22443VIC Graduate Certificate in Management

Accredited for the period: 1ˢᵗ January 2018 to 31ˢᵗ December 2023 under Part 4.4 of the *Education and* Training *Reform Act 2006*

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This qualification has been entered on the National Register of VET

Version History

July 2022	Version 1.2	• Short term renewal - new accreditation expiry date of 31 December 2023
		• Contact details and copyright information updated
Dec 2021	Version 1.1	

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Section A: Copyright and course classification information

1. Copyright owner of the course	Copyright of this document is held by the Department of Education and Training (DET) Victoria. © State of Victoria 2017
2. Address	Department of Education and Training (DET) Higher Education and Skills Group Executive Director Higher Education and Workforce Division Department of Education and Training (DET) GPO Box 4367 Melbourne 3001 **Organisational contact:** Manager Training and Learning Products Higher Education and Workforce Division Telephone: 131823 Email: course.enquiry@education.vic.gov.au **Day to day contact**: Business Industries Curriculum Maintenance Manager Chisholm Institute PO Box 684, Dandenong, Victoria, 3175 Ph: (03) 9238 8501 email: cmmbi@chisholm.vic.edu.au
3. Type of submission	This qualification is being submitted for re-accreditation.
4. Copyright acknowledgement	Copyright of this material is reserved to the Crown in the right of the State of Victoria. © State of Victoria (Department of Education and Training) 2017
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Section A: Copyright and course classification information

6. Course accrediting body	Victorian Registration and Qualification Authority (VRQA)	
7. AVETMISS information	*ANZSCO* *(Australian and New Zealand Standard Classification of Occupations)*	*111211 General Managers*
	ASCED code *(Field of Education)*	*0803 Business and Management*
	National course code	*22443VIC*
8. Period of accreditation	1st January, 2018 to 31st December, 2023	

Section B: Course information

1. Nomenclature	*Standard 1 AQTF Standards for Accredited Courses*
1.1 Name of the qualification	22443VIC Graduate Certificate in Management
1.2 Nominal duration of the course	Nominal duration of course is 310 – 340 hours.

2. Vocational or educational outcomes	*Standard 1 AQTF Standards for Accredited Courses*
2.1 Purpose of the course	Graduates of the qualification will be able to meet the current and future industry requirements to effectively work within complex senior and middle management roles across a wide range of industry sectors with the skills and knowledge to oversee the: development, resourcing and integration of organisational strategic business planning; development and implementation of innovation and its corollary, management of people, change, and organisational culture; management of risk and compliance, and, depending on individual or combined management focus, a range of specific functions of marketing; human resource practices; global business opportunities; financial resources and/or sustainability.

3. Development of the course	*Standards 1 and 2 AQTF Standards for Accredited Courses*
3.1 Industry / enterprise / community needs	Management and leadership skills and knowledge are required across all industry sectors.
	During any given month over recent years and up until time of writing, somewhere in the region of eight or nine thousand middle to senior management positions are advertised.
	A sample job search undertaken during March – April 2017, reveals more than 10,000 management positions were advertised across Australia. The category of Manager has over 7,000 available positions.
	There is also a host of positions advertised under specific categories but most of the positions advertised fall under the categories of General Management and Strategic Management.
	Data on Job Outlook indicates that over the five years to November 2019, the number of job openings for General Managers is expected to average between 10,001 and 25,000*. (Job openings on Job Outlook count both employment growth and turnover).*
	The level of complexity and responsibility in Strategic Management positions is commensurate with holding a graduate qualification.
	The predominant skills sought by employers are the critical elements of management and leadership as described in the core units of the Graduate Certificate in Management. Any combination in choice of the elective units further meets selection criteria requirements across an extraordinary range of employment opportunities.
	Mid-cycle review of the course and the current re-accreditation Steering Committee and project team members have confirmed the

skills and knowledge areas required for advanced practitioners in management, applicable across all industry sectors as comprising core areas plus a range of key supporting specialisations.

The core units are based on critical aspects of complex/senior management work, including: strategic planning, resourcing and strategy integration; innovation development and implementation. Compliance, risk management, managing people and organisational culture, as well as managing multiple projects further support the critical aspects of complex/senior management work across all industry sectors and organisational contexts. Depending on the focus or scope of an organisational or individual management role, further management concentrations most commonly needed by industry and supported by the current job availability research, are: finance; marketing; human resources; global business, and sustainability. A salient and essential feature of the course content is an obvious interrelationship and interdependence between the units of competency.

The Graduate Certificate of Management has been delivered now for about 10 years. When it commenced, Graduate Certificates were rare and it was very well received. Now there are falling numbers of enrolments because prospective candidates are embarking on University degrees instead. It is expected that enrolments will improve with changes to government policy in 2017.

21867VIC Graduate Certificate in Management	2012	2013	2014
Fee For Service	100	69	6
Government Funded	323	15	0
22230VIC Graduate Certificate in Management	2015	2016	2017
Fee For Service	138	102	65
Government Funded	13	13	6

Although enrolments are down, there have been no major issues with the course since its accreditation and overall it continues to meet the needs of industry. The Project Steering Committee focused on updating and improving the course so that it meets current industry needs. In future the course will be promoted to business groups for staff development, given that this course is often used as a pathway to an MBA and further study.

After mapping vocational outcomes against national training packages, it was found that there is no qualification that provides training in the vocational outcomes (Section B 2. above) required for effective contribution within the organisational management sector.

There remains a high importance of the course providing a theoretical framework for personnel who do not have formal qualifications but who do have considerable experience in business and management and who are committed to lifelong learning.

Both industry and RTO representatives report a very high incidence of managers/personnel, without formal qualifications, who benefit greatly in career advancement by undertaking this qualification.

The main target groups comprise:

- practitioners who have significant experience in general to middle management roles and wish to formalise their knowledge and skills through attainment of this qualification

- practitioners managing their own enterprise who require a focused knowledge of management

- graduates of tertiary management qualifications – diploma, advanced diploma or bachelor who wish to advance their career through developing a more complex and focussed range of management knowledge and skills

- practitioners who seek a pathway to further post-graduate management qualifications, such as: graduate diplomas, MBAs and/or masters degrees

Anticipated employment opportunities are not restricted to any particular industry as management expertise is required in all organisations. Nevertheless, graduates of this qualification are expected to meet the requirements of employment opportunities, such as:

- generalist managers

- senior management positions

- complex project managers

- specialist managers in:

  o human resources

  o finance

  o marketing

  o sustainability

  o compliance

  o risk management

  o global business

Industry support is confirmed through the endorsement and active participation of the Steering Committee.

Members of the Steering Committee:

Chair - Richard Maugueret: Wyndham City Council

~   Patricia Dodd: HVAC Consolidated Pty Ltd

~   Alan Daniel: Curriculum Maintenance Manager, Business Industries, Chisholm Institute

~   Susan Brown: Chisholm Institute, Teacher

~   Jaimee Craft, DeakinCo

~   Harriet Sheppard: ADP Australia

	~ Peter Johnson: Chairperson, Business Skills Viability
	~ James Foster: Dow Chemical Company Aust/NZ
	~ David Henderson: Newskills
	~ Mia Lander: Knowledge Space
	In Attendance:
	~ Anna Henderson: Curriculum Projects Contract Officer, Business Skills Viability (BSV)
	~ Madeleine Hayne: Administrative Coordinator Curriculum Maintenance, Business Industries, Chisholm Institute
3.2 Review for re-accreditation	***Standards 1 and 2 for Accredited Courses*** There have been no modifications to the Course Documentation during period of accreditation. Monitoring and evaluation of 22230VIC Graduate Certificate in Management has been conducted in accordance with Section B.9 of the Course Documentation and ensuing feedback has been taken into account in the revised course. Revisions are based on formal and informal data collected from RTO teaching staff, student feedback and experts, and through input from the Steering Committee and Stakeholders. Learners currently enrolled in the existing course may transition to 22443VIC Graduate Certificate in Management which replaces and is equivalent to 22230VIC Graduate Certificate in Management. No new enrolments into 22230VIC Graduate Certificate in Management after 31 December 2017 are permitted.

Transition table

New Qualification title:	**22443VIC Graduate Certificate in Management**
Previous Qualification title:	**22230VIC Graduate Certificate in Management**

22443VIC Graduate Certificate in Management replaces and is equivalent to 22230VIC Graduate Certificate in Management.

Unit code and title in this qualification	Relationship to unit in 22230VIC	Comments
VU22225: Manage the development, implementation and review of strategic business plans	VU21221: Manage the development, implementation and review of the strategic business plan	Updated and equivalent
VU22226: Lead creative thinking and innovation	VU21222: Lead creative thinking and innovation practices in an	Updated and equivalent

		practices in an organisational environment	organisational environment	
		VU22227: Manage multiple projects	VU21223: Manage multiple projects	Updated and equivalent
		VU22228: Manage legal, regulatory and ethical compliance requirements in an organisational environment	VU21224: Manage legal, regulatory and ethical compliance requirements in an organisational environment	Updated and equivalent
		VU22229: Develop and implement a risk management strategy	VU21225: Develop and manage risk management strategy	Updated and equivalent
		VU22230: Manage people in an organisational environment	VU21226: Manage people in an organisational environment	Updated and equivalent
		VU22231: Manage business in a global environment	VU21227: Manage business in a global environment	Updated and equivalent
		VU22232: Manage environmentally sustainable work systems	VU21228: Manage environmentally sustainable work practices	Updated and equivalent
		VU22233: Oversee the management of human resource practices in an organisation	VU21229: Oversee the management of human resource practices in an organisation	Updated and equivalent
		VU22234: Oversee the management of financial resources in an organisation	VU21230: Oversee the management of financial resources in an organisation	Updated and equivalent
		VU22235: Develop and manage an integrated marketing strategy	VU21231: Develop and manage an integrated marketing strategy	Updated and equivalent

4. Course outcomes	Standards 1, 2, 3 and 4 AQTF Standards for Accredited Courses
4.1 Qualification level	This qualification is consistent with the criteria and specifications of the AQF Graduate Certificate as outlined in the *Australian Qualification Framework January 2013,* as follows:

Knowledge: Graduates at this level will have specialised knowledge within a systematic and coherent body of knowledge that may include the acquisition and application of knowledge and skills in a new or existing discipline or professional area, namely:

- *planning,* such as: strategic business planning; development of systems that support creative thinking and innovation practices; compliance and risk management planning; development of policies, procedures, and protocols to support management of multiple project and other business and management specialisations

- *management and communication*, such as oversight of the implementation and evaluation of: strategic business plans; knowledge management and knowledge sharing systems and culture; compliance, ethics and codes of conduct, as well as people management protocols and procedures

- *innovation* such as: implementation and evaluation of an organisational culture of creative thinking and innovation practices applied across business and management activities; analysis of models and methodologies on a range of business and management activities and their adaptation to current organisational requirements

- *research*, such as: current and projected capacity and capabilities of various business and management approaches, strategies and methodologies

Skills:
Graduates of a Graduate Certificate will have:
  • *cognitive skills* to review, analyse, consolidate and synthesise knowledge and identify and provide solutions to complex problems
  • *cognitive skills* to think critically and to generate and evaluate complex ideas
  • *specialised technical and creative skills* in a field of highly skilled and/or professional practice
  • *communication skills* to demonstrate an understanding of theoretical concepts
  • *communication skills* to transfer complex knowledge and ideas to a variety of audiences

Application At this level graduates will apply the above mentioned to:

- analyse critically, evaluate and transform information to complete a range of activities within a business and management context

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	• analyse, generate and transmit solutions to complex problems within a business and management context
	• transmit knowledge, skills and ideas to others within a business and management context
	Application of knowledge and skills: As a practitioner or learner, graduates at this level will apply knowledge and skills to demonstrate:
	• *autonomy,* through leadership in the design and oversight of implementation, promulgation, monitoring and review of a broad range of business and management activities, strategies and approaches
	• *well-developed judgement* required to: design strategies; establish communication systems for inclusion and participation of others; to evaluate models and bodies of knowledge and review capabilities and applications of same; evaluate and review of strategic business planning, creative thinking and innovation practices outcomes, and to develop and execute risk and compliance strategies
	• *adaptability* through development of policy and protocols for areas such as: innovation; international business relationships; change management; people management; sustainability and meeting client /customer needs
	• *responsibility* through managing non-routine situations in: policy development; risk, contingency and compliance management; plus oversight of own and others' contributions in business and management contexts
	Volume of learning:
	The Graduate Certificate in Management incorporates structured and unstructured learning:
	• Structured learning activities develop the knowledge and skills to operate as a professional in diverse management related activity, including: research, innovative strategic planning, strategy implementation, contingency management, risk mitigation and organisational practice review.
	• Unstructured learning activities are an integral part of the total training and include research, self-directed learning activity, interpreting legislation and applying learning to real or simulated management project activity to support course completion.
	• The volume of learning will be in the range of 0.5 - 1 year.

4.2 Employability skills	Standard 4 AQTF Standards for Accredited Courses
	This qualification has been mapped to national employability skills.

<table>
<tr><td rowspan="2">Victorian Registration & Qualifications Authority</td><td>Employability Skills Summary</td></tr>
<tr><td></td></tr>
<tr><td>Qualification Code:</td><td>22443VIC</td></tr>
<tr><td>Qualification Title:</td><td>Graduate Certificate in Management</td></tr>
</table>

The following table contains a summary of the employability skills required for this qualification. This table should be interpreted in conjunction with the detailed requirements of each unit of competency packaged in this qualification. The Employability Skills facets described here are broad industry requirements that may vary depending on the packaging options.

Employability Skill	Industry/enterprise requirements for this qualification include the following facets:
Communication	• utilising excellent interpersonal skills to consult, question, interpret, clarify and evaluate information • using complex interpersonal and language skills to develop and manage collaborative relationships, alliances and partnerships across a range of contexts including multi-cultural business settings • consulting with stakeholders and others on managing a range of project plans • developing and managing formal and informal communication networks • negotiating solutions to new and emerging issues • producing a wide range of reports, visual presentations and charts to document project/strategy progress, targets, milestones and outcomes
Teamwork	• assigning responsibilities and supporting project managers • demonstrating high-level positive and adapting leadership and personnel management • providing feedback while managing delivery environments of projects • overseeing implementation of team-based strategic outcomes • managing personnel in remote locations

	Problem-solving	- working with and motivating others to gather information, prepare plans, and implement projects - working co-operatively in planning and contributing to effectiveness and meeting objectives - seeking expertise from other/s as nominated or required - researching and critically analysing models, theories and trends in business and management practice to provide innovative approaches to complex management issues - identifying individual and group challenges for implementation of plans and projects and co-ordinating conflicting requirements of individual projects - sourcing relevant people to provide consultative assistance and specialised information where required - analysing and selecting information for relevance and accuracy - developing and implementing strategies to ensure compliance with legislative, regulatory and ethical requirements, and organisational policy and procedures - designing control mechanisms and review processes for a range of integrated projects, operations and strategies
	Initiative and enterprise	- applying creative thinking and innovation practices to a range of management issues and strategic plans - developing strategies to motivate self and others towards achieving organisational goals - providing mentoring and training in skills, knowledge and attitudes required to build capability and capacity to achieve organisational goals - applying learning and reflective practice to develop improved processes
	Planning and organising	managing complex project completion through time management, setting priorities,

			timelines, targets and milestones for self and with others
			• monitoring and adjusting operational performance by identifying human and financial resource requirements and risk management planning
			• maintaining information systems, records, reporting, monitoring and evaluation procedures
			• contributing to continuous improvement and planning processes
			• designing disruptive thinking consultation processes
	Self-management		• developing and planning own work within task requirements
			• selecting and prioritising projects within scope of one's role
			• critically reflecting on own performance
			• identifying and acting on professional development opportunities
	Learning		• developing and maintaining personal competence in business and management knowledge and skills, such as:
			o negotiating and overseeing strategic planning; innovation practices; environmental sustainability initiatives, and multiple projects
			o current and emerging business and management technologies and related technologies
			o relevant legislation, standards, provisions, codes of practice, terms of trade and protocols
			• establishing, implementing and managing systems and opportunities for ongoing professional development and training of self and others
			• passing on to broader network of stakeholders, the lessons learned from implementation of projects and strategies
			• participating in networks relevant to business and management theory and practice
	Technology		• applying technology to business and management implementation processes

		• using a range of software, including project management specific programs and databases, to analyse information
		• using technology to assist the management of information and to assist planning processes
		• using technology to achieve improvements in sustainable energy and resource efficiency technologies outcomes
4.3 Recognition given to the course	*Standard 5 AQTF Standards for Accredited Courses* Not applicable	
4.4 Licensing / regulatory requirements	*Standard 5 AQTF Standards for Accredited Courses* Not applicable	

