



Australian Government

Department of Education, Employment and Workplace Relations

PSPPROC603C Divest strategic assets

Revision Number: 2

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Modification History

PSPPROC603C Release 2: Layout adjusted. No changes to content.
PSPPROC603C Release 1: Primary release.

Unit Descriptor

This unit covers the competencies required to dispose of high risk and high value government assets, such as government businesses, property, strategic infrastructure, intellectual property and other high value items. It includes identifying strategic assets for disposal, developing a disposal plan for divesting strategic assets, divesting the assets and evaluating the divestment activity.

In practice, divesting strategic assets may occur in the context of other generalist and specialist work activities, such as maintaining and enhancing confidence in public service or local government, establishing and maintaining strategic networks, managing compliance with legislation in the public service or local government, managing risk, developing a business case, planning for strategic procurement, coordinating strategic procurement, negotiating strategic procurement and managing strategic contracts.

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

Application of the Unit

This unit applies to people who may have to organise or carry out the divestment of strategic assets as part of their role.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.

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 statement. Assessment of performance is to be consistent with the evidence guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Identify strategic assets for divestment	1.1. <i>Strategic assets</i> are identified and delineated for divestment in accordance with <i>legislation, government objectives, policies, practice</i> and probity requirements. 1.2. Disposal plans developed at the time of purchase are identified and examined. 1.3. Potential market value of assets is determined and substantiated.
2. Develop a disposal plan for divesting strategic assets	2.1. Business case to commence the divestment strategy is developed which includes examination of <i>options</i> for disposal and explanation of the recommended strategy. 2.2. Continuing government or organisational obligations post-divestment are identified and strategies are developed to address them. 2.3. <i>Disposal plan</i> is developed. 2.4. Disposal plan is evaluated and modified prior to approval, if required. 2.5. <i>Required approvals</i> are obtained according to organisational policy and procedures.
3. Implement disposal plan	3.1. Approved disposal plan is actioned. 3.2. Business case is developed, based on prices offered and according to disposal plan. 3.3. Negotiations are conducted and finalised according to the plan.
4. Evaluate divestment activity	4.1. Disposal plan, immediate outcome of divestment, and long-term outcomes for service provision and government are evaluated. 4.2. Recommendations are made for future divestment.

Required Skills and Knowledge

This section describes the skills and knowledge required for this unit.

Required skills

- communication skills to:
 - consult and negotiate with stakeholders
 - network, within probity boundaries, with stakeholders
 - build and manage effective working relationships
 - write business cases, disposal plans, reports, submissions and other complex documents
 - read complex documents, such as contracts, legislation and guidelines
 - provide feedback
- teamwork skills to:
 - manage strategic relationships
 - model effective management and leadership approaches
 - respond to diversity
 - refer issues to the correct person
- problem-solving skills to apply decision-making processes or methodologies
- initiative and enterprise skills to:
 - identify and assess divestment options for strategic assets
 - apply OHS, environmental, sustainability and corporate social responsibility practices in the context of divesting strategic assets
- planning and organising skills to manage financial and other resources
- learning skills to keep up-to-date with:
 - best practice examples in strategic procurement
 - relevant procurement legislation, policies and procedures
- technology skills to:
 - operate organisational IT systems
 - use electronic procurement templates

Required knowledge

- commonwealth, state or territory, and local government legislation, policies, practices and guidelines:
 - relating to divesting strategic assets
 - such as OHS and equity and diversity, and environment
- commonwealth, state or territory, and local government disposal guidelines, policies and practices
- financial rules and regulations relating to divestment of strategic assets
- legal requirements of government strategic asset disposal
- implications of divestment of service provision

- whole-of-life considerations
- disposal approval processes
- probity principles and issues
- codes of practice, codes of conduct and standards of individual behaviour relating to asset divestment
- law of contract relating to strategic asset disposal
- trade practices law relating to strategic asset disposal
- commercial law relating to divesting strategic assets
- environmental, sustainability and corporate social responsibility principles relevant to the disposal of strategic assets

Evidence Guide

The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment

Competency must be demonstrated in divesting strategic assets consistently and in accordance with legislative and organisational requirements.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

Assessment must confirm the ability to:

- use different methods to identify strategic assets for disposal
- develop a strategy for the divestment of strategic assets that considers all relevant disposal options
- develop a disposal plan
- implement a disposal plan
- review the disposal activity and make recommendations about improvements that could be implemented in future disposals of strategic assets
- act within own delegations and refer issues to higher authority when necessary.

Consistency in performance

Competency should be demonstrated by providing evidence of undertaking a range of relevant work tasks in an actual or simulated procurement environment on at least two separate occasions.

Context of and specific resources for assessment

The unit of competency is to be assessed in the workplace or a simulated workplace environment.

Access may be required to:

- legislation, policy, procedures and protocols relating to divesting assets at the strategic level
- codes of conduct and codes of practice
- long-term government policy papers, such as White Papers
- workplace scenarios and case studies relating to a range of strategic procurement and disposal activities.

Method of assessment

The following assessment methods are suggested:

- questions to assess understanding of relevant legislation and procedures
- review of strategies and approaches adopted for divesting strategic assets
- review of strategic procurement plans, business cases, strategic disposal plans, disposal budgets, disposal tender documentation, formal sign-offs and approvals, and other

documentation prepared or reviewed by the candidate in a range of contexts

- review of stakeholder engagement approaches adopted by the candidate.

In all cases, practical assessment should be supported by questions to assess underpinning knowledge and those aspects of competency which are difficult to assess directly. Candidates for this qualification must demonstrate a high level of understanding and practical workplace application of underpinning knowledge. Questioning techniques should suit the language and literacy levels of the candidate.

Guidance information for 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.

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:

- PSPETHC601B Maintain and enhance confidence in public service
- PSPLEGN601B Manage compliance with legislation in the public sector
- PSPMNGT607B Develop a business case
- PSPMNGT608B Manage risk
- PSPMNGT609B Formulate business strategies
- PSPPM601B Direct complex project activities
- PSPPROC606B Negotiate strategic procurement
- PSPPROC607A Manage strategic contracts.

Range Statement

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

Strategic assets may include:

- property, including housing:
 - listed properties
 - highly polluted properties
- high-end military equipment
- strategic infrastructure
- intellectual property
- high value items, e.g. computer mainframes
- government businesses.

Legislation, government objectives, policies and practice may include:

- commonwealth, state and territory, and local government legislation and regulations
- council rules and by-laws
- national competition policy
- sectoral or organisational policies on:
 - procurement
 - disposal
 - human resource management
 - severance, transfer and redeployment
- environmental legislation and policy
- broad government policies, including Minister's public announcements and party platforms.

Options for divestment may include:

- sale of business or business assets
- sale of business with strategic assets leased
- employee buy-out
- tender
- auction.

Disposal plan takes account of:

- human resources
- industrial relations issues
- service continuity
- government policies
- environmental, sustainability and corporate social responsibility principles.

Required approvals may include:

- Minister
- Cabinet
- regulatory agencies.

Unit Sector(s)

Not applicable.

Competency field

Procurement and Contract Management.