situations likely to be encountered when providing strategic direction

Where and how to assess evidence

Valid assessment of this unit requires:

- a workplace environment or one that closely resembles normal work practice and replicates the range of conditions likely to be encountered when providing strategic direction, including coping with difficulties, irregularities and

breakdowns in routine

- provision of strategic direction in a range of (2 or more) contexts (or occasions, over time)

Assessment methods should reflect workplace demands, such as literacy, and the needs of particular groups, such as:

- people with disabilities
- people from culturally and linguistically diverse backgrounds
- Aboriginal and Torres Strait Islander people
- women
- young people
- older people
- people in rural and remote locations

Assessment methods suitable for valid and reliable assessment of this competency may include, but are not limited to, a combination of 2 or more of:

- case studies
- portfolios
- projects
- questioning
- scenarios
- authenticated evidence from the workplace and/or training courses

For consistency of assessment

Evidence must be gathered over time in a range of contexts to ensure the person can achieve the unit outcome and apply the competency in different situations or environments

Range Statement

The Range Statement provides information about the context in which the unit of competency is carried out. The variables cater for differences between States and Territories and the Commonwealth, and between organisations and workplaces. They allow for different work requirements, work practices and knowledge. The Range Statement also provides a focus for assessment. It relates to the unit as a whole. Text in ***bold italics*** in the Performance Criteria is explained here.

Best practice models may include:

- state, national and international models

Legislation, organisational policies and practices may include:

- Commonwealth and State/Territory legislation including equal employment opportunity and anti-discrimination law
- national and international codes of practice and standards
- environmental/sustainability standards
- the organisation's policies and practices
- government policy
- codes of conduct

Stakeholders may include:

- all those individuals and groups both inside and outside the organisation that have some direct interest in the organisation's behaviour, actions, products and services, such as:
 - employees at all levels of the organisation
 - other public sector organisations
 - union and association representatives
 - boards of management
 - government
 - Ministers

Strategic priorities may be:

- objectives in key result areas identified through the organisation's strategic planning process that have the highest priority rating demanding immediate action

Unit Sector(s)

Not applicable.

Competency field

Management.