5. Course rules		*Standards 2, 6, 7 and 9 AQTF Standards for Accredited Courses*		
5.1 Course structure		*Standards 2, 6 and 7 AQTF Standards for Accredited Courses* **22443VIC Graduate Certificate in Management** comprises a total of five (5) units as follows: o Two (2) core units o Three (3) elective units from the list of suggested units or any relevant units first packaged at AQF level 7 or 8 in the source training product from any currently endorsed Training Package or accredited course. A Statement of Attainment will be issued for any unit of competency completed if the full qualification is not completed.		
Unit of competency / module code	**Field of Education code (6 digit)**	**Unit of competency/module title**	**Pre-requisite**	**Nominal hours**
Core units:				
VU22225	080307	Manage the development, implementation and review of strategic business plans	Nil	70
VU22226	080307	Lead creative thinking and innovation practices in an organisational environment	Nil	70
Elective units:				
VU22227	080315	Manage multiple projects	Nil	80
VU22228	080399	Manage legal, regulatory and ethical compliance requirements in an organisational environment	Nil	60
VU22229	080399	Develop and implement a risk management strategy	Nil	60
VU22230	080307	Manage people in an organisational environment	Nil	60
VU22231	080311	Manage business in a global environment	Nil	60
VU22232	090306	Manage environmentally sustainable work systems	Nil	50
VU22233	080303	Oversee the management of human resource practices in an organisation	Nil	60
VU22234	081101	Oversee the management of financial resources in an organisation	Nil	60
VU22235	080505	Develop and manage an integrated marketing strategy	Nil	60
Total nominal hours				**310 - 340**

5.2 Entry requirements	*Standard 9 AQTF Standards for Accredited Courses* Applicants for the **22443VIC Graduate Certificate in Management** must have: • a demonstrated capacity in learning, reading, writing, oracy and numeracy skills to Level 4 of the Australian Core Skills Framework (ACSF). See http://www.deewr.gov.au/Skills/Programs/LitandNum/ACSF and have: • obtained a Diploma or Advanced Diploma qualification in related fields of study and 3 years' equivalent full-time relevant vocational practice at a significant level of management responsibility and/or complexity in an organisation or • obtained a Bachelor degree in related fields of study and 1 year equivalent full-time relevant vocational practice at a significant level of management responsibility and/or complexity in an organisation or • 5 years' equivalent full-time relevant vocational practice at a senior significant level of management responsibility and/or complexity in an organisation
6. Assessment	*Standards 10 and 12 AQTF Standards for Accredited Courses*
6.1 Assessment strategy	*Standard 10 for Accredited Courses* All assessment will be consistent with the *Australian Quality Training Framework Essential Conditions and Standards for Initial/Continuing Registration* Standard 1.2 (Initial) and Standard 1.5 (Continuing). See: AQTF to the Essential Conditions and Standards for Initial/Continuing Registration: or Standard 1: Clauses 1.1 and 1.8 of the Standards for Registered Training Organisations (SRTOs) 2015, or the relevant Standards for Registered Training Organisations in effect at the time of assessment. Assessment methods and collection of evidence will involve application of knowledge and skills to business and management workplaces or simulated environments. All assessment activities will be related to a business and management work context. A range of assessment methods will be used, such as: – action learning projects in real, or simulated, business and management work settings – research projects in business and management – portfolios – practical exercises, case studies and scenarios – observation

		– written and direct questioning – presentations – third party reports Where the learning is conducted in simulated worksites, the individual needs of the learner will be reflected in the assessment methods. Consistent with Standard 1, Element 5 of the *Australian Quality Training Framework Essential Conditions and Standards for Continuing (or Initial) Registration,* or Clause 1.9 of the *Standards for Registered Training Organisations (SRTOs) 2015*, or the relevant Standards for Registered Training Organisations in effect at the time of assessment. RTOs must ensure that Recognition of Prior Learning (RPL) is offered to all applicants in determining competency for Credit. (RPL).) There is no mandatory workplace assessment.
6.2 Assessor competencies		***Standard 12 AQTF Standards for Accredited Courses*** The *Australian Quality Training Framework Essential Conditions and Standards for Continuing (or Initial) Registration,* Standard 1.4 states the requirements for the competence of persons assessing the course. See AQTF to the Essential Conditions and Standards for Initial/Continuing Registration: or Standard 1: Clauses 1.1 3,1.14, 1.15, 1.16,and 1.17 of the Standards for Registered Training Organisations (SRTOs) 2015 Or the relevant Standards for Registered Training Organisations in effect at the time of assessment. Assessors of the imported units of competency must meet the requirements of the relevant Training Package and/or accredited Course Documentation.
7. Delivery		***Standards 10 and 12 AQTF Standards for Accredited Courses***
7.1 Delivery modes		***Standard 11 AQTF Standards for Accredited Courses*** Delivery of units of competency will take into consideration the individual needs of students and will involve blended delivery mode including: ~ workshops ~ individual assignments ~ team-based assignments ~ applied learning in the workplace or simulated business and management environment ~ mobile technologies ~ Web tools

	～ support through: on-line (internet, social media, email and telephony); face-to-face conferencing, mentoring and interviews; ad hoc arrangements, and regular progress monitoring, particularly for practical work. The course may be delivered part-time or full-time. There is no mandatory workplace delivery. Delivery of elective units of competency selected from relevant Training Packages must be consistent with the guidelines of that relevant Training Package. Delivery of elective units of competency imported from Training Packages, or accredited courses, should be contextualised to the management industry sector, whilst ensuring that the delivery guidelines are adhered to.
7.2 Resources	*Standard 12 AQTF Standards for Accredited Courses* Resources include: • teachers/trainers who meet the *Australian Quality Training Framework Essential Conditions and Standards for Continuing (or Initial) Registration* Standard 1.4. See AQTF to the Essential Conditions and Standards for Initial/Continuing Registration: or • Standard 1: Clauses 1.1 3,1.14, 1.15, 1.16,and 1.17 of the Standards for Registered Training Organisations (SRTOs) 2015 • access to computers and internet • access to workplace or simulated environments access to appropriate equipment, materials and resources to support delivery and to undertake assessment
8. Pathways and articulation	*Standard 8 AQTF Standards for Accredited Courses* There are no formal articulation arrangements at present
9. Ongoing monitoring and evaluation	*Standard 13 AQTF Standards for Accredited Courses* The Curriculum Maintenance Manager (CMM), Business Industries is responsible for monitoring and evaluation of the **22443VIC Graduate Certificate in Management**. The 22443VIC Graduate Certificate in Management will be reviewed at mid-point of accreditation period. Evaluations will involve consultation with: – course participants – business and management sector representatives – teaching staff – assessors Any significant changes to the course resulting from course monitoring and evaluation procedures will be reported to the VRQA through a formal amendment process.

Section C: Units of Competency

Core units

VU22225: Manage the development, implementation and review of strategic business plans

VU22226: Lead creative thinking and innovation practices in an organisational environment

Elective units

VU22227: Manage multiple projects

VU22228: Manage legal, regulatory and ethical compliance requirements in an organisational environment

VU22229: Develop and manage a risk management strategy

VU22230: Manage people in an organisational environment

VU22231: Manage business in a global environment

VU22232: Manage environmentally sustainable work systems

VU22233: Oversee the management of human resource practices in an organisation

VU22234: Oversee the management of financial resources in an organisation

VU22235: Develop and manage an integrated marketing strategy

VU22225: Manage the development, implementation and review of strategic business plans

Unit Descriptor

This unit describes the skills and knowledge required to design and manage the implementation, monitoring and evaluation of strategic business plans that are based on a comprehensive analysis of the competitive market and that meet overall enterprise or organisational strategic goals and directions.

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

Employability Skills

This unit contains Employability Skills.

Application of the Unit

This unit supports the work of senior management personnel who are required to manage the development of strategic business plans that align to overall organisational directions and objectives. After overseeing analysis and evaluation of the competitive environment in order to develop objectives, and, through stakeholder consultation, practitioners typically formulate detailed strategic business plans, and manage the implementation, monitoring and evaluation for continuous improvement.

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the required performance needed to demonstrate achievement of the element. Where **bold italicised** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.
1. Determine organisational strategic business planning requirements	1.1 Research and evaluate current models and methodologies for ***strategic planning frameworks*** for applicability to ***organisational direction and values***
	1.2 Oversee analysis of ***external business environment*** relevant to the selected organisation/s to determine long and short-term opportunities, threats, trends and key issues
	1.3 Oversee analysis of ***internal organisational environment***, conditions and performance to determine organisational immediate and long-term strengths, weaknesses, problems, constraints and risks
	1.4 Critically analyse ***current local, national and international approaches***, theories, and models for creating sustainable ***business strategies***

2.	Develop strategic business plan	2.1	In consultation with **key stakeholders**, use outcomes of business environmental analyses to determine goals, objectives and **measurable performance indicators** of **strategic business plan/s** and their alignment to overall organisational direction and values
		2.2	Determine and build **change management strategies** that support communication, team building, orientation and required skill development into the strategic business plan
		2.3	Establish **policies and procedures for resourcing**
		2.4	Build risk, **disruptive thinking** and contingency management into the strategic business plan
		2.5	Establish **performance monitoring and review policies and procedures**
3.	Manage the implementation, monitoring and review of strategic business plan	3.1	Manage and monitor implementation in accordance with strategic business plan policies, processes, procedures and strategies
		3.2	Review and document outcomes of strategic business plan against stated goals and objectives and use findings to inform recommendations for improved processes, procedures
		3.3	In consultation with stakeholders, implement recommendations for improvement consistent with organisational continuous improvement objectives

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

- interpersonal and communication skills to work collaboratively with clients, colleagues, management and stakeholders
- organisational skills to develop and implement business planning framework
- leadership skills to manage strategic business planning:
  ◦ strategic modelling/design
  ◦ strategic business implementation process, incorporating change management practices
  ◦ monitoring modelling
  ◦ evaluation processes that incorporate evaluation of achievements against performance measurement indicators
- research, analytical and numeracy skills to:
  ◦ conduct and interpret business environmental analysis data
  ◦ to quantify and measure outcomes
- leadership and problem solving skills to manage strategic business plan:
  ◦ timelines
  ◦ resourcing requirements
  ◦ agreed outcomes

- literacy and technical writing skills to prepare and present:
    - reports
    - strategic plans
    - progress monitoring records
    - evaluation data
- research, analytical and evaluation skills to:
    - assess strategic business planning
    - determine opportunities to apply strategic methodologies and modes to a range of organisational planning contexts
    - determine optimum implementation methods for the achievement of strategic business goals
    - conduct risk and contingency planning
    - determine disruptive thinking methodologies
    - use results to inform future practice

Required Knowledge

- principles, practices and methodologies of sustainable strategic business planning
- current debates, theories and bodies of knowledge surrounding:
    - principles and practices of strategic business planning
    - consultative and participative management approaches
- relevant international, national and local legislative, regulatory and ethical requirements
- market trends and developments analysis methodologies
- risk management strategies
- performance measuring and monitoring systems
- quality management and continuous improvement concepts and practice
- human and business capacity building methodologies
- organisational strategic and operational planning
- change management principles
- implementation methodologies
- monitoring and review methods

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 in the performance criteria is detailed below.

Strategic planning frameworks may include:	• system for achieving strategic business planning within management approaches that align to overall organisational direction and values
	• work of integrating strategic business plan requirements, such as:
	o into overall strategic planning

o operational and process level planning

- disruptive thinking frameworks

- setting of parameters to be used in planning process, such as:

  o planning methodology

  o research required

  o identification of key stakeholders who will contribute to planning process

Organisational direction and values may include:

- vision

- mission

- purpose and values

- strategic positioning

- strategic goals

- business strategy and performance plans

- Return On Investment (ROI)

- operational planning, policies and procedures

- processes (creation of goods and/or services)

- resource requirements and financial considerations

- risk management policies and procedures

- reporting procedures

- creative thinking and innovation practices

- legal and ethical requirements and codes of practice

- quality standards and continuous improvement processes

- economic, social and environmental sustainability goals, initiatives, reporting and protocols

- knowledge and Intellectual Property (IP) policies

- OHS policies, procedures and programs

- customer / client satisfaction

External business environment may include:

- local, national, and global influences and factors that shape the context and capacity of the enterprise, such as:

  o economic

  o political

  o technological

  o legal and regulatory

  o social and cultural

  o demographic

  o labour market conditions

- key external stakeholder requirements

- customer requirements

- market conditions

- competition

- supplier availability and requirements

- potential entrants

- substitutes

- current theoretical perspectives

- review of emerging industry trends for business opportunities

Internal organisational environment may include:	- influences and factors that modify the operation of the enterprise, such as:

  - key internal stakeholders requirements

  - organisational structure

  - business capacity

  - organisational mission, vision, values and culture

  - financial position

  - physical facilities

  - financial resources

  - human resources dynamics, such as:

    - motivation

    - skills capability

    - knowledge

  - processes and systems

- review of emerging industry trends for business opportunities

Current local, national and international approaches may include:	- models of strategy development, such as:

  - issue-based

  - alignment

  - scenario

  - organic

  - balanced scorecard

  - classical strategic planning

- various analytical tools and approaches, such as:

  - PEST analysis (Political, Economic, Social, and Technological)

  - STEER analysis (Socio-cultural, Technological, Economic, Ecological, and Regulatory factors)

- o EPISTEL (Environment, Political, Informatic, Social, Technological, Economic and Legal)
- critical analysis of the influence of local, national and international financial trends, processes and systems
  - critical analysis of current theoretical, political, economic, cultural, social, and technological developments within a global context
- analysis of risk associated with implementation of various approaches and models
- investigation and analysis of innovative approaches, or strategies, for resolving specific strategic planning-related problems

Business strategies may include:	• integration strategies
	• intensive strategies
	• diversification strategies
	• defensive strategies
	• cost leadership strategies
	• differentiation strategies
	• focus strategies
	• tendering strategies
	• strategic partnerships
	• branding
	• ATM approach (Antecedent conditions, Target strategies, Measure progress and impact)
Key stakeholders may include:	• management
	• colleagues
	• clients
	• customers
	• shareholders
	• owners
	• board members
	• employees
	• suppliers
	• technical experts
	• industry professionals
	• planners
	• advisors
	• consultants

- regulators

- government agencies and representatives

- local community including individual, groups and agencies

Measurable performance indicators may include:

- quantifiable outcomes

- set of key measurable performances that give best picture of how the strategic business plan is progressing in order to understand and manage it

- measurement tools, such as:

  o Return On Investment (ROI)

  o financial analysis tools

- processes in place to meet long-term goals

Strategic business plan/s may include:

- issues associated with performance indicators

- strategy that operates over a long-term period that:

  o is based on critical analysis of capabilities and parameters of business environment

  o is based on critical analysis of current and emerging strategic business planning methodologies and practices

  o is based on applicability to customer

  o aligns with overall organisation strategic planning

  o meets framework for integration with organisational strategic planning

  o takes into account:

    – strengths
    – weaknesses
    – capacity
    – demand
    – projected capabilities
    – opportunities
    – threats

  o addresses strategic planning to maintain commitment and organisational acceptance

- client management processes and protocols

- codes of conduct, ethics and due diligence

- quality and continuous improvement

- contingency and risk management including risks associated with implementation

- task prioritisation, targets, milestones and timeframes

- monitoring process

- privacy/copyright

- strategic resourcing, such as:
    - human
    - physical
    - financial
    - procurement
    - outsourcing

Change management strategies **may include:**	- strategies to gain and maintain commitment to strategy across whole organisation
	- skills maintenance strategies, such as:
	    ○ training and re-training
	    ○ mentoring
	    ○ professional development
	    ○ open communication channels
	    ○ motivation
	    ○ creative thinking and innovation practices training and development
	- promotion of role of strategic business plan in supporting organisational goals and overall mission
	- organisational policies and procedures for promulgation of information

Policies and procedures for resourcing **may include:**	- legislative and regulatory compliance - relevant Australian and international standards - organisational policies - human resource operations - training - environmental auditing - financial auditing - budgetary requirements - risk management - quality assurance - OHS
Disruptive thinking **may include:**	- a systematic way to avoid competitive surprises by disrupting competitors before they disrupt your practices - a systematic way to plan for digital disruption

Performance monitoring and review policies and procedures **may include:**	• Global Reporting Initiative (GRI) sustainability reporting
	• reporting structures and procedures
	• regular and timely reporting
	• quality assurance manuals policies and procedures
	• continuous improvement policy and procedures

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 of this qualification.

Critical aspects for assessment and evidence required to demonstrate competency in this unit	A person who demonstrates competency in this unit must provide evidence of:
	• developing a strategic business plan that aligns with organisational overall strategic planning
	• generating performance indicators to meet determined objectives and to measure progress and efficacy of strategic business plan
	• managing the implementation of the strategic business plan including monitoring, review and evaluation
	• knowledge of critical elements of current and emerging strategic business planning and management theories, models and practice
Context of and specific resources for assessment	Assessment must ensure that:
	• activities provide opportunity for development and demonstration of complex analysis, synthesis and application of knowledge and skills related to a range of business and management contexts
	Resources implications for assessment include access to:
	• suitable simulated or real workplace opportunities
	• relevant international, federal and state legislative and regulatory requirements and appropriate texts, policies and documentation
Method of assessment	A range of assessment methods should be used to assess practical skills and knowledge. The following assessment methods are appropriate for this unit:
	• evaluation of project in strategic business plan design including oversight of its implementation, monitoring and review
	• evaluation of research project into strategic business planning models, theories and practice and their implementation
	• review of portfolio of research into implementation strategies, including communication systems, skills development and risk management
	• case studies and scenarios

- simulation

- practical demonstrations

- observation

- direct questioning

- presentations

- third party reports

Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. Suggested units may include but are not limited to:

  o VU22226: Lead creative thinking and innovation practices in an organisational environment

VU22226: Lead creative thinking and innovation practices in an organisational environment

Unit Descriptor

This unit describes the skills and knowledge required to research and practice innovation and creative thinking in order to lead, support and maintain a culture of innovative thinking and practice that will further organisational strategic planning for sustainable business practices across a range of organisational contexts.

