



Australian Government

Department of Education, Employment and Workplace Relations

CHCORG701B Provide leadership as a practitioner in community services

Release: 1

CHCORG701B Provide leadership as a practitioner in community services

Modification History

Not Applicable

Unit Descriptor

Descriptor

This unit describes the knowledge and skills required to provide leadership in the practice of one or more disciplines in the community sector

The leadership role includes the development and promotion of effective and where appropriate innovative approaches to achieving outcomes for clients, providing practice supervision of other practitioners and influencing policy and system change

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. Identify opportunities for effective *leadership* as a practitioner in the community sector

PERFORMANCE CRITERIA

- 1.1 Identify role, responsibilities and parameters for exercising influence in own area of practice
- 1.2 Clarify own vision, values and key strengths in relation to advancing practice in the current environment for future benefits to the community sector
- 1.3 Identify areas of practice in need of improvement and explore innovative approaches to achieve enhanced outcomes for individuals, groups and communities
- 1.4 Identify key people and processes in own and other organisations to support advances in the community sector
- 1.5 Identify barriers and strategies to influence change in an organisation or between organisations
- 1.6 Identify leadership approach to suit the current context and build on own strengths
- 1.7 Assess *factors that may impact* on leadership style and role and address in developing aspects of own and organisation practice

ELEMENT**PERFORMANCE CRITERIA**

2. Work collaboratively with colleagues and other stakeholders

- 2.1 Develop and maintain consultation structures to support coordinated planning and decision-making in relation to enhancing practice to achieve identified outcomes with individuals, groups and communities
- 2.2 Develop and maintain strategic alliances with key people to maximise personal and organisation effectiveness
- 2.3 Routinely model and promote effective practice in the community sector
- 2.4 Implement appropriate continuous improvement processes to ensure ongoing practice effectiveness
- 2.5 Provide guidance, coaching and mentoring as appropriate to enhance practice in the sector

3. Promote and maintain quality performance in community sector work

- 3.1 Research and analyse factors that influence effectiveness of performance
- 3.2 Develop and implement *strategies to promote effectiveness of community sector practice*
- 3.3 Research and establish *strategies to develop and maintain quality performance*
- 3.4 Develop, negotiate, promote performance standards and requirements and use to guide organisation and personal practice
- 3.5 Negotiate implementation of changes to practices, policies and procedures and promote to gain support
- 3.6 Provide individual or group supervision for other staff

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 broad understanding of how the Australian political system and the Australian legal system are structured
- Awareness of complex cultural issues in the community sector and application of this awareness in an advanced practice context
- Literature on models of leadership, influence, mentoring and coaching
- Literature on policy development and public policy
- Nature and structure of the community services and health industries
- Organisation's guidelines both employer's and those of relevant other organisations
- Policies and theories underpinning organisation directions, approaches and targeted outcomes in the delivery of community services
- Relevant industrial relations policy, structures and practice
- Relevant legislation, regulations and government policies and standards
- Strategic planning in the context of community services practice
- Widely accepted accountability and transparently processes relevant to the practitioner's work sector

Essential skills:

It is critical that the candidate demonstrate the ability to:

- Demonstrate an appropriate approach to leadership/mentoring/coaching in the particular work context and in line with own strengths and vision
- Demonstrate high level leadership/mentoring/coaching to enhance effectiveness of client outcomes in community sector practice
- Influence effective practice in community work and/or the community services industries

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 in:
 - leadership/mentoring/coaching based on specified objectives and factors
 - strategic planning designed to achieve identified outcomes for individual, group and/or community clients
 - analysis of practice in relation to achievement of identified outcomes
- Demonstrate application of high level practice skills, including:
 - situation analysis
 - stakeholder identification
 - communication, liaison and consultation
 - negotiation
 - networking
 - convening and/or participating in meetings
 - articulate a developmental approach to practice
- Provide leadership in addressing environmental responsibility and sustainable practice issues
- Use and coordinate the use of relevant information technology effectively in line with occupational health and safety (OHS) guidelines

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 can be assessed in the workplace, in the community or in a relevant simulated environment

EVIDENCE GUIDE

e.g. use of case studies, use of role plays

- Consistency in performance should relate to outcomes required by leadership in area of practice

- 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 or community
 - an environment capable of accurately simulating these
 - assessor with a relevant professional background and experience as a practitioner
 - self assessment exercises

EVIDENCE GUIDE

Method of assessment:

- In cases where the learner does not have the 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
- Assessment of this unit of competence will usually include observation of processes and procedures, oral and/or written questioning 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

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.

Factors that may impact on practice will include:

- Attitudes, values, beliefs of stakeholders
- Composition and nature of the service system
- Government role and policies
- Organisation policy and principles
- Other organisations, networks, services
- Resources
- Roles, relationships, obligations, accountability and protocol

RANGE STATEMENT

Review of practice situation may include:

- Client, carer and worker feedback
- Continuous improvement processes
- Internal and external research
- Internal evaluation
- Literature review
- Specifically commissioned research

Leadership may include:

- Direct and indirect influence on attitudes, decisions and action
- Formal and informal roles and positions
- Individual and group roles and positions
- Influencing policy development
- Influencing structures and processes

Factors influencing effective community services may include:

- Career structures
- Competence
- Coordination/leadership
- Culture
- Economic and financial factors
- Flexibility/adaptability
- Government directions and initiatives
- Image/morale
- Industrial structures
- Organisation structures and relationships with other organisations
- Performance standards
- Policy
- Resources
- Service standards
- Service system structure and gaps
- Skills
- Social and family relationships
- Social/community/political/economic trends
- Training/education/development

RANGE STATEMENT

Strategies to promote effectiveness of community sector practice may include:

- Evidence gathering
- Giving and receiving mentoring and/or coaching
- Presentation in relevant forums and to key people
- Situation analysis

Strategies to develop and maintain quality performance may include:

- Appropriate utilisation of existing structures and processes
- The development and maintenance of relevant industry and practice standards
- Training and professional development

Development strategies may be based upon:

- Appeals mechanisms
- Appraisal/recognition of prior learning
- Assessment models/tools
- Curriculum/teaching/education provision
- Recognition/accreditation
- Research/publications/promotion/information Use of existing standards such as:
 - organisation
 - sector
 - industry
 - national
 - enterprise
 - government

Unit Sector(s)

Not Applicable