



Australian Government

CSCORG018 Manage a work unit

Release: 1

CSCORG018 Manage a work unit

Modification History

Release	Comments
1	This unit was released in CSC Correctional Services Training Package release 1.0 and meets the Standards for Training Packages. This unit supersedes and is equivalent to CSCORG505A Manage a work unit.

Application

This unit describes the skills required to plan and monitor the services of a work unit, manage unit resources, supervise and support staff and demonstrate effective decision making.

This unit applies to those with both general and specialist competencies from a range of occupational areas within correctional services. Factors that will influence the application of this unit will include:

- type of institution and degrees of custody and security
- size, number of staff and range of services
- location, layout and construction or design
- available and required accommodation
- philosophy, objectives and purpose of the organisation

In practice, managing a work unit will overlap with other generalist or specialist work activities such as work unit planning, managing activities to meet client requirements, coordinating resource allocation and usage, coordinating a work team, etc.

The skills and knowledge described in this unit must be applied within the legislative, regulatory and policy environment in which they are carried out. Organisational policies and procedures must be consulted and adhered to, particularly those related to allocation of resources.

Those undertaking this unit work autonomously, occasionally accessing and evaluating support from a broad range of sources. The role requires critical reflection, organisation and high level communication skills.

No licensing, legislative or certification requirements apply to unit at the time of publication.

Competency Field

Organisational administration and management

Elements and Performance Criteria

ELEMENTS	PERFORMANCE CRITERIA
Elements describe the essential outcomes	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the range of conditions section.
1. Plan and monitor the services of a work unit	1.1 Ensure that work unit guidelines, procedures and practices are developed, monitored and reviewed through active consultation and participation with all key people. 1.2 Promote the contribution of the work unit and its outcomes in the organisation and correctional community. 1.3 Design and monitor internal information and reporting systems for efficiency, effective communication and accountability. 1.4 Maintain regular team meetings designed to encourage routine participation in planning and services review. 1.5 Maintain liaison with other relevant key people in the community and related agencies.
2. Manage unit resources	2.1 Determine required resources to enable achievement of work unit objectives. 2.2 Facilitate cooperation in the work unit through balanced and fair work allocation and recognition of all contributions. 2.3 Ensure that physical resources are maintained to agreed health and safety standards. 2.4 Monitor financial expenditure to ensure that budgets and delegations are kept within agreed limits and allocations. 2.5 Ensure that financial reporting systems are consistent with organisational and contract requirements.
3. Supervise and support staff	3.1 Identify and monitor staff functions, duties and responsibilities required for the effective and productive operation of the unit. 3.2 Recruit and select staff according to identified criteria and procedures. 3.3 Identify any skills shortages and staff development needs and provide appropriate training. 3.4 Identify and counsel inappropriate behaviour to promote a positive attitude towards industry standards and performance improvement. 3.5 Promote achievements and support and reinforce productive and effective behaviour with team members. 3.6 Ensure that staff performance appraisal and counselling are provided according to policies and work contracts. 3.7 Identify issues and concerns affecting work performance of staff and provide counselling and support to resolve problems.

4. Make effective decisions	4.1 Apply team-building strategies to achieve strengthened individual and team commitment to organisational vision and work unit goals. 4.2 Use a range of consultation methods to involve staff, management and other related services in the decisions affecting the work unit. 4.3 Promote the use of problem-solving strategies and techniques to produce creative and innovative thinking. 4.4 Evaluate decisions and actions for their effectiveness and positive outcomes and make adjustments to plans. 4.5 Ensure that decisions and actions are documented, reported and recorded according to agreed procedures.
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Foundation Skills

The foundation skills demands of this unit have been mapped for alignment with the Australian Core Skills Framework (ACSF). The following tables outline the performance levels indicated for successful attainment of the unit.

ACSF levels indicative of performance:

1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Learning					Reading					Writing					Oral communication					Numeracy				
Performance variables																								
1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Support					Context					Text complexity					Task complexity									

Further information on ACSF and the foundation skills underpinning this unit can be found in the [Foundation Skills Guide](http://www.govskills.com.au/guides/correctional-services/foundation-skills-guide) <http://www.govskills.com.au/guides/correctional-services/foundation-skills-guide> on the GSA website.

Unit Mapping Information

Supersedes and is equivalent to CSCORG505A Manage a work unit.

Links

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=114e25cd-3a2c-4490-baae-47d68dcd2fde>

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Assessment Requirements for CSCORG018 Manage a work unit

Modification History

Release	Comments
1	These Assessment Requirements were released in CSC Correctional Services Training Package release 1.0 and meet the Standards for Training Packages.

*Please refer to the
advice in the CSC
Assessment Guide.*

Performance Evidence

Evidence required to demonstrate competence must satisfy all of the requirements of the elements and performance criteria. If not otherwise specified the candidate must demonstrate evidence of performance of the following on at least two occasions.

- accessing and using legislation and guidelines relating to managing the work unit, including physical, human and financial resources
- interpreting and explaining organisational policies, procedures and strategic plans and assisting others to apply them in the workplace
- planning and developing work unit objectives and effectiveness measures
- using team building strategies
- undertaking grievance counselling and resolving conflict in work teams
- delegating work to others
- recruiting and selecting staff using approved methodologies and strategies
- identifying training needs and skills shortages
- undertaking effective liaison, negotiation and consultation with stakeholders
- interpreting budgets and applying financial management strategies
- preparing written advice and reports requiring analysis and accurate expression

Knowledge Evidence

Evidence required to demonstrate competence must satisfy all of the requirements of the elements and performance criteria. If not otherwise specified the depth of knowledge demonstrated must be appropriate to the job context of the candidate.

- legislation, regulations, policies and procedures relating to protocols and guidelines in relation to managing a work unit
- environmental or sustainability legislation, regulations and codes of practice applicable to industry
- financial management and budgetary processes in the organisation
- consultative mechanisms and protocols of the organisation
- political and industrial relations context of the industry

- group dynamics
- conflict resolution techniques
- meeting formats and facilitation or chairing requirements
- recruitment and staff selection methodologies
- team-building strategies
- strategic plans and work unit and business plans
- equal employment opportunities, equity and diversity principles

Assessment Conditions

Valid assessment of this unit requires a workplace environment or one that closely resembles normal work practice and replicates the range of conditions likely to be encountered when managing a work unit, including coping with difficulties, irregularities and breakdowns in routine.

Assessment should include the opportunity to demonstrate evidence from work in the wider community. Evidence should be gathered over time in a range of contexts to ensure the candidate can achieve the unit outcome and apply the competency in different situations or environments.

Assessors must satisfy the NVR/AQTF mandatory competency requirements for assessors.

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