



Australian Government

PSPMGT013 Provide strategic direction

Release: 1

PSPMGT013 Provide strategic direction

Modification History

Release	Comments
1	This unit was released in PSP Public Sector Training Package release 1.0 and meets the Standards for Training Packages. This unit supersedes and is equivalent to PSPMNGT701B Provide strategic direction. • Unit code updated • Content and formatting updated to comply with new standards • All PC transitioned from passive to active voice

Application

This unit describes the skills required to provide strategic direction within the organisation. It includes analysing factors in the operating environment, developing and coordinating a strategy for determining strategic priorities, and formulating and communicating strategic priorities.

This unit applies to those working in roles involved in the strategic direction of the organisation.

The skills and knowledge described in this unit must be applied within the legislative, regulatory and policy environment in which they are carried out. Organisational policies and procedures must be consulted and adhered to.

Those undertaking this unit would work independently, performing sophisticated tasks in a range of familiar contexts.

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

Competency Field

Management

Elements and Performance Criteria

ELEMENTS	PERFORMANCE CRITERIA
Elements describe the essential outcomes	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the range of conditions section.
1. Analyse factors in the operating environment	1.1 Analyse the organisation's 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 the organisation's 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 upon the organisation. 1.4 Explore best practice models related to the nature of the organisation's core business. 1.5 Identify and analyse client needs and preferences. 1.6 Identify and analyse legislation and organisational policies and practices that may impact upon organisation's 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 gained from a variety of sources, 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 will be avoided and services 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 the organisation's values, beliefs and philosophy. 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 are embedded within the elements and performance criteria of this unit.

Unit Mapping Information

This unit supersedes and is equivalent to PSPMNGT701B 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>

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Assessment Requirements for PSPMGT013 Provide strategic direction

Modification History

Release	Comments
1	These Assessment Requirements were released in PSP Public Sector Training Package release 1.0 and meet the Standards for Training Packages. • Assessment Requirements created drawing upon specified assessment information from superseded unit

Performance Evidence

Evidence required to demonstrate competence must satisfy all of the requirements of the elements and performance criteria. If not otherwise specified the candidate must demonstrate evidence of performance of the following on at least one occasion.

- delegating work to others
- counselling and resolving conflict in teams
- using team building strategies
- using facilitation, negotiation and consultation requiring exchanges of complex oral information
- using consensual decision making skills
- keeping check of emotions when challenges arise, maintaining composure, perceiving the emotional motivators that drive individuals and groups in the workplace and engaging those motivators, where appropriate, to optimise organisational performance
- explaining complex ideas to different audiences
- interpreting and explaining complex, formal documents and assisting others to apply them in the workplace

Knowledge Evidence

Evidence required to demonstrate competence must satisfy all of the requirements of the elements and performance criteria. If not otherwise specified the depth of knowledge demonstrated must be appropriate to the job context of the candidate.

- 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
- group processes and facilitation techniques
- team building strategies
- the organisation's career and human resource development strategies, programs and plans
- conflict resolution strategies
- jurisdictional legislation applicable to management and human resource management functions

Assessment Conditions

This unit contains no specific industry-mandated assessment conditions. Guidance on suggested and recommended conditions and methods can be found in the Implementation Guide.

Assessors must satisfy the NVR/AQTF mandatory competency requirements for assessors.

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