22649VIC Graduate Certificate in Management

Version 1

This course has been accredited under Part 4.4 of the *Education and Training Reform Act 2006.*

Accredited for the period: 1 January 2024 to 31 December 2028

Version History:		Date
Version 1	Initial accreditation	October 2023

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22649VIC Graduate Certificate in Management V1

Section A – Copyright and course classification information

1.	**Copyright owner of the course**	© State of Victoria Department of Jobs, Skills, Industry and Regions (DJSIR)
2.	**Address**	Executive Director Higher Education and Workforce Skills and Employment Department of Jobs, Skills, Industry and Regions (DJSIR) GPO Box 4509 Melbourne Vic 3001 **Organisational contact:** Manager, Training and Learning Products Unit Portfolio Alignment Higher Education and Workforce Skills and Employment Department of Jobs, Skills, Industry and Regions (DJSIR) Telephone: 131 823 Email: course.enquiry@djsir.vic.gov.au **Day-to-Day contact:** Curriculum Maintenance Manager (CMM) CMM Business Industries Chisholm Institute 121 Stud Road Dandenong Vic 3175 Telephone: 9238 8501 Email: cmmbi@chisholm.edu.au
3.	**Type of submission**	Reaccreditation of 22443VIC Graduate Certificate in Management.
4.	**Copyright acknowledgement**	The following unit of competency: • BSBLDR812 Develop and cultivate collaborative partnerships and relationships is imported from the BSB Business Services Training Package and administered by the Commonwealth of Australia. © Commonwealth of Australia
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Request for other use should be addressed to:

Executive Director

Higher Education and Workforce

Skills and Employment

Department of Jobs, Skills, Industry and Regions (DJSIR)

GPO Box 4509

Melbourne Vic 3001

Email*:* course.enquiry@djsir.vic.gov.au

Copies of this publication can be downloaded free of charge from the [Victorian Government website](https://www.vic.gov.au).

6.	Course accrediting body	Victorian Registration and Qualifications Authority
7.	AVETMISS information	**ANZSCO code** – 111211 Corporate General Manager **ASCED code** – 0803 Business and Management **National course code -** 22649VIC
8.	Period of accreditation	1st January 2024 to 31st December 2028

Section B – Course information

1. Nomenclature	Standard 4.1 and 5.8 AQTF 2021 Standards for Accredited Courses
1.1 Name of the qualification	*Standard 4.1 for Accredited Courses* 22649VIC Graduate Certificate in Management
1.2 Nominal duration of the course	*Standard 5.8 for Accredited Courses* 290 - 340 nominal hours
2. Vocational or educational outcomes	Standard 5.1 AQTF 2021 Standards for Accredited Courses
2.1 Outcome(s) of the course	The Graduate Certificate in Management provides graduates with the skills and knowledge to effectively work in various industry sectors in complex senior and middle management or leadership roles. Individuals at this level use cognitive and creative skills to provide solutions to complex problems and make autonomous decisions. They use initiative and judgement to design, develop and implement leadership and management activities to address strategic and business objectives. They have full responsibility and accountability for their work and for the work or function of others in business and management contexts.
2.2 Course description	The Graduate Certificate in Management reflects the role of individuals who apply high-level management skills and knowledge in various leadership and management functions for positions in any industry sector. Graduates of this course 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 high-level management skills and knowledge to: • develop, resource and integrate organisational strategic business plans • manage people to support innovation and cultural change within an organisation. As this course develops management and leadership skills and knowledge, it provides for employment opportunities not restricted to any particular industry. Graduates of this qualification may 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.

The course is suitable for employed candidates as it may prepare them for new management positions.

Completing the Graduate Certificate may provide an educational pathway to a post-graduate degree where formal articulation arrangements exist.

3. Development of the course	Standards 4.1, 5.1, 5.2, 5.3 and 5.4 AQTF 2021 Standards for Accredited Courses
3.1 Industry, education, legislative, enterprise or community needs	***Standards 4.1, 5.1, 5.2, 5.3 and 5.4 for Accredited Courses*** **Course background** Initially accredited in 2003 as the Vocational Graduate Certificate in Management, this course is now entering its sixth re-accreditation cycle. The course has consistently been promoted to business groups for staff development. The predominant skills sought by employers are the critical elements of management and leadership described in the core units of the Graduate Certificate in Management. The combination of elective units in the course design supports focused development in areas suited to a wide range of employment. The core units in the course are based on the critical aspects of complex/senior management work, including strategic planning, resourcing and strategy integration and managing people in an organisational environment. Elective unit selection enables management specialisation in finance, compliance, risk management, human resource, multiple project activity, creative thinking/innovation, marketing and/or partnerships depending on individual or organisational focus. A salient and essential feature of the course content is an obvious interrelationship and the interdependence between the units of competency. 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. There remains a strong industry need for a course providing a theoretical framework for personnel who do not have formal qualifications but have considerable business and management experience and are committed to lifelong learning.

The main target groups are:

- workers who have significant experience in general middle management roles and wish to formalise their knowledge and skills through the attainment of this qualification
- workers 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 focused range of management knowledge and skills
- workers who seek a pathway to further post-graduate management qualifications, such as: Graduate Diploma, MBA and/or Master's degree.

This course builds on the previous (22443VIC) course and unit content, with the information transposed to meet the *2021 AQTF Standards for Accredited Courses.*

Industry outlook

In conjunction with local industry demand reported by RTOs with the course on scope, broader industry reports (below) confirm the occupation 'General managers' continues to be identified with skills and labour shortages in different industry sectors.

Course activity

As of December 2022, there are three (3) providers with *22443VIC Graduate Certificate of Management* on scope of registration. Two Victoria RTOs predominately deliver the course to candidates based in Victoria. The Victorian RTO course enrolments have been consistent over the past five years, with a slight dip during the COVID period in 2020/21. It is anticipated that course demand will grow with increased investment by organisations to retain existing staff with opportunities to upskill and promote internal talent.

Course Enrolments

Year	22443VIC (current)	22230VIC (expired)
2022	20*	0
2021	35	0
2020	60	0
2019	65	0
2018	15	90

Source: 2018-2021: NCVER, Total VET students and courses 2021: program enrolments DataBuilder – accessed 16 November 2022

2022: *DET (Vic) SVTS @ November 2022

Industry demand

It is difficult to provide an accurate snapshot of the workforce needs for the different occupational roles that make up the 'General manager' category across different industries. However, labour market reports and research confirm an ongoing and increased demand for general managers (ANZSCO 1112) nationally.

The *Employment Outlook to November 2026 report* provides an overview of likely future employment trends for managers.[1]

Occupation	Employment Nov 21 ('000)	Projected employment growth Nov 26 (%)
General manager (ANZSCO 1112)	104.4	9.6
Management and Organisation Analysts (ANZSCO 2247)	87.4	32.2
Human Resource Managers (ANZSCO 1323)	117.8	16.3

The *2022 Skills and Workforce Development Survey* conducted by the AI Group reported the following key findings[2]:

- Skills shortages: A widespread increase in business requirements for skilled Professionals and Managers:
    - Responders reported Professional skills shortages - 44% with difficulties in meeting the skills required and 45% that the need for skills has increased
    - Responders reported Manager skills shortages - 41% with difficulties in meeting the skills required and 43% that the need for skills has increased
- Generic skills - the need for generic capabilities has increased for Professionals and Managers:
    - Managers 56%, Professional 44%
- Training and development:
    - 82% of business intend to either maintain or increase the amount they spend on staff training and development in the next 12 months; 59% said they would train existing employees in new roles or tasks

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[1] Employment Projections | Labour Market Insights – Accessed 18 November 2022
[2] https://www.aigroup.com.au/globalassets/news/reports/2022/2022_skills_survey_nov.pdf

- An increased focus on developing leadership and management capabilities, develop managers in new roles, for new tasks and to navigate uncertainty, organisational change and transition
- Increased skill needs and demand for Professional and Managers should be supported by an *"education system built on a culture of lifelong learning"*, enabling people to re-enter the workforce or pick up new skills later in life" with *"options for people to upskill and reskill quickly and then have those skills recognised and shared with employers and education providers"*.

