



Australian Government

Australian Public Service Commission

Candidate Skills Recognition Booklet

PSP50104 Diploma of Government

PSPGOV509A: Conduct evaluations



**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 evaluation relevant to the full range of processes and outcomes in the public sector such as policy, procedures, processes, structures, service delivery, projects etc. Being competent in this unit means being able to:

- ✓ Identify the purpose of the evaluation
- ✓ Identify evaluation methodology and tools
- ✓ Implement evaluation
- ✓ Report outcomes

This is one of two competencies in the Working in Government and Management. Key Areas that deal with evaluation in the public sector. If you feel this unit: **Conduct evaluations** is not appropriate to your skill level, please consider the following Unit as an alternative.

- PSPMNGT611A Manage evaluations

Useful links

Unit of Competency: PSPGOV509A Conduct evaluations

<http://www.ntis.gov.au/Default.aspx?/trainingpackage/PSP04/unit/PSPGOV509A>

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 - Shapes strategic thinking

Shows judgement, intelligence and common sense

- Undertake objective, systematic analysis and draws accurate conclusions based on evidence.

- Achieves results

Builds organisational capability and responsiveness

- Reviews project performance and focuses on identifying opportunities for continuous improvement.

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 Identify the purpose of the evaluation

This element requires:

- The ***purpose, scope*** and terms of reference of the evaluation are confirmed with key *stakeholders* and approvals are gained in accordance with organisational requirements
- The range of documentary evidence, individuals and organisations who can provide specialist input are identified and commitment is gained for their contribution to the evaluation
- Information critical to the evaluation is determined to inform the selection of the evaluation methodology and tools
- Ownership of the evaluation data/outcomes and right of access to the reported results are determined in accordance with organisational policy and procedures

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 confirm the <i>purpose, scope</i> and terms of reference of the evaluation with key <i>stakeholders</i> and gain approval in accordance with organisational requirements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I identify the range of documentary evidence, individuals and organisations who can provide specialist input and gain commitment for their contribution to the evaluation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I determine information critical to the evaluation to inform the selection of the evaluation methodology and tools?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I determine ownership of the evaluation data/outcomes and right of access to the reported results in accordance with organisational policy and procedures?	<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.

- A comprehensive evaluation report detailing addressing all aspects of the evaluation process, including research, planning, implementation and reporting phases.



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 activities may assist in generating evidence for inclusion above.



Work-based activity: Identify the purpose of the evaluation

Undertake an evaluation of a product or service from your work area.

Use the following check list to record details of this activity. This activity can be repeated over time in a range of contexts to demonstrate the application of the competency in different situations and environments.



Activity checklist

Details of the evaluation activity:	Title:
Purpose:	
Scope:	
Terms of Reference:	
Who are the key stakeholders in this activity?	
Who approved the evaluation activity?	
What documents were used as inputs to the evaluation activity?	
List individuals and/or organisations who can provide specialist input:	
Was commitment gained for their contribution to the evaluation?	
What information is critical to the evaluation?	
Was ownership of the evaluation data/outcomes and right of access to reported results determined?	

2 Identify evaluation methodology and tools

This element requires:

- **Criteria** for the evaluation and the audience for evaluation results are identified and communicated to stakeholders
- Evaluation **methods** are selected from a range of alternatives to suit the scope, purpose and outcome requirements of the evaluation
- **Measuring tools** and **media** are selected/developed to ensure valid and reliable evaluation results
- An evaluation strategy is formulated in consultation with key stakeholders to ensure acceptance and commitment
- Resource needs are determined in accordance with budgetary constraints and obtained in accordance with organisational policy and procedures
- Evaluation **infrastructure** is established in accordance with evaluation requirements and resource constraints



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 identify and communicate <i>criteria</i> for the evaluation and the audience for evaluation results to stakeholders?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I select evaluation <i>methods</i> from a range of alternatives to suit the scope, purpose and outcome requirements of the evaluation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I select/develop <i>measuring tools</i> and <i>media</i> ensure valid and reliable evaluation results?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I formulate an evaluation strategy in consultation with key stakeholders to ensure acceptance and commitment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I determine resource needs in accordance with budgetary constraints and obtain in accordance with organisational policy and procedures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I establish evaluation <i>infrastructure</i> in accordance with evaluation requirements and resource constraints?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



Examples of evidence

- Refer to Element 1 on page 5.
- A documented evaluation strategy



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: Identify evaluation methodology and tools

This checklist continues on from the activity suggested at Element 1 on page 6.



Activity checklist

What are the criteria for the evaluation?	
Who is the audience for evaluation results?	
How was the above information communicated to stakeholders?	
What evaluation methods were selected for the evaluation?	
What measuring tools and media were selected for the evaluation to ensure valid and reliable results?	
What resources are required to undertake the evaluation?	
What evaluation infrastructure was established for the activity?	
	Third party confirmation: Signature: Date:.....

