



Australian Government

Australian Public Service Commission

Candidate Skills Recognition Booklet

PSP50104 Diploma of Government

PSPGOV502B: Develop client services



**NATIONALLY RECOGNISED
TRAINING**

Candidate Name:
Department/Agency:
Telephone:
Email:

Skills Recognition

This Booklet is designed for the recognition Candidate to initially self-assess against each element within the unit of competency. It is, however, recommended that the supervisor is involved in supporting the Candidate through the assessment of their skills.

While this Booklet addresses each of these competencies elements individually, they will be assessed together as a Unit of Competency or in conjunction with a number of Units.

This Booklet:

- ⇒ provides a framework to guide the Candidate in preparing their portfolio of evidence as a basis for recognition under the National Skills Framework for this Unit of Competency
- ⇒ breaks the unit down into its component elements and addresses these in order. While the recognition process itself will be more holistic, the Booklet allows Candidates to address each element either in isolation or in combination with other elements or Units
- ⇒ encourages the Candidate to identify evidence from within the workplace, if possible
- ⇒ contains a range statement that explains some of the terms in *italics* used in the Performance Criteria for each element
- ⇒ provides examples of evidence and optional work based activities
- ⇒ includes a third party report template and a feedback form.

Candidates should familiarise themselves with the information contained in the Candidates Information Guide that can be downloaded from the Australian Public Service Commission's website: <http://www.apsc.gov.au/rto/>

More information about the Unit of Competency contained in this booklet is available from the National Training Information Service. A link to the unit is included on page 3 of this booklet.

Note: Evidence must be gathered over time in a range of contexts to ensure you can achieve the unit outcome and apply the competency in different situations and environments.

This Booklet can be downloaded from the Australian Public Service Commission website www.apsc.gov.au/rto/ and printed for completion by hand or electronic means. If there is insufficient space to record your input, please insert or attach additional pages. A completed **copy** of this booklet (with appropriate supporting evidence) can be submitted for recognition. This can lead to the awarding of a nationally recognised Statement of Attainment or a Qualification from the Australian Public Service Commission.

Introduction

This is an elective unit of competency in the PSP50104 Diploma of Government and covers identification of service requirements to meet client needs. Being competent in this unit means being able to:

- ✓ Analyse client needs
- ✓ Review client service
- ✓ Promote client services
- ✓ Develop and enhance client service

There are other related competencies in the key area of working in government that deal with client services. If you feel this unit: **Develop client services** is not appropriate to your skill level, please consider one of the Units below as an alternative.

- PSPGOV203B Deliver a service to clients
- PSPGOV309A Address client needs
- PSPGOV402B Deliver and monitor service to clients
- PSPMNGT606B Manage quality client service

Useful links

Unit of Competency: PSPGOV502A Develop client services

<http://www.ntis.gov.au/Default.aspx?/trainingpackage/PSP04/unit/PSPGOV502B>

The National Training Information Service: <http://www.ntis.gov.au/>

The APSC Registered Training Organisation website: <http://www.apsc.gov.au/rto/>

Relationship to the Integrated Leadership System

This Unit of Competency underpins the following capabilities outlined in the Integrated Leadership System.

EL1 - Nurtures internal and external relationships

Anticipates and is responsible to internal and external client needs

For further information

Please consult the Commission's [Candidate Information Guide](#) for additional information on the recognition process and how to request formal assessment and recognition by the Australian Public Service Commission.

Information for supervisors

As a supervisor you play an important role in assisting the Candidate to develop their knowledge and skills. By undertaking this recognition activity, the Candidate will be assessed against competencies developed by Government Skills Australia, the Industry Skills Council with responsibility for the public sector. By having their skills recognised, the Candidate is contributing to the identification of your organisation's intellectual capital.

As every organisation is different, you may be able to assist the Candidate identify the work requirements, work practices and knowledge relevant to your environment.

The Candidate is encouraged to complete the self-assessment checklist and identify appropriate evidence, which is then recorded in the 'supporting evidence list' section. Sample work-based activities have been included in the Booklet for the Candidate who is unable to identify sufficient evidence to address each competency and needs to produce further evidence of their skills and knowledge. The sample activities in the Booklet could be modified by the candidate and their supervisor to better suit individual workplace requirements and needs.

Third party reports

At the end of the booklet is a blank Third Party Report template. In some cases the candidate may require a confirmation statement from a third party. Supervisors, or other third parties, can complete these reports, where appropriate, which Candidates can then add these reports to their portfolio of evidence.

On completing their portfolio of evidence, Candidates can submit a **copy** of it to the Australian Public Service Commission for recognition. Once evidence is confirmed through the formal assessment process, a Statement of Attainment will be issued to the Candidate which can contribute to the awarding of a Diploma of Government qualification.

