



Australian Government

Department of Education, Employment and Workplace Relations

LGADMIN527A Manage policy development

Release 2

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Modification History

LGADMIN527A Release 2: Layout adjusted.

LGADMIN527A Release 1: Primary release.

Unit Descriptor

This unit covers establishing, coordinating and promoting strategic policy development in the context of a changing social and political environment. The unit is appropriate to senior managers within the organisation in a range of contexts.

Application of the Unit

This unit supports the attainment of skills and knowledge required for competent workplace performance in councils of all sizes. Knowledge of the legislation and regulations within which councils must operate is essential. The unique nature of councils, as a tier of government directed by elected members and reflecting the needs of local communities, must be appropriately reflected.

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 Range Statement. Assessment of performance is to be consistent with the Evidence Guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Identify future directions in policy development	1.1 Major issues impacting on policy and relevance of existing policies are analysed and interpreted. 1.2 Key stakeholders are consulted on future directions in policy to facilitate a coordinated approach to emerging issues. 1.3 Broad council directions and corporate goals are determined using appropriate consultation processes. 1.4 Key national and state policies are closely monitored for relevance. 1.5 A policy development process is planned and implemented in accordance with organisational guidelines.
2. Monitor and evaluate policy development	2.1 Organisational policies are assessed against future directions and organisational requirements to determine status for reviewing, amending or developing new policy. 2.2 Resource requirements for policy development and promotion are identified and secured. 2.3 Progress of policy development is monitored and adjusted to respond to contingencies. 2.4 Criteria for evaluating effectiveness of the policy development process are established and implemented and any recommendations for improvement are addressed. 2.5 Ongoing evaluation processes for policy development are established and implemented.
3. Promote policy development	3.1 Strategies for promotion are determined and promoted within the organisation and externally as appropriate. 3.2 Advocacy strategies and reporting mechanisms are selected and used to target key decision makers and others with influence in the identified policy area. 3.3 Perspective and position of the organisation are reflected in the advocacy strategies and reporting mechanisms selected. 3.4 Expected outcomes of policy implementation are clearly stated and communicated to staff. 3.5 Impact on work activities of new or revised policy implementation is clearly communicated to staff. 3.6 Staff members are assisted with the interpretation of policy and its application to work. 3.7 Policy and its implications are explained to other stakeholders.

Required Skills and Knowledge

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

Required Skills

- environmental scanning
- strategic thinking and decision making
- advocacy
- high level written and oral communication
- networking
- resource management
- analysis
- marketing
- evaluation
- team leadership
- project management
- report writing

Required Knowledge

- relevant legislation
- government discussion papers
- policy development models and systems
- consultation models
- organisational strategic plans
- organisational processes
- government processes

Evidence Guide

Overview of assessment requirements

A person who demonstrates competency in this unit will be able to perform the outcomes described in the Elements to the required performance level detailed in the Performance Criteria. The knowledge and skill requirements described in the Range Statement must also be demonstrated. For example, knowledge of the legislative framework and safe work practices that underpin the performance of the unit are also required to be demonstrated.

Critical aspects of evidence to be considered

The demonstrated ability to:

- identify future directions in policy and analyse them to determine the major implications for organisational policy development
- manage the policy development process to ensure that policies meet organisational requirements and are consistent with council directions and corporate goals
- promote policies within the organisation and externally to ensure that all stakeholders are informed of key activities and decisions relevant to them

Context of assessment

Competency is demonstrated by performance of all stated criteria, with particular attention to the critical aspects and the knowledge and skills elaborated in the Evidence Guide, and within the scope of the Range Statement.

Assessment must take account of the endorsed Assessment Guidelines in the Local Government Training Package.

Assessment of performance requirements in this unit should be undertaken in an actual workplace or simulated environment.

Assessment should reinforce the integration of the key competencies for the particular AQF level. Refer to the key competency levels at the end of this unit.

Relationship to other units(prerequisite or co-requisite units)

To enable holistic assessment this unit may be assessed with other units that form part of the job role.

Method of assessment

The following assessment methods are suggested:

- observation of the learner performing a range of workplace tasks over sufficient time to demonstrate handling of a range of contingencies
- written and/or oral questioning to assess knowledge and understanding
- completion of workplace documentation
- third-party reports from experienced practitioners
- completion of self-paced learning materials including

Evidence required for demonstration of consistent performance

personal reflection and feedback from trainer, coach or supervisor

Evidence should be collected over a set period of time that is sufficient to enable dealings with an appropriate range and variety of situations.

Resource implications

The learner and trainer should have access to appropriate documentation and resources normally used in the workplace.

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.

Major issues impacting on policy may include:

- resource sharing
- regional planning
- legislative changes
- political changes
- changes in technology
- societal trends
- benchmarking

Key stakeholders may include:

- council sections
- staff
- unions
- management
- joint consultative committees
- elected members
- community groups and representatives
- local business
- government agencies

Key national and state policies may include:

- education
- health
- planning
- employment
- capital works

Assessment may include:

- relevance
- gaps
- compliance
- priorities

Resource requirements may include:

- personnel
- infrastructure
- financial

Strategies may include:

- public meetings
- informal gatherings
- door knocks
- mail outs
- media releases
- staff meetings

Unit Sector(s)

Administration