



Australian Government

Department of Education, Employment and Workplace Relations

ICAP6038B Develop strategic and action plans

Release: 1

ICAP6038B Develop strategic and action plans

Modification History

Not Applicable

Unit Descriptor

Unit descriptor	This unit defines the competency required to create strategic and action plans in alignment with organisational goals. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.
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Application of the Unit

Application of the unit	
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Licensing/Regulatory Information

Refer to Unit Descriptor

Pre-Requisites

Prerequisite units		
	ICAP4037B	Contribute to the development of a strategy plan

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. Develop and communicate mission and vision statement	1.1. Develop a mission statement for the organisation that states the purpose, values and business activities 1.2. Develop a vision statement for the organisation that describes its future operation and success 1.3. Develop the mission and vision statements in active consultation with team members and management 1.4. Document mission and vision statements 1.5. Communicate mission and vision statement to stakeholders and other relevant authorities in the organisation
2. Examine organisational environment	2.1. Assess the current internal situation of the organisation, taking into account its strengths and weaknesses 2.2. Assess the external environment of the organisation, taking into account opportunities and threats 2.3. Determine trends and developments impacting on the strategic direction of organisation 2.4. Determine critical issues facing the organisation 2.5. Document strengths, weaknesses, opportunities, threats and critical issues facing the organisation in the strategic plan
3. Set objectives and targets	3.1. Use critical issues to develop objectives and targets for the organisation after active consultation with team members and management 3.2. Develop strategies based on these objectives that accurately reflect the overall organisational mission and values 3.3. Develop strategies and objectives that are attainable, cost efficient and realistic, within a designated timeframe that allows for continuous improvement planning 3.4. Determine constraints associated with the strategies and objectives developed 3.5. Include strategies, objectives and constraints in strategic plan documentation
4. Develop action plans	4.1. Develop action plans for the strategies and objectives in consultation with team members and management 4.2. Check that action plans have clear, comprehensive and concise details

ELEMENT	PERFORMANCE CRITERIA
	4.3. Check that action plans are adhered to 4.4. Include action plans in strategic plan documentation
5. Review and implement strategic plan	5.1. Review strategic plan with stakeholders and management 5.2. Incorporate changes and improvements as recommended 5.3. Implement action plans as set out in the strategic plan 5.4. Review and evaluate success of strategic plan after action plans have been implemented

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- Group facilitation and presentation skills in relation to transferring and collecting information and gaining consensus when developing mission statements, strategies, objectives and targets
- Skills relating to analysis, planning and implementation of plans, such as developing and implementing action plans
- Evaluation skills to forecast for planning purposes, particularly for evaluating internal and external operating environments in relation to current and future IT requirements

Required knowledge

- Analysis and planning approaches to technical problems and management requirements, taking into account organisational values and purpose, such as setting objectives and targets, developing action plans and monitoring strategic directions
- Evaluating current system functionality to forecast for planning, particularly with regard to IT trends and developments
- Evaluating internal and external operating environments to forecast for planning
- Analysis and planning approaches to technical problems or management requirements, taking into account the hardware platform used by the organisation
- Analysis and planning approaches to technical problems or management requirements, taking into account network and IT security guidelines of the

REQUIRED SKILLS AND KNOWLEDGE

organisation

- Evaluating the operating systems supported by the organisation to forecast for planning
- Broad knowledge of technology and product directions for evaluating and forecasting vendor and technology trends

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 following is essential:

- Assessment must confirm the ability to develop strategic directions determined by the strategic alignment of IT directions with organisational goals.

To demonstrate competency in this unit the learner will require access to:

- Detailed information relating to business strategic plan
- Budget constraints
- A timeframe for the strategic plan
- Business objectives
- Business risks
- Information on a range of IT business solutions

The learner will need access to the outcomes of the business analysis process

Context of and specific resources for assessment

Strategic plans of an organisation provide the vision and context for working with customers, clients and stakeholders.

The breadth, depth and complexity involving analysis, design, planning, execution and evaluation across a range of technical and/or management functions including development of new criteria or applications or knowledge or procedures would be characteristic.

Assessment must ensure:

- application of a significant range of fundamental principles and complex techniques across a wide and often unpredictable variety of contexts in relation to either varied or highly specific functions.

EVIDENCE GUIDE	
	Contribution to the development of a broad plan, budget or strategy may be involved and accountability and responsibility for self and others in achieving the outcomes may also be characteristic. • Applications involve significant judgement in planning, design, technical or leadership/guidance functions related to products, services, operations or procedures would be common
Method of assessment	The purpose of this unit is to define the standard of performance to be achieved in the workplace. In undertaking training and assessment activities related to this unit, consideration should be given to the implementation of appropriate diversity and accessibility practices in order to accommodate people who may have special needs. Additional guidance on these and related matters is provided in ICA05 Section 1. • Competency in this unit should be assessed using summative assessment to ensure consistency of performance in a range of contexts. This unit can be assessed either in the workplace or in a simulated environment. However, simulated activities must closely reflect the workplace to enable full demonstration of competency. • Assessment will usually include observation of real or simulated work processes and procedures and/or performance in a project context as well as questioning on underpinning knowledge and skills. The questioning of team members, supervisors, subordinates, peers and clients where appropriate may provide valuable input to the assessment process. The interdependence of units for assessment purposes may vary with the particular project or scenario.
Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example: • ICAP5039B Match IT needs with the strategic direction of the enterprise • ICAA5151B Gather data to identify business requirements

EVIDENCE GUIDE

	An individual demonstrating this competency would be able to: • Demonstrate understanding of specialised knowledge with depth in some areas • Analyse, diagnose, design and execute judgement across a broad range of technical or management functions • Generate ideas through the analysis of information and concepts at an abstract level • Demonstrate a command of wide-ranging, highly specialised technical, creative or conceptual skills • Demonstrate accountability for personal outputs within broad parameters • Demonstrate accountability for personal and group outcomes within broad parameters • Maintain knowledge of industry products and services
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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>Stakeholders</i> may include:	• sponsors • users • development team • project team
<i>Action plans</i> take into account:	• appropriate operational • financial • legal • human relations • risks • internal and external operating environments • other relevant considerations

RANGE STATEMENT	
Documentation may follow:	• ISO/IEC/AS standards • audit trails • naming standards • version control • project management templates • report writing principles
Strategic plan	• The overall organisational strategic plan may take different forms and may include components from separate disciplines such as IT or human resources. The IT strategic plan may form part of organisational strategic plan or may be a standalone document

Unit Sector(s)

Unit sector	Strategy Planning
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Co-requisite units

Co-requisite units		

Competency field

Competency field	
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