



Australian Government

Department of Education, Employment and Workplace Relations

CSCORG602A Plan and implement changes in justice services

Revision Number: 2

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Modification History

CSCORG602A Release 2: Layout adjusted. No changes to content.
CSCORG602A Release 1: Primary release.

Unit Descriptor

This unit of competency describes the outcomes required to identify and implement constructive change in the policies and services of the justice system.

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 ***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

ELEMENT

PERFORMANCE CRITERIA

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.

ELEMENT**PERFORMANCE CRITERIA**

- 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

ELEMENT**PERFORMANCE CRITERIA**

and reporting.

Required Skills and Knowledge

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

Required skills:

- 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.

Required knowledge:

- 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.

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 plan and implement changes in justice services 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 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
- copies of legislation, policies, procedures and guidelines relating to change management 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 methods should reflect workplace demands, and

assessment

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.

Trends should include examples of those:

- generated within the organisation
- initiated and determined by significant external agencies
- based on popular and community attitudes.

Key people should include:

- senior executive team
- operational managers
- those influencing popular opinion
- specialist and expert consultants
- those with political influence
- leaders in other allied areas.

Change in justice services will include examples of a significant selection from the following:

- implementation of new work practices
- requirements of organisational and systemic reviews
- requirements of external reviews
- recommendations from statutory inquiries
- new justice legislation
- new contracts for justice services
- machinery of government change
- changes in government
- budgetary reform
- organisational restructure
- technology transfer to the workplace
- emerging community issues
- new government programs
- natural disasters
- significant staffing changes.

Unit Sector(s)

Organisational administration and management.

Competency field

Not applicable.

Co-requisite units

Not applicable.