The *Australian National Skills Commission Annual Employment Projections Report* (November 2021 – 2026)[3] reports:

- projected a 163,700 growth in the employment of managers from 2021 – 2026.

The *Jobs and Skills Australia - October 2022 Vacancy Report* for managers and professionals[4] report confirms increased demand to recruit Professionals and Managers during the quarterly reporting period.

- The growth in vacancies for Professionals was up by 6.2% or 4,700 job advertisements, and for Managers up by 3.2% or 990 job advertisements *(Source report: page 2, Table 1: Major Occupational group headline results)*.

The *Australian Labour Market Insights* for general managers[5] provides valuable occupational profiling in relation to skill and capability needs and other factors impacting the occupation and future workforce:

- Future growth of 9.6% in 2021 – 2026 (demand)
- key tasks (this is cross referenced with course design)
- key characteristics (confirms scope of industries)
- existing workforce/demographics (provide future trends and forecasts).

The following ABS statistics show that general manager roles represent a significant proportion of the workforce and as such the demographics are predictors of potential future demand.

- Around 89% of people employed as general managers work full-time hours, in all their jobs combined. This is 23 percentage points above all jobs average (66%). Full-time jobs for roles with significant workplace responsibilities generally require more training than part time jobs
- Around 72% of general managers live in capital cities, compared with all jobs average of 62%: 27.2 % of all general managers are

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[3] https://www.nationalskillscommission.gov.au/topics/employment-projections#Projectionsbyoccupationalgroup

[4] https://www.jobsandskills.gov.au/sites/default/files/2022-11/IVI%20Detailed%20Vacancy%20Report%20Oct%202022.pdf
(page 2) accessed 23 November 2022.

[5] https://labourmarketinsights.gov.au/occupation-profile/general-managers?occupationCode=1112

employed in Victoria. This represents a significant proportion of the Victorian workforce

- The median age of general managers is 46 years. This is higher than all jobs average of 40 years
    - A large share of workers are aged 45 to 54 years. (29% are aged 35 – 44, 33% are aged 45-54 years). Given that general managers are in an aging occupational category, further training is required to meet the anticipated future growth.
- Females make up 29% of this workforce. This is 19% points below all jobs average of 48%.

Training of women is required to reduce the gender gap for this occupation. Gender equality is a current Victorian Government policy priority: Safe and strong: A Victorian Gender Equality Strategy and Victorian Skills Plan: Action 5 Bridge the gender gap

Consultation and validation process

The development of the 22649VIC Graduate Certificate in Management was overseen by a Project Steering Committee (PSC) comprised of industry representatives and two training providers.

Course consultation and development involved extensive consultation with the PSC, including:

- Analysis of the skills and knowledge requirements of the existing course and confirmation and agreement for new and emerging skills-needs
- Attendance at PSC meetings to review, discuss and confirm industry requirements of graduates, course content, course units and course structure
- Additional out-of-session PSC input via email, telephone consultation, review/feedback on course content drafts
- Review and consideration of alternative training package units for inclusion in the core and elective bank.

Industry support for the final redrafted material was confirmed through the endorsement and active participation of the PSC.

Members of the Project Steering Committee:

- **Mr. Peter Johnson (Chair)**
  Principal, Corporate Application Pty Ltd
- **Mr. Dominic Schipano**
  National Executive Officer, Communications and Information Technology Training Ltd (CITT) Australia
- **Ms. Harriet Sheppard**
  Senior Associate, O'Connor Marsden & Associates Pty Ltd (previously Childwise)

- **Mr. Grant Downie**
  Founder and principal, Innovaction
- **Ms. Alexandra Iliopoulos**
  Director, Deleg8 Business Solutions/ Facilitator and Assessor, Victorian University
- **Mr. Leve Louis**
  Manager Education Innovation, Chisholm Institute
- **Mr. Ian Roberts**
  Training Academy Manager, MSX International Australia Pty Ltd
- **Mr. Dan Casey**
  Capability Development Manager, People and Culture, Vision Australia
- **Ms. Jacqui Martin**
  Director, DeakinCo Solution Design.

In attendance:
- Ms. Jennifer Fleischer
  Course developer, Executive Officer, Curriculum Maintenance Management Service – Business Industries
- Ms. Anna Henderson
  Curriculum developer and Writer, Business Skills Viability.
- Ms. Joan Whelan
  Writer, Business Skills Viability
- Ms. Rosalind Robinson
  Project Administrator, Curriculum Maintenance Management Service – Business Industries.

This course:
- does not duplicate, by title or coverage, the outcomes of an endorsed training package qualification
- is not a subset of a single training package qualification that could be recognised through one or more statements of attainment or a skill set
- does not include units of competency additional to those in a training package qualification that could be recognised through statements of attainment in addition to the qualification
- does not comprise units that duplicate units of competency of a training package qualification.

3.2 Review for re-accreditation	***Standards 5.1, 5.2, 5.3 and 5.4 for Accredited Courses*** There have been no modifications to the *22443VIC Graduate Certificate in Management* documentation during the period of accreditation. Monitoring and evaluation of *22443VIC 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 staff teaching 22443VIC Graduate Certificate in Management, student feedback, and through input from the PSC and consulted stakeholders.

The following changes were incorporated during this reaccreditation:

- Deletion of two enterprise units
- Repositioning of one core unit to the elective bank and one elective unit to the core
- Additional relevant content added to the units on managing in the global environment and environmental sustainability.

Transition and equivalence

The course *22649VIC Graduate Certificate in Management* replaces and is equivalent to *22443VIC Graduate Certificate in Management*.

Please refer to the following Transition Table for transition arrangements.

Current Code and Title	Superseded Code and Title	Relationship Equivalent, Not Equivalent, no change, new unit, New imported unit, Deleted
22649VIC **Graduate Certificate in Management**	**22443VIC** **Graduate Certificate in Management**	Equivalent
VU23460 Manage the development, implementation and review of strategic business plans	VU22225 Manage the development, implementation and review of strategic business plans	Equivalent
VU23461 Manage people in an organisational environment	VU22230 Manage people in an organisational environment	Equivalent
VU23462 Lead creative thinking and innovation practices in an organisational environment	VU22226 Lead creative thinking and innovation practices in an organisational environment	Equivalent
VU23463 Manage multiple projects	VU22227 Manage multiple projects	Equivalent
VU23464 Manage legal, regulatory and ethical compliance requirements in an organisational environment	VU22228 Manage legal, regulatory and ethical compliance requirements in an organisational environment	Equivalent

VU23465 Develop and implement a risk management strategy	VU22229 Develop and implement a risk management strategy	Equivalent
VU23466 Oversee the management of human resource practices in an organisation	VU22233 Oversee the management of human resource practices in an organisation	Equivalent
VU23467 Develop and manage an integrated marketing strategy	VU22235 Develop and manage an integrated marketing strategy	Equivalent
VU23468 Oversee the management of financial resources in an organisation	VU22234 Oversee the management of financial resources in an organisation	Equivalent
	VU22231 Manage business in a global environment	Deleted
	VU22232 Manage environmentally sustainable work systems	Deleted
BSBLDR812 Develop and cultivate collaborative partnerships and relationships		Newly imported

4. Course outcomes	Standards 5.5, 5.6 and 5.7 AQTF 2021 Standards for Accredited Courses
4.1 Qualification level	***Standard 5.5 for Accredited Courses*** This qualification is consistent with the criteria and specifications of the Graduate Certificate as outlined in the *Australian Qualification Framework (AQF) 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 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 for strategic business planning, to integrate marketing strategies, manage legal, regulatory and compliance requirements
- *cognitive skills* to think critically and to generate and evaluate complex ideas such as ethical aspects of compliance
- *specialised technical and creative skills* in a field of highly skilled and/or professional practice such as risk mitigation, management of financial resources and human resource practice
- *communication skills* to demonstrate understanding and application of theoretical concepts supporting innovative organisational practices
- *communication skills* to transfer complex knowledge and ideas to a variety of audiences and managing others during strategic operational change.

