



**Australian Government**

**Department of Education, Employment and Workplace Relations**

# PSPGOV402B Deliver and monitor service to clients

Revision Number: 2

## PSPGOV402B Deliver and monitor service to clients

### Modification History

PSPGOV402B Release 2: Layout adjusted. No changes to content.  
PSPGOV402B Release 1: Primary release.

### Unit Descriptor

This unit covers delivery and monitoring of service to clients that requires understanding of the needs of existing and new clients which influence service requirements. It includes identifying and defining client needs, delivering client services, monitoring and improving client service delivery and reviewing client service.

In practice, client service delivery may overlap with other generalist or specialist public sector work activities such as acting ethically, complying with legislation, applying government processes, gathering and analysing information, using resources, etc.

Element 3 has been customised from element S19 from GCS01 Client Service (Generic Guideline Competencies).

This is one of 5 units of competency in the *Working in Government and Management* Competency Fields that deal with client services. Related units are:

- PSPGOV203B Deliver a service to clients
- PSPGOV309A Address client needs
- PSPGOV502B Develop client services
- PSPMNGT606B Manage quality client service

This unit replaces and is equivalent to *PSPGOV402A Deliver and monitor service to clients*.

### Application of the Unit

Not applicable.

### Licensing/Regulatory Information

Not applicable.

### Pre-Requisites

Not applicable.

### Employability Skills Information

This unit contains employability skills.

## Elements and Performance Criteria Pre-Content

Elements are the essential outcomes of the unit of competency. Together, performance criteria specify the requirements for competent performance. Text in *bold italics* is explained in the Range Statement following.

## Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Identify and define client needs	<p>1.1 <i>Client</i> information is used to identify services required.</p> <p>1.2 <i>Specific needs</i> of clients are recognised and addressed in targeting client services.</p> <p>1.3 Potential difficulties in providing <i>client services</i> are identified and addressed or referred for recommended action.</p>
2. Deliver client service	<p>2.1 Responses to client enquiries are made in accordance with <i>legislation, policy and procedures</i>.</p> <p>2.2 <i>Service delivery</i> is provided that is appropriate, timely and accurately targeted.</p> <p>2.3 <i>Communication</i> with clients is tailored to the situation and their specific needs.</p> <p>2.4 <i>Negotiation</i>/conflict resolution techniques are used to resolve difficult situations or referrals are made in accordance with organisational policy and procedures.</p> <p>2.5 Remedial actions are undertaken or recommended for clients with specific needs or in potential areas of difficulty.</p> <p>2.6 <i>Accountability requirements</i> are identified and used, including organisation client service charter and/or external review.</p>
3. Monitor and improve client service delivery	<p>3.1 Client service delivery is monitored and regular feedback from colleagues is used to improve personal service.</p> <p>3.2 Feedback is provided to workgroup members in regard to quality of client service delivery.</p> <p>3.3 Changes in policies and procedures that impact upon client relations are conveyed to clients in a timely manner in accordance with organisational policy and procedures.</p> <p>3.4 <i>Assistance</i> is accessed to assist in dealing with client service issues, meeting changing needs and achieving service potential.</p>
4. Review client service	<p>4.1 Client feedback about service is sought and responded to.</p> <p>4.2 Procedural aspects of service delivery are monitored and records are maintained as appropriate.</p> <p>4.3 Proposals for change are based on feedback on service development and delivery.</p> <p>4.4 Modifications to client service are carried out where required, within area of responsibility and limits imposed by government.</p>

## Required Skills and Knowledge

This section describes the essential skills and knowledge and their level, required for this unit.

### Skill requirements

Look for evidence that confirms skills in:

- applying legislation, regulations and policies relating to client service
- using a range of communication methods with a diverse range of clients including negotiation and problem solving
- using a variety of words and language structures to explain sometimes complex ideas to different audiences
- analysing feedback on client service delivery
- recommending improvements to client service delivery within organisational constraints
- responding to diversity, including gender and disability
- applying procedures relating to occupational health and safety and environment in the context of client service

### Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- legislation, policies, procedures, standards and guidelines relating to client service
- principles of effective client service delivery
- client services provided by the organisation
- organisational goals and processes
- government processes
- limitations of resources for service delivery
- equal employment opportunity, equity and diversity principles
- public sector legislation such as occupational health and safety and environment in the context of client service delivery

## Evidence Guide

The Evidence Guide specifies the evidence required to demonstrate achievement in the unit of competency as a whole. It must be read in conjunction with the Unit descriptor, Performance Criteria, the Range Statement and the Assessment Guidelines for the Public Sector Training Package.

