



Australian Government

Department of Education, Employment and Workplace Relations

PSPHR620A Manage organisational development

Revision Number: 3

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Modification History

Release	TP Version	Comments
3	PSP12V1	Unit descriptor edited.
2	PSP04V4.2	Layout adjusted. No changes to content.
1	PSP04V4.1	Primary release.

Unit Descriptor

This unit covers management of organisational development in order to facilitate optimal performance by the business unit(s) or the organisation as a whole. It includes determining organisational development needs and opportunities, and planning and implementing intervention strategies.

In practice, managing organisational development overlaps with other generalist and specialist workplace activities such as managing change, managing diversity, managing policy implementation, facilitating workforce effectiveness.

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

Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements are the essential outcomes of the unit of competency. Together, performance criteria specify the requirements for competent performance. Text in ***bold italics*** is explained in the Range Statement following.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Determine organisational development needs and opportunities	1.1 An environmental scan is undertaken to determine internal and external factors which will impact on organisational performance. 1.2 A consultation process is agreed with stakeholders in line with organisational policy and legislation. 1.3 Ethical principles are applied in consulting with key stakeholders. 1.4 Information gathered through consultative processes is analysed and presented to a diverse stakeholder base and options are determined. 1.5 Recommendations are made to management on a proposed organisational development strategy, resourcing implications, risk assessment and timeframes.
2. Plan intervention strategies	2.1 Intervention strategies that support the organisation's strategic goals and stakeholder responses are agreed. 2.2 The organisation's culture and legislative and policy framework are considered in developing the strategies. 2.3 Feedback is obtained from stakeholders and is used to redevelop/redefine the strategies prior to implementation. 2.4 Strategies are developed to embody the principles of natural justice, equity and fairness. 2.5 Information and advice are provided to facilitate effective implementation, monitoring and evaluation of intervention strategies.
3. Implement an intervention strategy	3.1 Resources are obtained and deployed to implement the strategy, and reports on progress are provided on a regular basis. 3.2 Facilitation and advice are provided to champion required changes using a range of communication strategies to suit a diverse workforce and support implementation of the strategy. 3.3 Systems are developed and used to monitor the effectiveness of the strategy and to determine necessary adjustments. 3.4 Procedures are developed to allow the business unit self-sufficiency in continuing implementation. 3.5 Legislative and policy requirements are complied with in implementing the strategy.

Required Skills and Knowledge

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

Skill requirements

Look for evidence that confirms skills in:

- engaging in effective consultation with stakeholders using a variety of words and language structures to explain complex ideas to different audiences
- undertaking project management and evaluation
- undertaking counselling and negotiation
- using effective leadership involving systems and people
- analysing and explaining complex, formal documents and assisting others to apply them in the workplace
- preparing written advice and reports requiring reasoning and precision of expression
- undertaking training, coaching, mentoring and facilitation
- applying public relations strategies
- responding to diversity, including gender and disability
- applying occupational health and safety, environmental and sustainability procedures relevant to organisational development and change management

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- a range of evaluation methodologies related to organisational development
- change management strategies
- employee involvement strategies
- employment relations in the context of organisational development
- organisational learning
- equal employment opportunity, equity and diversity principles
- human resource policies and practices
- human resource strategy and planning
- industry trends
- jurisdictional legislation applying to organisational development including occupational health and safety and environmental and sustainability requirements
- needs analysis techniques in the context of organisational development
- organisational policies and procedures
- organisational development theory and practices including national and/or international good practice models and conceptions of organisation development
- organisational culture and dynamics
- organisational planning - vision, mission, values, goals

- the concept of diversity and its integration within and across all human resource functions and areas
- the relationships between human resource functions

Evidence Guide

The Evidence Guide specifies the evidence required to demonstrate achievement in the unit of competency as a whole. It must be read in conjunction with the Unit descriptor, Performance Criteria, the Range Statement and the Assessment Guidelines for the Public Sector Training Package.