Application of knowledge and skills: Course graduates 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; business relationships, people management; 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 for the 22649VIC Graduate Certificate in Management is typically 0.5 - 1 year. This will involve 290 – 340 nominal hours of structured tuition and assessment, and at least 300 hours of independent learning, projects, research and assignments.
4.2 Foundation skills	***Standard 5.6 for Accredited Courses***
	Foundation skills applicable to the outcomes of this course are identified in the units of competency.
4.3 Recognition given to the course (if applicable)	***Standard 5.7 for Accredited Courses***
	N/A
4.4 Licensing/regulatory requirements (if applicable)	***Standard 5.7 for Accredited Courses***
	N/A

5. Course rules	Standards 5.8 and 5.9 AQTF 2021 Standards for Accredited Courses

5.1 Course structure	***Standards 5.8 and 5.9 for Accredited Courses***
	
	22649VIC Graduate Certificate in Management
	
	Five (5) units must be completed:
	
	• Two (2) core units
	• Three (3) elective units consisting of:
	   o One (1) unit from the elective units listed below
	   o Two (2) units from the elective units listed below or any currently endorsed Training Package or Accredited Course.
	
	The selection of electives must be guided by the job outcome sought, local industry requirements and the complexity of skills appropriate to the AQF level of this qualification.
	
	A Statement of Attainment will be issued for any unit of competency completed if the full qualification is not completed.

Unit of competency code	Unit of competency title	Field of Education code	Pre-requisite	Nominal hours
Core units				
VU23460	Manage the development, implementation and review of strategic business plans	080307	Nil	70
VU23461	Manage people in an organisational environment	080307	Nil	60
Elective units				
VU23462	Lead creative thinking and innovation practices in an organisational environment	080307	Nil	70
VU23463	Manage multiple projects	080315	Nil	80
VU23464	Manage legal, regulatory and ethical compliance requirements in an organisational environment	080399	Nil	60
VU23465	Develop and implement a risk management strategy	080399	Nil	60
VU23466	Oversee the management of human resource practices in an organisation	080303	Nil	60
VU23467	Develop and manage an integrated marketing strategy	080505	Nil	60
VU23468	Oversee the management of financial resources in an organisation	081101	Nil	60
BSBLDR812	Develop and cultivate collaborative partnerships	080509	Nil	40

	and relationships			
		Total nominal hours		290-340

5.2 Entry requirements	***Standard 5.11 for Accredited Courses***
	Applicants for the **22649VIC Graduate Certificate in Management** must have:
	• obtained a Diploma or Advanced Diploma qualification in related fields of study in management 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 in management 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 significant senior level of management responsibility and/or complexity in an organisation.
	Learners enrolling in this qualification are best equipped to successfully undertake the training if they have language, literacy, numeracy and oral communication skills equivalent to Australian Core Skills Framework (ACSF) Level 4, see the ACSF website for more information.
	www.dewr.gov.au/skills-information-training-providers/australian-core-skills-framework
	Learners with language, literacy, numeracy and oral communication skills at levels lower than suggested above may require additional support to successfully undertake this course.

6. Assessment	Standard 5.12 and 5.14 AQTF 2021 Standards for Accredited Courses
6.1 Assessment strategy	***Standards 5.12 for Accredited Courses*** All assessment, including Recognition of Prior Learning (RPL), must be compliant with the requirements of: • Standard 1.4 of the AQTF: Essential Conditions and Standards for Initial/Continuing Registration and Guideline 4.1 and 4.2 of the VRQA Guidelines for VET Providers or • the Standards for Registered Training Organisations 2015 (SRTOs) or • the relevant Standards and Guidelines for RTOs at the time of assessment. Assessment strategies must therefore ensure that: • all assessments are valid, reliable and flexible and fair • candidates are informed of the context and purpose of the assessment and the assessment process • feedback is provided to candidates about the outcomes of the assessment process and guidance given for future options • time allowance to complete a task is reasonable and specified to reflect the industry context in which the task takes place. Assessment strategies should be designed to: • cover a range of skills and knowledge required to demonstrate achievement of the course aim • collect evidence on a number of occasions to suit a variety of contexts and situations • be appropriate to the knowledge, skills, methods of delivery and needs and characteristics of candidates • assist assessors to interpret evidence consistently • recognise prior learning • be equitable to all groups of candidates. Assessment methods and collection of evidence must involve application of knowledge and skills to business and management workplaces or simulated work environments. All assessment activities must be related to a business and management work context.

	A range of assessment methods may be used, such as:
	- work projects based on a real or simulated business and management work setting - research projects in business and management - portfolios - practical exercises, case studies and scenarios - observation - written and direct questioning - presentations - Recognition of Prior Learning (RPL).
	Assessment methods and the collection of evidence must include the practical application of knowledge and skills in the workplace or simulated environment, as specified in the assessment requirements of relevant units of competency.
	There is no mandatory workplace assessment.
	Imported units
	Assessment strategies for units of competency imported from training packages or accredited courses must reflect the assessment requirements specified in those training products.
6.2 Assessor competencies	***Standard 5.14 for Accredited Courses***
	Assessment must be undertaken by a person or persons in accordance with:
	Standard 1.4 of the AQTF: Essential Conditions and Standards for Initial/Continuing Registration and Guideline 3 of the VRQA Guidelines for VET Providers
	or
	the Standards for Registered Training Organisations 2015 (SRTOs)
	or
	the relevant standards and Guidelines for RTOs at the time of assessment.
	Units of competency imported from training packages or accredited courses must reflect the requirements for assessors specified in that training package or accredited course.

7. Delivery	Standards 5.12, 5.13 and 5.14 AQTF 2021 Standards for Accredited Courses
7.1 Delivery modes	***Standards 5.12 and 5.14 for Accredited Courses*** Delivery of units of competency will take into consideration the individual needs of students and may involve blended delivery modes including: • workshops • individual assignments • team-based assignments • applied learning in the workplace or simulated business and management environment • mobile technologies • digital tools • support through online mediums; face-to-face conferencing, mentoring and interviews; ad hoc arrangements, and regular progress monitoring, particularly for practical work. Learners with language, literacy, numeracy and oral communication skills at levels lower than Australian Core Skills Framework (ACSF) Level 4 may require additional support. 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 and information from the Training Package Implementation Guide. 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 5.14 for Accredited Courses**
	Each unit of competency specifies the resource requirements relevant to the unit.
	General facilities, equipment and other resources required to deliver this course include:
	• access to computers and the internet
	• access to a workplace or simulated work environment
	• access to appropriate equipment, materials and resources to support delivery and to undertake assessment.
	Training must be undertaken by a person or persons in accordance with:
	• Standard 1.4 of the AQTF: Essential Conditions and Standards for Initial/Continuing Registration and Guideline 3 of the VRQA Guidelines for VET Providers
	or
	• the Standards for Registered Training Organisations 2015 (SRTOs)
	or
	• the relevant standards and Guidelines for RTOs at the time of assessment.
	The units of competency imported from training packages or accredited courses must reflect the requirements for resources/trainers specified in that training package or accredited course.

