



Australian Government

Department of Education, Employment and Workplace Relations

CHCORG614B Manage 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 plan and monitor the development direction and changes of a complex organisation, range of programs or major program area

Application of the Unit

Application

The skills described in this unit may be applied across a range of community services 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

PERFORMANCE CRITERIA

1. Coordinate organisation planning

- 1.1 Identify appropriate *strategic alliances* and negotiate and maintain participation
- 1.2 Identify overall purpose and philosophy of the organisation and translate into a written or recorded set of aims and objectives which are clearly understood, measurable and attainable and evaluated as appropriate
- 1.3 Implement appropriate corporate planning processes that make best use of internal and external consultation processes
- 1.4 Implement appropriate corporate planning processes to ensure responsiveness to client needs
- 1.5 Undertake appropriate consultation with relevant people and agencies
- 1.6 Establish appropriate management structure and process to coordinate corporate planning, advise decision-makers and reflect principles and philosophy of the organisation
- 1.7 Analyse the way in which values and beliefs of workers and stakeholders may influence defined organisation purpose and philosophy and communicate to all relevant participants
- 1.8 Make resources available as appropriate to support the planning processes at all levels
- 1.9 Develop systems, processes and timeframes for all aspects and components of the planning process

ELEMENT**PERFORMANCE CRITERIA****2. Design and implement the structures and process of the organisation**

- 2.1 Determine appropriate structure for the organisation to match organisation philosophy and purpose
- 2.2 Develop, agree, implement and monitor lines of decision-making and accountability
- 2.3 Prepare budgets in line with strategic plan and make allowance for all requirements and components of planning and implementation of programs and services
- 2.4 Establish financial accountability systems which meet agreed organisation best practice provisions
- 2.5 Ensure planning guidelines provide for inclusion of appropriate statutory, legislative and practice provisions
- 2.6 Develop clear, fully documented planning guidelines and systems and make them accessible to all involved

3. Implement evaluation processes

- 3.1 Hold appropriate consultations with stakeholders to examine issues and trends and advise decision-makers of outcomes as required
- 3.2 Complete all required reporting in a timely way in accordance with organisation requirements
- 3.3 Identify, develop and implement appropriate evaluation arrangements with representation from relevant stakeholder groups
- 3.4 Prepare advice and provide to decision-makers within the negotiated format and timeframe

4. Enable organisation to meet legal requirements

- 4.1 Implement mechanisms to ensure relevant commonwealth, state and local government legal requirements are identified and adhered to
- 4.2 Regularly update information about current legal requirements and if appropriate, develop proposals to modify organisation policy and procedures

ELEMENT**PERFORMANCE CRITERIA**

5. Establish the profile of the organisation and market its services

- 5.1 Use formal and informal networks as channels to communicate the organisation's activities and achievements
- 5.2 Use a range of communication media and activities to convey information about activities and achievements of the organisation to encourage support and interest
- 5.3 Seek and utilise opportunities to promote the organisation through media, government and the community
- 5.4 Display confidentiality and sensitivity in details, content and extent of public comment on organisation's activities

6. Give direction for the effective management of the organisation

- 6.1 When required, develop and articulate policies and procedures for the employment role of the organisation and monitor their implementation
- 6.2 Promptly address problems in implementing defined procedures to ensure resolution
- 6.3 Prepare reports to comprehensively and accurately describe organisation's activities and achievements and present to relevant stakeholders and management, as required
- 6.4 When required, facilitate processes of management and/or board meetings to ensure effective and informed deliberations and decision-making
- 6.5 Identify and implement mechanisms for effective coordination of activities and services

ELEMENT**7. Manage *changes in the organisation*****PERFORMANCE CRITERIA**

- 7.1 Identify policy, social, political and economic trends and assess their potential impact on the organisation
- 7.2 Assess and revise management and work practices relative to social, political and economic trends and impacts
- 7.3 Define and monitor *indicators for change* within the organisation
- 7.4 Identify and promote opportunities for positive change and undertake appropriate work to maximise support from staff, clients and stakeholders

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:

- Best practice including:
 - accountability
 - administrative systems and principles
 - consumer focus
 - current information technology and programs relevant to the organisation or industry
 - enterprise agreements
 - information management policies, practices and systems in the community sector
 - management systems and principles
 - management of sustainability
 - performance monitoring and review
 - performance standards
 - service quality development
 - training and skills development and recognition
- Statutory and legislative requirements including:
 - corporate affairs/incorporation/Australian Securities Commission
 - equal employment opportunities principles and practice
 - funding/service contracts/agreements
 - industrial relations/enterprise contracts
 - non discrimination
 - occupational health and safety
 - taxation

Essential skills:

REQUIRED SKILLS AND KNOWLEDGE

It is critical that the candidate demonstrate the ability to:

- Coordinate the use of relevant information technology effectively to address organisation requirements in line with occupational health and safety (OHS) guidelines
- Design strategies to involve and communicate with all major stakeholders
- Develop strategies for adapting organisation to changes
- Manage organisation change
- Undertake strategic planning
- Use information technology and software programs as required by the workplace

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:
 - strategic thinking
 - decision-making
 - environmental scanning
 - analysis/evaluation
 - facilitation
 - high level liaison
 - high level oral and written communication
- Apply principles and practices to enhance sustainability in the workplace, including environmental, economic, workforce and social sustainability

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

- The individual being assessed must provide evidence of specified essential knowledge as well as skills

EVIDENCE GUIDE

and evidence required to demonstrate this unit of competency:

- This unit is most appropriately assessed in the workplace or in a simulated workplace and under the normal range of workplace conditions
This may include the use of languages other than English and alternative communication systems
- It is recommended that assessment take place on more than one occasion to enable all aspects of managing a service organisation to be assessed

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 or simulation of realistic workplace setting for assessment

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.

Strategies for the development of policies, practices and standards may include:

- Change management
- Organisation development

Indicators for change include:

- Change in government policies and associated change in organisation focus
- Level of commitment to organisation's aims and objectives
- Management committee
- Organisation executive management turnover
- Relationship with external agencies
- Staff
- User involvement

Communication designed to promote the organisation include:

- Brochures
- Fliers and other written advertisements
- Letters
- Poster and other artwork and audiovisual advertisements
- Verbal presentations

RANGE STATEMENT

Changes in the organisation may be related to:

- Changing service users
- Different levels of funding
- Employment and work practices
- External policy change
- Legislative change
- Management decision-making processes
- Membership changes
- Nature and focus of service, programs and activities
- New buildings and other resources
- Staff requirements
- Technological change

Strategic alliances will include:

- Business leaders
- Community leaders
- Funding agencies
- Industry networks
- Key government officers
- Key public policy and decision-makers
- Media
- Ministerial advisers and staff
- Ministerial advisory committees
- Other key agencies/organisations
- Political parties and committees
- Professional associations
- Social/economic/political researchers, analysts and advisers
- Special interest groups
- Specialist services

RANGE STATEMENT

Information management may relate, for example, to:

- Establishment and maintenance of policies, procedures and systems to ensure security of information where required to address legislative requirements, such as privacy / confidentiality and OHS
- Establishment and maintenance of policies, procedures and systems to support collection and recording of information required for a range of purposes, such as:
 - business analysis, planning and ongoing management
 - quality assurance, accreditation and/or audit purposes
 - sales and marketing
 - organisation review and evaluation processes
- Maintenance of up-to-date client and network database information

Unit Sector(s)

Not Applicable