Benefits for Supervisors

The self assessment process will enable you and your staff to identify any gap between current Candidate skill levels and the skill levels required for the competency unit. This will assist you in determining if your staff are ready to undertake recognition or whether they may require additional training and/or development. Formal training can be an expensive and unnecessary option, especially if the Candidate can already demonstrate their existing skills and have them recognised.

Additionally, the assistance you provide the Candidate can be used as evidence for recognition of **your** skills against the *PSPGOV416A Monitor performance and provide feedback* and *PSPGOV510A Undertake and promote career management units* of competency.

Further information

If you have any questions, you can contact the National Recognition Coordinator on 02 6202 3787 or email your query to rto@apsc.gov.au.

Feedback

A feedback form template is included at the end of this Booklet. As we seek to continuously improve our processes, procedures and resource materials, we would appreciate your feedback as a supervisor. You can use a copy this template to detail your comments. If you provide feedback, consider keeping a copy of your submission as it supports *PSPGOV405B Provide Input to change processes*.

1 Analyse client needs

This element requires:

- Information on the client group is gathered from a range of sources
- Information on the client group is used to target service provision for clients
- **Clients** and their **specific needs** are identified to enable the service to be provided and expanded in order to respond to changing needs
- Client feedback is sought and considered in order to respond to changing needs

Text in *italics* is explained in the Range Statement on page 13 of the Booklet.



Self assessment

Answering the following questions will help you assess the level of your current skills and help you identify appropriate evidence for your portfolio.

Ask yourself the following questions and indicate your response accordingly.	Yes	No	?	If you answer Yes , list examples of evidence you can provide
Do I gather information on the client group from a range of sources?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I use information on the client group to target service provision for clients?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I identify clients and their specific needs to enable the service to be provided and expanded in order to respond to changing needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I seek and consider client feedback in order to respond to changing needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



Examples of evidence

The following list may provide guidance in identifying suitable evidence of your knowledge and skills.

- Certificate/Statement indicating you have undertaken training or attended workshops/seminars for Managing Client Service
- Information on processes used to identify client needs
- An analysis of client groups, their particular needs and the organisation's services available to meet these.
- Description of how client needs were identified, analysed and used to target service provision in your work unit/area
- Example of client feedback surveys and reports you have prepared to analyse the results of such surveys



Confirm self-assessment with supervisor

Discuss your self assessment with your supervisor or other support person. If you have answered **Yes** to a question you should be able to identify potential examples of evidence to support this. List details of the evidence that you can enclose in a portfolio to submit with this booklet.

Reference number	Details of documents or other evidence that demonstrates your knowledge, skills and abilities.

If you have answered **No** to any of the above questions, or are unsure, or have been unable to identify sufficient suitable evidence, you could consider whether training, a work based activity or some other form of development would assist you in developing these skills.

The following work-based activity may assist in generating evidence for inclusion above.



Work-based activity: Analyse client needs

Undertake an analysis of the range of clients serviced by your workgroup and identify their specific needs. Match these needs to the services you provide.

Complete the following checklist to record this activity.



Activity list

Client Group	Specific Needs	Services provided
1)		
2)		
3)		
4)		
5)		
Third party confirmation:		Signature:
		Date:

2 Review client service

This element requires:

- Client information is recorded, maintained, shared and used to ensure future client dealings and service developments are well informed
- Client feedback on service delivery is used to refine the service in accordance with **legislation, policy and procedures**
- **Client service** delivery is undertaken in a manner that upholds and enhances the reputation of the organisation
- Individual differences of clients are identified and addressed
- Significant problems in addressing client needs are identified and referred to the appropriate staff



Self assessment

Answering the following questions will help you assess the level of your current skills and help you identify appropriate evidence for your portfolio.

Ask yourself the following questions and indicate your response accordingly.	Yes	No	?	If you answer Yes , list examples of evidence you can provide
Do I record, maintain, share and use client information to ensure future client dealings and service developments are well informed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I use client feedback on service delivery to refine the service in accordance with legislation, policy and procedures ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I undertake client service delivery is undertaken in a manner that upholds and enhances the reputation of the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I identify and address the individual differences of clients?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I identify significant problems in addressing client needs and refer them to the appropriate staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



Examples of evidence

- Report on a workgroup review of client services.
- Records of feedback received from clients that have resulted in improvements to the delivery of client services.
- Action plans based on the results of client feedback reports
- Submissions to senior management identifying specific problems, with suggestions for how improvements could be made
- Description of how client records are maintained in your work unit/area and your responsibilities with respect to this



Confirm self-assessment with supervisor

Discuss your self assessment with your supervisor or other support person. If you have answered **Yes** to a question you should be able to identify potential examples of evidence to support this. List details of the evidence that you can enclose in a portfolio to submit with this Booklet.

