

COORDINATE ORGANIZATIONAL DEVELOPMENT

UNIT CODE: HRM/OS/BUS/CR/08/6/A

UNIT DESCRIPTION

This unit specifies the competencies required to coordinate organizational development. It involves reviewing the existing work standards, reviewing the organization structure, monitoring changing trends in the market place, identifying and implementing productivity improvement methods, facilitating change management at the workplace, building a high performance culture and developing knowledge management

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Review the existing work standards	1.1 Familiarize with the work standards in the organization. 1.2 Tools for reviewing are developed and administered based on work place polices 1.3 Work standards to be reviewed are identified and documented as per the work place polices.
2. Review the organization structure	2.1 Familiarize with the organizational structures in use by the organization. 2.2 Tools for reviewing are developed and administered 2.3 Components of the structure requiring adjustments are identified and documented. 2.4 Recommendations are made to the managements.
3. Monitor changing trends in the market place	3.1 Market segment is identified. 3.2 Lead Players in that market segment are identified. 3.3 Familiarize with the scope of organization in the market segment. 3.4 <i>Bench mark operations</i> against the lead players in the market. 3.5 <i>Market trends</i> are identified and documented.

ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
	3.6 Report prepared and recommendation given to management.
4. Identify and implement productivity improvement methods	4.3 Familiarize with the market trend report and recommendations. 4.4 Existing productivity gaps are established. 4.5 Productivity improvement methods are identified. 4.6 Improvement methods are effected.
5. Facilitate change management at the workplace	5.1 Change management is defined 5.2 Changes to the organization operations are identified 5.3 Barriers to change and them mitigation measures are identified. 5.4 Short term and long-term strategies and deliverables are identified. 5.5 Change to be effected is communicated to the affected, their views sought and incorporated to the strategies and deliverables where applicable. 5.6 Change agents are identified and capacity built. 5.7 Barriers of change management are identified according to work place procedures. 5.8 Monitor, evaluate and report on the change management.

ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
6. Build a high performance culture	6.1 High performance culture is defined 6.2 Organization culture reviewed and preferred culture defined. 6.3 Business goals clarified 6.4 Employee responsibility defined as per organization procedures 6.5 Preferred culture is inculcated as per organizational values 6.6 Employee continuous improvement encouraged/facilitated 6.7 Foster work environment conducive for creativity and innovation
7. Develop a knowledge Management system	7.1 <i>knowledge Management System</i> defined. 7.2 The needs of an organization for a knowledge management system are identified. 7.3 The functionality of the data base is determined 7.4 The components of the data based are determined 7.5 Software that meets the needs of the organization is sourced for and procured. 7.6 Data on the knowledge that employees possess is identified, collated and documented. 7.7 Data on the knowledge that employees possess is uploaded.

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range
1. Bench mark operations may include but not limited to:	<ul style="list-style-type: none"> • Product. • Services.

	<ul style="list-style-type: none"> • Processes. • Methods.
<p>2. Market trends May include but not limited to:</p>	<ul style="list-style-type: none"> • Consumer behaviour. • Investment opportunities. • Segments
<p>3. Knowledge Management System May include but not limited to:</p>	<ul style="list-style-type: none"> • Content management system. • Document management system. • Decision support system. • Data warehousing. • Artificial intelligence tools.

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Interpersonal
- Communication
- Negotiations
- Critical thinking
- Strategic management
- Data collection and reporting
- Presentation

Required Knowledge

The individual needs to demonstrate knowledge of:

- Enabling legislation that govern employment and the work place
- Knowledge management
- Legislation on cross-cutting issues e.g. disability mainstreaming
- Organization policies, structures, processes, work standards skills and competencies
- Capacity building

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

<p>1. Critical aspects of Competency</p>	<p>Assessment requires evidences that the candidate:</p> <ul style="list-style-type: none"> 1.1 Identified different organizational structures. 1.2 Highlighted trends in human resource management. 1.3 Analysed productivity improvement. 1.4 Outlined change management process. 1.5 Identified barriers to change management in the work place 1.6 Trained for each category database of users 1.7 Outlined the process of building high performance. 1.8 Developed employee knowledge management.
<p>2. Resource Implications</p>	<p>The following resources should be provided:</p> <ul style="list-style-type: none"> 2.1 Access to relevant workplace where assessment can take place 2.2 Appropriately simulated environment where assessment can take place 2.3 Materials relevant to the proposed activity or tasks
<p>3. Method of Assessment</p>	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> 3.1 Written questions 3.2 Oral questions 3.3 Observation 3.4 Projects 3.5 Review of portfolios 3.6 Review of third party workplace reports
<p>4. Context for Assessment</p>	<p>Assessment may be done in the workplace or in a simulated workplace setting (assessment centers)</p>
<p>5. Guidance information for assessment</p>	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>