



Australian Government

Department of Education, Employment and Workplace Relations

LGAGCM705A Manage and improve the organisation's processes

Release 2

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Modification History

LGAGCM705A Release 2: Layout adjusted.

LGAGCM705A Release 1: Primary release.

Unit Descriptor

This unit covers the review, improvement and management of processes and projects by councils that deliver client services to the community and support the operations of the council itself. Essential to this unit is an understanding of the importance of project accountability and performance measurement as well as the need for quality control, accountability and responsibility for service outcomes. The management and driving of organisational change is a major focus of the unit.

This unit does not address the actual implementation or ongoing management of a particular service or program.

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.

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 that provide the boundaries for the operation of councils 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. Determine community needs and service expectations	1.1 Extensive research and community consultation are undertaken to determine current and future services required by constituents. 1.2 Mechanisms for open and ongoing consultation and feedback from constituents, internal council staff and elected members are established and maintained. 1.3 Recommended or anticipated changes to services are communicated to senior management and stakeholders for discussion and approval. 1.4 Involvement of constituents and other community members is continuously facilitated in determining new initiatives.
2. Establish and implement performance measurement strategies	2.1 Financial and non-financial performance measures and evaluation criteria for specific program or service delivery are established and agreed upon by relevant stakeholders and communicated to relevant staff and service providers. 2.2 Appropriate financial and non-financial benchmarks are determined and agreed to by relevant stakeholders. 2.3 Where applicable, tender and contract specifications are developed and expressed clearly, concisely and unambiguously. 2.4 Services are monitored to ensure that they effectively and efficiently meet identified needs and service expectations. 2.5 Feedback from customers is communicated to relevant areas within council and incorporated into performance reviews. 2.6 Trends in customer/stakeholder satisfaction and service usage are monitored to identify opportunities for improvements to services or processes. 2.7 Issues of responsiveness and accessibility are reviewed and reported upon accordingly.
3. Facilitate accountability for service outcomes	3.1 Project management systems, reporting mechanisms and processes are established and communicated to service providers. 3.2 Results of all service reviews against desired targets are reported according to standard organisational procedures. 3.3 Tenders and contracted works are regularly monitored and adverse variations in established performance targets are immediately addressed. 3.4 Quality and efficiency of operational processes are measured and documented. 3.5 Service shortfalls are analysed and resolved within council service protocols.
4. Develop and	4.1 Need for change in organisational processes or work

ELEMENT	PERFORMANCE CRITERIA
implement change management processes	culture to support service delivery is identified. 4.2 Change process to address the need is identified and implemented. 4.3 Changes to operational processes or services delivered are recommended and communicated to appropriate personnel with supporting information. 4.4 Staff members are adequately informed of improvement plans, their goals and changes to operational procedures. 4.5 Appropriate methods are employed to gain commitment for change. 4.6 Improvement projects are implemented within agreed timelines and coordinated effectively. 4.7 Effectiveness and benefits of implemented changes are monitored and reported accordingly. 4.8 Outcomes of improvements are reviewed and used for further learning and continuous improvement by being shared with other departments.

Required Skills and Knowledge

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

Required Skills

- high-level management and leadership skills
- high-level written and oral communication
- numeracy skills to develop tender and contract specifications
- ability to identify and evaluate potential obstacles to change
- analysis of organisational systems, processes and activities
- lateral thinking and creativity
- developing a range of possible options in solving problems

Required Knowledge

- comprehensive knowledge of council's demographics and environment
- change management processes
- service improvement processes

Evidence Guide

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 unit's skill and knowledge requirements must also be demonstrated. The candidate will demonstrate the capacity to provide leadership and drive service improvements and change within the department, unit or whole council.

Critical aspects of evidence to be considered

The demonstrated ability to:

- manage, improve and report on organisational processes within council

Context of assessment

Assessment of performance requirements in this unit should be undertaken with the context of the local government framework. Competency is demonstrated by performance of all stated criteria, including the range of variables applicable to the workplace environment.

Method of assessment

The following assessment methods are suggested:

- preparation of a major workplace project report/portfolio (that may incorporate assessment of related units) as a key form of assessment that enables candidates to integrate the learning and assessment project into their regular work responsibilities, which enables integrated and holistic assessment of the complex skills and knowledge addressed in this unit
- observation of the learner performing a range of workplace tasks over sufficient time to demonstrate his/her handling of a range of contingencies
- written and oral questioning to assess knowledge and understanding
- completion of workplace documentation
- third-party reports from experienced practitioner
- completion of self-paced learning materials, including personal reflection and feedback from trainer, coach or supervisor

Evidence required for demonstration of consistent performance

Evidence should be gathered over a period of time in a range of actual or simulated management environments.

Resource implications

Access to a workplace or simulated case study that provides the following resources:

- relevant council documents, such as strategic and

EVIDENCE GUIDE

- operational plans
- relevant local government legislation and regulations

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.

<i>Research and community consultation</i> include:	• focus groups, in-depth interviews and other forms of qualitative research • surveys and other forms of quantitative research • community meetings • stakeholder structured interviews
<i>Non-financial performance indicators</i> may include:	• social indicators • average processing time for applications • number of residential care buildings inspected for fire and emergency evacuations • number of trees planted • percentage of population as library members • number of new businesses introduced into the community • number of vaccinations administered • number of 'Clean Up Australia' day activities • number of complaints from customers/ stakeholders
<i>Monitoring of customer/stakeholder satisfaction</i> may include:	• gap analysis approach • customer satisfaction monitoring (CSM) approach, e.g. telephone, questionnaires, face-to-face interviews or in-depth interviews • listening to customers and recording responses • developing customer-focused key performance indicators (KPIs)
<i>Reporting mechanisms</i> may include:	• system reports • budgetary reporting systems • informal reporting methods, such as regular team or departmental meetings and council meetings • financial and non-financial reports
<i>Service providers</i> may include:	• council staff • volunteers • contractors • vendors
<i>Change processes</i> may entail:	• processes to plan for the change • processes to implement the change • processes to reinforce the change • steps to support staff during the change, including: • coaching and mentoring • training interventions

Services delivered may include:

- revised process documentation
- feedback and appraisal processes
- reward and recognition processes
- capital works
- statutory planning
- infrastructure services
- library services
- parks and gardens
- youth and community
- leisure and culture
- family services
- disability services
- waste and recycling
- aged services

Unit Sector(s)