8. Pathways and articulation	**Standard 5.10 AQTF 2021 Standards for Accredited Courses**
	There are no formal articulation arrangements at present.
	This course contains nationally endorsed units of competency. Participants who successfully complete any of these units will be able to gain credit into other qualifications containing these units in any future studies. Likewise, participants who have already completed relevant imported units from previous training, will be granted a credit for the unit/s.

9. Ongoing monitoring and evaluation	**Standard 5.15 AQTF 2021 Standards for Accredited Courses**
	The Curriculum Maintenance Manager (CMM), Business Industries is responsible for monitoring and evaluation of the *22649VIC Graduate Certificate in Management*.

The *22649VIC 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 and assessing staff.

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

The following unit of competency is listed in this course and has been imported from BSB Business Services Training Package, and may be downloaded from the National Register here:

- BSBLDR812 Develop and cultivate collaborative partnerships and relationships

Following is the list of units of competency that have been developed for this course. The units comply with the current requirements for the Standards for Accredited Courses 2021 and are listed in Section 5.1 of the course document.

VU23460 Manage the development, implementation and review of strategic business plans

VU23461 Manage people in an organisational environment

VU23462 Lead creative thinking and innovation practices in an organisational environment

VU23463 Manage multiple projects

VU23464 Manage legal, regulatory and ethical compliance requirements in an organisational environment

VU23465 Develop and implement a risk management strategy

VU23466 Oversee the management of human resource practices in an organisation

VU23467 Develop and manage an integrated marketing strategy

VU23468 Oversee the management of financial resources in an organisation

UNIT CODE AND TITLE	**VU23460 Manage the development, implementation, and review of strategic business plans**
APPLICATION	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.
	It 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.
	No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.

ELEMENTS		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. Assessment of performance is to be consistent with the assessment requirements.	
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 global business environment relevant to the 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 approaches, theories, and models for creating sustainable business strategies
2	Develop strategic business plan	2.1	Consult key stakeholders on business environmental and environmental sustainability analysis findings
		2.2	Use findings to collaborate on goals, objectives and measurable performance indicators of strategic business plan/s and their alignment to overall organisational direction and values
		2.3	Determine and build change management strategies that support communication, team building orientation and required skill development into the strategic business plan

		2.4	Establish policies and procedures for resourcing and human and business capacity building in accordance with organisational standards and emerging technologies
		2.5	Build risk management strategies and disruptive thinking into the strategic business plan
		2.6	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 and procedures
		3.3	Implement recommendations for improvement consistent with organisational continuous improvement objectives in consultation with stakeholders

FOUNDATION SKILLS

This section describes language, literacy, numeracy and employment skills that are essential to performance and are not explicitly expressed in the performance criteria of this unit of competency. Foundation skills essential to performance and not explicit in the performance criteria must be assessed.

Skill	Description
Reading skills to:	• interpret and analyse complex information and documentation from a range of sources
Writing skills to:	• produce strategic business plans using clear and concise language appropriate to audience and purpose
Oral communication skills to:	• effectively engage others in verbal exchanges using active listening and questioning to elicit, clarify, and convey information using culturally inclusive and appropriate language
Numeracy skills to:	• analyse financial and numerical information embedded in a range of texts and tasks
Problem solving skills to:	• identify and analyse issues with the potential to impact on business plans, and develop and implement options to resolve these issues
Planning and organising skills to:	• apply systematic and analytical planning processes in situations that impact on own work and that of others • assess the nature and scope of new concepts and identify priorities and procedures within timeframes

Technology skills to:	• use main features and functions of digital tools and electronic applications required in own role in a range of contexts to access and exchange planning information

UNIT MAPPING INFORMATION	Code and Title Current Version	Code and Title Previous Version	Comments	
	VU23460 Manage the development, implementation, and review of strategic business plans	VU22225 Manage the development, implementation and review of strategic business plans	Equivalent	

ASSESSMENT REQUIREMENTS

TITLE	Assessment Requirements for VU23460 Manage the development, implementation, and review of strategic business plans
PERFORMANCE EVIDENCE	The candidate must demonstrate the ability to complete the tasks outlined in the elements and performance criteria of this unit. In doing so the candidate must: • research, develop, manage and monitor the implementation of one (1) strategic business plan that aligns with overall organisational direction and values.

KNOWLEDGE EVIDENCE	The candidate must be able to demonstrate the essential knowledge required to effectively do the task outlined in the elements and performance criteria of this unit, manage the task and manage contingencies in the context of the work role.
	
	This includes knowledge of:
	• current debates, theories and bodies of knowledge surrounding:
	   o principles and practices of strategic and sustainable business planning
	   o consultative and participative management approaches
	• market trends and developments in analysis methodologies
	• risk management strategies
	• relevant environmental sustainability principles
	• performance measuring and monitoring systems, including:
	   o financial tools
	   o return on investment (ROI)
	   o appropriate human and system analytics
	• impact of the global environment on business practices
	• continuous improvement concepts, practice and strategic business planning processes to inform future practice

	• human and business capacity building methodologies
	• emerging technologies and how they impact upon strategic business planning
	• organisational strategic and operational planning
	• organisational standards, including:
	o procedural policies and reporting arrangements
	o relevant legislation and regulations
	o safe work practices
	• change management principles that impact upon strategic business planning
	• disruptive thinking techniques that encourage scenario analysis
	• implementation methodologies, including:
	o executing strategic business plans
	o resource considerations
	o managing contingencies
	o incorporating feedback
	o reporting arrangements
	• monitoring and review methods to ascertain performance against strategic business plans.
ASSESSMENT CONDITIONS	Skills must be demonstrated in an environment that accurately represents workplace conditions.
	Assessment must ensure access to:
	• suitable simulated or real workplace environments
	• relevant legislative and regulatory requirements, policies and documentation
	• internet or other digital tools.
	Assessor requirements:
	No specialist vocational competency requirements for assessors apply to this unit.

UNIT CODE AND TITLE	VU23461 Manage people in an organisational environment
APPLICATION	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.
	It 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.
	No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.
ELEMENTS	**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.
	Assessment of performance is to be consistent with the assessment requirements.

1	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 human capacity building to meet organisational objectives
		1.3	Analyse, reflect on and challenge own skills, knowledge, attitudes and values related to managing people
2	Implement strategies to support people to further organisational objectives	2.1	Appraise people analysis tools and methods for determining individual or group proclivity for particular work functions / roles for application in consultation with stakeholders
		2.2	Develop, manage and document communication strategies to inform and support people in linking their expectations, roles and responsibilities to organisational goals, objectives and performance measures
		2.3	Analyse, determine and manage strategies for establishing collaboration and networks in consultation with stakeholders.
		2.4	Monitor strategies in accordance with organisational processes
		2.5	Seek feedback from stakeholders, 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 innovative strategies to address diversity, emotional intelligence, and psychological safety in consultation with stakeholders
		4.3	Implement diversity, emotional intelligence and psychological safety strategies following consultation
		4.4	Monitor motivational practices and seek feedback from stakeholders
		4.5	Analyse findings and use to inform future practice

FOUNDATION SKILLS

This section describes language, literacy, numeracy, and employment skills that are essential to performance and are not explicitly expressed in the performance criteria of this unit of competency.

