



Australian Government

Department of Education, Employment and Workplace Relations

PSPPOL501A Develop organisation policy

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 the development or review of 'in house' policy in an organisation, formulated to facilitate the implementation of government or board directives. It includes anticipating and confirming the need for policy development or review; planning the policy development process; gathering and analysing information; determining policy direction; and drafting, releasing and promoting policy.

In practice, developing organisation policy may overlap with other generalist or specialist work activities such as developing client services, complying with public sector legislation, acting ethically, engaging the community, coordinating research and analysis.

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

- | | |
|---|--|
| <p>1. Anticipate and confirm the need for policy development or review</p> | <p>1.1 Internal and external factors, issues, events, directions or government/board policies likely to cause changes to organisation policy are identified.</p> <p>1.2 The likely implications and impact of these factors that might require policy development are identified in consultation with stakeholders.</p> <p>1.3 A critical analysis of the need for new or revised policy is conducted that includes a scan of the wider internal and external environment, that checks related policies for context and identifies other policies likely to be impacted.</p> <p>1.4 Priority areas for policy development/review are recommended in accordance with organisational procedures.</p> <p>1.5 Confirmation of the need for policy development/review and supporting evidence is detailed in accordance with organisational procedures.</p> |
| <p>2. Plan the policy development process</p> | <p>2.1 The approving authority is confirmed and organisational procedures and protocols for policy development are confirmed and applied.</p> <p>2.2 Issues likely to impact on the policy development process are identified, analysed (in terms of risk) and addressed in policy development planning.</p> <p>2.3 Policy requirements are outlined in a policy development plan in accordance with organisational procedures.</p> |
| <p>3. Gather and analyse information for policy development</p> | <p>3.1 Stakeholders are identified and engaged through the establishment and maintenance of a representative and relevant policy network.</p> <p>3.2 Information required to support the policy development process is identified, gathered, analysed and interpreted.</p> <p>3.3 An analytical framework for the development of the policy is determined and applied.</p> |
| <p>4. Determine policy direction</p> | <p>4.1 A range of policy options and criteria for choice are developed and communicated in a timely and understandable way to those responsible for selecting the policy direction.</p> <p>4.2 Where appropriate, specific policy options are promoted to executive within the organisation.</p> <p>4.3 Preferred policy option is recommended and risk treatments are determined in accordance with the policy development plan.</p> <p>4.4 Approvals/endorsements are obtained in accordance with the policy development plan and organisational procedures.</p> |
| <p>5. Draft policy</p> | <p>5.1 Policy is drafted and a cyclical process of consultation, feedback, identification of changes and re-drafting is implemented in accordance with the policy development plan.</p> <p>5.2 Risk management processes are implemented in accordance</p> |

ELEMENT**PERFORMANCE CRITERIA**

with the policy development plan to ensure progress of the process against the timeframe and milestones.

5.3 An implementation plan is included in the policy that details responsibilities for implementation and strategies for transition, change management, initial and ongoing training and maintenance of the policy.

5.4 Mechanisms for monitoring compliance with the policy, quality assurance of the policy, and evaluation of the policy are included within the policy.

5.5 The policy is developed in accordance with ***organisational requirements for style, format and contents***.

6. Release and promote policy

6.1 Policy is cleared through organisational channels, and agreement of critical stakeholders is gained in accordance with organisational procedures.

6.2 All stakeholders, particularly those who will be responsible for implementing the new or revised policy, are fully informed of the ***outcomes***, and fallout from dissenting stakeholders is managed in accordance with the policy development plan.

6.3 The policy is released and ***promoted*** in accordance with organisational requirements.

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:

- reading and evaluating complex and formal documents such as policy and legislation
- researching, analysing and presenting information
- preparing written reports requiring precision of expression and language and structures suited to the intended audience
- working as a member of a team to consult on and validate policy
- adjusting communication to suit different audiences
- responding to diversity, including gender and disability
- dealing with different points of view and dissenting stakeholders
- accessing policies and legislation electronically or in hard copy
- identifying and addressing the environmental, sustainability and occupational health and safety implications of policy/s being developed

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- policy development processes and practices in the public sector
- policy cycles
- analytical policy development frameworks
- current policies underpinning the work area
- organisation and government procedures and protocols
- public sector code/s of ethics and code/s of conduct
- equal employment opportunity, equity and diversity principles
- environmental, sustainability and occupational health and safety implications of policy/s being developed

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:
 - PSPCOM502A Develop and implement community engagement strategies
 - PSPETHC501B Promote the values and ethos of public service
 - PSPGOV502B Develop client services
 - PSPGOV503B Coordinate resource allocation and usage
 - PSPGOV504B Undertake research and analysis
 - PSPGOV505A Promote diversity
 - PSPLEGN501B Promote compliance with legislation in the public sector

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)
- development of organisation policy in a range of (2 or more) contexts (or occasions, over time)

Resources required to carry out assessment

These resources include:

- public sector policy and legislation
- public sector standards, procedures and protocols
- policy development guidelines

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 developing policy, including coping with difficulties, irregularities and breakdowns in routine

- development of organisation policy in a range of (2 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.

