



Australian Government

Department of Education, Employment and Workplace Relations

FNSACC605A Implement organisational improvement programs

Revision Number: 1

FNSACC605A Implement organisational improvement programs

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to review current organisational improvement programs, contribute to strategic development, develop options for improvement and establish systems to support changes in resources management. This unit may apply to job roles subject to licensing, legislative, regulatory or certification requirements so Commonwealth, State or Territory requirements should be confirmed with the relevant body.
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Application of the Unit

Application of the unit	The unit has application across all sectors of the financial services sectors and can be applicable to those job positions such as quality assurance officers and project managers.
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
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Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and 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. Review programs	1.1. Program costs and estimates are compared with budget allocations and financial projections 1.2. Impact of revenue, cost and operational changes on program together with project completion costs plus program objectives are analysed and estimated using standard financial analysis and resource management techniques 1.3. Program outcomes and performance are evaluated against objectives to identify variations, contingencies, and scope for review and development 1.4. Financing options, including costs and timeframes and expected returns are assessed against program goals and objectives
2. Contribute to strategic development	2.1. Long term financial objectives and resource management objectives are developed to support organisational goals and aims 2.2. Trends and environmental factors are identified through consultation and using standard financial analysis and resource management techniques 2.3. Realistic assessments are made of financial and resource management implications of external influencing factors on future objectives and present position 2.4. Organisational strengths and weaknesses are evaluated against external relationships and environmental factors
3. Develop options for improvement	3.1. Causes of variations in projected organisational outcomes are identified and appropriate contingency plans are developed and implemented to minimise losses 3.2. Organisational plans are regularly reviewed to encompass changes to the operational environment and assess factors influencing achievement of objectives 3.3. Improvement options are identified and evaluated against organisational weaknesses
4. Establish systems to support change	4.1. Strategic reviews monitor program allocations including analysis of resource management needs, information technology needs and management processes 4.2. Expenditure and revenue items are monitored to

ELEMENT	PERFORMANCE CRITERIA
	ensure compliance with budget and variations identified 4.3. Aims and goals of identified changes are communicated systematically to staff and personnel using <i>recognised communication processes and techniques</i> 4.4. Information on changes is readily available and procedures and guidelines are developed to promote absorption of changes into organisational practices

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit.

Required skills

- high level communication skills to:
 - determine and evaluate resource implementation strategies by consulting with staff on internal control procedures and using questioning and active listening as required
 - liaise with others, share information, listen and understand
 - use language and concepts appropriate to cultural differences
- well-developed research and analysis skills for accessing and managing complex information
- well-developed literacy skills for interpreting and analysing complex documentation including relevant organisational policies and strategies and producing reports
- numeracy skills to accurately analyse, record and store data in accordance with organisational requirements
- IT skills for accessing and using spreadsheets and databases and using internet information
- learning skills to maintain knowledge of changes to organisational improvement requirements
- problem solving skills to identify any issues that have the potential to impact on the operational effectiveness and efficiency of the organisation and to develop options to resolve these issues when they arise
- organisational skills, including the ability to plan and sequence work

Required knowledge

- ethical considerations for organisational compliance with legislation
- financial legislation such as:
 - taxable transactions
 - reporting requirements
- planning techniques such as SWOT analysis techniques
- recording and information management systems
- principles of cost-benefit analysis
- principles of internal control including statutory requirements
- principles of resource management
- current industry financing options

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, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment

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

Evidence of the ability to:

- apply standard financial analysis management techniques to review programs
- contribute to strategic development
- develop options for improvement
- establish systems to support change.

Context of and specific resources for assessment

Assessment must ensure:

- competency is demonstrated in the context of the financial services work environment and conditions specified in the range statement either in a relevant workplace or a closely simulated work environment
- access to and the use of a range of common office equipment, technology, software and consumables.
- organisational policies and procedures documentation and operational data for analysis

Method of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples, in combination, are appropriate for this unit:

- evaluating an integrated activity which combines the elements of competency for the unit or a cluster of related units of competency
- observing processes and procedures in workplaces or role plays
- verbal or written questioning on underpinning knowledge and skills
- setting and reviewing workplace projects and business simulations or scenarios
- evaluating samples of work
- accessing and validating third party reports.

Guidance information for assessment

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, if used in the performance criteria, is detailed below. 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) may also be included.

<i>Financial projections</i> may include:	• employee costs • forecasts: • annual • quarterly • profits and losses • rates of return • sales and revenues • tax liabilities.
<i>Resource management techniques</i> may include:	• activity analysis • benchmarking • business process re-engineering • material resource planning and programming • process analysis • scenario planning • value added management.
<i>Long term financial objectives</i> may include:	• debt retirement • downsizing • expansion • sales targets • self-financing • unit cost reduction.
<i>Environmental factors</i> may include:	• competitors' behaviour • consumer demand • inflation • market share • skills shortages • technology trends.
<i>Standard financial analysis techniques</i> may include:	• 'what if' analysis • bivariate and multivariate analysis • cost-benefit analysis • time series.
<i>Organisational</i>	• attitudes to risk

RANGE STATEMENT	
<i>strengths and weaknesses</i> may include:	• debt-to-equity ratio • decision making authorities • market profile • recording systems • skills profiles • work practices.
<i>Variations in projected organisational outcomes</i> may include:	• budget expenditures • profits and losses • quality measures • rates of investment return • response times • sales and revenues • throughput times • unit costs.
<i>Improvement options</i> may include:	• cash flow monitoring • cost-benefit analysis • debt rescheduling • external advice • organisational change • process redesign • recruitment • technical change • total quality management implementation.
<i>Management processes</i> may include:	• internal reporting • lending approvals • program responsibilities • sign-off authorities.
<i>Expenditure and revenue items</i> may include:	• 'stay in business' expenditure • commissions • discretionary expenditures • fees • revenue producing expenditures • sales • supplier payments.
<i>Recognised communication processes and techniques</i> may include:	• cross-functional teams • documented procedures and staff manuals • memos • newsletters • staff meetings

RANGE STATEMENT

	• taskforces • workshops.
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Unit Sector(s)

Unit sector	Accounting
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Competency field

Competency field	
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Co-requisite units

Co-requisite units		