Skill	Description
Reading skills to:	• identify, source, and evaluate theories, practices and discourses relevant to managing human behaviour in organisations and interpret organisational objectives, assess challenges and requirements.
Writing skills to:	• produce communication strategies using language that is appropriate to audience and purpose.
Oral communication skills to:	• effectively engage others in verbal exchanges using active listening and questioning to elicit, clarify, and convey information using culturally inclusive and appropriate language with local and international clients and stakeholders. • address different cultural mores, culturally specific business practices and culturally diverse workplace practices. • relate concepts, ideas and examples to a range of organisational contexts.
Learning skills to:	• assess people management strategies and use results to inform future practice. • develop appropriate global people management responses.

Problem solving skills to:	• use analytical and lateral thinking techniques to identify issues, generate and evaluate possible solutions for conflicts relating to managing human resources.
Planning and organising skills to:	• lead a culture of collaboration and motivation within global organisational contexts. • filter and assimilate relevant external information into organisational strategies.
Technology skills to:	• use main features and functions of digital tools and electronic applications required in own role in a range of contexts to access and exchange information.

MAPPING INFORMATION	Code and Title Current Version	Code and Title Previous Version	Comments	
	VU23461 Manage people in an organisational environment	VU22230 Manage people in an organisational environment	Equivalent	

ASSESSMENT REQUIREMENTS

TITLE	**Assessment Requirements for VU23461 Manage people in an organisational environment**
PERFORMANCE EVIDENCE	The candidate must demonstrate the ability to complete the tasks outlined in the elements and performance criteria of this unit. In doing so the candidate must: • analyse, develop, implement and review three (3) motivational people management practices, based on organisational contexts, to achieve organisational goals and objectives.
KNOWLEDGE EVIDENCE	The candidate must be able to demonstrate the essential knowledge required to effectively do the task outlined in the elements and performance criteria of this unit, manage the task and manage contingencies in the context of the work role. This includes knowledge of: • relevant research on theories and bodies of knowledge about understanding and managing people, motivational practice, communication strategies and behaviour within organisations • relevant research and current literature about the influence of 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

	- application of psychological safety, emotional intelligence and diversity principles - organisational standards, including: - procedural policies and reporting arrangements - relevant legislation and regulations - safe work practices - performance measuring and monitoring systems - human capacity building methodologies and methods for determining individual or group proclivity - overall organisational strategic and operational planning - methods of contextualising organisational objectives to maintain organisational relevance and currency - external information relevant to organisational strategies - innovation practices in relation to motivating people - continuous improvement processes to inform future practice.
ASSESSMENT CONDITIONS	Skills must be demonstrated in an environment that accurately represents workplace conditions. Assessment must ensure access to: - suitable simulated or real workplace environment - examples of organisational management strategies - relevant legislative and regulatory requirements, policies, and documentation - internet or other digital tools. **Assessor requirements:** No specialist vocational competency requirements for assessors apply to this unit.

UNIT CODE AND TITLE	VU23462 Lead creative thinking and innovation practices in an organisational environment		
APPLICATION	This unit describes the skills and knowledge required to research and practice innovation and creative thinking to lead, support and maintain a culture of innovative thinking and practice that will further organisational strategic planning for sustainable business practices across various organisational contexts.		
	It 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 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.		
	No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.		
ELEMENTS	**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.		
	Assessment of performance is to be consistent with the assessment requirements.		
1 Analyse drivers of 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 human and business capacity building	
	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 relevant global and local social, political, economic and technological developments to determine requirements for change management and the use of emerging technology	
	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 at operational level that support and resource innovation and creative thinking to develop an innovation culture 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

FOUNDATION SKILLS

This section describes language, literacy, numeracy and employment skills that are essential to performance and are not explicitly expressed in the performance criteria of this unit of competency.

Skill	Description
Reading skills to:	• interpret and analyse complex information and documentation from a range of sources.
Writing skills to:	• produce innovative strategic documentation using language that is appropriate to audience and purpose.
Oral communication skills to:	• verbally promote, model, lead and sustain a culture of ongoing learning and development within organisational contexts. • effectively engage others in verbal exchanges using active listening and questioning to elicit, clarify, and convey information using culturally inclusive and appropriate language.
Learning skills to:	• evaluate and advance personal effectiveness in modelling and leading creative thinking and innovation practices across a range of organisational contexts. • expand knowledge of creative thinking and innovation practices in a range of organisational contexts.
Problem solving skills to:	• identify and analyse issues with the potential to impact on creative and innovative practice and develop and implement options to resolve these issues. • assess challenges and risks at a strategic level and develop appropriate responses.
Planning and organising skills to:	• assess the nature and scope of creative and innovative concepts and identify priorities and procedures within timeframes. • propose and organise systematic and analytical decision-making processes in situations that impact on own work and that of others.

		•	incorporate discussion and ideas about digital disruption in innovative practice mechanisms.
		•	set up, implement and sustain practical strategies and mechanisms that support creative thinking and innovation practices within organisational settings.
Technology skills to:		•	use main features and functions of digital tools and electronic applications required in own role in a range of contexts to access and exchange information.

UNIT MAPPING INFORMATION	Code and Title Current Version	Code and Title Previous Version	Comments	
	VU23462 Lead creative thinking and innovation practices in an organisational environment	VU22226 Lead creative thinking and innovation practices in an organisational environment	Equivalent	

ASSESSMENT REQUIREMENTS

TITLE	Assessment Requirements for VU23462 Lead creative thinking and innovation practices in an organisational environment

PERFORMANCE EVIDENCE	The candidate must demonstrate the ability to complete the tasks outlined in the elements and performance criteria of this unit. In doing so the candidate must:
	 • develop and apply two (2) strategies that foster an integrated culture of creative thinking and innovation practice:
	     o one of the strategies must relate to human resources
	     o the other must relate to organisational process
	 • develop and incorporate ways to sustain two (2) organisational creative thinking and innovation practices.

KNOWLEDGE EVIDENCE	The candidate must be able to demonstrate the essential knowledge required to effectively do the task outlined in the elements and performance criteria of this unit, manage the task and manage contingencies in the context of the work role. This includes knowledge of: • 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, business processes and innovation practices across a range of organisational contexts

	• relevant emerging technologies and how they may impact upon organisational processes
	• relevant critical analyses of global and local 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
	• human and business capacity building methodologies
	• continuous improvement processes to inform future practice.
ASSESSMENT CONDITIONS	Skills must be demonstrated in an environment that accurately represents workplace conditions. Assessment must ensure access to: • suitable simulated or real workplace environment • relevant research reports into creative thinking and innovative practices theory, trends and models of practice and implementation • internet or other digital tools. **Assessor requirements:** No specialist vocational competency requirements for assessors apply to this unit.

UNIT CODE AND TITLE	VU23463 Manage multiple projects
APPLICATION	This unit describes the skills and knowledge required to undertake the strategic responsibility, accountability and decision making for the overall management of multiple projects within an organisational context. It supports the work of managers, and project leaders who apply their existing skills, knowledge, 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. *No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.*

ELEMENTS		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. Assessment of performance is to be consistent with the assessment requirements.	
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
		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 relevant coordination issues 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 are met
		1.5	Design and document project plans in accordance with organisational, environmental sustainability, financial management and compliance requirements
2	Manage and monitor the execution of multiple projects	2.1	Confirm stakeholder commitment, and roles and responsibilities
		2.2	Action project plans and document project deliverables in accordance with individual and multiple projects management framework
		2.3	Supervise risk management and financial 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 ongoing projects and facilitate transition to future projects

FOUNDATION SKILLS

This section describes language, literacy, numeracy and employment skills that are essential to performance and are not explicitly expressed in the performance criteria of this unit of competency.

