

Learning Assessment Guide

Unit Standard 11075 – Version 2

Manage implementation of organisational strategies, policies, and plans

Level 6 – 15 Credits

Assessment Summary			
Learner to complete			
Learner's name:			
Employer:			
NSN no. (ROL):		DOB:	
Signed:		Date:	
Assessor to complete			
<input type="checkbox"/> Meets requirements <input type="checkbox"/> More training required <input type="checkbox"/> More evidence required			
Assessor's name:		Assessor's No.	
Signed:		Date:	

Before you begin...

- As well as this Learning Assessment Guide, you may also want to refer to the unit standard from the NZQA website (<http://www.nzqa.govt.nz>).
- Read the Trainee Information Kit. The kit contains important information and guidelines for Learners and can be found on the Learning State website (<http://www.learningstate.govt.nz>) under Learners, then Learning Assessment Guides.
- Check the learning resources available for this unit standard on the Learning State website (<http://www.learningstate.govt.nz>) under Learners, then Learning Assessment Guides.

This Learning Assessment Guide is made up of:

- Task sheets for you to complete
- A Communication feedback Form
- A Manager Verification Form
- The summary Assessment Guide that the assessor will use to assess and record your competence
- An Assessment Results Form

The assessment tasks are designed to show the assessor that you can:

- Communicate implementation objectives, priorities and processes.
- Manage the allocation and use of resources.
- Coordinate, monitor, and review implementation processes.
- Negotiate realignment of implementation objectives, priorities, and processes.

Special Notes relating to this unit standard:

- 1 Performance of elements of this unit standard will require consideration of the underlying values and responsibilities of people working in the public sector in terms of the tripartite relationship between the Government and the public, the particular public sector organisation, and the individual(s) or group(s) who are recipients of the service.
- 2 Performance of elements of this unit standard will require recognition of the need for management processes to be responsive to the needs of Maori in respect of the requirements of the State Sector Act 1988 and the Treaty of Waitangi partnership principles.
- 3 Performance of elements of this unit standard must comply with relevant current legislation and will require consideration of the: Public Finance Act 1989, State Sector Act 1988, establishment legislation of the specific public sector organisation, and their subsequent amendments.

An indicative list of legislation relevant to the public sector is held by the Learning State.

- 4 This unit standard may be assessed in a workplace environment, or in a training or education environment if simulated work conditions are able to be provided, or in a combination of both environments. Evidence is required of competent performance of elements and performance criteria in a public sector context. Where consistent performance is required across a range of situations this is indicated in range statements.

Assessment Task One – Element 1

Introduction

This assessment task is designed to show your assessor that you can:

- communicate implementation objectives, priorities, and processes.

Task Instructions

You will need to provide your assessor with documentary material which shows your communication of implementation objectives, priorities, and processes brought about by changes in policy, a new approach to service provision, the establishment of a new occupational group, or some other reason that calls for a significant communication with staff.

The communication could be by means of:

- written documents
- media presentation
- a delivery package prepared for presentation by first line managers
- workshop materials
- an intranet communication package
- other means relevant to your organisation

Your own role is likely to be one of the following:

- author of a set of written communications
- designer or coordinator of the preparation of a communication package for presentations or workshops
- presenter or facilitator of the presentation

If your role is different from the above, please discuss it with your assessor.

Whatever your role, a clear understanding of the material is required, along with evidence of the effective communication of the material to others.

If your only communication with staff is by means of the written word, then the written communications must be primarily your own work. ('Primarily' means that the objectives, priorities, and processes will normally have been developed by a team; the communication of these should be your own work.)

Use the accompanying 'Communication Checklist' to review your evidence before handing it to your assessor.

Provide two recipients of your communications with copies of the 'Communication Feedback Form' to obtain evidence on the effectiveness of your communication.

Provide your manager with a copy of the Manager Verification Form. Brief him/her on the content of this unit standard before asking your manager to complete and sign it. Your manager may wish to complete this verification orally with your assessor.

Discuss your evidence and the communication process with your assessor.

Please read the Special Notes relating to the unit standard before your discussion, as these provide the context and conditions of this assessment.

Your completed assessment for Task One will include:

- Documentary evidence of your communication of implementation objectives, priorities, and processes that meets 'Communication Checklist' requirements.
- Provision of two completed 'Communication Feedback Forms' that confirm that the communication was effective.
- Provision of a completed Manager Verification Form.
- Discussion of your material and processes with your assessor.

Communication Checklist

To: Learner

Use this checklist to review your Task One evidence prior to your discussion with your assessor.

My communication...

- contains objectives, priorities, and processes explains goals

specifies...

- key tasks required actions projected timeframes

specifies...

- product and/or service objectives
 performance standards and measures
 responsibilities for the achievement of objectives

explains...

- required changes to existing structures and systems
 contribution of changes to the achievement of implementation objectives and priorities

recognises...

- the need for management processes to be responsive to the needs of Maori in respect of the requirements of the State Sector Act of 1988 and the Treaty of Waitangi partnership principles
- the underlying values and responsibilities of people working in the public sector in terms of the tripartite relationship between the Government and the public, the particular public sector organisation, and the individuals or groups who are recipients of the service

demonstrates...