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

Employability Skills

This unit contains Employability Skills.

Application of the Unit

This unit supports the work of senior management personnel responsible for encouraging creative thinking and innovation practices and applying them to further the organisational success. Typically, practitioners lead, encourage and support a culture of creative thinking and innovation practices based on their own reflective practice and learning. Practitioners are responsible for oversight of the establishing and implementation of training, formal support mechanisms, management of real and potential obstacles and risk associated with innovation and, regular review of the outcomes of innovation against set goals and objectives in order to further the success of the strategic planning of an organisation or enterprise.

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the required performance needed to demonstrate achievement of the element. Where **bold italicised** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.
1. Analyse what enables creative thinking and innovation practices	1.1 Research, critically analyse and debate **conditions, drivers** and **enablers** that impel and/or shape current and future innovation and creative thinking within **organisational contexts**
	1.2 Research, critically analyse and debate **theories, techniques, and tools** of individual and collective creative thinking and innovation practices that foster organisational sustainability
	1.3 Analyse, reflect on and challenge own **leadership practice** for capacity and proficiency in role-modelling and supporting innovation
2. Develop and lead a culture of creative thinking and innovation practice	2.1 Assess current conditions and context of organisation to determine requirements for **disruptive thinking** to develop an innovation culture
	2.2 Identify, evaluate and manage potential barriers and **risk** associated with innovation within an organisation

2.3   Initiate, establish and promote *strategies that support and foster innovation and creative thinking at organisational culture level* in consultation with *stakeholders*

2.4   Initiate, establish and promote *mechanisms that support and resource innovation and creative thinking at operational level* in consultation with stakeholders

3. Sustain an organisational culture of creative thinking and innovation practice	3.1 Monitor and review support mechanisms for creative and innovative practice and make adjustments where required
	3.2 Analyse and reflect upon innovation and creative thinking performance and seek feedback from key stakeholders
	3.3 Use outcomes of analysis and reflection, in consultation with stakeholders, to inform future practice

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

- Interpersonal, communication and team building skills to:
  ◦ work collaboratively with clients, colleagues, management and stakeholders
  ◦ promote, model, lead and sustain a culture of ongoing learning and development within organisational contexts
- research methodology and critical analysis skills to:
  ◦ identify, source, document, evaluate and debate theories, practices and discourses relevant to creative thinking and innovation practices
  ◦ appraise case studies on creative thinking and innovation practices and to relate their concepts, ideas and examples to a range of organisational contexts
  ◦ assess creative thinking and innovative practices strategies, evaluate results and use evaluation data to inform future practice
  ◦ conduct disruptive thinking processes
- self-management, learning and reflective practice skills to evaluate and advance personal effectiveness in modelling and leading creative thinking and innovation practices across a range of organisational contexts
- communication, consultation and negotiation and team building skills to promote, model, lead and sustain a culture of ongoing learning and development within organisational contexts
- planning and organisational skills to develop, implement and sustain practical strategies and mechanisms that support creative thinking and innovation practices within organisational settings
- leadership and problem-solving skills to assess challenges and risks at a strategic level and to develop appropriate responses

Required Knowledge

- relevant research and current literature on theories and bodies of knowledge about sustainable creative thinking and innovation practices within organisations

- relevant research, and current literature about the influence various styles and models of leadership and management have on creative thinking and innovation practices across a range of organisational contexts

- relevant international, national and local legislation, regulations, standards and ethical requirements

- relevant critical analyses of social, political, economic and technological developments that determine the broad context for innovation across a range of organisational contexts

- relationship between theory and practice in creative thinking and innovation practices within organisations

- risk assessment and change management strategies relevant to innovation and creative thinking within organisations

- change management theory and practice

- disruptive thinking methodologies

- human and business capacity building methodologies

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 in the performance criteria is detailed below.

Conditions may include:	• organisational requirements, such as:
	o overall strategic planning
	o mission, vision, goals and objectives
	o organisational culture and values
	o business systems and models
	o strategic business planning
	o existent creative thinking and innovation practices and processes
	o executive support for innovation, learning and creativity
	o management practices conducive to supporting innovation
	o internal codes of conduct and ethics protocols
	o copyright and Intellectual Property (IP) legislation, standards and regulations
	o codes of conduct and ethics
	o competency, capability and skills of personnel
	o product and/or service type provided by organisation
	o ability of organisation to embrace new and emerging technologies

- o access to resources

- o ability to gain and respond to customer feedback

- organisational context

- impact of drivers and enablers of creative thinking and innovation practices relevant international, national and local legislation, regulations and standards

- safe work practices

Drivers may include:

- issues associated with enterprise type and context

- organisational socio cultural circumstances and issues

- labour market and industry changes and restructures

- new local markets and market shifts

- new business models

- changes to workflow and processes

- customer expectations and new consumer needs

- new and updated legislation, regulations, policies and related issues, such as:

  - o compliance

  - o sustainability

  - o access and equity

  - o deregulation

- price and profitability

- funding initiatives

- impacts of globalisation, such as:

  - o economic change

  - o new market

  - o supply

- technology change, such as:

  - o emerging technologies

  - o requirements to develop new technologies

  - o technology shift to knowledge economy or new economy

  - o change, conflict and convergence

Enablers may include:

- leadership experience

- managerial support

- training and development of personnel

- responsiveness of stakeholders

- organisational policies and procedures

- development of organisational culture of inclusiveness and support
- collaboration
- research focus and support
- access to resources
- structure and design of work in the organisation
- inventions and technological developments and breakthroughs
- profitability and feasibility
- Intellectual Property (IP) terms and conditions

Organisational contexts may include:

- core purpose and capabilities
- organisation or enterprise product or service sector
- enterprise type, such as:
  - o government
  - o non-government
  - o for profit / not-for-profit
  - o multi-cultural, CALD or Indigenous focus
  - o community / issues advocacy focus
  - o private enterprise
- local, regional, national or global business reach
- internal and external business environment

Theories may include:

- The Medici Effect
- evolutionary models
- componential models
- strategic/structural models
- characteristics of innovation, such as:
  - o uncertainty
  - o ubiquity
  - o idiosyncrasy
  - o cumulativeness
- relevant psychoanalytic theory

Techniques and tools may include:

- brainstorming
- divergent thinking training
- creative process training
- scenario analysis
- problem-based learning
- workplace management techniques, such as:

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o supervisory commitment and encouragement

o resourcing time and money

o appropriate level of challenge and stretch for workforce capacity building

o workforce autonomy over process / job ownership

o team building

o organisational support

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Leadership practice may include:	• critical analysis of theories and current literature on approaches to leadership in contemporary business and organisational practice
	
	• notions of various leadership styles and their implications for innovation within organisations contexts, such as:
	
	   o participative management
	   o consultative management
	   o macro management
	   o micro management
	   o adaptive leadership
	   o hierarchy of support
	   o building of trust
	   o traditional forms of leadership
	
	• significance of leadership traits and attributes conducive to creative thinking and innovation practices within organisations, such as:
	
	   o reflective practice
	   o personality and temperament
	   o approach to delegation of tasks and authority
	   o flexibility
	   o ability to lead and encourage workplace relationships across diverse backgrounds and cognitive preferences
	
	• implications and usefulness of various personality type indicators

Disruptive thinking may include:	• a systematic way to avoid competitive surprises by disrupting competitors before they disrupt your practices • a systematic way to plan for digital disruption

Strategies that support and foster innovation and creative thinking at organisational culture level may include:	• formal and informal training in:
	
	   o creative thinking and innovation practices skills and knowledge, theories and debates
	   o reflective practice

- o influence of barriers to innovation

- o bodies of knowledge, theories and debates on drivers and enablers of innovation

- o team building

- formal and informal systems and policies of open and collaborative communication, such as:

  - o sharing of innovative ideas and practices

  - o consultation

  - o team building

- formal and informal systems and policies that promote knowledge transfer amongst stakeholders, such as:

  - o recording and documentation systems that capture innovative ideas and practices

  - o scheduled and ad hoc knowledge sharing arrangements and activities

  - o job and reputation security such that the need to guard knowledge is diminished

  - o strategies that address IP concerns within formal research

  - o professional networks and communities of practice

- appropriate leadership styles, such as:

  - o 'room to think' approaches

  - o macro management

  - o hierarchy of support

- organisational structural approaches that support integration of creative thinking and innovation practices across whole enterprise, such as:

  - o systems of respect

  - o culture of co-operation and collaboration

  - o collective processes and procedures

  - o communication and knowledge transfer strategies

  - o support mechanisms at operational and process levels

Stakeholders may include:	• management
	• colleagues
	• clients
	• customers
	• shareholders
	• employees
	• technical experts
	• industry professionals

	• planners
	• advisors
	• consultants
	• local community including individual, groups and agencies
***Mechanisms that support and resource innovation and creative thinking at operational levels* may include:**	• strategic planning
	• research and development provisions
	• operations management systems, processes and procedures that integrate enablers of innovation
	• identification, assessment and provision of adequate human and physical resources required to investigate and implement creative thinking and innovation practices
	• resource management
	• supply chain management
	• quality control systems
	• compliance requirements
	• risk management
***Risk* may include:**	• risk management planning, policies and procedures
	• risk management in implementation
	• legal and regulatory requirements
	• contingency planning
	• communication systems
	• information technology infrastructure
	• risk reporting
	• financial considerations
	• environmental impact
	• market changes
	• resource capability, capacity and deficiencies
	• available technology
	• failure to deliver
	• product failure
	• quality issues
	• property damage
	• OHS incidents
	• workforce considerations, such as:
	o professional incompetence
	o organisational culture factors
	o efficacy of change management
	o resistance to innovative thinking and creative practice

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 of this qualification.

Critical aspects for assessment and evidence required to demonstrate competency in this unit	A person who demonstrates competency in this unit must provide evidence of:

A person who demonstrates competency in this unit must provide evidence of:

- developing and implementing strategies and mechanisms that foster an integrated culture of creative thinking and innovation practices across a range of organisational contexts

- developing and sustaining organisational creative thinking and innovation practices

- knowledge of current theories, techniques and tools for fostering an integrated organisational culture of creative thinking and innovation practices

Context of and specific resources for assessment

Assessment must ensure:

- activities provide opportunity for development and demonstration of complex analysis, synthesis and application of knowledge and skills related to a range of business and management contexts

Resources implications for assessment include access to:

- suitable simulated or real workplace opportunities

- bodies of knowledge on creative thinking and innovation practices, such as relevant academic research and real and/or simulated case studies

- current organisational documentation and support materials

- relevant international, federal, and state legislative and regulatory requirements and appropriate texts, policies and documentation

Method of assessment	A range of assessment methods should be used to assess practical skills and knowledge. The following assessment methods are appropriate for this unit:
	- evaluation of project in developing, implementing and reviewing strategies and techniques for building and fostering creative thinking and innovation practices within a given organisational context - evaluation of research project into creative thinking and innovation practices theory, trends and models of practice and implementation - evaluation of portfolio of research into social, political, economic and technologic developments that determine the broad context for innovation within an organisational context - case studies and scenarios - simulation and role play - practical demonstrations - observation - direct questioning - presentations - third party reports
Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. Suggested units may include but are not limited to: VU22225: Manage the development, implementation and review of strategic business plans

VU22227: Manage multiple projects

Unit Descriptor

This unit describes the skills and knowledge required to undertake the strategic responsibility, accountability and decision making for overall management of multiple projects within an organisational context, through identifying the project scopes within a strategic context, managing the establishment and integration of project activities, and, finalising and reviewing project processes and outcomes.

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

Employability Skills

This unit contains Employability Skills.

Application of the Unit

This unit supports the work of managers, team managers, project leaders or experienced project team members who apply their existing skills, knowledge, skills and experience in general project management to lead project developers, or managers, to achieve project goals and outcomes. Practitioners may be responsible for simultaneous management and integration of project outcomes within organisational overall strategic contexts.

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the required performance needed to demonstrate achievement of the element. Where **bold italicised** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.
1. Manage the establishment of multiple projects	1.1 Research, critically analyse and debate current models and methodologies for developing ***frameworks for managing multiple projects*** for application to ***organisational context***
	1.2 Determine, define and scope project opportunities in consultation with ***stakeholders*** and in accordance with management framework and ***organisational requirements***
	1.3 Determine ***infrastructure***, ***scope*** and ***other relevant documentation*** for multiple projects in accordance with ***organisational policies and procedures***
	1.4 Source and interpret legal documents, legislation and regulation relevant to the projects managed to ensure compliance and ethical requirements *with regard to relationships and environmental sustainability* are met
	1.5 Design and document ***project plans*** in accordance with organisational, environmental sustainability and ***compliance requirements***
2.	2.1 Confirm stakeholder commitment, roles and responsibilities

Manage and monitor the execution of multiple projects	2.2	Action project plans, and document project deliverables in accordance with individual and multiple projects management framework
	2.3	Supervise *risk management* in accordance with the project plans
	2.4	Make tactical adjustments to plans and multiple projects management framework in order to optimise success
	2.5	Supervise and monitor reporting and record keeping in accordance with the project plans and multiple projects management framework
3. Finalise, review and evaluate management of multiple projects	3.1	Put processes in place to finalise multiple project deliverables and conduct quality assurance, review and evaluation against the individual and integrated project objectives
	3.2	Document evaluation findings in accordance with organisational requirements
	3.3	Make and agree upon recommendations for improvement in consultation with stakeholders
	3.4	Maintain whole-of-life support for on-going projects and facilitate transition to future projects

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

- interpersonal and communication skills to:
  ◦ negotiate, consult and deal effectively with colleagues, clients, stakeholders and other relevant professionals
  ◦ manage organisational diversity
- leadership skills to:
  ◦ maintain commitment of stakeholders and project teams
  ◦ manage performance
  ◦ plan contingency management when necessary
  ◦ achieve project outcomes
- analytical and research skills to:
  ◦ determine multiple projects management framework, optimum project opportunities, project plans and structures
  ◦ evaluate processes of multiple projects across a range of organisational contexts
  ◦ source and interpret relevant legal documents, legislation and regulations to meet compliance and ethical requirements
- organisational, business and outcome management skills to plan for and administer multiple project management outcomes across a range of organisational contexts

- strategic planning skills to administer targets, timelines, roles and responsibilities written communication skills to prepare and design project documentation that incorporates:
  - project requirements
  - risk assessments
  - project progress reports
  - project monitoring and quality assurance processes
  - project reviews and recommendations

Required Knowledge

- relevant international, national and state legislative, regulatory and ethical requirements
- current models and methodologies for the practice of managing multiple projects in organisational contexts
- project management methodologies
- strategic business planning
- overall organisational strategic and operational planning
- creative thinking and innovation practices in relation to managing multiple projects
- financial management strategies
- risk management strategies
- general principles and practices of environmental sustainability
- performance measuring and monitoring systems for multiple project management
- quality management and continuous improvement concepts and practice

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 in the performance criteria is detailed below.