Skill	Description
Reading skills to:	• interpret and analyse complex information and documentation from a range of sources.
Writing skills to:	• produce documentation using language that is appropriate to audience and purpose.
Oral communication skills to:	• effectively engage others in verbal exchanges using active listening and questioning to elicit, clarify, and convey information using culturally inclusive and appropriate language • negotiate, consult and deal effectively with colleagues, clients, stakeholders and other relevant professionals.
Numeracy skills to:	• apply knowledge of mathematical information to statistically analyse data, confirm reliability, conduct modelling and forecast trends • select and use familiar mathematical techniques to calculate costs and to conduct cost benefit analyses.
Problem solving skills to:	• identify and analyse issues with the potential to impact on project activity, and develop and implement options to resolve these issues • assess challenges and risks at a strategic level and develop appropriate responses

		•	manage organisational diversity
		•	maintain commitment of stakeholders and project teams.
Planning and organising skills to:		•	assess the nature and scope of projects and identify priorities and procedures within timeframes
		•	set up systematic and analytical decision-making processes in situations that impact on own work and that of others
		•	plan contingency management when necessary
		•	set up systems for multiple projects management framework, optimum project opportunities, project plans and structures
		•	organise and evaluate processes of multiple projects across a range of organisational contexts.
Technology skills to:		•	use main features and functions of digital tools and electronic applications required in own role in a range of contexts to access and exchange information
		•	use project management software to produce, maintain and monitor project plans.

UNIT MAPPING INFORMATION		Code and Title Current Version	Code and Title Previous Version	Comments	
		VU23463 Manage multiple projects	VU22227 Manage multiple projects	Equivalent	

ASSESSMENT REQUIREMENTS

TITLE	Assessment Requirements for VU23463 Manage multiple projects
PERFORMANCE EVIDENCE	The candidate must demonstrate the ability to complete the tasks outlined in the elements and performance criteria of this unit. In doing so the candidate must: • apply and review one (1) framework applicable across at least two organisational contexts for establishing, managing and monitoring multiple projects.
KNOWLEDGE EVIDENCE	The candidate must be able to demonstrate the essential knowledge required to effectively do the task outlined in the elements and performance criteria of this unit, manage the task and manage contingencies in the context of the work role. This includes knowledge of: • relevant legislative, regulatory and ethical requirements • current models, methodologies and frameworks for the practice of managing multiple projects • project management methodologies: o plans and deliverables

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    o timelines

    o human and business resource requirements

    o financial/budgetary considerations

    o roles and responsibilities

    o stakeholder commitment

    o review and evaluation methods

    o reporting, documentation and record keeping methods

- how multiple projects relate to the overall organisational strategic and operational planning
- innovative tactical adjustment practices in relation to managing multiple projects
- financial management strategies
- risk management supervision strategies
- general principles and practices of environmental sustainability
- general principles of organisational diversity
- performance measuring and monitoring systems for multiple project management
- quality management and continuous improvement concepts and practice to support ongoing projects and facilitate transition to future projects.
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<td>ASSESSMENT CONDITIONS</td>
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Skills must be demonstrated in an environment that accurately represents workplace conditions.

Assessment must ensure access to:

- suitable simulated or real workplace environment
- relevant legislative and regulatory requirements, policies and documentation
- internet or other digital tools.

Assessor requirements:

No specialist vocational competency requirements for assessors apply to this unit.
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UNIT CODE AND TITLE	**VU23464 Manage legal, regulatory and ethical compliance requirements in an organisational environment**
APPLICATION	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.
	It supports the work of managers who are responsible for an organisation's policies, procedures and systematic approach to compliance with relevant legislation, standards, regulations and provisions governing operational and ethical organisational imperatives.
	No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.
ELEMENTS	**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.
	Assessment of performance is to be consistent with the assessment requirements.

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 relevant legislative and organisational ethical requirements to stakeholders
		1.3	Research, document and debate governance 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 economic, social and environmental sustainability goals
		2.2	Source, canvass and apply organisational governance approaches that develop and support a culture of compliance
		2.3	Identify and critically analyse independent review bodies for benefit to organisation and develop relevant relationships.
		2.4	Develop, communicate and implement compliance risk management strategies
3.		3.1	Develop compliance auditing and record keeping system in accordance with legislative and organisational requirements

	Implement compliance auditing and reporting systems	3.2	Conduct compliance auditing according to organisational procedures
		3.3	Prepare reports and communicate compliance and breach of compliance to relevant stakeholders
		3.4	Routinely review compliance auditing and recording systems for continuous improvement

FOUNDATION SKILLS

This section describes language, literacy, numeracy and employment skills that are essential to performance and are not explicitly expressed in the performance criteria of this unit of competency.

Skill	Description
Reading skills to:	• interpret and analyse complex information and documentation from a range of sources, including legislation, regulations and industry standards documents and reports.
Writing skills to:	• produce compliance reports using language that is appropriate to audience and purpose.
Oral communication skills to:	• effectively engage others in verbal exchanges using active listening and questioning to elicit, clarify, and convey information using culturally inclusive and appropriate language with local and international clients and stakeholders. • relay compliance requirements and organisational policies and procedures.
Planning and organising skills to:	• assess the nature and scope of compliance concepts and identify priorities and plan procedures within timeframes.
Technology skills to:	• use main features and functions of digital tools and electronic applications required in own role in a range of contexts to access and exchange information.

UNIT MAPPING INFORMATION	Code and Title Current Version	Code and Title Previous Version	Comments
	VU23464 Manage legal, regulatory and ethical compliance requirements in an organisational environment	VU22228 Manage legal, regulatory and ethical compliance requirements in an organisational environment	Equivalent

ASSESSMENT REQUIREMENTS

TITLE	Assessment Requirements for VU23464 Manage legal, regulatory and ethical compliance requirements in an organisational environment
PERFORMANCE EVIDENCE	The candidate must demonstrate the ability to complete the tasks outlined in the elements and performance criteria of this unit.
	In doing so the candidate must:
	• develop and implement policies, procedures and support systems to meet compliance requirements in one (1) specific organisational context
	• develop and implement auditing, reporting and continuous improvement systems in one (1) specific organisational context.
KNOWLEDGE EVIDENCE	The candidate must be able to demonstrate essential knowledge required to effectively do the task outlined in elements and performance criteria of this unit, manage the task and manage contingencies in the context of the work role.
	This includes knowledge of:
	• relevant legislative, regulatory and ethical requirements
	• current models and trends in compliance management systems and practices
	• ethical and legal requirements for organisational practices, including:
	o research
	o information management
	o business approaches
	• how ethical and legal requirements can be incorporated in organisational:
	o economic, social and environmental sustainability goals
	o initiatives
	o 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.
ASSESSMENT CONDITIONS	Skills must be demonstrated in an environment that accurately represents workplace conditions.
	Assessment must ensure access to:
	• suitable simulated or real workplace environment

	• examples of organisational compliance systems and methods
	• relevant legislative and regulatory requirements, policies and documentation
	• internet or other digital tools.
	Assessor requirements:
	No specialist vocational competency requirements for assessors apply to this unit.

UNIT CODE AND TITLE	VU23465 Develop and implement a risk management strategy
APPLICATION	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. It supports the work of 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. *No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.*
ELEMENTS	**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. Assessment of performance is to be consistent with the assessment requirements.

1	Analyse risk requirements	1.1	Identify existing and potential sources of organisational risk, incorporating economic, social and environmental sustainability practices
		1.2	Analyse and document legislative, organisational compliance and ethical requirements
		1.3	Assess and prioritise risks, according to acceptable level of risk assessment, and in consultation with relevant specialists and stakeholders
2	Ensure compliance with relevant legislation, regulations and organisational ethical practices	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	Develop contingency management strategies in consultation with stakeholders to prepare for anticipated risk
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

FOUNDATION SKILLS

This section describes language, literacy, numeracy and employment skills that are essential to performance and are not explicitly expressed in the performance criteria of this unit of competency.

