



Australian Government

Department of Education, Employment and Workplace Relations

CHCMGT801B Manage a complex community sector organisation

Release: 1

CHCMGT801B Manage a complex community sector organisation

Modification History

Not Applicable

Unit Descriptor

Descriptor

This unit describes the knowledge and skills required to manage an organisation with the complexities of the community sector work environment

Application of the Unit

Application

The knowledge and skills of this unit of competency should be used by workers involved in higher level practice and/or management in the community sector

The unit reflects specific requirements in relation to management of medium sized organisations in the community sector, where responsibilities span a broad range of management functions at the highest level of the organisation

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. Manage human resource issues in community sector organisation

- 1.1 Establish working relationships with staff under a *range of working conditions and work arrangements* in the community sector
- 1.2 Develop and implement strategies to maintain relationships with staff as a basis for providing ongoing support, guidance, motivation and inspiration to underpin community work
- 1.3 Develop and implement strategies and systems to manage human resources issues related to a range of work arrangements, including voluntary work, work conducted largely in locations remote from the organisation and/or work in homes of clients
- 1.4 Balance the requirements of maintaining full time, part time and contract staff to undertake community sector work
- 1.5 Investigate the application of innovative approaches in human resource management with a potential to address organisation, sector and industry issues
- 1.6 Take action to provide ongoing support to address specific needs of staff in the community sector
- 1.7 Manage diversity of staff, client base and sector to effectively support community work
- 1.8 Ensure organisation processes, practices and protocols support and promote the acquisition and effective application of cultural competence

ELEMENT

2. Maintain organisational relationships to support community sector work

PERFORMANCE CRITERIA

- 2.1 Establish and maintain relationships and collaborative partnerships with identified organisations, agencies, government and regulatory bodies to underpin, support and enhance the work of the organisation
- 2.2 Identify and implement strategic approaches to finding a balance between collaboration and competition in organisational relationships
- 2.3 Establish, support and maintain appropriate and productive inter-organisation connections
- 2.4 Take a balanced and tenacious approach to maintain connections with public and private sector agencies in line with organisation policies and requirements
- 2.5 Oversee the maintenance of organisation databases and information systems to support and enhance inter-agency relationships
- 2.6 Take a proactive approach to researching the sector and developing new inter-agency relationships in line with strategic directions and organisation objectives

ELEMENT**PERFORMANCE CRITERIA****3. Manage organisation systems**

- 3.1 Oversee the establishment and maintenance of information and reporting systems to ensure audit, accreditation and other *compliance* and regulatory reporting requirements are addressed
- 3.2 Take initiative in establishment, review and maintenance of systems and processes to support and enhance work processes and associated accountability as an ongoing management practice
- 3.3 Monitor changes that may impact work processes and practices and take a high level problem solving approach to ensure organisation systems are able to address increased and/or changing demands and compliance requirements
- 3.4 Conduct ongoing research investigation to identify evidence of improvements in available systems and processes and/or in their application that may be beneficial to the organisation
- 3.5 Regularly evaluate the effectiveness of organisation systems and processes to ensure compliance and provide an effective basis for decision-making

4. Influence the policy environment

- 4.1 Undertake investigative research in relation to key areas of community work as a basis for contributing to policy determinations
- 4.2 Maintain a balanced approach to policy development and implementation to support organisation's strategic direction and objectives, minimise risk and uncertainty and contribute to community sector work
- 4.3 Maintain active involvement and influence in policy at a broader level, including contributing to policy initiatives at the community work sector, industry and government levels
- 4.4 Undertake high level negotiation and advocacy to influence policy development and implementation to support evidence-based research

ELEMENT**5. Manage finance issues****PERFORMANCE CRITERIA**

5.1 Take a strategic problem solving approach to managing the organisation's finances within a challenging environment including issues such as lack of business certainty, expanding demands, changes in public focus and support for different approaches, inconsistent or unworkable guidelines and varying availability of funding

5.2 *Identify and pursue funding opportunities* through public and private sector sources and where possible, take an innovative approach to create or expand opportunities

5.3 Undertake ongoing investigative research at national and international levels to identify existing or emerging funding and financing models with potential application to the organisation

5.4 Review organisation's finance structures in the light of research evidence and identify potential options for changes to the structure and allocation of finances in the organisation

5.5 Seek external expert advice and support and undertake internal consultation as required in relation to decision-making and to implement change in the organisation

ELEMENT**PERFORMANCE CRITERIA****6. Oversee contract management**

- 6.1 Establish and maintain contracting processes, practices and documentation which clearly define contract expectations and standards, risk management, accountability and financial frameworks
- 6.2 Oversee tendering and selection processes in line with identified protocols where required and quality assurance guidelines
- 6.3 Establish key stakeholders involved in project, communicate and clarify expectations associated with their roles and responsibilities and monitor during life of contract
- 6.4 Identify and manage risks associated with contract, including monitoring and enforcing risk allocation model
- 6.5 Manage implementation of contract to ensure ongoing work and delivery of outcomes are in line with contracted timelines, costs and quality standards
- 6.6 Review each contract and ensure issues are identified and addressed to improve future contract management

