



**Australian Government**

# **BSBMGT615 Contribute to organisation development**

**Release: 1**

## BSBMGT615 Contribute to organisation development

### Modification History

| Release   | Comments                                                                             |
|-----------|--------------------------------------------------------------------------------------|
| Release 1 | This version first released with BSB Business Services Training Package Version 1.0. |

### Application

This unit describes the 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.

It applies to individuals 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.

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

### Unit Sector

Management and Leadership – Management

### Elements and Performance Criteria

| ELEMENT                                          | PERFORMANCE CRITERIA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Elements describe the essential outcomes.</i> | <i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>                                                                                                                                                                                                                                                                                                                                                                                                            |
| 1. Develop organisation development plan         | 1.1 Analyse strategic plans to determine organisation development needs and objectives<br>1.2 Consult with relevant groups and individuals to profile the organisation's culture and readiness for organisational development<br>1.3 Determine who will take key roles in the organisational development process and confirm their commitment<br>1.4 Collect and analyse data on areas of the business experiencing problems or that need realignment<br>1.5 Determine and agree on objectives and strategies for |

| ELEMENT                                          | PERFORMANCE CRITERIA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                  | <p>organisational development</p> <p>1.6 Consider change management techniques required to achieve the workplace culture outcomes and build them into the organisation development plan</p> <p>1.7 Develop communication/education plans to achieve communication objectives in relation to the desired work environment and desired approach to problem-solving and developmental activities</p>                                                                                                                                                                                                                                          |
| 2. Implement organisation development activities | <p>2.1 Identify and implement consultative processes to maximise participation in the organisation development process</p> <p>2.2 Undertake team development and training activities to develop collaborative approaches to problem-solving and development</p> <p>2.3 Facilitate groups to articulate problems and to propose means for resolving the problems</p> <p>2.4 Manage conflict between individuals and/or groups to achieve consensus or agreement</p> <p>2.5 Undertake interventions in accordance with the organisation development plan</p> <p>2.6 Brainstorm alternative proposals and negotiate and agree on outcomes</p> |
| 3. Maintain organisation development program     | <p>3.1 Undertake surveys to identify any loss of support for organisational development programs and activities</p> <p>3.2 Maintain regular team meetings and individual feedback in accordance with communication plan</p> <p>3.3 Set out activities and interventions in the organisation development plan and maintain, evaluate and modify them as required</p> <p>3.4 Ensure senior management reinforces organisation development program by ongoing messages of support and appropriate resource allocation</p> <p>3.5 Evaluate organisation development plans in terms of costs and benefits, including opportunity costs</p>      |

## Foundation Skills

*This section describes language, literacy, numeracy and employment skills incorporated in the performance criteria that are required for competent performance.*

| Skill                | Performance Criteria                                            | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------|-----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Learning             | 2.2                                                             | <ul style="list-style-type: none"> <li>Participates in team development and training activities to develop skills and knowledge</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Reading              | 1.1, 1.4, 1.5, 1.6, 1.7, 2.1, 2.5, 3.1, 3.2, 3.3, 3.5           | <ul style="list-style-type: none"> <li>Evaluates and integrates facts and ideas while reviewing and interpreting organisational development processes</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Writing              | 1.1, 1.4, 1.5, 1.6, 1.7, 2.1, 3.1, 3.2, 3.3, 3.4, 3.5           | <ul style="list-style-type: none"> <li>Researches, plans and prepares documentation using vocabulary, grammatical structure and conventions appropriate to context and audience</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Oral Communication   | 1.2, 1.3, 1.5, 2.1-2.6, 3.1, 3.2, 3.4                           | <ul style="list-style-type: none"> <li>Applies appropriate strategies to extract main ideas from oral texts across a range of contexts in an effort to improve organisational development</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Numeracy             | 1.1, 1.4, 1.5, 3.5                                              | <ul style="list-style-type: none"> <li>Selects and interprets a range of mathematical information to analyse performance, determine objectives and calculate cost-benefits of organisational development</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Interact with others | 1.2, 1.3, 1.5, 2.1-2.6, 3.1, 3.2, 3.4                           | <ul style="list-style-type: none"> <li>Recognises the importance of taking audience, purpose and contextual factors into account when making decisions about what to communicate, with whom, why and how</li> <li>Recognises the importance of supportive interaction and building rapport in order to establish positive and effective working relationships</li> <li>Collaborates with others to achieve joint outcomes, playing an active role in encouraging innovation and facilitating effective group interaction, influencing direction and taking a leadership role</li> <li>Manages conflict in the workplace through the recognition of contributing factors and by implementing resolution strategies</li> </ul> |
| Get the work done    | 1.1, 1.3, 1.4, 1.5, 1.6, 1.7, 2.1, 2.2, 2.5, 2.6, 3.1, 3.3, 3.5 | <ul style="list-style-type: none"> <li>Develops flexible plans for complex, high impact activities with strategic implications that involve multiple stakeholders with potentially competing demands</li> <li>Systematically gathers and analyses all relevant information and evaluates options to make decisions about organisational development</li> <li>Considers whether others should be involved in decision making and, if so, uses collaborative processes</li> <li>Uses analytical and lateral thinking to review current practices and develop new ideas</li> </ul>                                                                                                                                              |

|  |  |                                                                                                                                                                                       |
|--|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |  | <ul style="list-style-type: none"><li>Actively identifies systems, devices and applications with potential to meet current and or future needs with the help of specialists</li></ul> |
|--|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## Unit Mapping Information

| Code and title<br>current version                         | Code and title<br>previous version                         | Comments                                              | Equivalence status |
|-----------------------------------------------------------|------------------------------------------------------------|-------------------------------------------------------|--------------------|
| BSBMGT615<br>Contribute to<br>organisation<br>development | BSBMGT615A<br>Contribute to<br>organisation<br>development | Updated to meet<br>Standards for<br>Training Packages | Equivalent unit    |

## Links

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=11ef6853-ceed-4ba7-9d87-4da407e23c10>