



Australian Government

PSPGEN120 Provide strategic direction

Release: 1

PSPGEN120 Provide strategic direction

Modification History

Supersedes and is not equivalent to PSPMGT013 Provide strategic direction.

Application

This unit describes the performance outcomes, skills and knowledge required to provide strategic direction within the organisation.

This unit applies to those working independently, performing sophisticated tasks in a range of familiar contexts.

The skills in this unit must be applied in accordance with Commonwealth and State or Territory legislation, Australian standards and industry codes of practice.

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

Pre-requisite Unit

Nil

Competency Field

General

Elements and Performance Criteria

ELEMENTS

Elements describe the essential outcomes

PERFORMANCE CRITERIA

Performance criteria describe the performance needed to demonstrate achievement of the element.

1. Analyse factors in the operating environment.
 - 1.1. Analyse organisational purpose and direction within the overall government strategy, and its integration with other government service providers, with a view to determining key factors and issues.
 - 1.2. Analyse organisational culture, values and strategic priorities with a view to determining key factors and issues.
 - 1.3. Monitor and analyse internal and external factors likely to impact on the organisation.
 - 1.4. Explore best practice models related to the nature of the core business of the organisation.
 - 1.5. Identify and analyse client needs and preferences.
 - 1.6. Identify and analyse legislation and organisational policies and procedures that may impact upon organisational operations.
2. Develop and coordinate a strategy for determining strategic priorities.
 - 2.1. Consult with key stakeholders.
 - 2.2. Find constructive solutions where stakeholders are in conflict.
 - 2.3. Use analysis and evaluation of information to identify strategic options for prioritisation.
 - 2.4. Undertake benchmarking with other organisations or best practice standards to inform development of strategic priorities.
 - 2.5. Consider priorities of other government service providers to ensure duplication is avoided and services are integrated for the benefit of clients.
3. Formulate and communicate strategic priorities.
 - 3.1. Develop strategic priorities that support overall government strategy.
 - 3.2. Develop strategic priorities that embody organisational values, beliefs and philosophies.
 - 3.3. Use strategic priorities to draw together and reflect the suggestions and interests of stakeholders.
 - 3.4. Develop strategic priorities that embody a shared vision for the future and set out objectives that encourage staff to be creative and innovative in their approach to attaining objectives.
 - 3.5. Communicate strategic priorities to stakeholders.
 - 3.6. Monitor implementation to ensure strategic priorities are addressed through related business unit and individual objectives.

Foundation Skills

Foundation skills essential to performance are explicit in the performance criteria of this unit of competency.

Unit Mapping Information

Supersedes and is not equivalent to PSPMGT013 Provide strategic direction.

Links

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=bebbece7-ff48-4d2c-8876-405679019623>

Assessment Requirements for PSPGEN120 Provide strategic direction

Modification History

Supersedes and is not equivalent to PSPMGT013 Provide strategic direction.

Performance Evidence

Evidence of the ability to complete tasks outlined in elements and performance criteria of this unit in the context of the job role, and on at least one occasion:

- delegate work
- counsel and resolve conflict in a team
- use team building strategies
- use facilitation, negotiation and consultation requiring exchanges of complex oral information
- use consensual decision-making skills; and
- on at least two occasions:
 - explain complex ideas to different audiences
 - interpret and explain complex, formal documents and assist others to apply them in the workplace.

Knowledge Evidence

Demonstrated knowledge required to complete the tasks outlined in elements and performance criteria of this unit:

- organisational goals, policies and procedures
- the relationship between effective human resource functions and the attainment of business unit objectives
- human resource policies and practices
- environmental and sustainability practices
- emotional intelligence principles and strategies, including those related to:
 - maintaining composure when challenges arise
 - perceiving the emotional motivators that drive individuals and groups in the workplace, and
 - engaging those motivators, where appropriate, to optimise organisational performance
- principles of equity and inclusion and inclusive work practices
- group processes and facilitation techniques
- team building strategies
- organisational career and human resource development strategies, programs and plans
- conflict resolution strategies

- jurisdictional legislation applicable to management and human resource management functions.

Assessment Conditions

Skills must be demonstrated in the workplace or in a simulated environment that reflects workplace conditions.

Assessment must ensure access to:

- organisational goals, policies and procedures
- strategic planning guidelines
- jurisdictional legislation applicable to management and human resource management functions
- resources and equipment of the working environment.

Assessors must satisfy the Standards for Registered Training Organisations' requirements for assessors.

Links

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=bebbece7-ff48-4d2c-8876-405679019623>