Frameworks for managing multiple projects may include:	- systemised critical analysis of need for and feasibility of proposed projects, that may take into account: - internal and external environment scan - political imperatives - previous and current related projects - policies likely to be impacted - cost-benefit analysis - systemised method of defining and scoping projects across a portfolio of projects, or number of separate projects, that may or may not be related - software tools, such as: - project portfolio management suites

- systemised method of overseeing implementation of multiple projects
- systemised approach to roles of personnel who are responsible and accountable for the implementation and outcomes of the specific projects within the portfolio or group of projects
- systemised application of methodology for:
    - o   project definition
    - o   project scoping
    - o   financial management
    - o   resourcing and procurement management
    - o   outsourcing management
    - o   project tracking and schedule management
    - o   communication and reporting management
    - o   quality management
    - o   change management
    - o   transition arrangements
- systemised integration of project aspects and activities to ensure objectives remain appropriate of overall organisational strategic direction and planning

Organisational context may include:	• core purpose and capabilities
	• organisation or enterprise product or service sector
	• enterprise type, such as:
	  o government
	  o non-government
	  o for profit / not-for-profit
	  o multi-cultural, CALD or Indigenous focus
	  o community / issues advocacy focus
	  o private enterprise
	• local, regional, national or global business reach
	• internal and external business environment

Stakeholders may include:	• management
	• colleagues
	• project leaders and team members
	• project sponsor / funding bodies
	• clients and customers
	• suppliers
	• technical experts
	• industry professionals
	• planners
	• advisors
	• consultants
	• regulators
Organisational requirements may include:	• vision, mission, goals, objectives, direction and values
	• strategic plans
	• business strategy and performance plans
	• strategic business planning
	• creative thinking and innovation practices
	• systems and processes
	• operational planning, policies and procedures
	• resource requirements and financial considerations
	• risk management policies and procedures
	• reporting procedures
	• legal and ethical requirements and codes of practice
	• quality standards and continuous improvement processes
	• quality assurance procedures
	• economic, social and environmental sustainability goals, initiatives, reporting and protocols
	• knowledge and Intellectual Property (IP) policies
	• OHS policies, procedures and programs
	• customer/client service policies and procedures
Infrastructure may include:	• staffing levels
	• recruitment and training systems
	• physical resources, such as:
	o budget and finance
	o travel
	o plant and equipment

                o   project site

                o   consumables

                o   technology

                o   project office accommodation

- specialist and technical support

- contractors

- project team support mechanisms, such as:

                o   training

                o   team skills development

- organisational project management framework

- steering committee / advisory group

Scope (of projects) may include:	- proposal - intended outcomes - parameters - risk analysis - timeframe - budget and cost estimates - required and available resources - procurement requirements - relationship to other projects within organisational global objectives - personnel - delegating authority
Other relevant documentation may include:	- documents outlining: - inclusions and exclusions from project - quality standards for project - contract or other agreements - tender documents
Organisational policies and procedures may include:	- relevant national, state, local and international legislation such as: - public and private sector management acts - financial management and accountability legislation and regulations, including international financial transactions and foreign exchange - privacy legislation - organisational guidelines and procedures relating to:

- o project governance
- o resourcing
- o security
- o strategic plans
- o recruitment
- o risk management
- o procurement guidelines
- o designation approvals
- o industrial agreements

Project plans may include:

- project governance, delegations, roles and responsibilities
- project financing/venture capital
- contract management
- strategic planning, such as:
  - o personnel management
  - o objectives / expected outcomes strategies, including:
    - – key tasks targets
    - – work breakdown structure (WBS)
    - – schedules / timelines / milestones
    - – project / program phases
    - – agreed reporting requirements
    - – whole-of-life support
  - o measurable benefits of the objectives
  - o financial management including:
    - – budget
    - – cash flow
    - – resource allocation
    - – resource management
    - – acquisition strategies
  - o communication strategies
  - o risk management and risk mitigation
  - o transition arrangements
- evaluation processes and procedures, such as:
  - o feedback, monitoring, review and reporting systems and templates
  - o progress reporting
  - o quality assurance and continuous improvement strategies

Compliance requirements may include:	• laws, regulations and standards
	• codes of practice
	• procurement regulations (ethics and probity)
	• quality standards
	• environmental obligations
	• technical standards
	• financial standards
	• reporting standards
	• auditing requirements
Risk management may include:	• constraints and obstacles, such as:
	o loss of commitment and motivation
	o poor quality procedures
	o failure to evaluate project objectives initially
	o failure to communicate and advise effectively with project/s personnel
	o timeline blowouts
	o cost overruns
	• specific requirements and risks of local and international marketplaces, such as:
	o political
	o industrial
	o legal
	o financial
	o social
	o cultural
	o business
	o environmental

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 of this qualification.

Critical aspects for assessment and evidence required to demonstrate competency in this unit	A person who demonstrates competency in this unit must provide evidence of:
	• developing, implementing and reviewing a framework, applicable across a range of organisational contexts, for establishing, managing and monitoring multiple projects
	• knowledge of relevant international, Federal and State government legislation, standards and regulations

- knowledge of critical aspects of models and methodologies for managing multiple projects

Context of and specific resources for assessment	Assessment must ensure:
	- activities provide opportunity for development and demonstration of complex analysis, synthesis and application of knowledge and skills related to a range of business and management contexts
	Resources implications for assessment include access to:
	- suitable simulated or real workplace opportunities
	- relevant international, federal and state legislative and regulatory requirements and appropriate texts, policies and documentation
	- organisational guidelines, procedures and protocols relating to overseeing or directing multiple project activities
	- workplace project documentation
Method of assessment	A range of assessment methods should be used to assess practical skills and knowledge. The following assessment methods are appropriate for this unit:
	- evaluation of project in establishing a framework for overseeing multiple projects and its implementation and review
	- evaluation of research project into models and methodologies for oversight and management of multiple project
	- review of portfolio of research in multiple project management implementation strategies, including risk management and evaluation
	- case studies and scenarios
	- simulation and role play
	- practical demonstrations
	- observation
	- direct questioning
	- presentations
	- third party reports
Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

VU22228: Manage legal, regulatory and ethical compliance requirements in an organisational environment

Unit Descriptor

This unit describes the skills and knowledge required to develop and implement a compliance management system that meets legal, regulatory and ethical compliance requirements relevant to a specific organisational context.

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

Employability Skills

This unit contains Employability Skills.

Application of the Unit

This unit supports the work of managers and planners who are responsible for an organisation's policies, procedures and systematic approach to compliance with relevant international, national, state and local legislation, standards, regulations and provisions governing operational and ethical imperatives for design, production, provision and distribution of goods and/or services in local and global contexts.

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the required performance needed to demonstrate achievement of the element. Where **bold italicised** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.
1. Analyse compliance requirements	1.1 Research **relevant standards** and **applicable legislation** and determine and document **compliance requirements** for organisation
	1.2 Analyse, debate and communicate legislated and organisational **ethical requirements** to relevant **stakeholders**
	1.3 Research, document and debate **models and trends** in managing compliance requirements for application to organisational context
2. Ensure compliance with relevant legislation, regulations and ethical requirements	2.1 Assess existing **policies and procedures** against compliance requirements and amend, or develop, as required in accordance with **organisational requirements**
	2.2 Source, canvass and apply **organisational governance approaches** that develop and support a culture of compliance
	2.3 Identify, critically analyse **independent review bodies** for benefit to organisation and develop relevant relationships
	2.4 Develop, communicate and implement **compliance risk** management strategies

3.	Implement compliance auditing and reporting systems	3.1	Develop **compliance auditing and record keeping system** in accordance with legislative and organisational requirements
		3.2	Prepare and communicate compliance reports to relevant stakeholders
		3.3	Routinely review compliance auditing and recording systems for continuous improvement

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

- interpersonal skills to work with local and international clients, colleagues, management, and/or external stakeholders across a range of organisational contexts

- reading and comprehension skills to understand legislation, regulations and industry standards documents and reports

- communication skills to relay compliance requirements and corollary, organisational policies and procedures

- problem-solving skills to address continuous improvement in compliance

- research and evaluation skills to:

  ◦ assess models and trends in compliance management for optimum application to specific organisational contexts

  ◦ assess organisational compliance systems, policies and procedures

  ◦ address existing and potential non-compliant and unethical activity

- organisational and time management skills to implement compliance, liaison, auditing and reporting activities across a range of organisational contexts

Required Knowledge

- relevant international, national and state legislative, regulatory and ethical requirements

- current models and trends in compliance management systems and practices

- ethical and legal requirements for organisational research, information management and approaches

- economic, social and environmental sustainability goals, initiatives, reporting and protocols

- governance principles and responsibilities in relation to compliance

- strategies for developing a positive compliance culture within the organisation

- compliance risk assessment and management strategies

- continuous improvement processes for compliance including monitoring, evaluation and review

- compliance auditing and reporting procedures and practices

- breach of compliance reporting and procedures

- project management
- safe work practices

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 in the performance criteria is detailed below.

Relevant standards may include:	• Australian and international industry standards relevant to context and purpose of organisation
	• codes of practice for the design, manufacture and distribution of products
	• codes of practice for the design and provision of goods and services
	• technical standards
Applicable legislation may include:	• legislation that stipulates compliance with nominated Australian and/or international standards, such as:
	o Australian Federal, State and Territory laws, regulations, and provisions
	o laws, acts and regulations within Australia, and relevant other countries, governing activities such as:
	− industry and production
	− service provision
	− marketing and media
Compliance requirements may include:	• Australian and international industry standards related to organisation operations
	• requirements for certification under statutory licensing systems
	• codes of practice and ethical requirements
	o compliance standards such as ISO and AS/NZS Guidelines, which cover various performance standards including compliance programs
	o customer satisfaction – guidelines for complaints handling in organisations
	o records management
	o risk management
	• legislation related to areas such as:
	o formation and operation of corporations
	o trade practices, tariffs and taxation
	o fair trading
	o anti-discrimination and equal opportunity
	o anti-corruption

    o   sustainability

    o   funds transfer and financial services

    o   financial management and accountability

    o   insurance

    o   industrial relations and human rights

    o   workplace safety

    o   whistleblower protection

    o   freedom of information

    o   privacy

- relevant aspects of various legal provisions, including statutes and codes

- non-compliance management processes, including: classification, investigation, rectification and reporting of breaches

- compliance improvement strategies

- training

Ethical requirements may include:

- imperatives of legally and self-imposed ethical standards relating to:

    o   research methodologies

    o   methods of researching, sourcing and storing information

    o   Intellectual property (IP)

    o   privacy

    o   stakeholder consultation

    o   economic, social and environmental sustainability principles and practice (Triple Bottom Line)

    o   transparency, such as:

        –   conflict of interest processes and considerations

        –   standard disclosures

Stakeholders may include

- management

- colleagues

- clients

- customers

- partners

- technical experts

- industry professionals

- planners

- financial institutions
- funding bodies
- regulators
- compliance specialists
- legal representatives
- government representatives

Models and trends may include:	- examples and shifts in methodologies of compliance management systems, policies and procedures, including imperatives, such as:
	o maintaining current knowledge of compliance requirements
	o continuous improvement methodologies for compliance systems
	o organisational strategies for dealing with breaches of compliance
	o legal recourse regarding breaches of compliance
	o reporting and auditing systems
	- theories, notions and trends in best compliance practice for:
	o working with cultural diversity and inclusion
	o environmental, social and economic sustainability
	o OHS
	o development of core principles
	- role of benchmarking
	- role of compliance in reputation of organisation
	- role of relationships with independent review bodies
Policies and procedures may include:	- non-compliance rectification strategies
	- compliance improvements
	- quality assurance
	- certified technical testing
	- training and communication
	- purchasing and procurement
	- relevant technology and processes
	- environmental auditing
	- logistics management
	- financial auditing
	- risk management
	- OHS

Organisational requirements may include:	• compliance implementation program
	• business and performance plans
	• strategic business planning
	• quality standards
	• legal requirements
	• explicit general organisation governance responsibilities, such as:
	o ethical behaviour towards and about stakeholders
	o consultation and participation imperatives
	• induction and training processes related to compliance management
	• promotion of organisational culture of compliance
Organisational governance approaches may include:	• business planning that addresses compliance
	• clear and comprehensive compliance policies and procedures
	• training and mentoring provisions for stakeholders
	• risk assessment and management
	• performance monitoring systems
	• auditing and reporting systems
	• resolution of complex matters relating to legislation, regulations and provisions, such as:
	o conflicting legislation
	o ambiguity
	• core principles and responsibilities of corporate citizenship, such as:
	o transparency
	o accountability
	o declaration of conflicts of interest
	o awareness of environmental, social and economic impact
Independent review bodies may include:	• relevant international, national, state and local government bodies, agencies and / or committees
	• boards of directors
	• external auditors
	• trustees
	• councils or council committees
	• ministerial or parliamentary committees
	• local compliance bodies of any designated global market place

Compliance risk may include:	• events or factors that diminish timely and precise meeting of compliance requirements, such as:
	o accidents
	o disasters
	o liability for product or service failings
	o liability for employee behaviour
	o supply failures
	o service interruptions
	o debtor default
	o failure of business or service venture
	o cost overruns
	o failure to meet time constraints
	• conflicting legislation
	• inadequacies in procedures, such as:
	o non-compliance with international legislation
	o non-understanding of codes of behaviour in international arenas
	o insufficient financial or other controls
	o insecure internet and other information systems
	o in-auditable records processes
	o ambiguous guidelines
	o absence of guidelines
	o unnecessary complexity in guidelines
	o use of non-current legislation
	o wilful ignorance
Compliance auditing and record keeping systems may include:	• internal and external auditing strategies
	• external auditing agencies
	• internal auditors
	• audit and compliance reporting systems, including:
	o tracking procedures
	o quality controls
	o rectification reports
	o routine periodical reporting
	o annual reporting
	o evaluation of reporting procedures
	• compliance review systems, including:

o   monitoring techniques and performance indicators

o   evaluation of non-compliance rectification strategies

o   evaluation of compliance improvement strategies

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 of this qualification.

Critical aspects for assessment and evidence required to demonstrate competency in this unit	A person who demonstrates competency in this unit must provide evidence of: • developing and implementing policies, procedures and support systems to meet compliance requirements for a specific organisational context • developing and implementing auditing, reporting and continuous improvement systems for a specific organisational context • knowledge of compliance management auditing and reporting strategies and systems • knowledge of relevant International, Australian Federal and State government legislation, standards, regulations and ethical requirements
Context of and specific resources for assessment	Assessment must ensure that: • activities provide opportunity for development and demonstration of complex analysis, synthesis and application of knowledge and skills related to a range of business and management contexts Resources implications for assessment include access to: • suitable simulated or real workplace opportunities • examples of organisational compliance systems and methods • relevant international, federal and state legislative and regulatory requirements and appropriate texts, policies and documentation
Method of assessment	A range of assessment methods should be used to assess practical skills and knowledge. The following assessment methods are appropriate for this unit: • evaluation of project in compliance management that is informed by benchmarking or research into current models of practice • evaluation of project in developing organisational awareness of the implications and impact of non-compliance and unethical behaviours of organisations • evaluation of research project into current models and trends in compliance management

- review of portfolio of research into current international, national, state and local legislation, industry standards, regulations and provisions

- practical exercises

- case studies and scenarios

- observation

- direct questioning

- presentations

- third party reports

Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

VU22229: Develop and implement a risk management strategy

Unit Descriptor

This unit describes the skills and knowledge required to develop, and manage the implementation and review of a risk management strategy for a particular organisational context.

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

Employability Skills

This unit contains Employability Skills.

Application of the Unit

This unit supports the work of managers, planners and project managers responsible for managing or leading risk management processes at a strategic level within an organisational context. Typically practitioners systematically identify, evaluate and prioritise existing and potential risks, develop strategic approaches to their removal and/or minimisation including the promotion and support of an overall organisational culture of risk management awareness.

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the required performance needed to demonstrate achievement of the element. Where **bold italicised** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.
1. Analyse risk management requirements	1.1 Identify and document existing and potential **sources of risk** for a given **organisational context**
	1.2 Analyse and document **legislative and organisational compliance requirements**
	1.3 Prioritise risks, according to **acceptable level of risk assessment**, and in consultation with **relevant specialists** and **stakeholders**
2. Develop risk management strategy	2.1 Develop and document **risk management strategy** based on analysis of organisational risk management requirements and in consultation with relevant experts and stakeholders
	2.2 Evaluate and select **risk management techniques and tools** to mitigate organisational risk
	2.3 Develop and build **performance review methodology** that will enable timely and ongoing monitoring and evaluation into the strategy, in consultation with stakeholders
	2.4 In consultation with stakeholders, develop **change management** and contingency management strategies

3.	Implement and review risk management strategy	3.1	Manage and monitor the implementation of the risk management strategy in accordance with organisational strategy policies, processes, and procedures
		3.2	Review efficacy of risk management against stated elimination and mitigation goals and objectives
		3.3	Use findings to inform continuous improvement in processes, procedures, planning and consultation

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

- interpersonal and communication skills to:
  - negotiate, consult and deal effectively with colleagues, clients, stakeholders and other relevant professionals
  - manage organisational diversity
- management skills to:
  - manage changing initiatives
  - achieve consensus and strategic outcomes
  - achieve commitment to organisational risk management policies
  - resolve conflicts
  - manage performance
  - plan contingency management when necessary
- research and analytical skills to:
  - source and interpret relevant codes, standards and protocols for risk management requirements
  - assess existing and potential risks
  - identify, prioritise risk mitigation opportunities
- planning skills to develop a risk management strategy and appropriate supporting policies and procedures
- writing and reporting skills to develop formal and informal reports, monitoring and progress reports and implementation plans
- analytical and evaluation skills to assess risk management strategy and use results to inform future practice

Required Knowledge

- general principles, practices and methodologies of risk management
- risk management strategic planning
- strategic business planning
- overall organisational strategic and operational planning
- relevant international, national and state government legislation, regulations, standards and provisions

- economic, social and environmental sustainability goals, initiatives, reporting and protocols

- creative thinking and innovation practices in relation to managing risk

- people and change management methodologies

- performance measuring and monitoring systems

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 in the performance criteria is detailed below.