Units to be assessed together

- *Pre-requisite* units that must be achieved prior to this unit: *Nil*
- *Co-requisite* units that must be assessed with this unit: *Nil*
- *Co-assessed units* that may be assessed with this unit to increase the efficiency and realism of the assessment process include, but are not limited to:
 - PSPETHC601B Maintain and enhance confidence in public service
 - PSPGOV601B Apply government systems
 - PSPGOV604A Foster leadership and innovation
 - PSPGOV605A Persuade and influence opinion
 - PSPHR603B Provide advisory and mediation services
 - PSPHR615A Manage human resource development strategies
 - PSPLEGN601B Manage compliance with legislation in the public sector
 - PSPMNGT604B Manage change
 - PSPMNGT605B Manage diversity
 - PSPMNGT608B Manage risk
 - PSPMNGT611A Manage evaluations

Overview of evidence requirements

In addition to integrated demonstration of the elements and their related performance criteria, look for evidence that confirms:

- the knowledge requirements of this unit
- the skill requirements of this unit
- application of the Employability Skills as they relate to this unit (see Employability Summaries in Qualifications Framework)
- organisational development managed in a range of (3 or more) contexts (or occasions, over time)

Resources required to carry out assessment

These resources include:

- legislation, organisational policies and procedures
- workplace scenarios and case studies to capture the range of situations likely to be encountered when managing organisational development
- reference materials for organisational development

Where and how to assess evidence

Valid assessment of this unit requires:

- a workplace environment or one that closely resembles normal work practice and replicates the range of conditions likely to be encountered when managing organisational development, including coping with difficulties, irregularities and breakdowns in routine
- organisational development managed in a range of (3 or more) contexts (or occasions, over time)

Assessment methods should reflect workplace demands, such as literacy, and the needs of particular groups, such as:

- people with disabilities
- people from culturally and linguistically diverse backgrounds
- Aboriginal and Torres Strait Islander people
- women
- young people
- older people
- people in rural and remote locations

Assessment methods suitable for valid and reliable assessment of this competency may include, but are not limited to, a combination of 2 or more of:

- case studies
- portfolios
- projects
- questioning
- scenarios
- authenticated evidence from the workplace and/or training courses

For consistency of assessment

Evidence must be gathered over time in a range of contexts to ensure the person can achieve the unit outcome and apply the competency in different situations or environments

Range Statement

The Range Statement provides information about the context in which the unit of competency is carried out. The variables cater for differences between States and Territories and the Commonwealth, and between organisations and workplaces. They allow for different work requirements, work practices and knowledge. The Range Statement also provides a focus for assessment. It relates to the unit as a whole. Text in ***bold italics*** in the Performance Criteria is explained here.

Sources of information for environmental scan may include:

- statistical analyses
- interviews with stakeholders
- surveys
- focus groups interviews
- research on existing programs
- solicited and unsolicited feedback
- organisational reviews
- workforce management data
- work level standards

Stakeholders may include:

- all those individuals and groups both inside and outside the organisation that have some direct interest in the organisation's behaviour, actions, products and services including:
 - users of the human resource service
 - employees at all levels of the organisation
 - strategic planners
 - executive
 - decision makers
 - other public sector organisations
 - inter-agency forums
 - union and association representatives
 - boards of management
 - government
 - Ministers
 - clients

Organisational policy and legislation may include:

- Commonwealth and State/Territory legislation including equal employment opportunity, anti-discrimination and employment law
- public sector management legislation
- national and international codes of practice and standards
- the organisation's policies and practices
- government policy

- codes of conduct
 - codes of ethics
 - public sector standards
 - security policy and procedures
 - sustainability/environmental standards
- Organisational development strategies** may be developed and applied to:
- the human resource business unit
 - one or more of the business units within the organisation
 - the entire organisation
- Intervention strategies** may include:
- business planning
 - performance incentives
 - business re-engineering
 - rewards and recognition awards schemes
 - market testing
 - organisational skills profiling
 - team enhancement
 - quality management
 - organisational culture development
 - individual enhancement/coaching/mentoring
 - learning and development activities
 - workforce planning
 - succession planning
- Championing required changes** may include:
- consulting
 - advising
 - leading
 - persuading
 - influencing
 - communicating
 - facilitating
 - assisting
 - developing and delivering awareness/briefing sessions
- Communication** may include:
- email
 - intranet
 - web site
 - face-to-face
 - pamphlets
 - newsletters
 - manuals
- Business unit** may refer
- a program

to:

- sub-program
- cost centre
- area
- division
- branch
- production unit or section located within the organisation

Unit Sector(s)

Not applicable.

Competency field

Human Resource Management.