



Australian Government

CSCORG024 Plan and implement changes in justice services

Release: 1

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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 CSCORG602A Plan and implement changes in justice services.

Application

This unit describes the skills required to identify opportunities for improvement, evaluate the costs and benefits of change, plan the implementation of change, promote agreement on the implementation of change and implement and monitor changes.

This unit applies to those working in a management role within justice services.

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.

Those undertaking this unit work autonomously, intuitively accessing and evaluating support from a broad range of sources. The role requires sophisticated analysis, organisation, numeracy 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. Identify opportunities for improvements	1.1 Monitor trends in the community and in human services and evaluate them for their implications for justice services. 1.2 Ensure that information gathered through a wide range of media is relevant, reliable and balanced to allow valid analysis and

	judgements to be made. 1.3 Consult key people with an interest in the services of the justice system and give opportunities for them to contribute to the evaluation of services and areas needing change. 1.4 Confirm that improvements identified are realistic and consistent with the organisation's strategic plans, objectives and policy and with the political and social environment of justice services. 1.5 Consult key people inside and allied to the justice system, providing them with relevant, clear and accurate information about the context and proposal for change.
2. Evaluate the costs and benefits of change	2.1 Use complete and accurate information to evaluate current and proposed justice services, outcomes and processes in order to identify relative benefits and disadvantages. 2.2 Determine resource implications of options for change and assess them according to priorities and benefits. 2.3 Ensure that analysis of the implications of change is consistent with the information and identified objectives relevant to services in the justice system. 2.4 Include the advice of key people in the analysis. 2.5 Evaluate the proposed changes, including using information drawn from past experience and likely future circumstances. 2.6 Check the identified benefits and disadvantages of proposed changes and confirm these with key people likely to be effected.
3. Plan the implementation of change	3.1 Provide clear and accurate information on proposed change to relevant people at the appropriate time. 3.2 Identify obstacles to change and design constructive strategies to overcome them. 3.3 Actively promote proposed changes with key people. 3.4 Back up arguments with clear and accurate evidence. 3.5 Identify the people and resources involved in the implementation of change and ensure roles, responsibilities and outcomes are clearly defined. 3.6 Design feedback and monitoring mechanisms to ensure implementation of change meets strategic plans and objectives.
4. Promote agreement on the implementation of change	4.1 Present plans for the implementation of change positively and comprehensively to key people with an interest in the changes. 4.2 Explain purpose, process and outcomes of change in a clear and accurate manner. 4.3 Assess the understanding and responses of key people and their level of commitment. 4.4 Check that compromises made during negotiations remain consistent with the purposes and objectives of change. 4.5 Conduct negotiations in a manner that maintains positive and

	productive working relationships with those involved. 4.6 Report failure to reach agreements objectively and in a manner that maintains morale, motivation and positive professional relationships.
5. Implement and monitor changes	5.1 Introduce implementation activities at a time, level and pace that can be accommodated by those involved. 5.2 Allocate resources needed for implementation according to priorities and the stages of the plan. 5.3 Monitor and evaluate the impact of change according to evaluation mechanisms, using methods that minimise disruption. 5.4 Deal with problems arising from implementation promptly and effectively through the use of flexibility and reasonable modifications. 5.5 Identify key people to be involved in change process and ensure their involvement is consistent with their roles, responsibilities, skills and levels of commitment. 5.6 Ensure that results are consistent with objectives and expectations. 5.7 Check that the changes reflect the quality standards agreed to and endorsed by the organisation. 5.8 Provide feedback on the impact of change to senior staff as input to planning and policy development and reporting.

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 N/A					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 CSCORG602A Plan and implement changes in justice services.

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 CSCORG024 Plan and implement changes in justice services

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.

- managing impact of political and community values on services and outcomes of the justice system
- managing the impact and effects of change on individuals and organisations
- managing change in services operating in a public policy environment
- maintaining supportive and effective teamwork and leadership
- promoting and maintaining the organisation's philosophies, policies, guidelines and practice standards
- establishing and developing management practice, policies and systems

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.

- justice system and its services and context and environment in which change is occurring
- models for organisational and system-wide change
- consultative mechanisms and protocols of the justice system
- organisational structures
- accountability and reporting systems of the justice system
- political and industrial context of the justice system
- organisational and departmental objectives and strategic plans
- key influences and decision makers in the justice system
- key political and community interests that have an impact on the justice system

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 by an individual responsible for planning and implementing changes in justice services as part of a coordinated team, including coping with difficulties, irregularities and changes to routine.

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

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