Sources of risk may include:	• human behaviour
	• professional incompetence
	• OHS
	• technology / technical issues
	• legal actions, such as:
	o fraud
	o compliance breaches
	o litigation
	o civil, criminal and/or administrative actions
	• political events
	• property / equipment
	• environmental
	• financial / market
	• natural events
	• industrial disputation
	• product failure
Organisational context may include:	• relationship between organisation and the physical, operational, political, legal, social, commercial and economic environments in which it operates
	• physical environment of organisational operations, such as:
	o workplace / worksite physical characteristics
	o own or client legal responsibility for workplace /worksite
	• core purpose and capabilities
	• organisation or enterprise product or service sector
	• enterprise type, such as:
	o government
	o non-government
	o for profit / not-for-profit
	o multi-cultural, CALD or Indigenous focus

	o community / issues advocacy focus
	o private enterprise
	• local, regional, national or global business reach
	• internal and external business environment
Legislative compliance requirements **may include:**	o duty of care
	o equal opportunity
	o company law
	o contract law
	o environmental law
	o freedom of information
	o fraud
	o financial management and accountability
	o industrial relations law
	o privacy and confidentiality
	o legislation relevant to organisation's operations
	o legislation relevant to operation as a business entity
	• AS/NZS ISO 31000:2009 Risk Management - Principles and Guidelines
Organisational compliance requirements **may include:**	• codes of practice and ethics
	• policies and procedures for legislative and regulatory compliance
	• policies and procedures for relevant Australian and international standards compliance
	• organisational policies and procedures, including:
	o risk management strategy
	o policies and procedures for risk management
	• environmental auditing
	• OHS implementation systems
	• quality assurance
	• training
Acceptable levels of risk assessment **may include:**	• ranking of risk based on likelihood and consequences of risks and therefore the level of threat to an organisational and the level of action / control measure required, such as:
	o low: treated with routine procedures
	o moderate: with specific responsibility allocated for the risk, and monitoring and response procedures implemented

	o	high: requiring action to prevent potential damage to the organisation
	o	extreme: requiring immediate action, as the risk could be devastating to the organisation

Relevant specialists may include:	• risk management consultants
	• certified OHS practitioners
	• environmental scientists
	• engineers
	• production managers
	• financial managers
	• other technical experts

Stakeholders may include:	• management
	• colleagues
	• clients
	• planners
	• advisors
	• consultants
	• industry professionals
	• suppliers
	• service providers
	• contractors
	• regulators
	• union representatives
	• government agencies and representatives
	• local community including individuals, groups and agencies

Risk management strategy may include:	• risk management strategic plan that will:
	o address the context
	o identify the risk
	o assess the probability and possible consequences of risks
	o eliminate / mitigate these risks through strategies such as:

- risk avoidance by:
  - ~ terminating the activity
  - ~ conducting it in another way
- control measures that:
  - ~ reduce the likelihood of the risk occurring
  - ~ reduce the consequences of the risk

- risk transference through:
    - ~ insurance
    - ~ penalty clauses
  - retaining the risk and covering any loss or other negative effect through risk-specific:
    - ~ contingency plans
    - ~ funds allocation
- monitor and review outcomes
- consult, share information and communicate across whole organisation
- is integrated with organisational overall strategic planning

- risk management action plan covering:
  - personnel
  - responsibilities
  - resource allocation
  - timelines
  - targets and milestones
  - completion of key tasks and implementation phases
  - monitoring, review and evaluation
  - progress and finalisation reporting
  - disruptive thinking

- risk management resourcing plan covering:
  - infrastructure needs
  - personnel
  - training and professional development
  - physical resources
  - funding / investment / overhead costs

Risk management techniques and tools may include:

- liaison with industry representatives and subject matter experts
- qualitative analysis
- quantitative analysis
- disruptive analysis:
  - a systematic way to avoid competitive surprises by disrupting competitors before they disrupt your practices
  - a systematic way to plan for digital disruption infrastructure needs
- relevant international, federal and state government legislation, regulations, standards and provisions
- Australian industry standards

- OHS regulations 1995 / 2004
- codes of conduct / ethics
- reference to relevant statistical information
- technical and specification manuals
- quality manuals
- computer modelling
- sensitivity analysis
- structured interviews
- statistical data
- questionnaire
- fault trees
- analysis of consequences – loss of money, time, labour, intangibles

Performance review methodology may include:

- reporting structures and procedures
- regular and timely reporting
- quality assurance manuals policies and procedures
- Global Reporting Initiative (GRI) sustainability reporting
- continuous improvement policy and procedures

Change management may include:

- promotion of the strategic advantages of a risk management culture, such as:
    - aggregated risk information for inclusive, organisation-wide decision making rather than bottom up reporting by function
    - improved morale
    - improved responsiveness to risk incidence / occurrence
    - improved safety
    - improved sustainability
    - reduced resource wastage
    - improved ability to address new and emerging risks
    - improved business performance and economic return
    - improved client service
    - alignment of risk management with organisational strategic planning
- strategies to gain and maintain commitment to strategy across whole organisation, such as:
    - training and re-training
    - mentoring
    - professional development
    - open communication channels
    - motivation

- organisational policies and procedures for promulgation of information

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 of this qualification.

Critical aspects for assessment and evidence required to demonstrate competency in this unit	A person who demonstrates competency in this unit must provide evidence of: - developing, managing the implementation and monitoring of a risk management strategy based on the analysis of risk management requirements of a particular organisational context - knowledge of key principles and practices of risk management - knowledge of relevant international, federal and state government legislation, regulations, standards and provisions
Context of and specific resources for assessment	Assessment must ensure that: - activities provide opportunity for development and demonstration of complex analysis, synthesis and application of knowledge and skills related to a range of business and management contexts Resources implications for assessment include access to: - suitable simulated or real workplace opportunities - relevant international, federal and state legislative and regulatory requirements and appropriate texts, policies and documentation
Method of assessment	A range of assessment methods should be used to assess practical skills and knowledge. The following assessment methods are appropriate for this unit: - evaluation of project in developing and managing a risk management strategy for a specific organisational context - evaluation of research project into sources and causes of risk and their potential levels of impact for a range of organisational contexts - review of portfolio of research into legislation, provisions and guidelines for risk management across a range of existing and potential risks faced by organisations - practical exercises - observation - direct questioning - presentations - third party reports

Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

VU22230: Manage people in an organisational environment

Unit Descriptor

This unit describes the skills and knowledge required to develop and manage the motivation and engagement of people, within a broad organisational context, in order to achieve what the organisation has set out to do. This is achieved through analysis of organisational context and stakeholder capability and the development of appropriate people management strategies: communication; collaboration; reflective practice, and motivational approaches.

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

Employability Skills

This unit contains Employability Skills.

Application of the Unit

This unit supports the work of senior managers who are responsible for engaging stakeholders to link their expectations, roles, responsibilities and collaborative endeavours to meeting the organisational strategic goals and objectives. This function may extend across the organisation or within specific parts of an organisation. Typically, practitioners develop and implement people management strategies in order to get the best out of stakeholders in furthering organisational success.

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the required performance needed to demonstrate achievement of the element. Where **bold italicised** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.
1. Critically analyse people management within organisational contexts	1.1 Analyse **organisational structural and cultural conditions** that shape people management approaches within **organisational contexts**
	1.2 Research, critically analyse and debate **theories and models** on managing the human side of organisations for application
	1.3 Analyse, reflect on and challenge **own skills, knowledge, attitudes, values** related to managing people
2. Implement strategies to support people to further organisational objectives	2.1 In consultation with **stakeholders**, appraise **people analysis tools and methods** for determining individual or group proclivity for particular work functions / roles for application
	2.2 Develop, manage and document **communication strategies** to inform and support people in linking their expectations, roles and responsibilities to organisational goals and objectives
	2.3 In consultation with stakeholders, analyse, determine and manage strategies for establishing **collaboration** and **networks**
	2.4 Monitor strategies, seek feedback from stakeholders and debate findings and use to inform future practice

3.	Promote adaptive leadership in an organisation	3.1 **Contextualise organisational objectives** to maintain relevance and currency
		3.2 Filter and assimilate **external information** to organisational strategies
		3.3 **Lead by example** and empower managers and team leaders to synthesize relevant insights and to take appropriate action on contemporary issues
4.	Develop and implement motivational practices within an organisational context	4.1 Research models, theories and current literature on **motivational practice** and analyse for application to organisational context
		4.2 Determine strategies to address **generational and cultural diversity** and implement in consultation with stakeholders
		4.3 Monitor motivational practices seek feedback from stakeholders
		4.4 Analyse findings and use to inform future practice

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

- interpersonal and communication skills to work collaboratively with clients, colleagues, management and stakeholders

- research methodology and critical analysis skills to:

  ◦ identify, source, document, evaluate and debate theories, practices and discourses relevant to managing human behaviour in organisations and relate concepts, ideas and examples to a range of organisational contexts

  ◦

  ◦ address different cultural mores, culturally-specific business practices and culturally diverse workplace practices

  ◦ interpret organisational objectives, assess challenges and requirements

  ◦ develop appropriate global people management responses

  ◦ assess people management strategies and use results to inform future practice

- leadership skills to:

  ◦ lead a culture of collaboration and motivation within global organisational contexts

  ◦ manage changing initiatives

  ◦ determine relevant organisational strategies

  ◦ filter and assimilate relevant external information into organisational strategies

  ◦ implement strategies

- resolve conflicts and problems
- manage performance globally
- plan contingency management when necessary
- build teams
- consult and negotiate
- manage people in remote locations when required

- self-management, learning and reflective practice skills to evaluate personal effectiveness in managing people within organisational contexts
- literacy and writing skills to prepare and present reports; strategic plans; progress monitoring records, and evaluation data

Required Knowledge

- relevant research on theories and bodies of knowledge about understanding and managing people and behaviour within organisations
- relevant research and currentliterature about the influence organisational structure and design, culture and conditions have on approaches to people management across a range of organisations
- relationship between theory and practice of managing people and human behaviour within organisations
- performance measuring and monitoring systems
- human and business capacity building methodologies
- strategic business planning
- overall organisational strategic and operational planning
- creative thinking and innovation practices in relation to people management

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 in the performance criteria is detailed below.

Organisational structural and cultural conditions may include:	• organisational structure and design, including geographical cultural differences for global organisations
	• organisational decision making
	• organisational approaches to management styles and cultural interplays
	• organisational mission / vision formulation processes
	• organisational philosophical approaches to socialisation, diversity, individuality and conformity
	• degree, nature and distribution of influence, power and politics within organisations
	• existent and potential conflict and/or co-operation
	• demographic profile of stakeholders

Organisational context may include:	• specific organisational structural and cultural conditions
	• virtual offices
	• core purpose and capabilities
	• organisation or enterprise product or service sector
	• major short-term projects
	• enterprise type, such as:
	o government
	o non-government
	o for profit / not-for-profit
	o multi-cultural, CALD or Indigenous focus
	o community / issues advocacy focus
	o private enterprise
	• local, regional, national or global business reach
	• internal and external business environment
Theoriesand models may include:	• critical analysis of historical theories and bodies of knowledge on managing behaviour in organisations
	• critical analysis of theories and current literature on approaches to managing people and behaviour in contemporary organisations
	• critical analysis of models of organisational structure and design and corollary methods of, and approaches to, people management
	• critical analysis of definitions of an effective workplace
	• models of developing and promoting transcendent values of organisations
	• debates on socialisation within organisations:
	o balance of individuality and conformity and effectiveness/efficiency of operations
	o balance of organisational diversity with organisational order and consistency
	• safeguards against compulsion and social manipulation by highly socialised organisations, such as:
	o cultural rules
	o compliance
	o whistleblower protection
	o global trade practices legislation
	o industrial relations legislation

- theories and debates on managing creative thinking and innovation practices within a socialisation balance
- motivational theory
- critical analysis of the advantages and disadvantages of using psychoanalytic theory and tools
- current literature and research on use of personality type psychoanalytic tools and methods to determine outcomes for personnel, such as:
  - o job-fit
  - o function and role
  - o team membership capacity
  - o leadership capacity
  - o global management
- models and benefit analysis of collaboration, networking and team building
- models and benefit analysis of communication skills / strategies and their development

Own skills, knowledge, attitudes, values may include:

- reflective practice
- cultural sensitivity
- self-motivation and commitment
- philosophical approaches to styles of leadership and management
- ways of interpreting human responses to situations
- identified personal assumptions that shape expectations and outcomes
- influence own learning style and disposition has on managing others
- ability and desire to delegate
- ability to respond rather than react

Stakeholders may include:

- management
- colleagues
- clients
- customers
- shareholders
- owners
- board members
- employees
- suppliers
- technical experts

- industry professionals

- planners

- advisors

- consultants

- regulators

- government agencies and representatives

- local community including individual, groups and agencies

People analysis tools and methods may include:

- address different cultural mores, culturally-specific business practices and culturally diverse workplace practices across a range of national identities and ethnic groups

- occupational personality matching diagnostic tools

- psychoanalytical tools, such as:

- human capability and capacity analytics

- learning styles analytics

- personality typology

- advantages and disadvantages of using personality type analytical tools

Communication strategies may include:

- interpersonal communication and management skills, such as:
  o self-reflection
  o verbal and non-verbal communication and interpretation
  o use of language for clarity and motivation
  o clear and concrete presentation of options
  o culturally sensitive engagement techniques
  o approaches to giving and receiving information
  o effective delivery of corrective and confirming feedback
  o responding rather than reacting
  o building trust and reliability
  o embracing diversity

- formal and informal communication, consultation and information channels such as:
  o video links
  o meetings/teleconferences
  o digital channels and platforms
  o other electronic communications
  o reports and progress documentation
  o quality and operations policies, procedures and manuals

- interpersonal and electronic communication protocols

Collaboration may include:	• partnerships, alliances, associations and relationships
	• linking collaborative endeavours to organisational goals and objectives
	• teamwork strategies, such as:
	o team building:
	– working effectively in diverse teams
	– effectively acknowledging cultural protocols
	– knowing how to define the roles within a team
	– identifying the strengths of team members
	– working towards consensus in a team environment
	o team strategic planning and goal setting
	• provision of feedback within collaborative relationships and to relevant colleagues
	• strategies to address differences in disposition and personality within collaborative relationships, such as:
	o respect
	o trust building
	o reliability
	o co-operation
	o equal opportunity
	o inclusiveness
Networks may include:	• internal networks, such as:
	o organisation-wide formal and informal groups and events
	o cross-departmental arrangements
	o formal and informal communities of practice
	• external networks, such as:
	o professional associations
	o financial institutions
	o strategic alliances
Contextualize organisational objectives may include:	• diagnosing the essential from the expendable:
	o determining what practices are core to the future and what are obstacles to the future
	o developing and testing future practices via experimentation and smart risk
	o integrating future practices with organisational vision and objectives

External information may include:	• bringing about a real challenge to the status quo • environmental information • political information • world events • international relations • new inventions • organisational partnerships/stakeholder relationships • competitors' activity
Lead by example may include:	• helping people solve problems on their own and rewarding accomplishments with autonomy • being a role model and inspiring through example of practice • displaying a deep commitment to the organisation's vision and objectives • facing new expectations from their more diverse, multigenerational workforces • displaying emotional intelligence and encouraging other to do so

Motivational practice may include:	• culture of self-reflection and learning
	• developmental delegation
	• regular feedback
	• building trust, reliability and co-operative relationships
	• linking expectations, roles and responsibilities to organisational goals and objectives
	• identification with common values / organisational transcendent values
	• engagement programs, such as:
	   o education and training
	   o coaching and mentoring
	   o professional development
	   o consultation
	   o participation
	• promulgation of benefits of engagement programs, such as:
	   o career progression
	   o achievement
	   o quality improvement
	   o morale
	   o corollary of business success to job-security
	• theories and models for addressing motivation issues and practices, such as:

o   goal setting

o   reinforcement

o   job design

o   equity

o   meeting individual expectations and needs

o   self-esteem development

o   recognition

Generational and cultural diversity may include:	• generational and cultural differences in work / life values and perceptions
	• conflicting motivations for work, such as:
	o fun versus obligation and challenge
	• generational differences in experience
	• generational and cultural philosophical approaches to success, achievement and career advancement
	• generational and cultural diversity in:
	o values
	o beliefs
	o mores

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 of this qualification.

Critical aspects for assessment and evidence required to demonstrate competency in this unit	A person who demonstrates competency in this unit must provide evidence of:
	• developing, implementing and reviewing a range of people management strategies, based on organisational contexts, in order to achieve organisational goals and objectives
	• developing, implementing and monitoring motivational practices within an organisational context
	• promoting adaptive leadership to an organisation
	• knowledge of people management concepts, terms, principles, theories and models and their potential application across of range of organisational locations, structures and contexts
Context of and specific resources for assessment	Assessment must ensure:
	• activities provide opportunity for development and demonstration of complex analysis, synthesis and application of knowledge and skills related to a range of business and management contexts
	Resources implications for assessment include access to:

- suitable simulated or real workplace opportunities

- relevant international, federal and state legislative and regulatory requirements and appropriate texts, policies and documentation

- organisational guidelines, procedures and protocols relating to people management activities

Method of assessment	A range of assessment methods should be used to assess practical skills and knowledge. The following assessment methods are appropriate for this unit:

- evaluation of project in developing, implementing and reviewing a range of diagnostic, communication, collaborative and motivational strategies to engage people in focussing and furthering organisational goals and objectives

- evaluation of research project into theories, concepts and practices of managing human behaviour/people in organisations

- review of portfolio of research into tools for assessing/diagnosing human work-related capacity and capability within organisational contexts

- practical exercises

- observation

- direct questioning

- presentations

- third party reports

Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

VU22231: Manage business in a global environment

Unit Descriptor

This unit describes the skills and knowledge required to assess organisational positioning and capacity to develop global business opportunities and develop, implement and review global business activities that address requirements of: global environment and its impact on business; strategic positioning; compliance; cultural awareness required to advance global business networks and to achieve successful business practice, and, risk management and performance measuring.

