



Australian Government

Department of Education, Employment and Workplace Relations

CSCORG604A Establish strategic guidance for correctional services

Revision Number: 2

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Modification History

CSCORG604A Release 2: Layout adjusted. No changes to content.
CSCORG604A Release 1: Primary release.

Unit Descriptor

This unit of competency describes the outcomes required to develop and manage the strategic components of the organisation's mission and services.

Application of the Unit

This unit applies to applicants with general management 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

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|---|---|
| 1 Create a shared vision to give purpose to the work of the organisation. | <ul style="list-style-type: none">1.1 Ensure that consultations with management and key stakeholders on the <i>vision of the organisation</i> are open, realistic and designed to engage their support.1.2 Ensure that the proposed vision takes into account the requirements, expectations and interests of management and key stakeholders.1.3 Check that the proposed vision reflects the nature and values of the organisation and its role in the justice environment.1.4 Check that the vision is challenging and achievable.1.5 Ensure that the vision helps members and staff to focus their contributions creatively and relate their values and principles to those of the organisation.1.6 Ensure that 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. | <ul style="list-style-type: none">2.1 Provide opportunities for staff at all levels in the organisation to participate creatively in the development of organisational <i>objectives and strategies</i>.2.2 Promote team commitment and ownership of organisational objectives and strategies.2.3 Ensure that objectives and strategies are consistent with organisation's culture, philosophy, purpose and vision.2.4 Ensure that objectives are attainable in realistic timeframes and with available resources.2.5 Ensure that objectives and strategies contain sufficient detail to allow the planning and development of specific programs of work.2.6 Ensure that objectives and strategies take account of constraints and contingencies.2.7 Ensure that objectives are measurable and achievable and include criteria to assess performance.2.8 Ensure that objectives and strategies take account of research of trends and developments and anticipated change in the corrections and justice field. |
| 3 Negotiate support for strategies. | <ul style="list-style-type: none">3.1 Use consultation processes that promote support and commitment from key stakeholders.3.2 Resolve opposition and differences through |

ELEMENT**PERFORMANCE CRITERIA**

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.

Required Skills and Knowledge

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

Required skills:

- create a shared vision through:
 - effective consultation 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
- formulate objectives and strategies:
 - 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
- gain support by:
 - making presentations to key stakeholders
 - addressing differences and problems with key stakeholders
 - negotiating the support of key stakeholders.

Required knowledge:

- all aspects of organisation's policies, objectives, principles, philosophy, strategic plans and procedures relevant 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
- principles of consultation and negotiation
- factors that influence organisational leadership, team leadership and motivation
- purpose and components of organisational strategic planning.

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 strategic guidance in correctional 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 providing strategic guidance in correctional services, including coping with difficulties, irregularities and changes to routine
- copies of legislation, policies, procedures and guidelines relating to strategic planning and guidance 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

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.

Vision of the organisation should be defined by:

- mission statement
- philosophy
- operating principles
- values
- policies
- strategic plans.

Objectives and strategies should include:

- long-term and broad
- medium-term and specific to operational requirements
- short-term and specific to address threats and opportunities.

Unit Sector(s)

Organisational administration and management.

Competency field

Not applicable.