- consideration of the guidance series Public Service Principles, Conventions and Practice; and Public Service Code of Conduct (SSC, Wellington, 1995)

Communication Feedback Form

To: Recipient of communications on implementation objectives, priorities, and processes

_____ (name of learner) is currently being assessed toward Unit Standard 11075: Manage implementation of organisational strategies, policies, and plans. Your feedback is sought on how effective his/her communication of recent changes in objectives, priorities, and processes has been.

Please indicate ✓ or ✗ whether or not s/he succeeded in communicating to the following standard. Use the 'Comments' section to provide examples or to elaborate on your judgment.

Communications...

- contained clear objectives, priorities and processes explained goals

specified...

- key tasks required actions projected timeframes

specified...

- product and/or service objectives
 performance standards and measures
 responsibilities for the achievement of objectives

explained...

- required changes to existing structures and systems
 contribution of changes to the achievement of implementation objectives and priorities
 were responsive to the needs of Maori and the partnership principles of the Treaty of Waitangi
 were in accord with the tripartite relationship between the Government and the public, the particular public sector organisation, and the individuals or groups who are recipients of the service

Comments:

Signed: _____

Date: _____

Relationship to learner: _____

Contact ph. _____

Thank you for your assistance.

Manager Verification Form

To: Manager of learner

_____ (name of learner) is currently being assessed toward unit standard 11075: Manage implementation of organisational strategies, policies, and plans.

Your knowledge of the learner's work is sought to confirm that s/he regularly performs to the following standard:

- communicates implementation objectives, priorities, and processes for new strategies or policies effectively;
- manages the allocation and use of resources in a way that results in the best of resources to achieve operational objectives;
- co-ordinates, monitors, and reviews implementation objectives, priorities, and processes to achieve coherent implementation across the organisation;
- negotiates the realignment of implementation objectives, priorities, and processes following review, and communicates the required changes to those with the responsibility for implementing them.

Comments or examples:

Your signature on this form will be accepted as confirmation that the learner has the competencies listed, unless you indicate otherwise.

Signed: _____

Date: _____

Position: _____

Contact ph. _____

Thank you for your assistance.

Assessment Task Two – Element 2

Introduction

This assessment task is designed to show your assessor that you can:

- manage the allocation and use of resources.

Task Instructions

Provide your assessor with a copy of all documentation and any additional notes you may have made relating to your management of the allocation and use of resources for the implementation of the strategy which you discussed in Task One.

Discuss with your assessor:

- 1) how you optimised the allocation of resources among sectors of your organisation to achieve implementation priorities and objectives;
- 2) how resource allocation at the operational level has been optimised to achieve operational objectives;
- 3) how key tasks and priorities for action have been planned and specified to achieve implementation objectives within resource levels; and
- 4) how implementation plans schedule deployment of resources, determine priorities, time sequences, target dates for completion, and allocate clear responsibilities and standards for the completion of specific tasks.

Your completed assessment for Task Two will include:

- Provision of workplace documentation and notes relating to the management of the allocation and use of resources for the implementation of strategy or policy.
- Discussion with your assessor focused on the four resource allocation areas listed.
- Completion of the Manager Verification Form.

Assessment Task Three – Element 3

Introduction

This assessment task is designed to show your assessor that you can:

- coordinate, monitor, and review implementation processes.

Task Instructions

If you have written a plan for your own role in the implementation of the new/revised strategy, provide your assessor with a copy of your plan.

If you do not have a comprehensive plan as such, provide your assessor with copies of whatever planning devices you have readily available, such as timelines, targets and target dates, planned review meetings/dates, evaluation procedures, etc.

Provide also copies of feedback information such as emails, memos, letters, and relevant statistical information.

You will need to produce sufficient documentary evidence to show that:

- 1) organisational relationships and linkages were coordinated to achieve coherent implementation across the organisation;
- 2) coordination processes were developed to support the efficient accomplishment of key tasks and required actions within projected timeframes;
- 3) monitoring and review processes were coordinated to evaluate implementation progress against targets on a planned basis, and to identify areas for improvement and adjustment.

Discuss your evidence and your coordination, monitoring and review processes with your assessor.

Your completed assessment for Task Three will include:

- The provision of planning documents for the coordination, monitoring, and review of the implementation of a strategy or policy.
- Discussion with your assessor that confirms the effective coordination, monitoring and review of the implementation of a strategy or policy.

Assessment Task Four – Element 4

Introduction

This assessment task is designed to show your assessor that you can:

- negotiate realignment of implementation objectives, priorities, and processes.

Task Instructions

This activity will follow on from your monitoring and review of Task Three.

You will need to provide your assessor with evidence of your:

- consideration of potential areas for improvement and adjustment in relation to overall objectives, priorities, and processes;
- identification of areas for change across the range of planned activity;
- negotiation of agreement on adjustments to the implementation process;
- communication of the required changes to those with related responsibilities.