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

Employability Skills

This unit contains Employability Skills.

Application of the Unit

This unit supports the work of managers and business planners who administer international business ventures. Typically, practitioners are responsible for managing the processes of researching business opportunities, advancement strategies, such as strategic alliances and networks, and for putting policies, procedures and protocols in place that will achieve organisational /business goals and objectives with trading partners who may operate in a very different political, cultural, economic and social environment from Australia.

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the required performance needed to demonstrate achievement of the element. Where **bold italicised** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.
1. Analyse the global environment in which the business operates	1.1 Profile core business of organisation and global elements of strategic planning
	1.2 Identify current and emerging global trading partners and analyse broad cultural differences in **business practices**
	1.3 Identify and analyse **legislation, regulations and compliance requirements** and characteristics of **terms of trade** for application to organisational context
	1.4 Research and conduct creative thinking debates with relevant stakeholders on the impact of **emerging trends** within the global business environment on organisational business activities

2.	Manage cultural diversity in a global business environment	2.1	Define and apply *cultural intelligence* to analysis of the cultural features of selected countries considered important to global business activities
		2.2	Determine *skills, knowledge and attitudes* appropriate for conducting global business safely in different cultures and determine project requirements
		2.3	Identify *cultural norms in the workplace* of selected countries
		2.4	Develop and document effective cross-cultural *communication* and *negotiation strategies* for improved business outcomes
3.	Develop and implement a global business plan	3.1	In consultation with *stakeholders*, assess pros and cons of using domestic, international or hybrid business opportunities against sustainable *business drivers*
		3.2	Cultivate advantageous *global business networks* and establish terms of trade agreements in accordance with compliance and *organisational requirements*
		3.3	Investigate and manage *resource requirements* to manage global business activities
		3.4	Establish and implement *performance*, *risk* management strategies and safe work practices consistent with organisational strategic direction

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

- culturally appropriate interpersonal and communication skills to work with local and international clients, colleagues, management, and/or external stakeholders across a range of organisational contexts
- research and analytical skills to:
  - source relevant legislation, regulations, standards and provisions
  - assess existing conditions and emerging trends in global, political, economic, social and environmental trends and their impact on global business activities
  - address different cultural mores, culturally-specific business practices and culturally diverse workplace practices across a range of national identities and ethnic groups
  - determine human and physical resourcing and other budgetary requirements of global business activities
  - determine global business goals and objectives and to develop tactical approaches to their achievement and advancement

- - assess global business activity planning and use results to inform and improve future practices
- management skills to:
  - establish and implement global network involvement strategies and plans
  - solve problems pertaining to legislation and regulations of international trading partners, including seeking accurate translations of relevant global legislation and regulations
  - manage performance globally
  - manage remote locations
  - plan contingency management when necessary
  - build global teams
  - consult and negotiate globally
- literacy and technical writing skills to prepare and present reports; strategic plans; progress monitoring records, and evaluation data about global business activities

Required Knowledge

- relevant international, national and state legislative, regulatory and ethical requirements
- compliance management systems, processes and procedures
- quality compliance requirements and regulations of selected trading partners
- international funds transfer regulations and systems
- relevant domestic and international terms of trade agreements, treaties, and/or conventions
- general knowledge of the impact that international cultural, historical, political and economical events have on global business activities and cultivation of global networks
- culturally-specific language, terminology and protocols required for conducting business activities in global contexts
- enterprise, product and services knowledge relevant to conducting international business activities and cultivation partnerships and/or networks
- principles, practices and methodologies of sustainable strategic business planning
- risk management strategies
- strategic business planning and overall organisational strategic and operational planning
- creative thinking and innovation practices in relation to managing business in a global environment
- research and analysis methodologies
- safe work practices

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 in the performance criteria is detailed below.

Business practices may include:	• modes of business activities, such as:
	o joint ventures
	o strategic alliances
	o partnerships
	o direct investment
	o use of intermediaries and / or agents
	o provision of intermediary or agent services
	• communication channels and modes
	• online business activities
	• industrial relations
	• legal and ethical practices
	• negotiation policies and procedures
	• culturally-specific sensitivities such as:
	o maintaining face
	o protocols
	• culturally-specific practices, such as:
	o responses to the presence of conflict
	o conflict management strategies and mechanisms
	o policies and procedures for conflict resolution
Legislation, regulations and compliance requirements may include:	• relevant local compliance issues regarding considerations such as:
	o environment
	o employment
	o OHS
	• international trade groups
	• international trade agreements, including:
	o Fair Trade
	o Free Trade
	• copyright, trademarks and intellectual property legislation
	• bilateral and multi-lateral trade agreements
	• trade practices laws and guidelines
	• regulations and provisions
	• industry standards

- codes of practice and ethical requirements
- legislative and regulatory requirements, such as those relating to:
  - o financial agreements
  - o trade arrangements
  - o trademarks
  - o intellectual property
  - o client service
- compliance implementation program, such as:
  - o compliance assessment
  - o non-compliance rectification strategies
  - o compliance improvements
  - o compliance auditing and reporting systems
  - o compliance review systems

Terms of trade may include:	- specifications on delivery - quality - acceptance/rejection of goods - payment - international fund transfer - commissions - provisions for bad debts - insurance
Emerging trends may include:	- socio-cultural, political, economic, environmental and technological factors that may directly affect global business activities - political risks such as: - o ownership risk - o operating risk - o transfer risk - changes in areas such as: - o regulation of foreign investment - o economic indicators - o size of relevant market - o number and performance of competitors - o changes in the nature of competition - o new technologies and innovation

Cultural intelligence may include:	• application of knowledge of cultural specificity in:
	
	  o interpreting human responses to situations
	
	  o identifying cultural bias
	
	  o identifying cultural assumptions
	
	  o identifying personal cultural assumptions that shape expectations and outcomes
	
	  o effectively communicating across cultural barriers
	
	• culture:
	
	  o distinctive spiritual, material, intellectual and emotional features of society or social group as defined by UNESCO Universal Declaration on Cultural Diversity 2002 including:
	    – arts
	    – literature
	    – lifestyles
	    – ways of living together / social structures
	    – value systems
	    – traditions and beliefs
	
	• cultural diversity:
	
	  o uniqueness and plurality of the identities of the groups and societies making up humankind, as defined by UNESCO Universal Declaration on Cultural Diversity 2002
	
	• awareness of impact of significant events for trading partners, such as:
	
	  o cultural
	
	  o economic
	
	  o historical
	
	  o physical and geographic
	
	  o political
	
	  o religious

Skills, knowledge and attitudes may include:	• culturally specific processes and procedures for decision making, such as:
	
	  o social hierarchy rules
	
	  o cultural hierarchy of authority
	
	  o restrictions or rules for communication to do with:
	    – social levels and status
	    – gender
	    – age
	
	• work design based on rules and procedures for specific groupings of whom can work with whom
	
	• Industrial Relations (IR) legislation and practices, such as:

- – employer and employee responsibilities and expectations for job roles

- – casualisation of work force

- – hiring and firing

- – rights at work

- impact of industrial relations approaches on work, such as:

  - – willingness and motivation

  - – security

  - – back-up and protection for workers to lodge claims

Cultural norms in the workplace may include:

- operational roles and relationships between particular personnel groups, such as:

  - – supervisors

  - – managers

  - – workers

- reward and recognition systems

- motivation factors

- levels of formality

- risk-taking / unsafe work practices that exist in some workplaces, such as:

  - o failure to follow OHS, Standard Operating Procedures (SOP) and other safety protocols

  - o long hours

  - o insufficient rest breaks

  - o pressure to meet quotas

Communication strategies may include:

- culturally inclusive and sensitive engagement techniques

- culturally intelligent approaches to:

  - o managing team dynamics

  - o reading body language

  - o manners

  - o etiquette

  - o protocols

  - o language

- organisational communication protocols and procedures

Negotiation strategies may include:

adapting to culturally specificity of:

- levels of formality

- levels of authority, hierarchy and/or rules in relation to:

      o decision making processes

      o steps to closing a deal

      o perceptions about who does the negotiating and who makes the final decision

      o strata of communication and reporting relationships

      o processes for ensuring accurate relating of information

      o asking for clarification

Stakeholder may include:	
	• management
	• colleagues
	• clients
	• customers
	• shareholders
	• partners
	• technical experts
	• industry professionals
	• manufacturers
	• planners
	• financial institutions
	• funding bodies
	• regulators
	• compliance experts
	• legal representatives
	• alliance representatives
	• government representatives
Business drivers may include:	
	• supply
	• reliability
	• skills
	• quality
	• exchange rates
	• time to market
	• risk management
	• incentives
	• tariffs
	• viability and sustainability of business development opportunities

- Business strategy options for entering different global business environments
- relative competitiveness conditions, such as:
    o product /service costs
    o quality
    o time to market
    o environmental compliance
    o ethical considerations
    o reliability of:
        – market
        – quality
        – work force
        – continuity of supply

Global business networks may include:

- international organisations and associations
- standards organisations
- business associations
- partnerships and alliances
- industry and business networks
- industry associations
- government-sponsored groups
- technical associations
- personal networks
- involvement strategies, such as:
    o trade fairs and missions
    o conferences, forums
    o seminars
    o network events
    o product and/or service launches
    o ad hoc engagement

Organisational requirements may include:

- purpose, values and strategic goals
- business strategy and performance plans
- strategic business planning
- quality standards
- policies, procedures and processes
- legal and ethical requirements and codes of practice
- international and local strategic positioning

- prioritising of international business opportunities

- creative thinking and innovation practices

- culturally inclusive protocols

- economic, social and environmental sustainability goals, initiatives, reporting and protocols

- knowledge and Intellectual Property (IP) policies

- resource requirements and financial considerations

- risk management policies and procedures

- OHS policies, procedures and programs

- customer / client service and satisfaction

- global business network involvement planning, such as:

    o prioritising of networking opportunities cultural intelligence requirements, such as:

        – culturally aware communication requirements
        – cultural protocols
        – relevant legislation and regulations
        – resourcing
        – consultation with stakeholders

Resource requirements may include:	- people
	- interpreters
	- demonstration equipment
	- samples
	- formal information
	- current technologies
	- training for capability and capacity building
	- logistics
	- procurement
Performance may include:	- measurable key performance indicators (KPIs)
	- use of measurement tools
	- review and evaluation
	- quality control
	- continuous improvement
	- criteria for assessing benefits and performance of global business network involvement, such as:

    o international profile of network, such as:

        – reputation, history, reliability, ethic

        – location

        – membership base and affiliate networks

	o cost benefit analysis
	o type of product and/or service
Risk may include:	• financial considerations
	• environmental impact
	• failure to deliver
	• loss
	• safety
	• mitigation, such as:
	o penalty clauses
	o insurance
	• quality
	• available technology
	• communication systems
	• cultural factors
	• language factors
	• legal and regulatory requirements
	• legal risks in trading goods and services online to international environments
	• resource availability, sustainability and management
	• resource capability and capacity
	• logistics
	• transportation systems
	• telecommunications infrastructure
	• trade barriers
	• work factors and work force risks
	• political stability
	• corruption risks

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 of this qualification.

Critical aspects for assessment and evidence required to demonstrate competency in this unit	A person who demonstrates competency in this unit must provide evidence of:
	• determining requirements and opportunities for implementing business activities in a global environment
	• planning, implementing and monitoring business activities in a global environment
	• knowledge of national and cultural implications for managing business in a global environment

- knowledge of legal and compliance issues relevant to conducting global business activities

- knowledge of impact of international environment on global business

Context of and specific resources for assessment	Assessment must ensure that: - activities provide opportunity for development and demonstration of complex analysis, synthesis and application of knowledge and skills related to a range of business and management contexts Resources implications for assessment include access to: - suitable simulated or real workplace opportunities - examples of global business planning, implementation and performance review - relevant international, federal and state legislative and regulatory requirements and appropriate texts, policies and documentation
Method of assessment	A range of assessment methods should be used to assess practical skills and knowledge. The following assessment methods are appropriate for this unit: - evaluation of a strategic business plan for a target global opportunity that is developed through comprehensive research and analysis and that addresses: strategic positioning; compliance; cultural intelligence; risk management; human resource and training factors; physical resourcing; strategic networking; logistics and performance management - evaluation of a comparative research portfolio into two different targeted global business opportunities focussing on planning, implementation and review issues and risks associated with specific and culturally different strategies for managing business trading partners from outside Australia. - evaluation of research project into business benefits of cultivating global business networks and strategies to achieve benefits - evaluation of an action learning project on cultural intelligence and application to managing business with selected countries and cultures or generally across a range of global environments - review of portfolio of research into international trends that have impact on global business activities - practical exercises - observation - direct questioning - presentations

- third party reports

Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. Suggested units may include but are not limited to:

- o VU22228: Manage legal, regulatory and ethical compliance requirements in an organisational environment

VU22232: Manage environmentally sustainable work systems

Unit Descriptor

This unit describes the skills and knowledge required to analyse the environmental impact of business systems in order to determine and implement environmental sustainability management within a given organisational context. It describes the skills and knowledge to develop an innovation and improvement plan for bio-diversity activities, material usage, energy consumption, water usage and pollutants management that is integrated with organisational overall strategic planning.

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

Employability Skills

This unit contains Employability Skills.

Application of the Unit

This unit supports the work of managers and strategic planners who have the responsibility to build a corporate social responsibility in an organisational context. Typically practitioners ensure compliance with relevant legislation, regulation, standards and provisions through developing and supporting a culture of sustainability across the organisation. Creative thinking and innovation practices are applied to establishing tools and processes for monitoring and improving sustainability achievements.

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the required performance needed to demonstrate achievement of the element. Where **bold italicised** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.
1. Establish an environmental sustainability management system	1.1 Research and critically appraise current and emerging ***sustainability principles and practices*** and ***legal and regulatory compliance requirements*** relevant to individual industry sector for best practice
	1.2 Research and critically analyse models and examples of managing environmental sustainability for suitability to organisation
	1.3 In consultation with ***stakeholders*** and relevant ***specialist consultants***, design and integrate an ***environmental sustainability management system*** with ***organisational overall strategic planning***

2. Manage innovation and improvement	2.1	Identify **opportunities for sustainability improvement and innovation** initiatives and prepare **business case/s**, based on sustainability assessment analysis
	2.2	Establish **improvement targets** and **performance benchmarks**
	2.3	Determine **strategies to promote and support** continuous improvement and innovation of environmental sustainability as an integral part of organisational culture
	2.4	Address and document improvement and innovation initiatives according to organisational **implementation strategy** and reporting requirements
3. Implement and review environmental sustainability management system	3.1	Manage, monitor and integrate implementation across organisational activities in accordance with environmental sustainability management system processes, procedures and strategies
	3.3	Evaluate outcomes against stated goals and objectives of current and ongoing commitment to environmental sustainability management integrated across whole of organisation
	3.3	Use finding to make changes to policies as required to further organisational commitment and culture of environmental sustainability continuous improvement and innovation

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

- interpersonal and communication skills to negotiate, consult and deal effectively with colleagues, clients, stakeholders and relevant external professionals and experts
- research and analytical skills to:
  - interpret relevant codes, standards and protocols for sustainability requirements
  - assess environmental impacts and to identify, prioritise improvement and innovation opportunities and implementation strategies
  - assess environmental sustainability management and use results to inform future practice
- planning and evaluation skills to:
  - develop policies and procedures
  - plan environmental sustainability objectives
  - prepare business cases that include budget costing and target estimates
- writing and reporting skills to develop reports, technical documents, formal and informal reports, monitoring and progress reports and implementation plans

Required Knowledge

- general principles, practices and methodologies of environmental sustainability management and improvement planning

- current models and trends surrounding principles and practices of environmental sustainability management planning

- relevant international, national and state government legislation, regulations, standards, guidelines and provisions pertaining to environmental sustainability

- economic, social and environmental sustainability goals, initiatives, reporting and protocols

- environment impact measuring, assessment and minimisation techniques and strategies

- strategic business planning and overall organisational strategic and operational planning

- creative thinking and innovation practices in relation to managing environmental sustainable work practices

- people and change management methodologies

- performance measuring and monitoring systems

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 in the performance criteria is detailed below.