Skill	Description
Reading skills to:	• interpret and analyse complex information and documentation from a range of sources, including legislation, regulations and industry standards documents and reports.
Writing skills to:	• produce risk assessment reports using language that is appropriate to audience and purpose.
Oral communication skills to:	• effectively engage others in verbal exchanges using active listening and questioning to elicit, clarify, and convey information using culturally inclusive and appropriate language with local and international clients and stakeholders • negotiate, consult and deal effectively with colleagues, clients, stakeholders and other relevant professionals to achieve consensus.
Problem solving skills to:	• resolve risk management conflicts.
Planning and organising skills to:	• manage changing initiatives • achieve commitment to organisational risk management policies in economic, social or environmental sustainability contexts.
Technology skills to:	• use main features and functions of digital tools and electronic applications required in own role in a range of contexts to access and exchange information.

UNIT MAPPING INFORMATION	Code and Title Current Version	Code and Title Previous Version	Comments	
	VU23465 Develop and implement a risk management strategy	VU22229 Develop and implement a risk management strategy	Equivalent	

ASSESSMENT REQUIREMENTS

TITLE	**Assessment Requirements for VU23465 Develop and implement a risk management strategy**
PERFORMANCE EVIDENCE	The candidate must demonstrate the ability to complete the tasks outlined in the elements and performance criteria of this unit. In doing so the candidate must:

	• analyse, develop, manage and monitor the implementation of a risk management strategy in one (1) of the following organisational contexts:
	   o economic or
	   o social or
	   o environmental sustainability.

KNOWLEDGE EVIDENCE	The candidate must be able to demonstrate the essential knowledge required to effectively do the task outlined in the elements and performance criteria of this unit, manage the task and manage contingencies in the context of the work role.
	This includes knowledge of:
	• potential sources of organisational risk
	• principles, practices and methodologies of risk management:
	   o risk management strategic and innovative planning
	   o people and contingency management methodologies to prepare for anticipated risk
	• economic, social and environmental sustainability goals, initiatives, reporting and protocols
	• overall organisational strategic and operational planning
	• legislative and organisational compliance requirements and provisions
	• organisational ethical practices
	• performance measuring and monitoring systems to review efficacy of risk management strategies
	• continuous improvement procedure planning with regard to risk management strategies.

ASSESSMENT CONDITIONS	Skills must be demonstrated in an environment that accurately represents workplace conditions. Assessment must ensure access to: • suitable simulated or real workplace environment • examples of organisational risk management strategies • relevant legislative and regulatory requirements, policies and documentation • internet or other digital tools. **Assessor requirements:** No specialist vocational competency requirements for assessors apply to this unit.

UNIT CODE AND TITLE	**VU23466 Oversee the management of human resource practices in an organisation**	
APPLICATION	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 the current and future achievement of overall organisational strategic goals and objectives.	
	It supports the work of managers and leaders responsible for aligning the management of an organisation's human resource policies, procedures and legislative requirements, to strategic business plan/s and overall organisational strategic planning for the organisation to be viable and successful.	
	No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.	
ELEMENTS	**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. Assessment of performance is to be consistent with the assessment requirements.	
1 Analyse organisational human resource practices	1.1	Review organisational people management initiatives and systems for their relationship to recruitment, Workplace Health and Safety/Occupational Health and Safety (WHS/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

3.	Review and manage human resource planning and risk management	2.3	Develop human resource initiatives that support organisational economic, social and diversity goals
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

FOUNDATION SKILLS

This section describes language, literacy, numeracy and employment skills that are essential to performance and are not explicitly expressed in the performance criteria of this unit of competency.

Skill	Description
Reading skills to:	• research and evaluate theories, practices and discourses relevant to managing human behaviour in organisations and interpret organisational objectives, assess challenges and requirements.
Writing skills to:	• communicate strategies using language that is appropriate to audience and purpose.
Oral communication skills to:	• effectively engage others in verbal exchanges using active listening and questioning to elicit, clarify, and convey information using culturally inclusive and appropriate language with local and international clients and stakeholders. • address different cultural mores, culturally specific business practices and culturally diverse workplace practices. • relate concepts, ideas and examples to a range of human resource contexts.
Numeracy skills to:	• apply knowledge of mathematical information to statistically analyse data, confirm reliability, conduct modelling and forecast trends for human resource costs • select and use familiar mathematical techniques to calculate costs and to conduct cost benefit analyses.
Learning skills to:	• self-manage and reflect on personal effectiveness in managing people within organisational contexts.
Problem solving skills to:	• resolve human resource conflicts • identify, assess and address existing and potential risk, non-compliance and unethical activity.

Planning and organising skills to:	• record, gather and classify information and to interpret evaluation reports for current and future human resource and strategic planning • plan human resource management methods and use results to inform future practice.
Technology skills to:	• use main features and functions of digital tools and electronic applications required in own role in a range of contexts to access and exchange information.

UNIT MAPPING INFORMATION	Code and Title Current Version	Code and Title Previous Version	Comments	
	VU23466 Oversee the management of human resource practices in an organisation	VU22233 Oversee the management of human resource practices in an organisation	Equivalent	

ASSESSMENT REQUIREMENTS

TITLE	Assessment Requirements for VU23466 Oversee the management of human resource practices in an organisation

PERFORMANCE EVIDENCE	The candidate must demonstrate the ability to complete the tasks outlined in the elements and performance criteria of this unit.
	In doing so the candidate must:
	• oversee the monitoring and review of one (1) human resource planning strategy which incorporates:
	  ○ costs, benefits and strategic objectives and targets
	  ○ a risk management strategy that aligns with overall organisational strategic goals and objectives.

KNOWLEDGE EVIDENCE	The candidate must be able to demonstrate the essential knowledge required to effectively do the task outlined in the elements and performance criteria of this unit, manage the task and manage contingencies in the context of the work role.
	This includes knowledge of:
	• principles of quality human resource planning, policies, procedures and legislative requirements, including:
	  ○ people management within organisational contexts including costs, benefits, strategic objectives and targets
	  ○ emotional intelligence
	  ○ initiatives that support diversity
	  ○ risk management strategies
	  ○ relevant compliance and ethical requirements

	○ safe work practices in accordance with Workplace Health and Safety/Occupational Health and Safety (WHS/OHS) legislation ○ knowledge management to inform future planning - human resource procedures, including: ○ recruitment information, selection and behavioural interviewing ○ mentoring ○ onboarding ○ talent retention ○ coaching for retention ○ performance measuring and monitoring systems ○ reporting and protocols - overall organisational strategic business planning relating to economic, social and diversity goals.
ASSESSMENT CONDITIONS	Skills must be demonstrated in an environment that accurately represents workplace conditions. Assessment must ensure access to: - suitable simulated or real workplace environment - relevant legislative and regulatory requirements, policies and documentation - existing human resource strategy documentation - internet or other digital tools. **Assessor requirements:** No specialist vocational competency requirements for assessors apply to this unit.

