



Australian Government

Department of Education, Employment and Workplace Relations

PSPHR621A Manage organisational design strategies

Release 3

PSPHR621A Manage organisational design strategies

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 the development and implementation of organisational design strategies in order to maximise effective use of resources to attain strategic goals. It includes identifying needs and opportunities to improve organisational design, as well as developing and implementing of design strategies.

In practice, managing organisational design strategies overlaps with other generalist and specialist workplace activities such as managing diversity, managing policy implementation, managing resources, managing risk etc.

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. Identify needs and opportunities for improving the organisation's design	1.1 Research and consultation with key stakeholders are undertaken to identify needs and opportunities for an improved or enhanced organisational design. 1.2 Internal and external factors are analysed to identify trends and gauge the current and future impact of those trends on the organisation and the implications for the organisation's design. 1.3 Results of workforce analyses and planning are analysed to determine the impact on organisational design. 1.4 Changes to the organisation's design are considered in consultation with key stakeholders and recommended design options are forwarded to management.
2. Develop organisational design strategies	2.1 A design option which is consistent with organisational policy, legislation, and resource parameters is agreed with management and stakeholders. 2.2 Design strategies are selected based on model/s of good practice in organisational design and are aligned to attaining organisational strategic goals. 2.3 Information and advice are presented to facilitate effective implementation, monitoring and evaluation of the intervention strategies.
3. Implement organisational design strategies	3.1 Resources are obtained and deployed to implement design strategies. 3.2 Facilitation and advice are provided to support implementation and reports on progress are provided on a regular basis to key stakeholders. 3.3 The effectiveness of the design is monitored and feedback is used to determine necessary adjustments. 3.4 Modifications are made in line with agreed corrective action. 3.5 Legislative and policy requirements are complied with in implementing organisational design strategies.

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:

- undertaking effective consultation and negotiation with stakeholders
- undertaking project management
- using a variety of words and language structures to explain complex ideas to different audiences
- interpreting and explaining complex, formal documents and assisting others to apply them in the workplace
- preparing written advice requiring reasoning and precision of expression
- responding to diversity, including gender and disability
- applying occupational health and safety procedures in the context of organisational design, such as identifying and managing risks to health (eg stress)

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- the main approaches to organisational design and the advantages and disadvantages
- internal and external factors which impact upon choices of organisational structures and systems
- the links between organisational design and attainment of an organisation's strategic goals
- the impact of organisational structures on management style and employee motivation
- industry trends that might impact on organisational design
- national and/or international good practice models and conceptions of organisation design
- change management strategies
- employee involvement strategies
- public sector legislation and standards
- legislation directing the organisation's purpose, goals and requirements
- organisational policies, procedures and guidelines
- equal employment opportunity, equity and diversity principles

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
 - PSPGOV602B Establish and maintain strategic networks
 - PSPGOV604A Foster leadership and innovation
 - PSPGOV605A Persuade and influence opinion
 - PSPHR603B Provide advisory and mediation services
 - PSPLEGN601B Manage compliance with legislation in the public sector
 - PSPMNGT602B Manage resources
 - PSPMNGT604B Manage change
 - PSPMNGT608B Manage risk
 - PSPMNGT611A Manage evaluations
 - PSPMNGT612A Review and improve business performance
 - PSPPOL603A Manage policy implementation

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)
- management of organisational design strategies in a range of (3 or more) contexts (or occasions, over time)

Resources required to carry out assessment

These resources include:

- legislation, policies, procedures and plans relating to organisational design
- workplace scenarios and case studies to capture the range of

situations likely to be encountered when managing organisational design strategies

- environmental factors and other relevant workplace materials that might influence organisational design decisions

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 design strategies, including coping with difficulties, irregularities and breakdowns in routine
- management of organisational design strategies 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.

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 such as:
 - users of the human resource service
 - employees at all levels of the organisation
 - other public sector organisations
 - inter-agency forums
 - union and association representatives
 - boards of management
 - government
 - Ministers

Organisational design refers to:

- the process of constructing and changing an organisation's structure, systems or work processes to maximise use of resources to achieve the organisation's strategic goals

Internal and external factors may include:

- changes in stakeholder requirements
- changes in technology
- findings from internal data gathering exercises
- reviews of organisational vision
- industry trends
- restructure
- amalgamation
- changes in government priorities

Legislation and policy may include:

- Commonwealth and State/Territory legislation including equal employment opportunity, privacy legislation, anti-discrimination and employment law
- national and international codes of practice and standards
- organisational policies and practices
- environmental and sustainability practices
- government policy
- codes of conduct
- codes of ethics
- public sector standards

Organisational design strategies may include:

- security policies and procedures
- flattening the organisational hierarchy, increasing the autonomy of individual business units
- decentralisation
- devolution of authority
- outsourcing
- work re-organisation

Unit Sector(s)

Not applicable.

Competency field

Human Resource Management.