Sustainability principles and practices may include:	• corporate citizenship principles, including:
	◦ a commitment to ethical behaviour in business strategy
	◦ organisational environmental, social and governance responsibilities
	◦ anticipating potential adverse impacts on people and the environment and managing tangible and reputational risks
	◦ applying anti-corruption measures
	• Triple Bottom Line (TBL) principles of social, economic and environmental sustainability, such as:
	o effective integration of environmental, social and economic factors in decision making
	o whole community participation in decision making
	o precautionary principle in planning and decision making
	o equity within and between generations
	o ecological integrity
	o continual improvement in environmental management
	• stewardship of biodiversity, such as:
	o protection of land and habitat
	o regeneration of damaged ecosystems
	• greenhouse gas management
	• energy and resource conservation, such as:

      o changes in practice to avoid or prevent energy and resource consumption

      o systems that avoid or prevent energy and resource consumption

- efficient management of energy and resource use so that meeting the needs of the present does not compromise the provision of energy needs for the future

- systems, processes or technologies that enable reduced energy consumption, such as:

      o behavioural changes

      o retrofitting

      o upgrading

      o climate control improvements

      o fuel switching

      o minimisation of transport use, such as:

          – journey planning

          – meetings via communication technology rather than face-to-face

      o improved production processes

      o draft proofing

      o insulation

      o changes to building design

      o heat capture and reuse

      o sustainable transport

- resource efficiency systems, processes or technologies that enable reduced consumption of energy, water, materials and waste, such as:

      o energy efficiency

      o water collection and storage

      o waste and water re-use, treatment and use

      o waste management and minimisation

      o materials selection

      o clean and 'green' production

      o lean manufacturing

Legal and regulatory compliance requirements may include:

- relevant international, national and state government legislation, regulations, standards and provisions

- domestic and international carbon reduction schemes

- reporting requirements, including:

      o Global Reporting Initiatives (GRI) guidelines

Stakeholders may include:	- management - colleagues - clients - consultants - regulators - emissions manager - experts - technical experts - legal personnel - industry professionals - government representatives - asset owners - trade advisors
Specialist consultants may include:	- specialist environmental sustainability consultants - environmental science specialist - carbon accounting specialist - sustainable energy and resource efficiency technologies specialist - engineers - production managers - financial managers - product / service champions - other technical experts
Environmental sustainability management system may include:	- environmental management policies, processes and procedures that are based on: - analysis of environmental aspects of the organisation, such as: - purchasing practices - service provision - transportation and logistics - sources of raw materials/supply chains - distribution networks - products for analysis - raw materials inputs - energy and water consumption - waste management - direct and fugitive pollutants emissions

- – carbon emissions
  - o analysis of mass balance
  - o climate change
  - o ongoing evaluation and assessment of performance for continuous improvement, such as:
    - – regulatory and compliance reports
    - – Triple Bottom Line (TBL) reporting criteria
    - – Global Reporting Initiative (GRI)
    - – commercial reports
    - – financial acquittal reports
    - – internal reports
  - o risk considerations, such as:
    - – degree of commitment of organisational culture and operations
    - – internal or external economic climate
    - – political climate
    - – market focus/considerations
    - – environmental impacts of the business operation
  - o integration with overall organisational strategic direction and values
- environmental management policies, such as:
  - o local, national and international innovations, programs and ideas
  - o business sustainability
  - o environmental load reduction
  - o waste minimisation
  - o tenders for the provision of goods and services that specify environmentally preferred selection criteria
  - o tendering and purchasing processes that include life cycle criteria
  - o product design and manufacture
  - o protection of land and habitat
  - o ecological considerations
  - o regeneration of damaged ecosystems
  - o media releases as a result of incidents
  - o environmental reporting

***Organisation overall strategic planning* may include:**	• vision, mission, purpose and values
	• strategic positioning
	• strategic business strategy and performance plans
	• creative thinking and innovation practices support mechanisms
	• product and/or service range
	• operational planning, policies and procedures
	• processes
	• resource requirements and financial considerations
	• Return On Investment (ROI)
	• risk management policies and procedures
	• reporting procedures
	• legal and ethical requirements and codes of practice
	• quality standards and continuous improvement processes
	• economic, social and environmental sustainability goals, initiatives, reporting and protocols
	• environmental management systems (EMS)
	• emission statements
	• knowledge and Intellectual Property (IP) policies
	• OHS policies, procedures and programs
	• customer / client satisfaction
***Opportunities for improvement and innovation* may include:**	• activities, products, systems and technologies designed to implement sustainability principles and practices
	• environmental management policies that support the implement sustainability principles and practices
***Business cases* may include:**	• compliance and regulatory framework for improvement
	• risk assessment of 'failure to act'
	• targets and deliverables for each aspect of the improvement plan
	• cost/benefit analysis covering capital, production, personnel costs to achieve the targeted improvements
	• Return On Investment (ROI) timeframe
	• reputation and culture considerations, such as:
	o corporate image
	o staff morale
	o price reduction
	o product differentiation/branding
	o identification of market potential

Improvement targets may include:	• as many as possible of the following, expressed as a percentage of current levels:
	o raw materials inputs
	o outputs (emissions, land fill)
	o waste and energy consumptions
	o carbon equivalent emissions
	o product life cycle improvements
Performance benchmarks may include:	• key performance indicators
	• common view of best practice and levels of performance expected of, and by, relevant industry sector
	• levels of performance expected of, and by, specific organisation
	• critical analysis of changing trends that have impact on approaches to sustainability improvement and innovation, such as:
	o scientific research approaches and findings
	o demographic change
	o political and economic shifts
	o technologic innovation
Strategies to promote and support may include:	• provision of relevant education and training programs
	• training of staff in sustainability techniques or strategies
	• professional development
	• communication techniques
	• stakeholder engagement initiatives
	• peer groups
	• networks of support
	• promulgation of benefits of sustainability management and innovation
	• change management programs

Implementation strategy may include:	• prioritising of improvement and innovation initiatives/opportunities

- prioritising of improvement and innovation initiatives/opportunities

- stakeholders engagement

- project management methods, such as:

    o alignment to business case

    o personnel

    o responsibilities

    o communication strategies

    o behaviour change management strategy

    o cost estimates of implementing strategy

    o resource allocation

    o timelines

    o targets and milestones

    o risk assessment

    o measures of success

    o completion of key tasks and project phases

    o monitoring, review and reporting

    o agreed reporting requirements

    o progress reports

- resource management methodologies, such as:

    o quantification

    o benchmarking

    o gap analysis

    o agreed data collection methods

    o identification of performance indicators

    o implementation of environmental sustainability opportunities, such as:

        – greenhouse gas abatement

        – waste reduction

        – use of sustainable energy and resource efficiency technologies and/or methodologies

    o measurement and achievement of set outcomes

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 of this qualification.

Critical aspects for assessment and evidence required to demonstrate competency in this unit	A person who demonstrates competency in this unit must provide evidence of:
	• developing, implementing, monitoring and reviewing an environmental sustainability management system that is integrated with organisational overall strategic planning
	• developing, implementing, monitoring and reviewing continuous improvement and innovation initiatives
	• developing, implementing, monitoring and reviewing strategies that support and promote an organisational culture of commitment to environmental sustainability
	• knowledge of current and emerging environmental sustainability management principles and practices
	• knowledge of relevant international, federal and state government legislation, regulations, standards and provisions
Context of and specific resources for assessment	Assessment must ensure that:
	• activities provide opportunity for development and demonstration of complex analysis, synthesis and application of knowledge and skills related to a range of business and management contexts
	Resources implications for assessment include access to:
	• suitable simulated or real workplace opportunities
	• relevant international, federal and state legislative and regulatory requirements and appropriate texts, policies and documentation
	•
Method of assessment	• A range of assessment methods should be used to assess practical skills and knowledge. The following assessment methods are appropriate for this unit:
	• evaluation of project in designing and overseeing the implementation and review of an integrated environmental management system that incorporates a culture of continuous improvement
	• evaluation of research project into sustainability principles and practices and the scope and possibility for application and integration across a whole-of-organisation operations and activities
	• review of portfolio of research into sustainability compliance and its application to a particular organisational context
	• practical exercises
	• observation

- direct questioning

- presentations

- third party reports

Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

VU22233: Oversee the management of human resource practices in an organisation

Unit Descriptor

This unit describes the skills and knowledge required to review the performance of human resource practices of an organisation and to oversee the alignment of human resource management to current and future achievement of overall organisational strategic goals and objectives.

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

Employability Skills

This unit contains Employability Skills.

Application of the Unit

This unit supports the work of managers and leaders responsible for aligning the management of human resource policies, procedures and legislative requirements, of an organisation, to strategic business plan/s and to overall organisational strategic planning in order for the organisation to be viable and successful.

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the required performance needed to demonstrate achievement of the element. Where **bold italicised** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.
1. Analyse organisational human resource practices	1.1 Review organisational ***people management initiatives and systems*** for their relationship to recruitment, OHS, selection and performance management human resource policies and procedures
	1.2 Analyse organisational ***knowledge management*** policies and procedures relevant to human resource management to inform future planning
	1.3 Research ***terms and conditions*** of employment across the organisation for ***legislative*** and ***organisational requirements***
	1.4 Research organisational strategic policies and workshop prospective innovative human resource management practices with relevant people to meet future organisational needs
	1.5 Research ***human resource planning*** and analyse performance for impact on strategic business planning and overall organisational objectives to inform future planning

2.	Review existing organisational human resource practices	2.1	Consult relevant managers about their human resource practices and their ideas on possible improvements
		2.2	Examine options for the provision of human resources services and analyse costs, benefits and strategic objectives and targets for human resource services
		2.3	Develop human resource initiatives that support **organisational diversity**
3.	Review and manage human resource planning and risk management	3.1	Determine **_potential risk_** and develop and implement risk management strategies that meet legislative and organisational requirements and future organisational needs, in consultation with **_relevant people_**
		3.2	Monitor and **_review_** risk and human resource management strategies for efficacy in enabling the achievement of strategic business plans and overall organisational goals and objectives

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

- interpersonal and communication skills to consult with clients, colleagues and management
- planning skills to:
  - develop human resource strategies that align with strategic business plan/s and overall organisational goals, objectives and strategic planning
  - develop organisational diversity initiatives
  - assess human resource risk
- management skills to:
  - oversee the determination, implementation and monitoring of risk management of human resource practices that aligns with strategic business plan/s and overall organisational goals, objectives and strategic planning
  - establish and implement global network involvement strategies and plans
- research and analytical skills to:
  - record, gather and classify information and to interpret evaluation reports for current and future human resource and strategic planning
  - identify, assess and address existing and potential risk, non-compliance and unethical activity
  - assess human resource management methods and use results to inform future practice

Required Knowledge

- general principles of human resource planning, policies, procedures and legislative requirements

- people management within organisational contexts

- human resource practices risk management strategies

- human resource management performance measuring and monitoring systems

- relevant international, national and state legislative, regulatory and ethical requirements

- strategic business planning

- continuous improvement concepts and practice

- economic, social and diversity goals, initiatives, reporting and protocols

- available human resource management software

- creative thinking and innovation practices in relation to human resource practices

- organisational strategic planning

- safe work practices

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 in the performance criteria is detailed below.

People management initiatives and systems may include:	• Systems and practices designed to further organisational culture of commitment and motivation within specific organisational contexts, such as:
	o organisational structure and design
	o socialisation approaches
	o decision-making processes
	o people analysis tools
	o work/job design, including:
	– job /competency analysis and job redesign to fit function/ personnel
	– recruitment and selection
	o communication strategies
	o team building
	o motivational strategies and approaches
	o reward management
	o retention approaches
	o training and development
	o collaborative arrangements
	o networks, partnerships and alliances
	o diversity and equity principles and practices

Knowledge management may include:	• formal and informal systems of recording keeping and reporting
	• formal and informal systems and policies that promote knowledge transfer, such as:
	o recording and documentation systems that capture ideas and practices
	o scheduled and ad hoc knowledge sharing arrangements and activities
	o job and reputation security such that the need to guard knowledge is diminished
	o strategies that address IP concerns
	o professional networks and communities of practice
Terms and conditions may include:	• industrial agreements
	• collective bargaining outcomes
	• negotiated pay and working conditions
	• remuneration and benefits, such as:
	o salaries and wages
	o allowances
	o bonuses/incentives
	o leave entitlements
	o share options
	o ex gratia payments
	o motor vehicles
	o superannuation
	o expense reimbursement
	o fringe benefits
	• flexible work options that address and work/life balance and family considerations, such as:
	o attendance hours
	o time fraction
	o telecommuting and working from home
	o unpaid personal leave
	o paid maternity/paternity leave
	o carer's leave
	o subsidised childcare
	o employee assistance programs such as:
	– support groups
	– stress management
	– counselling services

Legislative requirements may include:	• relevant international, national, state and local government legislation, regulations, standards and provisions
	• legislation related to areas such as:
	o formation and operation of corporations
	o taxation
	o anti-discrimination and equal opportunity
	o anti-corruption
	o sustainability
	o financial management and accountability
	o insurance
	o industrial relations and human rights
	o workplace safety
	o whistleblower protection
	o freedom of information
	o privacy
	• relevant aspects of various legal provisionsnon-compliance management processes, including: classification, investigation, rectification and reporting of breaches
Organisational requirements may include:	• human resource and people management objectives
	• alignment to organisation vision, mission, purpose and values
	• alignment to strategic business plan/s
	• alignment to overall strategic planning
	• risk management policies and procedures
	• Return On Investment (ROI)
	• processes (creation of goods and/or services)
	• operational planning, policies and procedures
	• reporting procedures
	• creative thinking and innovation practices in relation to human resources practices
	• legal and ethical requirements and codes of practice
	• privacy and confidentiality agreements
	• quality standards and continuous improvement processes
	• compliance improvement strategies
	• economic, social and environmental sustainability goals, initiatives, reporting and protocols
	• knowledge and Intellectual Property (IP) policies

- OHS policies, procedures and programs

- customer / client satisfaction

Human resource planning may include:	- In-house or out-sourced management of human resource practices, such as:

    o human resource management functions, such as:

        − work design and analysis

        − attraction, recruitment, selection and retention

        − remuneration and benefits / reward management

        − performance management

        − training and development, mentoring and coaching

        − employee/personnel scheduling

        − reward systems

    o human capital risk management, including succession and replacement planning

    o policy and procedure development

    o compliance and audit requirements

    o performance data collection

    o OHS planning and implementation

    o industrial relations and bargaining

    o merger and acquisition events

    o use of information and communications technology / systems software to manage human resource functions

- environmental analysis for alignment to strategic business planning and overall organisational objectives

- addressing current and emerging trends in human resource practices

- benchmarking

Organisational diversity may include:	- cultures

- beliefs

- traditions and practices

- equal opportunity

- diversity as a business advantage

- workforce diversity policies, including:

    o regulatory requirements

    o   rationale for workforce diversity

    o policies that promote the leveraging of diversity

    o issues that can be linked to diversity

Potential risk may include:	• OHS incidents, including:
	o people related risk
	o property damage
	• workforce considerations, such as:
	o professional incompetence
	o organisational culture factors
	o efficacy of change management scheduling and time frame issues
	• digital disruption
	• organisational disruption
	• legal and regulatory requirements
	• communication systems
	• decision-making systems and practices
	• information technology infrastructure
	• risk reporting
	• financial considerations
	• cost blowouts
	• environmental impact
	• market changes
	• resource capability, capacity and deficiencies
	• available technology
	• quality issues
Relevant people may include:	• managers
	• colleagues
	• clients
	• advisors
	• consultants
	• planners
	• regulators
	• industry professionals
	• technical experts
	• government agency representatives
Review may include:	• performance indicators for meeting short- and long-term goals
	• measurement tools
	• performance monitoring and review policies and procedures, such as:
	o Global Reporting Initiative (GRI) sustainability reporting
	o reporting structures and procedures

o   regular and timely reporting

o   quality assurance manuals policies and procedures

o   continuous improvement policy and procedures

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 of this qualification.

Critical aspects for assessment and evidence required to demonstrate competency in this unit	A person who demonstrates competency in this unit must provide evidence of: • developing a risk management strategy for human resources management policies, procedures and compliance requirements based on an innovative analysis of organisational human resource practices system and context • overseeing the implementation, monitoring and review of human resource planning that aligns with overall organisational strategic goals and objectives • knowledge of key human resource and diversity principles and practices • knowledge of relevant international, federal and state government legislation, regulations, standards and provisions
Context of and specific resources for assessment	Assessment must ensure that: • activities provide opportunity for development and demonstration of complex analysis, synthesis and application of knowledge and skills related to a range of business and management contexts Resources implications for assessment include access to: • suitable simulated or real workplace opportunities • relevant international, federal and state legislative and regulatory requirements and appropriate texts, policies and documentation
Method of assessment	A range of assessment methods should be used to assess practical skills and knowledge. The following assessment methods are appropriate for this unit: • evaluation of project in the management of human resource practices including their application and performance across a range of organisational contexts • evaluation of project in risk management for human resource practices and performance review methods across a range of organisational contexts • evaluation of research project into relationship between people management, human resource practices and overall organisational performance

- review of portfolio of research into human resource practices compliance requirements

- practical exercises, such as developing: human resource plans; knowledge management systems, or recruitment and selection criteria

- scenarios and role plays

- observation

- direct questioning

- third party reports

Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. It is highly recommended that this unit be undertaken after successful completion of:

  o *VU22230: Manage people in an organisational environment*

VU22234: Oversee the management of financial resources in an organisation

Unit Descriptor

This unit describes the skills and knowledge required to review the financial performance of an organisation and to oversee the relationship between financial and budgetary decision making and the current and future achievement of overall organisational strategic goals and objectives.

