



Australian Government

Department of Education, Employment and Workplace Relations

CHCORG610B Manage change in a community sector organisation

Release: 1

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Modification History

Not Applicable

Unit Descriptor

Descriptor

This unit describes the knowledge and skills required to foster and implement constructive and beneficial change in a complex organisation

Application of the Unit

Application

The skills described in this unit may be applied across a range of community sector workplace contexts

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

1. Ensure practices of the organisation are appropriate

PERFORMANCE CRITERIA

- 1.1 Design and implement processes to regularly review relevance of organisation's philosophy in the light of needs of clients and key stakeholders
- 1.2 Undertake ongoing monitoring of organisation policies and practices to ensure they:
 - do not support discrimination
 - promote ethical behaviour
 - meet duty of care responsibilities
 - are based on principles of natural justice
 - meet funding requirements
 - continue to be relevant
- 1.3 Undertake ongoing evaluation of organisation's practices to ensure they:
 - are consistent with its philosophies and policies
 - positively contribute to meeting client and stakeholder needs

ELEMENT**2. Respond to change in the community****PERFORMANCE CRITERIA**

2.1 Implement appropriate strategies to provide accurate and current information on *trends* and changes in the community which may impact on the organisation and its clients

2.2 Identify and assess social, political and economic trends and anticipate their impact on the organisation, community and client group

2.3 Where required, commission expert advice and/or research to provide access to detailed information about trends and the likely impact of changes

2.4 Maintain currency with information and trends through membership of professional associations, research organisations and networks

2.5 Assess and revise appropriate management and work practices to reflect trends and research findings

ELEMENT**PERFORMANCE CRITERIA**

3. Initiate and implement *organisation change* within a planning framework

3.1 Identify changing requirements, initiate opportunities to change policies and practices, and promote to relevant staff, clients and stakeholders

3.2 Define the nature and scope of required changes, and develop strategies to successfully implement them, including:

- determining budgetary considerations
- appropriate consultation, negotiation and communication
- addressing possible barriers
- promoting effects and benefits of change
- risk assessment

3.3 Identify and implement changes that reflect:

- consideration of a range of alternatives
- appropriate consultation and communication with staff, client and stakeholders
- current accepted good practice
- appropriate levels of planning
- organisation quality assurance processes
- provision of relevant training

3.4 Put in place processes to ensure outcomes of changes are evaluated against expectations and previous performance

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:

- A range of approaches to organisation planning and management
- Community consultation mechanisms
- Funding/income strategies
- Marketing and promotion
- Organisation change strategies
- Principles and practices of change management theory
- Relevant government policies and systems
- Scope and operation of the industry
- The services and products of the research sources listed in the Range Statement

Essential skills:

It is critical that the candidate demonstrate the ability to:

- Consult research sources identified in the Range Statement
- Develop and implement organisation policies and procedures indicated in the Range Statement
- Work with aspects of organisation change as identified in the Range Statement

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 in:
 - continuous improvement principles and practices

REQUIRED SKILLS AND KNOWLEDGE

- literacy
- communication and negotiating with senior level decision-makers and community leaders
- preparing and delivering public presentations
- community consultation
- planning and review processes
- coordinating a complex range of issues and relationships
- analysis
- leadership and motivation
- service quality maintenance
- financial management and maintenance
- effective and safe management of technological change
- Facilitate processes to recognise and address 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
- This unit is most appropriately assessed in the workplace under the normal range of workplace conditions
- It is recommended that assessment take place on more than one occasion or evidence gathered that provides evidence of competence over a period of time

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 of this unit include access to an appropriate workplace where assessment can be conducted
- Method of assessment:*
- Assessment may include observations, questioning and evidence gathered from the workplace

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 STATEMENT

Trends may include:

- Social, political and economic trends driven from a variety of sources

Organisation change may relate to:

- Building and other resources
- Community expectations
- Employment and work practices
- Internal and external policies
- Legislative and statutory framework
- Levels and sources of funding
- Management decision-making processes
- Nature and focus of service, programs and activities
- Service users/funding providers
- Staff requirements
- Technological changes

Research sources will include:

- Academic studies
- Commission of inquiry, royal commissions, senate inquiries reports
- Commonwealth and state government reports
- Conferences, seminars, visiting speakers
- Media
- Peak bodies
- Political party policy
- Professional associations journals and projects
- Publications, newsletters
- Social action and research bodies
- Statutory/government bodies

Unit Sector(s)

Not Applicable