



Australian Government

CSCORG031 Plan and implement changes in justice services

Release: 1

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Modification History

Release 1. This unit was released in CSC Correctional Services Training Package release 3.0

Application

This unit describes the skills and knowledge 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 in justice services.

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, proactively accessing and evaluating support from a broad range of sources. The role requires comprehensive analysis, organisation, numeracy and high level communication 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

Elements describe the essential outcomes

PERFORMANCE CRITERIA

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

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| 1 Identify opportunities for | 1.1 Monitor trends in the community and in human services and evaluate them for their implications for justice |
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improvements	services
	1.2 Ensure 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 stakeholders 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 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 stakeholders 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 Utilise the organisations project and risk management frameworks to support change 2.3 Determine resource implications of options for change and assess them according to priorities and benefits 2.4 Ensure analysis of the implications of change are consistent with the information and identified objectives relevant to services in the justice system 2.5 Include the advice of key stakeholders in the analysis 2.6 Evaluate the proposed changes, including using information drawn from past experience and likely future circumstances 2.7 Check 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 develop constructive

- strategies to overcome them
- 3.3 Actively promote proposed changes with key stakeholders
 - 3.4 Acknowledge objections to change and respond with clear and accurate evidence
 - 3.5 Identify stakeholders 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 stakeholders 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 stakeholders and their level of commitment
 - 4.4 Check that compromises made during negotiations remain consistent with the purposes and objectives of change
 - 4.5 Consult 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

- 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 results are consistent with objectives and expectations
- 5.7 Check 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

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 CSCORG024 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>

Assessment Requirements for CSCORG031 Plan and implement changes in justice services

Modification History

Release 1. This Assessment Requirements were released in 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 two occasions and include:

- 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 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, procedures and practices relating to justice services
- justice systems 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
- methods for evaluating costs, risks, benefits and disadvantages of changes in justice services
- strategies to research, consult and gain feedback for implementing changes.

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

Companion Volume implementation guides are found in VETNet -

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