Reference number	Details of documents or other evidence that demonstrates your knowledge, skills and abilities.

If you have answered **No** to any of the above questions, or are unsure, or have been unable to identify sufficient suitable evidence, you could consider whether training, a work based activity or some other form of development would assist you in developing these skills.

The following work-based activity may assist in generating evidence for inclusion above.



Work-based activity: Review client service

Based on the information obtained in the above activity, undertake a review of the services provided by your workgroup.

Use the following checklist to assist you in this activity.



Activity checklist

Name and/or details of the client group selected:	
What services are provided to this group?	
How is client information recorded, maintained and shared?	
How is feedback sought from the client group to improve services?	
How are the individual differences of clients identified and addressed?	
How are significant problems in identifying client needs identified and resolved?	

3 Promote client services

This element requires:

- Services to existing and/or potential clients are promoted to ensure that the benefits and costs of the service are clearly understood
- A range of service options for clients is effectively promoted
- Using a range of **communication techniques** clients are assisted to identify their needs and select the best available service
- **Negotiation** and conflict resolution techniques are used to resolve difficult situations, or referrals are made in accordance with organisational policy and procedures



Self assessment

Answering the following questions will help you assess the level of your current skills and help you identify appropriate evidence for your portfolio.

Ask yourself the following questions and indicate your response accordingly.	Yes	No	?	If you answer Yes , list examples of evidence you can provide
Do I promote services to existing and/or potential clients to ensure that the benefits and costs of the service are clearly understood?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I effectively promote a range of service options for clients?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I use a range of communication techniques to assist clients to identify their needs and select the best available service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I use <i>negotiation</i> and conflict resolution techniques to resolve difficult situations, or make referrals in accordance with organisational policy and procedures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



Examples of evidence

- Information on promotional and/or marketing plans to promote services to clients.
- Brochures/posters/newsletters developed by you to promote the service and to inform client groups of the extent of the services which your unit is able to provide
- Notes for a workshop/seminar where you have been required to promote the objectives of your unit, outlining the service offered (or the changed service)
- Reflective report on how you have identified and dealt with a client with specific needs, e.g. disability, culture, etc.
- Reflective report on how you have dealt with a situation where a client has demanded a greater level of service than the unit/organisation was able to provide either policy-wise or budget-wise



Confirm self-assessment with supervisor

Discuss your self assessment with your supervisor or other support person. If you have answered **Yes** to a question you should be able to identify potential examples of evidence to support this. List details of the evidence that you can enclose in a portfolio to submit with this Booklet.

Reference number	Details of documents or other evidence that demonstrates your knowledge, skills and abilities.

If you have answered **No** to any of the above questions, or are unsure, or have been unable to identify sufficient suitable evidence, you could consider whether training, a work based activity or some other form of development would assist you in developing these skills.

The following work-based activity may assist in generating evidence for inclusion above.



Work-based activity: Promote client services

Develop a plan to promote a range of services to a client or group of clients.

Use the following checklist to assist in this activity,



Activity checklist

Detail the nature of existing or proposed services to be delivered	
What is the range of service options to be promoted?	
How is it proposed to promote these services?	
Outline the communication techniques you would use to assist clients to identify their needs?	
What techniques do you use to resolve difficult situations?	

4 Develop and enhance client service

This element requires:

- Improvements to client service are within policy and budgetary frameworks
- Appropriate strategies for meeting changing client needs are established and implemented
- Information on the product/service is used to match client needs with service delivery
- Specified aspects of the service or service delivery are modified to meet changing client and service requirements
- Client service is adapted within procedural and legislative requirements to maintain high standards of delivery



Self assessment

Answering the following questions will help you assess the level of your current skills and help you identify appropriate evidence for your portfolio.

Ask yourself the following questions and indicate your response accordingly.	Yes	No	?	If you answer Yes , list examples of evidence you can provide
Do I ensure improvements to client service within policy and budgetary frameworks?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I establish and implement appropriate strategies for meeting changing client needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I use information on the product/service to match client needs with service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I modify specified aspects of the service or service delivery to meet changing client and service requirements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I adapt client service within procedural and legislative requirements to maintain high standards of delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



Examples of evidence

- Details of modifications made to services delivered to clients.
- Examples of how feedback is sought from clients to improve service delivery.
- Description of the procedures used to maintain a high standard of quality and consistency in service provision in your work unit/area and your involvement in the development/implementation of these procedures
- Reflective report on how you have maintained currency with respect to procedural and legislative requirements in your organisation and how you have used this ongoing knowledge to adapt service provisions or recommend adaptations to service provision



Confirm self-assessment with supervisor

Discuss your self assessment with your supervisor or other support person. If you have answered **Yes** to a question you should be able to identify potential examples of evidence to support this. List details of the evidence that you can enclose in a portfolio to submit with this booklet.