Provide your assessor with copies of relevant documentation that you were involved in writing, and corresponding communications.

Discuss your negotiations of the realignment of implementation objectives, priorities, and processes with your assessor.

Your completed assessment for Task Four will include:

- Documentation related to your consideration, identification, negotiation and communication of changes to the implementation process following review.
- Discussion of your negotiations of the realignment of implementation objectives, priorities and processes with your assessor.
- Completion of the Manager Verification Form.

Assessment Guide

The following guide will be used to assess your competence in unit 11075 version 2: Manage implementation of organizational strategies, policies, and plans.

Task / Element	Evidence Required	Judgment
<p><i>Task 1 / Element 1</i></p> <p>The learner provides documentary evidence of his/her communication of implementation objectives, priorities, and processes for a new strategy or policy.</p> <p>Communication process is discussed with the assessor.</p> <p>Feedback on the effectiveness of the communication is obtained.</p>	<p>The learner provides documentary material relating to the communication of implementation objectives, priorities and processes.</p> <p>Learner has two recipients of the communications complete the 'Communication Feedback Form.'</p> <p>Learner discusses documentary evidence and communication process with assessor.</p> <p>A 'Manager Verification Form' is completed by learner's manager.</p>	<p>Learner either: (a) prepared the material; or (b) presented the material to managers or staff.</p> <p>Learner has a thorough knowledge of the material communicated.</p> <p>Completed 'Communication Feedback Forms' confirm that the communication was effective.</p> <p>Discussion confirms that 'Communication Checklist' content is addressed competently.</p>
<p><i>Task 2 / Element 2</i></p> <p>This task involves the learner in providing documentary evidence of his/her management of the allocation and use of resources for the implementation of the strategy presented in Task One.</p> <p>The management of the allocation and use of resources is discussed with the assessor.</p>	<p>The learner provides copies of documentation and notes relating to his/her management of the allocation and use of resources.</p> <p>Discussion with the assessor reviews documentary evidence and covers the four areas related to the optimal use of resources.</p> <p>The 'Manager Verification Form' is completed.</p>	<p>Learner provides documentation which shows the effective management of resource allocation and use.</p> <p>Discussion with assessor confirms that the content of the four resource allocation areas of element 2 have been addressed.</p> <p>Completed 'Manager Verification Form' confirms the effective management of resource allocation and use.</p>

Task / Element	Evidence Required	Judgment	
<p><i>Task 3 / Element 3</i></p> <p>This task involves the learner providing a plan or planning documents for the coordination, monitoring and review of the implementation of a new strategy or policy.</p> <p>The learner discusses the coordination, monitoring and review activity with the assessor.</p>	<p>The learner provides a copy of his/her plan or planning documents for the coordination, monitoring and review of the implementation of a new strategy or policy.</p> <p>Discussion with assessor reviews learner coordination, monitoring and review activity.</p> <p>The Manager Verification Form covers element 3 also.</p>	<p>Plan and/or planning documents reveal a coherent implementation across the organisation.</p> <p>Discussion confirms that the three performance criteria are competently addressed.</p> <p>The completed Manager Verification Form confirms the effective coordination, monitoring and review of the implementation process.</p>	<p>Yes / No</p> <p>Yes / No</p> <p>Yes / No</p>
<p><i>Task 4 / Element 4</i></p> <p>This task involves the learner providing evidence of his/her consideration, identification, negotiation and communication of changes to the implementation process following review.</p> <p>Learner discusses the negotiation of realignment with the assessor.</p>	<p>The learner provides documentary evidence of his/her involvement in the consideration, identification, negotiation, and communication of changes to the implementation process following review.</p> <p>Discussion with the assessor confirms the systematic identification, negotiation and communication of changes.</p> <p>The Manager Verification Form is completed.</p>	<p>Sufficient documentary evidence is provided of a negotiated realignment of the implementation process.</p> <p>Discussion with assessor shows that a systematic process was followed (all 3 PCs addressed).</p> <p>Manager Verification Form confirms learner competence in negotiating realignment following review.</p>	<p>Yes / No</p> <p>Yes / No</p> <p>Yes / No</p>

Assessment Results – Unit Standard 11075 Version 2**Assessment Task One**

Learner provides documentary evidence of his/her communication of implementation objectives, priorities and processes.	Yes / No
Completed 'Communication Feedback Forms' confirm that the communication was effective.	Yes / No
Discussion confirms 'Communication Checklist' content covered.	Yes / No

Assessment Task Two

Documentation shows effective management of resource allocation and use.	Yes / No
Discussion and completed Manager Verification Form confirm the effective management of resource allocation and use.	Yes / No

Assessment Task Three

Planning documentation shows a coherent implementation across the organisation.	Yes / No
Discussion and completed Manager Verification Form confirm the effective coordination, monitoring, and review of implementation.	Yes / No

Assessment Task Four

Documentary evidence shows a negotiated realignment of the implementation process.	Yes / No
Discussion and completed Manager Verification Form confirm competence in stages of negotiating realignment.	Yes / No