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

Employability Skills

This unit contains Employability Skills.

Application of the Unit

This unit supports the work of managers and leaders who responsible for aligning the financial management of an organisation to strategic business plan/s and to overall organisational strategic planning in order for the organisation to be viable and successful.

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the required performance needed to demonstrate achievement of the element. Where **bold italicised** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.
1. Analyse organisational financial management	1.1 Source and analyse relevant ***financial and budgetary reports*** using ***financial analysis methods*** to assess overall organisational performance
	1.2 Quantify and evaluate financial performance over current and designated previous period/s against and strategic business planning and overall organisational financial objectives and to inform future planning
	1.3 Analyse long-range strategic management and short-range operational needs to plan ***organisational financial management***
2. Review and manage financial and budgetary controls	2.1 Research and apply quantitative measures to evaluate resource allocation and approaches to managing ***financial risk***
	2.2 Review ***performance indicators*** and budgetary estimates in consultation with ***relevant people***
	2.3 Develop and implement appropriate ***financial and budgetary controls*** that meet ***legislative*** and ***organisational requirements***, in consultation with relevant people
	2.4 Monitor and review financial and budgetary controls for their efficacy in enabling success of strategic business plans and overall organisational goals and objectives

3.	Use financial information to support organisational decision making	3.1	Model different financial scenarios to support the decision making process
		3.2	Conduct a cost benefit analysis of critical organisational activities to determine viability
		3.3	Communicate recommendations for improving returns on financial resources to relevant people

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

REQUIRED SKILLS AND KNOWLEDGE

Required Skills

- interpersonal and communication skills to work and consult with clients, colleagues and management

- numeracy skills to:

  ◦ develop and promulgate budgets

  ◦ record, gather and classify financial information

  ◦ interpret financial reports for current and future financial and strategic planning

  ◦ forecast expenditure requirements

  ◦ develop and promulgate budgets

  ◦ analyse and use budget systems and reporting processes, including:

    – calculating balance sheet ratios

    – calculating income statement ratios

    – monitoring income and expenditure

    – developing contingency plans

    – adjusting budgets

- strategic management and critical analysis to research, select and apply financial analysis methods, budgetary controls and financial management implementation strategies

- leadership skills to:

  ◦ oversee the determination, implementation and monitoring of financial resource management and decision making to ensure alignment with strategic business plan/s and overall organisational goals, objectives and strategic planning

  ◦ monitor reporting requirements

  ◦ solve financial resourcing related problems

- analytical and evaluation skills to:

  ◦ assess financial resource management methods and use results to inform future practice

  ◦ assess and address existing and potential risk, non-compliance and unethical activity

Required Knowledge

- general principles of financial management

- financial terminology, concepts and data analysis and interpretation methodologies

- principles of financial and budgetary risk management

- financial management performance measuring and monitoring systems

- relevant international, national and state legislative, regulatory and ethical requirements

- strategic business planning

- organisational strategic planning

- financial risk assessment and management strategies

- quality management and continuous improvement concepts and practice

- economic, social and environmental sustainability goals, initiatives, reporting and protocols

- available financial and budgetary management software

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 in the performance criteria is detailed below.

Financial and budgetary reports may include:	• financial / operational statements and reports
	• activity reports and statements
	• forecasts and projected variations
	• budgets and financial plans
	• cash flow performance
	• statutory forms
	• financial year reports
	• financial statements, such as:
	o income
	o position
	o performance
	o profit and loss
	o balance sheets
	• consolidated financial statements
	• financial ratios
	• estimated and actual reports – budget deviation analysis

Financial analysis methods may include:	• application of incremental benefits and incremental costs

	- financial leverage analysis - cost benefit analysis 'What if?' analysis - time series - bivariate and multivariate analysis - break-even analysis - cost / volume / profit analysis - ratio analysis - variance analysis - trend and historical analyses of organisation past and current capital structure
Organisational financial management may include:	- decision making criteria for: - long-range strategic management decisions - short-range operational decisions - short-, medium- and long-term financing requirements - future planning based on historical analysis of capital structure - estimates on: - full budget - items within budget - financial decision-making considerations, such as: - nature and risk of business purpose / context - desired debt-to-equity ratio - length of time assets are required - value costs and benefit costs of alternative financing - organisational approaches to decision-making, such as: - participative - consultative - structural allocation of roles and responsibilities for financial planning, budgets and resourcing
Financial risk may include:	- price and quality variance relating to: - labour - materials and resources - overheads - time
Performance indicators may include:	quantifiable outcomes

- set of key measurable performances that give best picture of how the financial planning is progressing in order to understand and manage it

- measurement tools, such as:

  o   Return On Investment (ROI)

  o   financial analysis tools

- processes in place to meet short- and long-term goals

Relevant people may include:

- management

- colleagues

- clients

- financial advisors

- financial analysts

- accountants

- planners

- consultants

- regulators

- industry professionals

- technical experts

- board members

- government agency representatives

- local community representatives

Financial and budgetary controls may include:

- section budgets

- master budgets

- targets and related timeframes

- allocation of roles and responsibilities for financial and budgetary administration

- budgetary and financial management administration processes and procedures

- forecasting

- resource allocation

- compliance provision

- performance monitoring and review policies and procedures, such as:

  o   Global Reporting Initiative (GRI) sustainability reporting

  o   reporting structures and procedures

  o   regular and timely reporting

  o   quality assurance manuals policies and procedures

         o   continuous improvement policy and procedures

Legislative requirements may include:	• relevant international, national and state government legislation, regulations, standards and provisions
	• financial management and accountability
	• legal ethical requirements and codes of practice
Organisational requirements may include:	• alignment to organisation vision, mission, purpose and values
	• product and/or service range
	• alignment to strategic business plan/s
	• alignment to overall strategic planning
	• financial management objectives
	• risk management policies and procedures
	• operational planning, policies and procedures
	• legal and ethical requirements and codes of practice
	• quality standards and continuous improvement processes
	• economic, social and environmental sustainability goals, initiatives, reporting and protocols

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 of this qualification.

Critical aspects for assessment and evidence required to demonstrate competency in this unit	A person who demonstrates competency in this unit must provide evidence of:
	• using analysis of organisational financial management systems to develop and oversee the implementation of financial and budgetary controls that align with overall organisational strategic planning
	• generating and overseeing decision making, monitoring and review processes for assessing and improving performance of financial resources management within an organisational context
	• conducting financial modelling to support organisational decision making
	• knowledge of key principles and practices of financial resources management
	• knowledge of relevant international, federal and state government legislation, regulations, standards and provisions

Context of and specific resources for assessment	Assessment must ensure that:
	• activities provide opportunity for development and demonstration of complex analysis, synthesis and application of knowledge and skills related to a range of business and management contexts
	Resources implications for assessment include access to:
	• suitable simulated or real workplace opportunities
	• relevant international, federal and state legislative and regulatory requirements and appropriate texts, policies and documentation
Method of assessment	A range of assessment methods should be used to assess practical skills and knowledge. The following assessment methods are appropriate for this unit:
	• evaluation of project in financial analysis methods and their use in determining performance across a range of organisational contexts
	• evaluation of project in financial and budgetary decision making, controls and performance review methods across a range of organisational contexts
	• evaluation of research project into relationship between financial resource management and overall organisational performance
	• review of portfolio of research into financial management compliance requirements
	• practical exercises
	• observation
	• direct questioning
	• presentations
	• third party reports
Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

VU22235: Develop and manage an integrated marketing strategy

Unit Descriptor

This unit describes the skills and knowledge required to develop, implement, monitor and evaluate a marketing strategy that meets requirements of the organisational general marketing operations whilst being aligned to the organisational strategic business plans and overall strategic direction.

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

Employability Skills

This unit contains Employability Skills.

Application of the Unit

This unit supports the work of marketing managers, leaders and project personnel who are responsible for the planning of marketing strategies and their execution through strategically determined marketing opportunities within an enterprise or organisation. Practitioners are typically engaged in designing and directing structured and responsive marketing tactics in order to realise organisational/business objectives and goals.

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the required performance needed to demonstrate achievement of the element. Where **bold italicised** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.
1. Determine requirements for marketing strategy	1.1 Identify and document current ***marketing approaches*** and ***objectives*** of organisation
	1.2 Research, analyse and debate current models and strategies for organisational ***digital marketing*** practice
	1.3 Review long and short-term organisational ***marketing strategies*** for effectiveness, for alignment with ***organisation overall strategic planning*** and to ensure compliance with ***relevant legislation, regulations and ethical requirements***
2. Develop marketing strategy	2.1 Determine objectives of ***marketing strategy*** and ***performance indicators*** and establish ***performance monitoring and review policies and procedures***, in consultation with relevant ***stakeholders***
	2.2 Establish and review ***policies and procedures for resourcing***, risk and contingency management for alignment with organisational overall strategic planning
	2.3 Identify and incorporate strategies for supporting ***organisational acceptance*** of marketing objectives, processes and procedures into the marketing strategy

2.4   Determine *framework* for integration of marketing strategy with current long-term marketing and organisation overall strategic planning in consultation with relevant stakeholders

3.   Oversee implementation, monitoring and review of marketing strategy

3.1   Determine, prioritise and implement opportunities for implementation of organisational marketing strategy, in consultation with relevant stakeholders

3.2   Provide regular and timely reporting of progress and outcomes in accordance with marketing strategy and make adjustments in order to optimise success

3.3   Review outcomes of marketing strategy against stated goals and findings used to inform recommendations for improved processes, procedures and planning

3.4   In consultation with stakeholders, implement recommendations for improvement consistent with organisational overall strategic planning

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

- interpersonal and communication skills to:
  - work collaboratively with clients, colleagues, management and stakeholders
  - lead debate so as to select the most effective marketing strategy and technology
- leadership skills to:
  - manage the implementation, monitoring and evaluation of marketing strategies
  - assess and manage strategies to promote organisational cultural acceptance and commitment to selected marketing strategy
  - solve marketing strategy problems and implement contingency strategies
  - identify potential barriers to projected outcomes
- research and analysis skills to:
  - identify and assess marketing methodologies and approaches for application to a range of organisational contexts
  - identify digital marketing technologies and determine opportunities for their application within marketing strategies
  - analyse risks and establish contingencies
  - evaluate the effectiveness of implemented marketing strategies and use results to inform future practice

Required Knowledge

- fundamental principles of marketing

- marketing strategic planning and management

- aligning marketing strategy with organisational objectives

- general principles and practices of digital marketing

- strategic business planning

- relevant international, national and state legislative, regulatory and ethical requirements

- relevant ethics and codes of practice

- economic, social and environmental sustainability goals, initiatives, reporting and protocols

- innovative thinking and creative practice for integrating marketing strategies within organisational business and strategic planning

- performance measuring and monitoring systems

- continuous improvement concepts and practice

- risk management strategies

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 in the performance criteria is detailed below.

Marketing approaches may include:	- target market - market segment - positioning - marketing mix
Objectives may include:	- customer awareness of product/service - customer satisfaction - client management - sales targets - market share - growth targets
Digital marketing may be defined as:	- the marketing of products and services through use of digital channels and their platforms in order to meet customer and vendor needs *channel* refers to digital media delivery systems, such as: - mobile - internet - blogs - social media - radio and television *platform* is the framework in which the media is constructed and sits within the channels, such as: - online interactive accessible and scalable communication techniques

	o integration of social media services via social network aggregation platforms
	o software frameworks linking social media and websites
Marketing strategies may include:	• positioning
	• advertising
	• B2B marketing
	• market penetration
	• strategies to meet growth, such as:
	o penetration
	o market development
	o maintenance of current penetration
	o (new) product development
	o diversification
	• marketing requirements, such as:
	o compliance with Federal, State and local government legislation and regulations
	o resourcing and budgeting
	o ethical issues and codes of practice
Organisation overall strategic planning may include:	• vision
	• mission
	• purpose and values
	• strategic positioning
	• strategic goals
	• strategic business strategy and performance plans
	• innovative thinking and creative practice support mechanisms
	• Return On Investment (ROI)
	• operational planning, policies and procedures
	• processes
	• resource requirements and financial considerations
	• risk management policies and procedures
	• reporting procedures
	• legal and ethical requirements and codes of practice
	• quality standards and continuous improvement processes
	• economic, social and environmental sustainability goals, initiatives, reporting and protocols
	• knowledge and Intellectual Property (IP) policies
	• OHS policies, procedures and programs

- customer / client / vendor satisfaction

***Relevant legislation, regulations and ethical requirements** may include:*

- anti-discrimination legislation and principles of equal opportunity, equity and diversity

- Australian Direct Marketing Association (ADMA) Direct Marketing Code of Practice

- Australian E-commerce Best Practice Model

- Australian Government Policy Framework for Consumer Protection in Electronic Commerce

- copyright laws

- defamation laws

- privacy laws

- Trades Practices Act

- Sweepstakes regulations

- codes of practice, such as: Free TV Australia Commercial Television Industry Code of Practice

- environmental issues

- safety and security issues

- marketing requirements, such as:

  o   cultural expectations and influences

  o   confidentiality requirements

  o   social responsibilities

  o   societal expectations

***Marketing strategy** may include:*

- marketing strategy that operates over a long-term period that:

  o   is based on critical analysis of capabilities and parameters of available marketing opportunities and approaches

  o   is based on critical analysis of emerging methodologies and technologies

  o   is based on applicability to customer

  o   meets framework for integration with strategic business plan/s and organisational overall strategic planning

  o   takes into account:

    – strengths

    – weaknesses

    – capacity

    – demand

    – projected capabilities

    – opportunities

    – threats

o   addresses strategic planning to maintain commitment

- resources

- client management processes and protocols

- issues associated with performance indicators

- contingency and risk management

- targets, milestones and timeframes

- monitoring process

- privacy/copyright

- quality and continuous improvement

Performance indicators may include:

- quantifiable outcomes

- set of key measurable performances that give best picture of how the digital marketing strategy is progressing in order to understand and manage it

- Return On Investment (ROI)

- customer attrition and turnover

- processes in place to meet long-term goals

Performance monitoring and review policies and procedures may include:

- measurement and assessment methodologies, such as:

    o   marketing metrics

    o   Search Engine Optimisations (SEO)

    o   analytics

    o   marketing metrics

- reporting structures and procedures

- regular and timely reporting

- quality assurance manuals policies and procedures

- continuous improvement policy and procedures

- Global Reporting Initiative (GRI) sustainability reporting

Stakeholders may include:

- management

- colleagues

- clients

- customers

- stakeholders

- technical experts

- industry professionals

- planners

- advisors

- consultants

- regulators

Policies and procedures for resourcing may include:	• legislative and regulatory compliance
	• relevant Australian and international standards
	• organisational policies
	• human resource operations
	• training
	• environmental auditing
	• financial auditing
	• budgetary requirements
	• risk management
	• quality assurance
	• OHS
Organisational acceptance may include:	• strategies to gain and maintain commitment to marketing strategy across whole organisation
	• change management, such as:
	o training and re-training
	o mentoring
	o professional development
	o open communication channels
	o motivation
	o innovative thinking and creative practice
	• promotion of role of traditional and digital marketing in supporting organisational goals and overall mission
	• organisational policies and procedures for promulgation of information
Framework may include:	• system for achieving marketing success within multi-dimensional approaches of general marketing
	• work of integrating marketing requirements with strategic business planning
	• alignment to organisational overall strategic planning

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 of this qualification.

Critical aspects for assessment and evidence required to demonstrate competency in this unit	A person who demonstrates competency in this unit must provide evidence of: • developing a marketing strategy that incorporates digital marketing and integrates with organisational business and overall strategic planning • generating performance indicators, monitoring, review and evaluation procedures to meet determined objectives and to measure progress and efficacy of strategy • overseeing the implementation of the marketing strategy • knowledge of concepts and critical elements of marketing strategic planning • knowledge of relevant legislation, regulations and ethical requirements
Context of and specific resources for assessment	Assessment must ensure that: • activities provide opportunity for development and demonstration of complex analysis, synthesis and application of knowledge and skills related to a range of business and management contexts Resources implications for assessment include access to: • suitable simulated or real workplace opportunities • relevant international, federal and state legislative and regulatory requirements and appropriate texts, policies and documentation • performance measuring and monitoring systems
Method of assessment	A range of assessment methods should be used to assess practical skills and knowledge. The following assessment methods are appropriate for this unit: • evaluation of an integrated marketing strategy and/or action plan that reflects a comprehensive knowledge of the key elements of target markets, positioning, marketing mix, review and control mechanisms • evaluation into a project on the determination and implementation of performance indicators, monitoring, review and control mechanisms. • evaluation of research project into marketing practice and how marketing strategies can be aligned to organisational marketing and overall strategic planning • review of portfolio of research into marketing strategies across a range of organisational contexts • practical exercises in marketing analytics and marketing metrics

- observation

- direct questioning

- presentations

- third party reports

Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.