Reference number	Details of documents or other evidence that demonstrates your knowledge, skills and abilities.

If you have answered **No** to any of the above questions, or are unsure, or have been unable to identify sufficient suitable evidence, you could consider whether training, a work based activity or some other form of development would assist you in developing these skills.

The following work-based activity may assist in generating evidence for inclusion above.



Work-based activity: Develop and enhance client service

Undertake a review of a client service, or component of a service, to identify changes in client needs and the scope for improvement?

Use the following checklist to record aspects of this activity.



Activity checklist

Detail the nature of the service under review.	
What are the processes required to change this service?	
How is information on the product or service used to match client needs with service delivery?	
How have client needs changed since the service/product was established/last changed?	
What changes can be made to the existing service to better meet changed needs?	
Are the potential changes to client services within policy and budgetary frameworks?	
How will the change maintain high standards of delivery?	

Range statement

The following information is taken from the Unit of Competency as outlined in the Public Sector Training Package (PSP04).

The range statement provides information about the context in which the unit of competency is carried out. The variables cater for differences between States and Territories and the Commonwealth, and between organisations and workplaces. They allow for different work requirements, work practices and knowledge. The range statement also provides a focus for assessment. It relates to the unit as a whole. Text in italics in the Performance Criteria is explained here.

Clients may include

- individual members of the public
- other agencies, community groups and individuals
- other work areas of the organisation
- work colleagues
- senior management

Specific client needs may include

- disabilities
- language
- ethnicity
- gender
- culture
- age
- remote location

Legislation, policy and procedures may include

- State/Territory and Commonwealth legislation and regulations such as:
 - public sector management acts
 - financial management acts
 - privacy legislation
 - equal employment opportunity, anti-discrimination and harassment legislation
 - occupational health and safety legislation
 - consumer legislation
 - environment legislation
- risk management guidelines
- ethics and accountability standards
- public sector standards
- client service charters
- fraud control standards
- government security standards
- organisational policy, procedures and protocols

Client services may include

- any service relevant to the organisation

Communication techniques may include

- active listening
- using open and/or closed questions
- speaking clearly and concisely
- varying language and tone of voice to suit the audience and purpose
- giving clients full attention
- maintaining eye-contact when culturally appropriate (for face-to-face interactions)
- using non-verbal communication (for face-to-face

interactions) such as:

- body language
- personal presentation
- using clear, legible writing
- handling sensitive and confidential issues

Negotiation may include

- effective listening
- questioning
- constructive feedback
- issues identification
- options exploration
- areas of agreement identification
- agreement recording
- non-verbal as well as verbal communication
- culturally appropriate strategies, language and non-verbal cues

 **Third party report**

Third party reports provide supplementary evidence to support the recognition of your skills. Completed Third Party Reports can be referenced in your booklet and a copy placed in your portfolio of evidence. Copy this form if you require additional Reports. An electronic version in Microsoft Word format can be downloaded from <http://www.apsc.gov.au/rto/downloads.html>.

 **Candidate to complete:**

Dear <insert name of third party>,

In support of my seeking skills recognition I am requesting a third party report for the following Unit of Competency element.

<Candidate to write in element name>

I would appreciate your comments in relation to myself against the above criteria I would appreciate your return of the report to me on completion

Portfolio reference: _____

Candidate Name:.....Signature:.....

 **Third Party to complete:**

It would be appreciated if you could provide comments relating to the above-named Candidate for recognition against the criteria they have selected

Please provide your appraisal on the Candidate in the context of observed performance. Where possible please refer to relevant situations and examples of which you have observed or are aware.

Name:	Signature:
Position:	Date:
Relationship to Candidate: Indicate one (eg supervisor, manager, peer, other)	Duration: for months

If you have any queries about this process, please email the rto@apsc.gov.au
Additional information is available on the Australian Public Service Commission's RTO website:
<http://www.apsc.gov.au/rto/>

Feedback

The Australian Public Service Commission welcomes for comments, feedback and suggestions for improvement.

We hope you have had the opportunity to review this booklet and would especially appreciate your thoughts.

Please forward completed forms to:

National Recognition Coordinator
Level 5, 16 Furzer Street
PHILLIP ACT 2606
Facsimile: 02 6202 3799
Email: rto@apsc.gov.au

Please Note:

If you provide feedback, keep a copy for your evidence portfolio as it supports *PSPGOV405B Provide Input to change processes*.

Please tick / circle your answers

1. I found this Skill Recognition Booklet to be:

Difficult to use 1 2 3 4 5 Easy to use

2. What suggestions do you have to improve this Skills Recognition Booklet?

- 3 Other comments