



Australian Government

Department of Education, Employment and Workplace Relations

PSPMNGT611A Manage evaluations

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 managing evaluations relevant to the full range of processes and outcomes in the public sector such as policy, procedures, processes, structures, service delivery, projects etc. It includes initiating and managing the implementation of evaluations and utilising evaluation findings.

In practice, managing evaluations may overlap with other generalist or specialist public sector workplace activities such as managing people, performance and client service, acting ethically etc.

This unit is one of 2 competencies relating to evaluation in the public sector, located in the Competency fields of *Working in Government* and *Management*. Related unit of competency is:

- PSPGOV509A Conduct evaluations

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. Initiate evaluation

- 1.1 A critical analysis of the need for evaluation is conducted that includes a scan of the internal and external environment, political imperatives, related activities and evaluations.
- 1.2 The **scope** of the evaluation and the terms of reference are determined in accordance with organisational policy and procedures, and a rationale, **purpose**, outcomes and **evaluation criteria** are identified.
- 1.3 **Stakeholders** are identified and canvassed to ensure that their requirements are addressed in the planning stage of the evaluation.
- 1.4 Ownership of the evaluation data/outcomes and right of access to the reported results is secured in accordance with organisational policy and procedures.
- 1.5 A **risk management** strategy is developed and applied to ensure evaluation objectives will be met.
- 1.6 **Infrastructure** for the evaluation is approved in accordance with **legislation, policy and procedures**.

2. Manage implementation of evaluation

- 2.1 Evaluation strategy is approved and a work plan for checking progress, reading reports and providing feedback and interim approvals is developed in accordance with requirements.
- 2.2 Processes identified for monitoring, evaluating and reporting progress of the evaluation against objectives and timelines are established in accordance with organisational requirements.
- 2.3 The political context and stakeholder expectations are managed in accordance with organisational policy and procedures, to overcome barriers and ensure ongoing commitment/input to the evaluation.
- 2.4 Progress of evaluation is monitored and changes are negotiated as needed to timeframes, methodology or tools in accordance with organisational policy and procedures.
- 2.5 Interim and final evaluation **reports** are analysed, outcomes are compared to the evaluation criteria established at the outset and **recommendations for action** are analysed to ensure they are compatible with the organisation's strategic requirements.
- 2.6 Evaluation findings are reported to stakeholders in accordance with organisational policy and procedures.

3. Utilise evaluation findings

- 3.1 An implementation strategy is developed to action approved recommendations and facilitate transition from current to future position.
- 3.2 Evaluation findings are **disseminated** and **applied** in accordance with organisational policy and procedures.

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:

- researching information
- developing objectives and evaluation criteria
- data gathering/management/measurement
- planning and analysis
- negotiating and problem solving
- applying project management in the context of managing an evaluation
- using a range of communication styles for communicating with different audiences and purposes
- responding to diversity, including gender and disability
- applying sustainability principles

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- evaluation principles - time, cost, quality, quantity, efficiency
- reporting requirements to a range of audiences
- legislation, policy and procedures relating to the conduct of evaluations in the public sector
- public sector values, ethics and codes of conduct
- equal employment opportunity, equity and diversity principles
- environmental/sustainability standards

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:
 - PSPMNGT604B Manage change
 - PSPMNGT605B Manage diversity
 - PSPMNGT606B Manage quality client service
 - PSPMNGT608B Manage risk
 - PSPMNGT609B Formulate business strategies
 - PSPMNGT610A Manage public sector financial resources
 - PSPMNGT612A Review and improve business performance
 - PSPMNGT613A Develop partnering arrangements
 - PSPMNGT614A Facilitate knowledge management
 - PSPPOL601A Develop public policy

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 evaluations 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 protocols
- evaluation models/types
- access to evaluation targets/objectives
- case studies and workplace scenarios to capture the range of evaluation situations likely to be encountered in the public sector

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 evaluations, including coping with difficulties, irregularities and breakdowns in routine
- management of evaluations 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.

Scope may include evaluation of

- planning
- delivery
- results
- needs
- objectives
- design
- outputs
- outcomes

Purpose of evaluation may include:

- measuring merit/quality
- measuring worth or value for a particular purpose
- measuring results, outputs or outcomes
- decision making
- unintentional negatives

Evaluation criteria may include:

- whether objectives have been met
- standards against which to compare quality
- baseline studies for comparison
- performance measures
- key success areas
- key performance indicators
- results/outputs/outcomes
- value for money
- public interest
- those identified for a project prior to its implementation

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:
 - employees at all levels of the organisation
 - community
 - clients
 - students, parents/guardians
 - other public sector organisations

- private sector
- non-government organisations
- union and association representatives
- boards of management
- government
- Ministers

Risk management may include:

- identification of risks
- acceptance of risks
- avoidance of risks
- minimisation of risks

Evaluation infrastructure may include:

- steering committee
- manager
- research staff
- administration staff
- office
- telephone
- technology
- email
- web site
- equipment
- consumables
- resources including time, staffing, budget
- specialist or technical support
- contractors

Legislation, policy and procedures may include:

- Commonwealth and State/Territory legislation including equal employment opportunity and anti-discrimination law
- national and international codes of practice and standards
- the organisation's policies and practices
- government policy
- codes of conduct
- confidentiality
- privacy
- ethical practices and procedures
- intellectual property
- copyright
- freedom of information
- environmental/sustainability policies

Reports may include:

- interim reports
- progress reports
- draft reports
- executive summaries
- presentations to meetings, groups, seminars
- Internet or email presentations

Recommendations for action may include:

- new goals
- improvement strategies

- changes to services, products
 - change management strategies
 - termination
 - replacement
 - compliance with standards
 - further review
- Dissemination*** of findings may be affected by:
- privacy requirements
 - security requirements
- Application of evaluation findings*** may include:
- informing other projects
 - organisational development
 - contributing to knowledge management

Unit Sector(s)

Not applicable.

Competency field

Management.