



Australian Government

CSCORG026 Establish strategic guidance for correctional services

Release: 2

CSCORG026 Establish strategic guidance for correctional services

Modification History

Release 2. Modifications have been made to:

- Application
- Performance Criteria

Release 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 CSCORG604A Establish strategic guidance for correctional services.

Application

This unit describes the skills and knowledge required to establish strategic guidance for correctional services. It includes creating a shared vision to give purpose to the work of the organisation, formulating objectives and strategies to guide the work of the organisation and negotiating support for strategies.

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 high level conceptualisation, analysis and negotiation skills.

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

Pre-requisite Unit

Not applicable.

Competency Field

Organisational administration and management

Unit Sector

Not applicable.

Elements and Performance Criteria

ELEMENTS

PERFORMANCE CRITERIA

Elements describe the essential outcomes

Performance criteria describe the performance needed to demonstrate achievement of the element.

1 Create a shared vision to give purpose to the work of the organisation

- 1.1** Ensure consultations with management and key stakeholders on the vision of the organisation are open, realistic and designed to engage their support
- 1.2** Ensure the proposed vision considers the requirements, expectations and interests of management and key stakeholders
- 1.3** Confirm the proposed vision reflects the nature and values of the organisation and its role in the justice environment
- 1.4** Check the vision guides and supports employees to relate their values and principles to those of the organisation
- 1.5** Ensure the proposed vision includes consideration of trends and opportunities and is reviewed regularly in light of developments in the community and in the justice environment

2 Formulate objectives and strategies to guide the work of the organisation

- 2.1** Provide opportunities for employees at all levels in the organisation to participate creatively in the development of organisational objectives and strategies
- 2.2** Promote team commitment and ownership of organisational objectives and strategies
- 2.3** Check objectives and strategies are consistent with organisation's culture, philosophy, purpose and vision
- 2.4** Confirm objectives are attainable in realistic timeframes and with available resources
- 2.5** Verify objectives and strategies contain sufficient detail to allow the planning and development of specific programs of work
- 2.6** Ensure objectives and strategies take account of constraints and contingencies
- 2.7** Confirm objectives are measurable and achievable and

		include criteria to assess performance
	2.8	Ensure objectives and strategies take account of research of trends and developments and anticipated changes in the corrections and justice field
3	Negotiate support for strategies	
	3.1	Use consultation processes that promote support and commitment from key stakeholders
	3.2	Resolve opposition and differences through compromise that is realistic, balances competing interests and acknowledges the legitimacy of difference
	3.3	Use consultation processes and presentations designed to attract the support of key stakeholders
	3.4	Anticipate and minimise potential problems and obstacles
	3.5	Maintain regular contact with key stakeholders to promote ongoing support and to anticipate issues for resolution

Foundation Skills

Foundation skills essential to performance are explicit in the performance criteria of this unit of competency.

Range of Conditions

Range is restricted to essential operating conditions and any other variables essential to the work environment.

Non-essential conditions may be found in the Companion Volume Implementation Guide.

Unit Mapping Information

This unit replaces and is equivalent to CSCORG604A Establish strategic guidance for correctional services.

Links

Companion Volume implementation guides are found in VETNet -

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

Assessment Requirements for CSCORG026 Establish strategic guidance for correctional services

Modification History

Release 1. This is the first release of this unit of competency in the CSC Correctional Services Training Package Release 3.0

Performance Evidence

Evidence required to demonstrate competence in this unit must be relevant to and satisfy all of the requirements of the elements and performance criteria on at least one occasion and include:

- creating a shared vision through:
 - consulting with a range of different key stakeholders and in different consultation processes
 - producing presentation material that promotes the proposed vision
 - negotiating commitment from key stakeholders at different levels of authority in the organisation and outside the organisation
- formulating objectives and strategies by:
 - conveying to key stakeholders the importance of objectives and strategies in achieving the vision of the organisation
 - using a range of methods for developing, reviewing and promoting objectives and strategies
 - developing objectives and strategies that meet the requirements of the organisation
 - developing objectives and strategies that gain the support and commitment of key stakeholders
 - developing objectives and strategies that are realistic, achievable, measurable and can be resourced
- gaining support by:
 - making presentations to key stakeholders
 - addressing differences and problems with key stakeholders
 - negotiating the support of key stakeholders.

Knowledge Evidence

Evidence required to demonstrate competence in this unit must be relevant to and satisfy all of the requirements of the elements and performance criteria and include knowledge of:

- legislation, regulations and organisational policies and procedures related to the purpose and political environment of the organisation
- key stakeholders in the organisation and in the wider service community
- organisation's management, performance management and accountability structure

- trends, developments and current research for correctional services
- principles of consultation and negotiation
- factors that influence organisational leadership, team leadership and motivation
- purpose and components of organisational strategic planning.

Assessment Conditions

Assessors must hold credentials specified within the Standards for Registered Training Organisations current at the time of assessment.

Assessment must satisfy the Principles of Assessment and Rules of Evidence and all regulatory requirements included within the Standards for Registered Training Organisations current at the time of assessment.

Assessment must occur in workplace operational situations. Where this is not appropriate, assessment must occur in simulated workplace operational situations that reflect workplace conditions.

Assessment processes and techniques must be appropriate to the language, literacy and numeracy requirements of the work being performed and the needs of the candidate.

Resources for assessment must include access to:

- a range of relevant exercises, case studies and/or simulations
- acceptable means of simulation assessment
- applicable documentation, including workplace policies, procedures, regulations, codes of practice and operation manuals
- relevant materials, tools, equipment, facilities and personal protective equipment (PPE) currently used in industry.

Links

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