3 Implement evaluation

This element requires:

- Implementation tasks are defined and clarified with stakeholders in accordance with the evaluation methodology
- Evaluation strategy is implemented and data collected, collated and recorded against evaluation criteria in accordance with planned methodology
- Expectations are managed and barriers to the evaluation are identified and addressed or referred in accordance with organisational policy and procedures
- Progress of the evaluation is monitored and changes are negotiated as needed to timeframes, methodology or tools in accordance with organisational policy and procedures
- Data is analysed/referred for specialist analysis, and results are compared with evaluation criteria
- Preliminary results are **presented** for stakeholder feedback in accordance with organisational policy and procedures
- The evaluation is conducted in accordance with **legislative and organisational requirements**



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 define and clarify implementation tasks with stakeholders in accordance with the evaluation methodology?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
In implementing the evaluation strategy, do I collect, collate and record data against evaluation criteria in accordance with planned methodology?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I manage expectations and identify and address barriers to the evaluation, or refer them in accordance with organisational policy and procedures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I monitor progress of the evaluation and negotiate changes needed to timeframes, methodology or tools in accordance with organisational policy and procedures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I analyse/refer data for specialist analysis, and compare results with evaluation criteria?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I <i>present</i> preliminary results for stakeholder feedback in accordance with organisational policy and procedures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I conduct the evaluation in accordance with <i>legislative and organisational requirements</i> ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



Examples of evidence

Refer to Element 1 on page 5.

- An evaluation strategy or implementation plan



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: Implement evaluation

This checklist continues on from the activity suggested at Element 1 on page 6.



Activity checklist

What implementation tasks were identified as part of the evaluation activity?	
How was the implementation tasks clarified with stakeholders?	
How were 'expectations' managed during the implementation stage?	
What barriers to the evaluation were identified?	
How were these resolved?	
What changes to the timeframes, methodology and/ or tools were made and negotiated as necessary?	
How were preliminary results of the evaluation for stakeholder feedback?	

4 Report outcomes

This element requires:

- An evaluation report is prepared that compares outcomes to the evaluation criteria established at the outset, and provides supporting evidence in accordance with legislative and organisational requirements
- **Recommendations for action** are made in accordance with the terms of reference and supported by the evaluation outcomes
- Unbiased and objective evaluation outcomes are reported in a form and language to suit the intended audience of the report



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 prepare an evaluation report that compares outcomes to the evaluation criteria established at the outset, and provides supporting evidence in accordance with legislative and organisational requirements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I make <i>recommendations for action</i> in accordance with the terms of reference and supported by the evaluation outcomes?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I report unbiased and objective evaluation outcomes in a form and language to suit the intended audience of the report?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



Examples of evidence

Refer to Element 1 on page 5.

- An report on the evaluation outcomes



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: Report outcomes

This checklist continues on from the activity suggested at Element 1 on page 6.



Activity checklist

How did the evaluation report compare outcomes to the initial evaluation criteria?	
What supporting evidence was provided with the final report?	
What recommendations for action were made in line with the terms of reference?	
How were the recommendations supported by the evaluation outcomes?	
How was the evaluation conducted in accordance with legislation and organisational requirements?	
Were the evaluation outcomes unbiased and objective?	
How were the outcomes reported in a form and language to suite the intended audience?	

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.

Purpose of evaluation may include

- measuring merit/quality
- measuring worth or value for a particular purpose
- measuring results, outputs or outcomes
- decision making
- unintentional negatives

Scope may include evaluation of

- planning
- delivery
- results
- needs
- objectives
- design
- processes
- inputs
- outputs
- outcomes
- impact

Stakeholders may include

- all those individuals and groups both inside and outside the organisation that have some direct interest in the organisation's behaviour, actions, products and services such as:
 - the owner/organisation that commissioned the evaluation
 - those subject to the evaluation process
 - research staff who conduct evaluation
 - contractors/consultants contracted to conduct evaluation
 - employees at all levels of the organisation
 - community
 - clients
 - other public sector organisations
 - private sector
 - non-government organisations
 - union and association representatives
 - boards of management
 - government
 - Ministers

Criteria for evaluation may include

- whether objectives have been met
- standards against which to compare quality
- baseline studies for comparison
- performance measures
- key success areas
- key performance indicators

	<ul style="list-style-type: none"> • results/outputs/outcomes • value for money • public interest
Evaluation methods may be	<ul style="list-style-type: none"> • qualitative • quantitative • anonymous
Measuring tools may include	<ul style="list-style-type: none"> • surveys • interviews • questionnaires • focus groups • semi-structured interview techniques • document analysis • process analysis • observation • tests
Media for measuring tools may include	<ul style="list-style-type: none"> • paper-based • Internet-based • email • electronic • face-to-face • telephone
Evaluation infrastructure may include	<ul style="list-style-type: none"> • steering committee • manager • internal/external research staff • internal/external administrative staff • office • telephone • technology • email • web site • equipment • consumables • resources including budget • internal/external specialist or technical support • contractors • consultants
Research staff may include	<ul style="list-style-type: none"> • in-house staff • contractors • consultants
Presentation of information may include	<ul style="list-style-type: none"> • interim reports • progress reports • draft reports • executive summaries • to meetings, groups, seminars • Internet or email
Legislative and organisational requirements may include	<ul style="list-style-type: none"> • Commonwealth and State/Territory legislation including equal employment opportunity and anti-discrimination law, for example: <ul style="list-style-type: none"> ○ Commonwealth Racial Discrimination Act

- Commonwealth Human Rights and Equal Opportunity Act
- Commonwealth Sex Discrimination Act
- Commonwealth Disability Discrimination Act
- national and international codes of practice and standards
- the organisation's policies and practices
- government policy
- codes of conduct
- confidentiality
- privacy
- ethical practices and procedures
- intellectual property
- copyright

Recommendations for
action may include

- new goals
- improvement strategies
- changes to services, products
- governance strategies
- change management strategies
- termination
- replacement

 **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