Units to be assessed together	<ul style="list-style-type: none"> <li>• <i>Pre-requisite</i> units that <u>must</u> be achieved <u>prior</u> to this unit:<i>Nil</i></li> <li>• <i>Co-requisite</i> units that <u>must</u> be assessed <u>with</u> this unit:<i>Nil</i></li> <li>• <i>Co-assessed units</i> that <u>may</u> be assessed with this unit to increase the efficiency and realism of the assessment process include, but are not limited to:           <ul style="list-style-type: none"> <li>PSPETHC401A Uphold and support the values and principles of public service</li> <li>PSPGOV403B Use resources to achieve work unit goals</li> <li>PSPGOV406B Gather and analyse information</li> <li>PSPGOV408A Value diversity</li> <li>PSPGOV411A Deal with conflict</li> <li>PSPGOV412A Use advanced workplace communication strategies</li> <li>PSPGOV422A Apply government processes</li> <li>PSPLEGN401A Encourage compliance with legislation in the public sector</li> <li>PSPOHS401B Implement workplace safety procedures and programs</li> </ul> </li> </ul>
Overview of evidence requirements	<p>In addition to integrated demonstration of the elements and their related performance criteria, look for evidence that confirms:</p> <ul style="list-style-type: none"> <li>• the knowledge requirements of this unit</li> <li>• the skill requirements of this unit</li> <li>• application of Employability Skills as they relate to this unit</li> <li>• client services delivered and monitored in a range of (3 or more) contexts (or occasions, over time)</li> </ul>
Resources required to carry out assessment	<p>These resources include:</p> <ul style="list-style-type: none"> <li>• legislation, policy, procedures and protocols relating to client service delivery</li> <li>• case studies and workplace scenarios to capture the range of client service delivery situations likely to be encountered.</li> </ul>
Where and how to assess evidence	<p>Valid assessment of this unit requires:</p> <ul style="list-style-type: none"> <li>• a workplace environment or one that closely resembles normal work practice and replicates the range of conditions likely to be encountered when delivering client services, including coping</li> </ul>

with difficulties, irregularities and breakdowns in routine

- client services delivered and monitored in a range of (3 or more) contexts (or occasions, over time).

Assessment methods should reflect workplace demands, such as literacy, and the needs of particular groups, such as:

- people with disabilities
- people from culturally and linguistically diverse backgrounds
- Aboriginal and Torres Strait Islander people
- women
- young people
- older people
- people in rural and remote locations.

Some assessment of this unit may be carried out in languages other than English where an officer is working with specific language groups.

Assessment methods suitable for valid and reliable assessment of this competency may include, but are not limited to, a combination of 2 or more of:

- case studies
- demonstration
- observation
- portfolios
- questioning
- scenarios
- simulation or role plays
- authenticated evidence from workplace and training courses

For consistency of assessment

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

## Range Statement

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 *bold italics* in the Performance Criteria is explained here.

- Clients* may include:
- individual members of the public
  - other agencies
  - community groups
  - other work areas in the organisation
  - individual members of the organisation
  - senior management
  - government
  - Minister
- Specific needs of clients* may include:
- age
  - culture
  - disability
  - ethnicity
  - gender
  - language
  - literacy and numeracy
  - medical conditions
  - remote location
  - state of mind
- Client services* may include:
- any services (or products) provided by the organisation to internal or external clients
- Legislation, policy and procedures* may include:
- State/Territory and Commonwealth legislation and regulations such as:
    - organisational enabling legislation
    - 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
  - fraud control standards
  - government security standards
  - organisational client service standards
  - client service charter
  - organisational policy, procedures and protocols
- Service delivery* occurs within:
- protocols
  - duty of care responsibility
  - codes of conduct
  - framework of accountability
  - client service charter
- 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
  - exploring options
  - identifying areas of agreement
  - recording agreements
  - non-verbal as well as verbal communication
  - culturally appropriate strategies, language and non-verbal cues
- Accountability requirements* may include:
- client service records
  - client feedback procedures
  - refund policy
  - grievance procedures
  - complaints register
- Assistance* may include:
- advice
  - mentoring
  - coaching

- training

## Unit Sector(s)

Not applicable.

## Competency field

Working in government.