



Australian Government

Department of Education, Employment and Workplace Relations

CHCMGT803B Provide strategic leadership

Release: 1

CHCMGT803B Provide strategic leadership

Modification History

Not Applicable

Unit Descriptor

Descriptor

This unit describes the knowledge and skills required to provide strategic leadership across an organisation in the context of work in the community services industry

This work involves strategic thinking, planning and leadership in relation to all aspects of managing an organisation involved in community work and/or service delivery

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 high level leadership in medium sized organisations in the community sector, where one individual may be responsible for leadership of the organisation, including guiding the Board of the organisation in relation to change and strategic initiatives in the industry

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. Review strategic context in which community sector organisation functions

- 1.1 Conduct ongoing research into the strategic environment in which the organisation currently operates, including *internal and external influences on strategic decision-making*
- 1.2 Identify *key factors, issues and trends* and their actual and potential impact on the organisation currently and in the future
- 1.3 Maintain and update knowledge of and connection with key information sources, organisations and stakeholders in relation to local, national and international developments in areas which may impact on the organisation
- 1.4 Assess current and future impact of changes in the strategic environment on organisation values, direction and approach, goals and objectives, standards and guidelines using valid evidence
- 1.5 Analyse the nature and extent of change in the organisation during its 'life' and identify *drivers of these changes*
- 1.6 Evaluate the effectiveness of strategies used to manage change in the past
- 1.7 Identify current strategic strengths and weaknesses, opportunities and threats across the organisation

ELEMENT**PERFORMANCE CRITERIA****2. Guide strategic planning processes for the organisation**

- 2.1 Identify *stakeholders to be involved in strategic planning processes* and structure strategic planning processes to engage and inform them
- 2.2 Undertake strategic planning in consultation with identified decision-makers and relevant stakeholders
- 2.3 Provide leadership in the strategic planning process in line with organisation requirements and stakeholder needs
- 2.4 Create a balanced environment that supports contributors to offer ideas and innovative solutions, work through challenging issues and make reasoned decisions
- 2.5 Provide researched information as required to inform decision-making
- 2.6 Use professional facilitation support as required

3. Apply strategic thinking to review organisation issues

- 3.1 Think through a range of (small and large) issues that have arisen for the organisation, identify factors that may have contributed to each issue and describe the current 'status' of each issue
- 3.2 Distinguish between outstanding and resolved issues, identifying processes and factors involved in the resolution and/or responsible for non-resolution of issues
- 3.3 Evaluate the effectiveness of processes currently used to address issues as a basis for reinforcing or changing current approaches
- 3.4 Identify a range of alternative approaches to problem-solving and evaluate their application to particular issues in relation to the organisation

ELEMENT**PERFORMANCE CRITERIA****4. Evaluate and address current status of the organisation**

4.1 Identify criteria as a basis for evaluation of the *'health' of the organisation* across a broad base of indicators

4.2 Evaluate the position and functioning of the organisation in relation to the identified criteria in consultation with key internal and, if appropriate, external stakeholders

4.3 Develop strategies to maintain and enhance the position and functioning of the organisation over an identified period of time (from 1 to 5 years)

4.4 Determine actions required to implement these strategies and prepare for their implementation in line with available resources and priorities

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:

- Current industry and professional standards and codes of ethics and practice
- Detailed and in-depth knowledge of organisation management, including:
 - human resource management
 - financial management
 - resource and asset management
 - change management
 - contract management
 - collaborative partnerships in community sector work
- Models, principles and techniques of:
 - strategic planning
 - strategic thinking
 - organisation evaluation
- Organisation goals and objectives
- Organisation's policies, plans and procedures
- Relevant legislation, guidelines and codes of ethics or practice standards

Essential skills:

It is critical that the candidate demonstrate the ability to:

- Apply leadership skills in an organisation functioning in the community sector
- Apply strategic thinking processes to review and address a range of issues for the organisation
- Evaluate the current status of the organisation of take appropriate action to reinforce and enhance strengths and address areas of weakness
- Guide stakeholder involvement in and contribute to strategic planning processes for the

REQUIRED SKILLS AND KNOWLEDGE

organisation

- Research and analyse organisation performance
- Review internal and external aspects of the environment in which community sector organisation functions

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
 - research and analysis
 - critical thinking
- Provide leadership in addressing environmental responsibility and sustainable practice 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, 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
 - contract management
 - collaborative partnerships with other

EVIDENCE GUIDE

organisations

over a period of time in order 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

- 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

EVIDENCE GUIDE

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

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
- 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

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.

Internal and external influences on strategic decision-making include but are not limited to:

- Cultural
- Economic
- Educational
- Environmental
- Legislative and regulatory
- Political
- Social

Key factors, issues and trends may include, but are not limited to:

- Economic and financial issues that may be broad-based or specific to the organisation or the organisation's funding base
- Factors, issues and/or trends related to the specific role and/or function of the organisation
- General factors, issues and/or trends across the industry or prevailing at a particular time
- Legislative and regulatory requirements, including challenges and changes to these requirements
- Local or regional factors, issues and/or trends
- Related political or government issues and initiatives

Drivers of these changes may be:

- National or international
- Population, community, organisation or individual based
- Regional, local or organisation-specific
- Short term or long term

RANGE STATEMENT

Stakeholders to be involved in strategic planning processes may include:

- Board members
- Client and community representatives
- Organisation staff
- Partnering organisations
- Regulatory / licensing bodies
- Related service provider representatives

'Health' of the organisation may be evaluated by indicators which include but are not limited to:

- Ability to recruit appropriate staff
- Effectiveness of governance of the organisation
- Financial
- Organisation culture
- Policy based
- Related to effectiveness and relevance of organisation functions and services
- Staff and client feedback

Unit Sector(s)

Not Applicable