UNIT CODE AND TITLE	**VU23467 Develop and manage an integrated marketing strategy**	
APPLICATION	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.	
	This unit supports the work of marketing managers and leaders responsible for planning 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.	
	No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.	
ELEMENTS	**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.	
	Assessment of performance is to be consistent with the assessment requirements.	
1 Determine requirements of a marketing strategy	1.1	Identify and document current marketing approaches and organisational objectives
	1.2	Research, analyse and debate current models and strategies for organisational marketing practice
	1.3	Review current organisational marketing strategies for effectiveness, alignment with organisation overall strategic planning and to ensure compliance with relevant legislation, regulations and ethical requirements
2 Develop marketing strategy	2.1	Determine marketing strategy objectives 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 and 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 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 apply 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 use to inform recommendations for improved processes, procedures and planning
		3.4	Implement recommendations for improvement consistent with organisational overall strategic planning in consultation with stakeholders
		3.5	Evaluate the effectiveness of implemented marketing strategies and use results to inform future practice

FOUNDATION SKILLS

This section describes language, literacy, numeracy and employment skills that are essential to performance and are not explicitly expressed in the performance criteria of this unit of competency.

Skill	Description
Reading skills to:	• interpret and analyse complex information and documentation from a range of sources.
Writing skills to:	• produce strategic documentation using language that is appropriate to audience and purpose.
Oral communication skills to:	• effectively engage others in verbal exchanges using active listening and questioning to elicit, clarify, and convey information using culturally inclusive and appropriate language • work collaboratively with clients, colleagues, management and stakeholders and lead debate to select the most effective marketing strategy and technology.
Numeracy skills to:	• apply knowledge of mathematical information to statistically analyse data, confirm reliability, analyse the costs and scheduling of marketing campaigns • select and use familiar mathematical techniques to calculate costs and to conduct cost benefit analyses.
Learning skills to:	• evaluate and advance personal effectiveness in modelling and leading creative thinking and innovative marketing practices • identify, source, document, evaluate and debate theories, practices and discourses relevant to creative thinking and innovative marketing practices.
Problem solving skills to:	• identify and analyse issues with the potential to impact on creative and innovative practice, and develop and implement options to resolve these issues

	• assess marketing challenges and risks at a strategic level and to develop appropriate responses and contingency plan, when necessary.
Planning and organising skills to:	• identify priorities and procedures within timeframes. • apply systematic and analytical decision-making processes in situations that impact on own work and that of others.
Technology skills to:	• use main features and functions of digital platforms and social media applications required in own role in a range of contexts to access and exchange information • identify digital marketing technologies and determine opportunities for their application within marketing strategies.

UNIT MAPPING INFORMATION	Code and Title Current Version	Code and Title Previous Version	Comments
	VU23467 Develop and manage an integrated marketing strategy	VU22235 Develop and manage an integrated marketing strategy	Equivalent

ASSESSMENT REQUIREMENTS

TITLE	Assessment Requirements for VU23467 Develop and manage an integrated marketing strategy

PERFORMANCE EVIDENCE	The candidate must demonstrate the ability to complete the tasks outlined in the elements and performance criteria of this unit.
	In doing so the candidate must:
	• develop and oversee the implementation of one (1) marketing strategy that is in line with organisational objectives and incorporates:
	  o performance indicators
	  o monitoring, review and evaluation procedures.

KNOWLEDGE EVIDENCE	The candidate must be able to demonstrate the essential knowledge required to effectively do the task outlined in the elements and performance criteria of this unit, manage the task and manage contingencies in the context of the work role.
	This includes knowledge of:
	• principles and practices of marketing, including:
	  o strategic planning and management of activities
	  o integrating marketing strategies within organisational business and strategic planning
	  o compliance with relevant legislative, regulatory and ethical requirements and codes of practice
	  o use of appropriate performance measuring, monitoring and review systems
	  o adherence with reporting processes

	o incorporating recommendations to improve overall organisational strategic planning o use of appropriate digital marketing protocols o applying appropriate risk and contingency management measures • creative thinking techniques relating to marketing.
ASSESSMENT CONDITIONS	Skills must be demonstrated in an environment that accurately represents workplace conditions. Assessment must ensure access to: • suitable simulated or real workplace environment • internet or other digital tools. **Assessor requirements:** No specialist vocational competency requirements for assessors apply to this unit

UNIT CODE AND TITLE	**VU23468 Oversee the management of financial resources in an organisation**		
APPLICATION	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.		
	It supports the work of managers and leaders who are responsible for aligning an organisation's financial management to strategic business plan/s and overall organisational strategic planning for the organisation to be viable and successful.		
	No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.		
ELEMENTS	**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.		
	Assessment of performance is to be consistent with the assessment requirements.		
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 strategic business planning and overall organisational financial objectives 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	3.1	Model different financial scenarios to support quality management and continuous improvement concepts	

organisational decision making	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	

FOUNDATION SKILLS

This section describes language, literacy, numeracy and employment skills that are essential to performance and are not explicitly expressed in the performance criteria of this unit of competency.

Skill	Description
Reading skills to:	• interpret and analyse complex information and documentation from a range of sources.
Writing skills to:	• produce business plans using clear and concise language appropriate to audience and purpose.
Oral communication skills to:	• effectively engage others in verbal exchanges using active listening and questioning to elicit, clarify, and convey information using culturally inclusive and appropriate language.
Learning skills to:	• assess the nature and scope of new concepts and identify priorities and procedures within timeframes.
Numeracy skills to:	• analyse financial and numerical information embedded in a range of texts and tasks • apply knowledge of mathematical information to statistically analyse data, confirm reliability, analyse budgetary issues • select and use familiar mathematical techniques to calculate costs and to conduct cost benefit analyses.
Problem solving skills to:	• identify and analyse financial resourcing issues with the potential to impact business plans, and develop and implement options to resolve these issues • assess and address existing and potential risk, non-compliance and unethical activity.
Planning and organising 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 • develop financial contingency plans.
Technology skills to:	• use main features and functions of digital tools and electronic applications required in own role in a range of contexts to access and exchange planning information.

UNIT MAPPING INFORMATION	Code and Title Current Version	Code and Title Previous Version	Comments

	VU23468 Oversee the management of financial resources in an organisation	VU22234 Oversee the management of financial resources in an organisation	Equivalent

ASSESSMENT REQUIREMENTS

TITLE	Assessment Requirements for VU23468 Oversee the management of financial resources in an organisation
PERFORMANCE EVIDENCE	The candidate must demonstrate the ability to complete the tasks outlined in the elements and performance criteria of this unit. In doing so the candidate must: • use analysis of organisational financial management systems to develop and oversee the implementation of two (2) financial and budgetary controls that align with overall organisational strategic planning • oversee decision making by monitoring and reviewing processes to assess and improve financial resource management within an organisational context on one (1) occasion • conduct financial modelling on one (1) occasion to support organisational decision making.

KNOWLEDGE EVIDENCE	The candidate must be able to demonstrate the essential knowledge required to effectively do the task outlined in the elements and performance criteria of this unit, manage the task and manage contingencies in the context of the work role. This includes knowledge of:
	
	• general financial management principles and practices, including:
	   o financial objectives to inform future planning
	   o long-range strategic management and short-range operational needs to plan organisational financial management
	   o quantitative measures to evaluate resource allocation and approaches to managing financial risk
	   o scenario modelling
	   o budgetary control and financial risk assessment and management
	   o performance measuring and monitoring systems
	   o financial reporting systems
	   o relevant legislative, regulatory and ethical requirements
	   o cost benefit analysis of critical organisational activities
	
	• financial terminology, concepts and data analysis and interpretation methodologies
	
	• strategic organisational planning

	• quality management and continuous improvement concepts and practice.
ASSESSMENT CONDITIONS	Skills must be demonstrated in an environment that accurately represents workplace conditions.
	Assessment must ensure access to:
	• suitable simulated or real workplace environment
	• internet or other digital tools.
	Assessor requirements:
	No specialist vocational competency requirements for assessors apply to this unit.