Internal and external factors may include:

- internal:
 - restructuring
 - new service models
 - amalgamation with other departments/agencies
 - new work practices
- external:
 - legislative changes
 - changing social trends
 - economic/technological change

Events may include:

- restructure
- amalgamation
- changes to legal risks
- changes in strategic direction
- changes to legislation and whole of government policies
- pilots or trials of policy

Organisation policy may include:

- any aspect of an organisation's business, such as policies relating to:
 - core business
 - client services
 - business structure
 - human resources
 - administration
 - financial management
 - work practices
 - training
 - information technology
 - technical/professional requirements
 - legal requirements
 - environmental and sustainability practices

Stakeholders may include:

- all those individuals and groups both inside and outside the organisation that have some direct interest in the organisation's conduct, actions, products and services, including:

- employees at all levels of the organisation
- other public sector organisations
- private sector organisations
- non-government organisations
- other jurisdictions
- union and association representatives
- boards of management
- government
- Ministers
- clients
- the public
- special interest groups

Approving authority
may include:

- chief executive officer
- delegated officer, such as policy manager
- senior management
- board of management
- managing director

Issues may include:

- political sensitivities
- social and cultural sensitivities/factors
- equity in service delivery and employment practice
- resource implications (of policy implementation)
- technological influences/implications
- jurisdictional boundaries/crossovers
- ‘sunk cost’ restrictions
- non-consenting stakeholders at the end of the policy development process
- existing awards or agreements impacting on staff, including enterprise bargaining agreements

Policy requirements may
be defined in terms of:

- context
- rationale
- issues to be addressed
- expected outcomes
- timeframe
- research methods
- resource requirements for development
- key stakeholders
- communication strategy
- feedback mechanisms for review
- milestones
- precedents
- risk analysis
- possible complications
- success measures
- impact on equity
- possible resource implications for implementation

Policy development plan
may include:

- policy objectives/outcomes
- timelines
- methodology – a cyclical process of consultation, feedback, identification of changes, and re-drafting
- stakeholders
- risks/risk management

- performance criteria to inform review and evaluation
- dissemination and promotion activities
- implementation issues

Establishment and maintenance of a ***policy network*** may include:

- communication and information strategy to capture required range of opinions
- range of communication channels for providing information
- range of input strategies for obtaining information

Information gathering may include:

- consulting with stakeholders, including specialists in relevant issues
- focus groups
- developments in other public sector or private sector organisations
- evaluation of similar policies
- benchmarking against other organisations/work functions
- accessing information in current and closed files
- surveys
- literature reviews
- Internet

Analytical frameworks may include:

- logical/rational (including best practice)
- incremental
- radical transformation

Criteria for choice of preferred policy option may include:

- likely effectiveness in terms of:
 - meeting policy objectives
 - minimising risks
 - impact on day-to-day implementation throughout the organisation
 - practicality at the coal-face
 - competing priorities in the workplace
 - constraints
 - structure and culture of the organisation
 - implementation timeframe and costs (including infrastructure)
 - interaction with other policies (existing or being developed)
 - consistency with broader government agendas

Organisational requirements for style, format and contents may require policies to be:

- forward-looking
- outward-looking
- principles-based
- innovative, creative, flexible
- evidence-based
- inclusive
- consistent
- self-contained, with adequate coverage of the subject matter

Outcomes of the policy development process may include:

- accessible to the intended audience/understandable to all users
- gender-neutral and written in non-discriminatory language
- version-controlled to support evaluation and revision
- nature of the policy change
- the outcomes expected by stakeholders
- issues
- expected costs
- timelines
- contextual factors (including any impact on other related policies)

Promotion of policy may include:

- formal launch
- information sessions
- presentations
- ongoing advice
- intranet
- web site
- advertising where policy is located and how to access it

Unit Sector(s)

Not applicable.

Competency field

Policy.