



Australian Government

Department of Education, Employment and Workplace Relations

CHCES511A Manage contracted employment services

Release: 1

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Modification History

Not Applicable

Unit Descriptor

Descriptor

This unit describes the knowledge and skills required to manage quality service delivery of a work group to meet the requirements of a government contract

Application of the Unit

Application

This unit applies to work in an employment services 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. Establish *cooperative working arrangements* with *government*

- 1.1 Incorporate stakeholder needs into service delivery strategies
- 1.2 Notify purchasers of problems in meeting stakeholder needs
- 1.3 Conduct negotiations to resolve difficult and complex issues related to service delivery and contractual compliance
- 1.4 Document and record outcomes of issue resolution to meet legal and audit requirements

2. Manage business performance against contractual performance requirements

- 2.1 Calculate *contract* milestone targets
- 2.2 Undertake periodic regular *measurement of target achievement*
- 2.3 Analyse performance results to determine shortfalls or over achievement
- 2.4 Take *action to resolve performance related issues*

ELEMENT**PERFORMANCE CRITERIA****3. Manage service quality**

3.1 Develop, implement and measure *service quality standards*

3.2 Conduct *client and employer satisfaction surveys*

3.3 Investigate and document complaints concerning service quality and take action to comply with *ethical standards*, service standards and *contractual requirements*

3.4 Follow organisation processes for continuous improvement

4. Report on contractual compliance

4.1 Appropriately handle complaints from internal and external stakeholders regarding incidents of non compliance by the work group

4.2 Prepare *reports on levels of contractual compliance*

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:

- Contractual requirements
- Organisation policies and procedures pertaining to contract compliance
- Relevant legislation
- Implications for organisation and self of non compliance with contractual requirements
- Performance monitoring and quality assurance processes and benchmarking
- Risk assessment and management
- Audit processes
- Continuous improvement processes

Essential skills:

It is critical that the candidate demonstrate the ability to:

- Demonstrate understanding of the needs of government stakeholders and can identify strategies to establish and maintain cooperative working relationships
- Demonstrate understanding of the relevance of key contractual business performance and service quality requirements to own role and responsibilities, and those of the work group
- Manage compliance with these contract requirements via a range of appropriate methods, including the development of service standards, and regularly obtaining stakeholder feedback
- Adjust plans, processes and work practices to improve performance against key contractual requirements
- Resolve complaints and issues to the satisfaction of stakeholders, including dealing with challenging behaviours

REQUIRED SKILLS AND KNOWLEDGE

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:

- Demonstrate application of skills, including:
 - research skills to access information on government contract
 - analytical skills to analyse performance against contractual requirements and identify areas for improvement
 - problem solving skills to identify strategies to improve contractual compliance
 - planning skills to plan for improved contractual compliance performance
 - written communication skills to prepare contractually compliant documentation and reports
 - oral communication skills to convey contractual information and work with colleagues to improve delivery of contractually compliant services
 - technology skills to use business equipment and software

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
- Evidence must include observation of performance in the work environment or in a simulated work setting or the inclusion of assessment tasks that are realistic and relevant to work in an employment services area

EVIDENCE GUIDE

- 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
- 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 include access to:
 - a relevant workplace or an appropriately simulated environment where assessment may take place
 - equipment and resources normally used in the workplace
- Method of assessment may include:*
- Observations
 - Questioning
 - Case studies
 - Skills tasks
 - Written assignments
 - Evidence gathered from the workplace environment
 - Third party reports
 - Demonstration over a period of time to ensure consistency of performance

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.

Government includes:

- Federal
- State
- Local

Cooperative working arrangements may include, but are not limited to:

- Regular liaison with government on a range of contractual issues
- Cooperative resolution of any issues relating to contract
- Attendance at meetings of providers arranged by government purchaser and/or central agency
- Involvement in and contribution to surveys and studies arranged by government

Contract includes, but is not limited to:

- Contracts to deliver employment services entered into with government

RANGE STATEMENT

Contractual requirements include, but are not limited to:

- Types of contracted services/business streams
- Service delivery methods
- Standards for documentation/record-keeping and for management of information
- Performance requirements (quantitative and qualitative), performance milestones
- Performance analysis methods, including audit processes
- Legislation relevant to delivery of employment services
- Codes of practice
- Duty of Care provisions
- Conflicts of interest
- Fees, payment processes and schedules; payable and non payable outcomes
- Fraud prevention measures
- Contract dispute processes
- Penalties and implications of non-compliance with contractual requirements

Key business performance requirements may include, but are not limited to:

- Any key performance indicators (KPIs) contained in a contract that may relate to specific contacted services; specific client groups and/ or may relate to quality of service delivery
- Percentages/numbers of outcomes achieved against contracted number of outcomes as at contract milestone dates
- Percentages/numbers of outcomes achieved for particular client groups (e.g. people unemployed for extended periods or those facing particular barriers)
- Percentages/numbers of outcomes where employment is sustained for a certain period

RANGE STATEMENT

Measurement of target achievement may include mechanisms such as:

- Records and reports of work achievements against performance standards and measures
- Internal audit processes
- Regularly scheduled statistical monitoring of performance using organisation information systems
- Random checking of files and other documentation, both hard copy and electronic

Action to resolve performance related issues can include, but is not limited to:

- Strategies in accordance with business and performance improvement plans
- Quality and continuous improvement processes of the organisation
- Skill and knowledge development of individuals and groups
- Process improvement strategies
- Reallocation of resources
- Clarification of roles and performance expectations relating to individuals and groups
- Team effectiveness improvement measures
- Communication improvement strategies

RANGE STATEMENT

Legislation relates to, but is not limited to:

- Privacy Act
- Trade Practices Act
- Social Security Act
- Disability Services Act
- Employment Agents Act
- Federal legislation that addresses discrimination, e.g. Disability Discrimination Act, Race Discrimination Act, Sex Discrimination Act
- State legislation relating to Anti-Discrimination
- Financial Management and Accountability Act
- Crimes Act
- Corporations law
- Archives Act
- Freedom of Information
- Workplace Relations Act
- Human Rights and Equal Opportunity Commission Act
- Occupational health and safety (OHS)
- State legislation relating to child protection

Key stakeholders are organisations and individuals, who may include, but are not limited to:

- Clients (i.e. job-seekers and employers)
- Organisations providing services under a government contract
- Federal, State and Local government departments and agencies
- Area Consultative Committees
- Community organisations
- Providers of complementary services and programs
- Boards of Management
- Peak bodies
- Industry associations
- Employee associations

RANGE STATEMENT

Service quality standards may relate to, but are not limited to:

- Customer service standards referring to key interaction points
- Documentation standards
- Data input
- Records management
- Complaint handling
- Confidentiality
- Standards may be written or oral

Client and employer satisfaction surveys may relate to, but are not limited to:

- Formal or informal surveys
- Those conducted by own organisation or by external experts
- Written or verbal surveys

Ethical standards may relate to, but are not limited to:

- Standards that are written or oral, stated or implied by the way the organisation conducts its business
- Avoidance of conflicts of interest
- Confidentiality of information
- Professional relationships

Reports on levels of contractual compliance may relate to, but are not limited to:

- Reports on incidents and resultant action following complaints made direct to government purchaser
- Reports to organisation on potential and real incidences of non compliance, with details of follow up action taken and results

Unit Sector(s)

Not Applicable