

UNIT CODE	PSPMGT013
UNIT TITLE	Provide strategic direction
APPLICATION	<p>This unit describes the performance outcomes, skills and knowledge required to provide strategic direction within the organisation.</p> <p>This unit applies to those working in roles involved in the strategic direction of the organisation. Those undertaking this unit would work independently, performing sophisticated tasks in a range of familiar contexts.</p> <p>The skills in this unit must be applied in accordance with Commonwealth and State or Territory legislation, Australian standards and industry codes of practice.</p> <p>No occupational licensing, certification or specific legislative or certificate requirements apply to this unit at the time of publication.</p>
PREREQUISITE UNIT	Nil
COMPETENCY FIELD	Management
UNIT SECTOR	

ELEMENTS	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Analyse factors in the operating environment	<p>1.1 Analyse organisational purpose and direction within the overall government strategy, and its integration with other government service providers, with a view to determining key factors and issues.</p> <p>1.2 Analyse organisational culture, values and strategic priorities with a view to determining key factors and issues.</p> <p>1.3 Monitor and analyse internal and external factors likely to impact on the organisation.</p> <p>1.4 Explore best practice models related to the nature of the core business of the organisation.</p> <p>1.5 Identify and analyse client needs and preferences.</p> <p>1.6 Identify and analyse legislation and organisational policies and procedures that may impact upon organisational operations.</p>

2. Develop and coordinate a strategy for determining strategic priorities	<p>2.1 Consult with key stakeholders.</p> <p>2.2 Find constructive solutions where stakeholders are in conflict.</p> <p>2.3 Use analysis and evaluation of information to identify strategic options for prioritisation.</p> <p>2.4 Undertake benchmarking with other organisations or best practice standards to inform development of strategic priorities.</p> <p>2.5 Consider priorities of other government service providers to ensure duplication is avoided and services integrated for the benefit of clients.</p>
3. Formulate and communicate strategic priorities	<p>3.1 Develop strategic priorities that support overall government strategy.</p> <p>3.2 Develop strategic priorities that embody organisational values, beliefs and philosophies.</p> <p>3.3 Use strategic priorities to draw together and reflect the suggestions and interests of stakeholders.</p> <p>3.4 Develop strategic priorities that embody a shared vision for the future and set out objectives that encourage staff to be creative and innovative in their approach to attaining objectives.</p> <p>3.5 Communicate strategic priorities to stakeholders.</p> <p>3.6 Monitor implementation to ensure strategic priorities are addressed through related business unit and individual objectives.</p>

FOUNDATION SKILLS	
<i>Foundation skills essential to performance in this unit, but not explicit in the performance criteria are listed here, along with a brief context statement.</i>	
Reading skills to:	<ul style="list-style-type: none"> ■ select, read and interpret relevant texts relevant to strategic direction.
Writing skills to:	<ul style="list-style-type: none"> ■ communicate complex ideas relating to strategic direction, matching style of writing to purpose and audience.
ORAL COMMUNICATION SKILLS TO:	<ul style="list-style-type: none"> ■ participate in a variety of spoken exchanges with a range of audiences varying structure and language to suit the audience.
Numeracy skills to:	<ul style="list-style-type: none"> ■ select and interpret mathematical information that relevant to budget of strategic planning.
UNIT MAPPING INFORMATION	Release 1 - This unit supersedes and is not equivalent to PSPMGT013 Provide strategic direction
LINKS	Companion Volume Implementation Guide

TITLE	Assessment Requirements for PSPMGT013 Provide strategic direction
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PERFORMANCE EVIDENCE	<p>Evidence of the ability to complete tasks outlined in elements and performance criteria of this unit in the context of the job role, and demonstrate evidence of the performance of the following on at least one occasion:</p> <ul style="list-style-type: none"> ■ delegate work ■ counsel and resolve conflict in teams ■ use team building strategies ■ use facilitation, negotiation and consultation requiring exchanges of complex oral information ■ use consensual decision making skills ■ explain complex ideas to different audiences ■ interpret and explain complex, formal documents and assist others to apply them in the workplace.
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KNOWLEDGE EVIDENCE	<p>Demonstrated knowledge required to complete the tasks outlined in elements and performance criteria of this unit:</p> <ul style="list-style-type: none"> ■ organisational goals, policies and procedures ■ the relationship between effective human resource functions and the attainment of business unit objectives ■ human resource policies and practices ■ environmental and sustainability practices ■ emotional intelligence principles and strategies ■ group processes and facilitation techniques ■ team building strategies ■ the organisation's career and human resource development strategies, programs and plans ■ conflict resolution strategies ■ jurisdictional legislation applicable to management and human resource management functions.
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ASSESSMENT CONDITIONS	<p>Skills must be demonstrated in the workplace or in a simulated environment that reflects workplace conditions.</p> <p>Simulated assessment environments must simulate the real-life working environment where the skills and knowledge within this unit would be utilised, with all the relevant equipment and resources of that working environment.</p> <p>Assessment must ensure access to:</p> <ul style="list-style-type: none"> ■ strategic planning guidelines ■ relevant legislation, procedures and protocols. <p>Assessors must satisfy the Standards for Registered Training Organisations' requirements for assessors.</p>
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LINKS	Companion Volume Implementation Guide
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