



Australian Government

Department of Education, Employment and Workplace Relations

CSCORG601A Provide leadership in justice services

Release 3

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Modification History

Release	TP Version	Comments
3	CSC12 V1.2	Editorial errors corrected.
2	CSC12 V1	Layout adjusted. Minor revisions to Required Skills and Element 3 wording.
1	CSC07 V1.2	Primary release.

Unit Descriptor

This unit of competency describes the outcomes required to promote the role and contribution of justice services, monitor and develop the quality of services, and represent the interests of the justice system in national and/or international forums.

Application of the Unit

This unit applies to applicants with both general and specialist competencies from a range of occupational areas.

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 <i>bold italicised</i> text is used, further information is detailed in the range statement. Assessment of performance is to be consistent with the evidence guide.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1 Promote the role and contribution of justice services in the community	1.1 Consult colleagues in the justice system about mutual interests to promote open, frank and confidential discussion and a positive image of the purpose and contributions of the organisation. 1.2 Inform colleagues about service plans and activities, emerging threats and opportunities in which they have an interest. 1.3 Ensure that roles, relationships and protocols of communication and mutual support are clear, realistic and productive. 1.4 Ensure that networks and work relationships are developed and maintained to provide identifiable benefits to organisations, clients and services. 1.5 Promote a positive and energetic image of justice services at every available opportunity, using a range of media and forums. 1.6 Present contemporary issues concerning justice services to key people and communities in a confident and comprehensive way, ensuring open and informed debate and decision making. 1.7 Provide authoritative and specialist advice within the area of responsibility to a wide range of interests.
2 Monitor and develop the quality of justice services	2.1 Research standards and benchmarks for justice and promote them using flexible consultation strategies with all key interest groups in the justice system. 2.2 Use a wide range of opportunities to raise awareness and commitment to the value of justice services amongst service providers, staff and the community. 2.3 Analyse information on the performance of services from a wide range of sources and check for community reactions and quality performance. 2.4 Analyse political, legal and structural issues that have an impact on the justice system for their affect on future needs and provisions. 2.5 Consult decision makers and provide them with information about the provision of justice services and the issues related to them. 2.6 Check that information about the justice services is up-to-date, reliable, accurate and consistent with the needs of the audience. 2.7 Encourage key people to contribute constructively and openly to debates about justice services in a way that promotes creative and forward-looking progress.

ELEMENT	PERFORMANCE CRITERIA
3 Represent the interests of the justice system in national and/or international forums	3.1 Prepare reports on activities, progress, results and achievements that are timely, accurate and in line with professional agreements and protocols. 3.2 Prepare reports that contain clear and accurate information about emerging threats and opportunities with the degree of urgency appropriate to the situation. 3.3 Negotiate objectives and proposals for action that are clear and realistic. 3.4 Present proposals for action at appropriate times to those who need to use them in decision-making processes. 3.5 Address disagreements with the intention of making constructive efforts to resolve them and maintain good working relationships. 3.6 Conduct consultations with relevant people in a respectful way that values differences as well as agreement. 3.7 Provide clear and relevant guidance on values, ethics and <i>standards of practice</i> and give support to the promotion and maintenance of these values. 3.8 Where problems and conflicts arise that cannot be addressed routinely, provide adequate resources to resolve the situation promptly.

Required Skills and Knowledge

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

Required skills:

- applying agreed practices and protocols for consultation and professional networks, inside and outside the organisation and in state, national and, where relevant, international forums
- operating effectively in state, national, and where relevant, international forums
- operating effectively in both general and specialist interests in justice services
- developing and maintaining professional relationships with a comprehensive range of key people and agencies in justice services
- establishing and maintaining communication in complex human service, industrial and political contexts
- providing high-level specialist advice to senior decision makers
- providing information based on complex analysis of service data in the context of public, legal and political accountability
- providing formal presentations to industry national and international forums

Required knowledge:

- organisation's policies, procedures, legal framework and accountability relevant to the justice system and its services, including:
 - strategic plans and code of conduct
 - policies, procedures and guidelines reflecting appropriate and agreed workplace relationships, roles and responsibilities, specialist services, management, reporting and accountability
 - legal and ethical practice, including internal and external protocols, professional standards and relationships, delegations and accountability in representing the organisation, political interests and constraints, expectations and limits of own roles and responsibilities and those of other key people in the justice system
 - legislative basis for the organisation, including public sector services and corporate contracts
 - management and decision-making structure of the organisation and other key and allied services and agencies in the justice system
 - protocols of inter-agency relationships within and outside the justice system
 - political platforms, policies and interests affecting the justice system
 - contemporary political environment and its significance for consultation, collaboration and effective working relationships at different levels
 - justice system strategic plans, goals, objectives, services, programs and purpose
 - key people and decision makers in the organisation and their interests and priorities
 - allied agencies in the justice system and the public and corporate sector and

their interests and priorities

- strategic plans, business plans and performance management processes for systems and services
- communication principles and techniques, including:
 - consultation methods, techniques and protocols with senior decision makers
 - range of communication strategies adapted to complex and sensitive issues and concerns
 - significance of communication in developing and maintaining effective relationships and influencing others
 - negotiation at an executive level
 - cross-cultural issues related to communication and negotiation
- information management, including:
 - information protocols within the organisation and justice system and with other agencies
 - ways of determining the information needed by colleagues, key people and their interests
 - using discretion and confidentiality
- working relationships with reference to:
 - service, policy, management and accountability structure of the justice system
 - legislation relevant to the management and services of the justice system
 - nature of support needed by colleagues in the justice system and timing of that support
 - group dynamics and factors that impact on the effectiveness of working groups
 - techniques and strategies needed to encourage and ensure effective working relationships in both familiar and unknown forums
 - factors that influence the development and maintenance of trust in working relationships
 - strategies and techniques for tackling difficult and controversial issues with colleagues in the context of maintaining effective relationships and promoting positive images and consensus

Evidence Guide

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

Evidence for assessment must be gathered over time in a range of contexts to ensure the person 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 provide leadership in justice services in a range of (two or more) contexts or occasions, over time.

EVIDENCE GUIDE

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 by an individual responsible for providing leadership in justice services as part of a coordinated team, including coping with difficulties, irregularities and changes to routine
- copies of legislation, policies, procedures and guidelines relating to communicating effectively and professionally within the organisation
- access to appropriate learning and assessment support when required.

Method of assessment

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.

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

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.

Assessment in this unit will be based on demonstration of ***relationships*** with:

- colleagues working at the same level in the justice system
- colleagues working at a higher level
- colleagues working at a supervised level
- groups from mixed levels
- colleagues in other organisations inside and outside the justice system
- colleagues responsible for allied services and with different services
- community leaders
- public media
- decision makers in public policy, politics, government, business, finance, national and, where applicable, international agencies and forums
- networks of senior administrators
- decision makers in education and training

Standards of practice may be governed by:

- organisation's code of conduct
- organisation's policies, procedures and guidelines reflecting appropriate and agreed workplace relationships and ethical practice
- organisation's environmental and sustainable practice
- formal delegations
- service contracts
- anti-discrimination legislation
- public sector management Act, where relevant
- legal and statutory basis of the organisation
- protocols for senior relationships within the justice system and with agencies outside the justice system

Unit Sector(s)

Organisational administration and management.

Competency field

Not applicable.

Co-requisite units

Not applicable.