Australian Government

Department of Education, Employment and Workplace Relations

CHCORG612D Review organisation's effectiveness

Release: 1

INDUSTRY SKILLS COUNCILS
Creating Australia's Future

CHCORG612D Review organisation's effectiveness

Modification History

Not Applicable

Unit Descriptor

Descriptor	This unit describes the knowledge and skills required to manage the continuous improvement of practices of the organisation

Application of the Unit

Application	The skills described in this unit may be applied across a range of community services workplace contexts

Licensing/Regulatory Information

Not Applicable

Pre-Requisites

Not Applicable

Employability Skills Information

Employability Skills	This unit contains Employability Skills

Elements and Performance Criteria Pre-Content

Elements define the essential outcomes of a unit of competency.

The Performance Criteria specify the level of performance required to demonstrate achievement of the Element. Terms in italics are elaborated in the Range Statement.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Respond to the external environment	1.1 Implement strategies to continually identify and analyse *relevant external trends* in terms of their impact on the organisation, its clients and the community 1.2 Implement strategies to ensure organisation practices and policies reflect current statutory and legislative requirements 1.3 Gather best practice and comparison data and use to identify potential areas for improvement to respond to changes and trends 1.4 Implement mechanisms to collect feedback from clients, target groups and the community and use it to review effectiveness of the organisation and relevance of strategic and business plans
2. Implement continuous improvement	2.1 Use appropriate mechanisms for performance evaluation to measure organisation effectiveness including review of: • financial and personnel performance data • client satisfaction levels • compliance with current legislative/statutory requirements • protocols, practices and procedures • staff competency levels • staff planning, recruitment and training • information technology 2.2 Revise organisation practices and procedures as appropriate to reflect the outcomes of performance evaluation 2.3 Undertake consultation, including with staff and relevant industrial parties, to facilitate implementing organisation improvements 2.4 Develop and routinely apply appropriate quality assurance procedures and review for continuing relevance

ELEMENT	PERFORMANCE CRITERIA
3. Refocus the organisation/service	3.1 Regularly collect information on changing client and community needs and use to review continuing relevance and effectiveness of services provided 3.2 Where indicators suggest a need to change organisation services, practices and directions to reflect changing client requirements, policy or financial environment or community directions, explore a full range of options to ensure revisions are appropriate and meet needs 3.3 Where appropriate, alter strategic plans and organisation objectives and priorities to reflect changing directions in service delivery 3.4 Routinely use consultative processes to ensure staff, clients and stakeholders support changed arrangements 3.5 Provide appropriate staff training to maximise outcomes from continuous improvement processes

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Essential knowledge:
The candidate must be able to demonstrate essential knowledge required to effectively do the task outlined in elements and performance criteria of this unit, manage the task and manage contingencies in the context of the identified work role
These include knowledge of:

- Importance of principles and practices to enhance sustainability in the workplace, including environmental, economic, workforce and social sustainability
- Organisation management and development
- Process re-engineering
- Quality assurance
- Strategic planning principles and approaches

Essential skills:
It is critical that the candidate demonstrate the ability to:

- Consult with staff and other relevant parties
- Develop and implement practices to improve organisation effectiveness

In addition, the candidate must be able to effectively do the task outlined in elements and performance criteria of this unit, manage the task and manage contingencies in the context of the identified work role
These include the ability to:

- Demonstrate effective communication and interpersonal skills including:
    - language competence required to fulfil the procedures of the organisation/service
    - language used may be English, signing or a community language
    - literacy competence required to fulfil organisation's procedures
    - language used may be English or a community language
    - negotiation
- Demonstrate effective time management and work planning
- Demonstrate awareness and understanding of effective individual and team operations

Community Services and Health Industry Skills Council

Evidence Guide

EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, the Range Statement and the Assessment Guidelines for this Training Package.

Critical aspects for assessment and evidence required to demonstrate this unit of competency:	• The individual being assessed must provide evidence of specified essential knowledge as well as skills • This unit is most appropriately assessed in the workplace or in a simulated workplace and under the normal range of workplace conditions This may include the use of languages other than English and alternative communication systems • It is recommended that assessment take place on one or more occasions to enable assessment of all aspects of competence in review of organisation effectiveness
Access and equity considerations:	• All workers in community services should be aware of access, equity and human rights issues in relation to their own area of work • All workers should develop their ability to work in a culturally diverse environment • In recognition of particular issues facing Aboriginal and Torres Strait Islander communities, workers should be aware of cultural, historical and current issues impacting on Aboriginal and Torres Strait Islander people • Assessors and trainers must take into account relevant access and equity issues, in particular relating to factors impacting on Aboriginal and/or Torres Strait Islander clients and communities

EVIDENCE GUIDE

Context of and specific resources for assessment:	• This unit can be assessed independently, however holistic assessment practice with other community services units of competency is encouraged • Resource requirements for assessment of this unit include to: • an appropriate workplace where assessment can be conducted or simulation of realistic workplace setting for assessment
Method of assessment:	• Assessment may include observations, questioning and evidence gathered from the workplace

Range Statement

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. Add any 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.

Service/agency improvement options may include:	• Best practice management approaches • Continuous improvement processes • Process re-engineering • Quality assurance mechanisms
Relevant external trends may include:	• Changes in technology • Demographic • Economic • Impact of changing policies and services • Political/social

RANGE STATEMENT

Internal trends/developments may include:	• Changes to staff and management • Client expectations • Industrial relations issues • Level of staff skill and commitment • New policies and work practices • Quality assurance standards • Staffing levels

Unit Sector(s)

Not Applicable

Community Services and Health Industry Skills Council