



Australian Government

Department of Education, Employment and Workplace Relations

CSCORG505A Manage a work unit

Revision Number: 2

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Modification History

CSCORG505A Release 2: Layout adjusted. No changes to content.
CSCORG505A Release 1: Primary release.

Unit Descriptor

This unit of competency describes the outcomes required to manage the staff, programs and resources of a self-contained work group or a special-purpose unit, program or project. It involves planning and monitoring the services of the unit, managing resources and supervising and supporting staff.

This is a generic management unit that will need to be significantly contextualised to reflect the specific nature of diverse work units in correctional services.

Application of the Unit

The specific applications of this unit will vary considerably within the industry depending on management structures and the nature of specialisations and services within the organisation. This unit applies to candidates with both general and specialist competencies from a range of occupational areas.

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.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.

Performance criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.

Elements and Performance Criteria

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| 1 Plan and monitor the services of the unit. | <ul style="list-style-type: none">1.1 Ensure that work unit <i>guidelines, procedures and practices</i> are developed, monitored and reviewed through active consultation and participation with all <i>key people</i>.1.2 Promote the contribution of the <i>work unit</i> 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. | <ul style="list-style-type: none">2.1 Determine required <i>resources</i> 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 safety, health and welfare 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. | <ul style="list-style-type: none">3.1 Identify and monitor staff functions, duties and responsibilities required for the effective and productive operation of the unit.3.2 <i>Recruit and select</i> 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 |

ELEMENT**PERFORMANCE CRITERIA**

- 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 Demonstrate effective decision making.**
- 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.

Required Skills and Knowledge

This section describes the essential skills and knowledge and their level, required for this unit.

Required skills:

- 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.

Required knowledge:

- 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.

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.

Overview of assessment

This unit should be assessed in the workplace or in a simulated workplace environment using material drawn from the range statement. The material should be relevant to organisational requirements and defined work role.

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.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

In addition to integrated demonstration of the elements and their related performance criteria, look for evidence that confirms:

- the knowledge requirements of this unit
- the skill requirements of this unit
- application of employability skills as they relate to this unit
- ability to manage a work unit in a range of (two or more) contexts or occasions, over time.

Context of and specific resources for assessment

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
- copies of legislation, policies, procedures and guidelines relating to protocols for managing a work unit
- access to appropriate learning and assessment support when required.

Method of assessment

Evidence must include observation and information generated in the workplace as well as observation of performance in routine work functions or, where this is not possible, in a simulated exercise.

The following assessment methods are suggested:

- observation of performance in routine workplace activities within a range of agreed responsibilities and in various work locations
- written and/or oral questioning to assess knowledge and

understanding

- completion of workplace documents and reports produced as part of routine work activities
- third-party reports from experienced practitioners
- completion of performance feedback from supervisors and colleagues
- scenarios
- simulations or role plays.

Guidance information for assessment

Assessment methods should reflect workplace demands, and any identified special needs of the candidate, including language and literacy implications and cultural factors that may affect responses to the questions.

In all cases where practical assessment is used it will be combined with targeted questioning to assess the underpinning knowledge.

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. ***Bold italicised*** wording in the performance criteria is detailed below. 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.

Guidelines, procedures and practices will include a relevant selection from:

- occupational health and safety
- reporting and recording procedures
- offender and case management
- sentence management
- equal employment opportunities
- anti-discrimination
- code of conduct
- induction and training/staff development
- recruitment
- security and intelligence
- human resource management
- management and service protocols
- financial management and accountability
- inquiries conducted in the justice system and the organisation
- offender assessment units
- service and consultant contracts.

Key people may include:

- individual members of the work unit team
- individuals from other work areas of the organisation
- groups formed for a special purpose or project
- senior management
- other agencies, community groups and individuals.

Work unit may include:

- mainstream correctional units in custodial and community services with responsibility for the supervision of offenders under court orders and sentence conditions
- alternative detention units
- community-based programs
- emergency response teams
- education and training centres
- dog squads
- specially commissioned review or implementation teams
- health teams
- catering services

- therapeutic units
 - employment and commercial enterprises
 - escorts and transport
 - information technology
 - human resources
 - parole board support unit
 - finance management
 - special research and inquiry.
- Resources** may include:
- human
 - physical
 - financial
 - technological and information resources.
- Recruitment and selection** processes may include:
- job analysis and evaluation
 - job description
 - recruitment advertising
 - use of external agencies
 - application processing
 - competency profiling
 - job classifications.
- Team-building strategies** may include:
- defining and clarifying objectives and work area plans
 - strengthening communication processes
 - clarifying ground rules and behavioural expectations
 - fostering creativity
 - offering constructive feedback
 - recognising achievements.
- Consultation methods** may include:
- distribution of materials
 - maintenance of regular contact
 - providing facilitated meetings
 - inviting discussion
 - providing explanations.

Unit Sector(s)

Organisational administration and management.

Competency field

Not applicable.