7. Manage governance issues

- 7.1 Identify governance issues related to a range of community sector organisations and their associated governance arrangements
- 7.2 Ensure governing body is provided with clear information to enable it to address governance requirements and responsibilities
- 7.3 Develop strategies to provide appropriate and ongoing guidance and support to the governing body in accordance with specific needs, such as a Board where membership is unchanged over some years and/or includes a high percentage of voluntary workers

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:

- Compliance requirements, penalties and associated systems, practices and work roles to ensure compliance
- Contemporary community sector policy and policy development processes
- Contemporary approaches to systems and processes related to:
 - database and information system support for inter-agency relationships
 - human resource management
- Detailed and in-depth knowledge of organisation management, including:
 - change management
 - contract management
 - financial management
 - human resource management
 - resource and asset management
- Human resource issues relevant to work in community sector organisations
- Methods and processes related to:
 - business planning, risk assessment and management
 - high level and complex problem solving
- Organisation strategic direction, goals and objectives
- Organisations, agencies, government and regulatory bodies relevant to the work of the organisation
- Relevant legislation, guidelines and codes of ethics or practice standards
- Research methods and tools and processes to support research at the local, national and international levels
- Structure of the community sector, including contributions, roles, perspectives and potential for collaborative work of government and non-government organisations in a broad range of community services and development work

REQUIRED SKILLS AND KNOWLEDGE

- Strategic and innovative approaches to:
 - balance collaboration and competition in organisational relationships
 - human resource management - and issues specific to community sector organisations
 - provide staff support, motivation and inspiration

Essential skills:

It is critical that the candidate demonstrate the ability to:

- Balance an appropriate and effective entrepreneurial approach with values, goals and objectives relevant to community sector work in managing the organisation
- Demonstrate a proactive and innovative approach to problem solving, decision-making and organisation management
- Develop and implement strategies and systems to manage issues related to a range of work arrangements, including voluntary work, work conducted largely in locations remote from the organisation and work in homes of clients
- Develop and implement strategies to support, motivate and inspire staff working in the community sector environment
- Guide and support governance of a community sector organisation
- Identify and implement strategic approaches to balance collaboration and competition in organisational relationships
- Influence and contribute to policy development in the organisation and in the broader sector and industry context
- Manage risk within the context of managing a community sector organisation and maintaining an identified level and standard of work outcomes and strategic direction
- Undertake detailed research and meaningful analysis of a wide range of business and community sector issues

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 high level skills in:
 - communication, negotiation, advocacy and consultation in an organisation management context
 - research, analysis and application of evidence-based findings in management of a community sector organisation
 - critical and strategic thinking and problem solving and their application to high level management issues
- Provide management and leadership to identify, promote and address environmental responsibility and sustainable practice issues

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
- Evidence of competency in this unit will need to be provided in conjunction with demonstrated competency across a range of areas of organisation management, including:
 - human resources management
 - financial management
 - resource and asset management
 - change management
- Evidence of performance should be gathered over time to demonstrate consistent performance
- This will include contexts applicable to the work environment, such as actual or simulated workplace situations involving a combination of direct, indirect and supplementary forms of evidence
- Evidence will be determined by selection from the Range Statement, justified in terms of work requirements, work roles and responsibilities and occupational specialisations

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
 - Where assessment is conducted within the workplace there are no resource implications above those normally available in the workplace
- Method of assessment:*
- Demonstration of competency within the working environment to learn from others and reflect on performance
 - Where there is not an opportunity to cover all relevant aspects in the work environment, the remainder should be assessed through realistic simulations, projects, previous relevant experience or oral questioning on 'What if?' scenarios
 - Observation of processes and procedures, oral and/or written questions on Essential knowledge and skills and consideration of required attitudes
 - Where performance is not directly observed and/or is required to be demonstrated over a period of time and/or in a number of locations, any evidence should be authenticated by colleagues, supervisors, clients or other appropriate persons
 - Review of any documentation produced by the candidate related to self development

EVIDENCE GUIDE

Related units:

This unit must be assessed holistically in conjunction with a broad base of management skills and knowledge as articulated in units such as:

- BSBRSK501A Manage risk
- CHCADMIN604B Manage finances, accounts and resources
- CHCINF604C Manage the organisation's information systems
- CHCMGT802C Manage policy development
- CHCMGT803B Provide strategic leadership
- CHCORG605A Manage human resources in a community sector organisation
- CHCORG607C Manage workplace issues
- CHCORG610B Manage change in a community sector organisation
- CHCORG613D Manage organisation's strategic and business planning

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.

Range of working conditions and work arrangements include but are not limited to:

- Full time, part time, contracted and voluntary worker
- Work conducted 'in-house' in other venues agency facilities, in client homes, in remote communities
- Workers primarily functioning in locations remote from the organisation base

RANGE STATEMENT

Identify and pursue funding opportunities may include, but is not limited to:

- Preparing and/or managing the preparation of business plans and reports to underpin funding applications
- Preparing and/or managing the preparation of funding submissions
- Undertaking research to investigate and/or create potential funding opportunities

Compliance may include, but is not limited to:

- Addressing reporting requirements relating to compliance
- Processes and practices to address legislative and regulatory requirements
- Processes and practices to address licensing, audit, accreditation and/or registration requirements

Unit Sector(s)

Not Applicable