



Australian Government

Department of Education, Employment and Workplace Relations

BSBFLM503B Manage effective workplace relationships

Release: 1

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Modification History

Not applicable.

Unit Descriptor

This unit specifies the outcomes required to manage effective workplace relationships with particular regard to communication and representation. This involves analysing and communicating information, establishing systems to develop and maintain effective working relationships and networks, and implementing strategies to overcome difficulties.

This unit replaces BSBFLM503A Establish effective workplace relationships.

Frontline managers play an important role in developing and maintaining positive relationships in internal and external environments so that employees, customers, suppliers and the organisation achieve planned outputs and outcomes. They play a prominent part in motivating, mentoring, coaching and developing team cohesion through providing leadership for the team and forming the bridge between the management of the organisation and the team members.

At this level, work will normally be carried out within complex and diverse methods and procedures, which require the exercise of considerable discretion and judgement using a range of problem solving and decision making strategies.

This unit builds on BSBFLM403B Implement effective workplace relationships. Consider co-assessment with BSBFLM512A Ensure team effectiveness.

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This unit builds on BSBFLM403B Implement effective workplace relationships. Consider co-assessment with BSBFLM512A Ensure team effectiveness.

Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

Not applicable.

Elements and Performance Criteria Pre-Content

Not applicable.

Elements and Performance Criteria

Elements and Performance Criteria

Element	Performance Criteria
1 Manage information and ideas	<ul style="list-style-type: none">1.1 Strategies and processes are put in place to ensure that information associated with the achievement of work responsibilities is collected from appropriate sources and communicated to all stakeholders1.2 Strategic planning and operational planning is conducted to ensure that communication of ideas and information is appropriate to the audience and is sensitive to social and cultural diversity and any special needs1.3 Consultation processes are developed and/or implemented to ensure that employees have the opportunity to contribute to issues related to their work and that feedback on outcomes of the consultation process is received1.4 Policies are established and/or implemented to ensure that contributions from internal and external sources are sought and valued in developing and refining new ideas and approaches1.5 Processes and procedures are developed and/or implemented to ensure that issues raised are resolved promptly or referred to relevant personnel

as required

- | | | | |
|---|--|-----|--|
| 2 | Establish systems to develop trust and confidence | 2.1 | Policies are established and/or implemented to ensure that people are treated with integrity, respect and empathy, and that the organisation's social, ethical and business standards are used to develop and maintain effective relationships |
| | | 2.2 | Trust and confidence of employees, colleagues, customers and suppliers is gained and maintained through competent performance |
| | | 2.3 | Own interpersonal styles and methods are adjusted to the organisation's social and cultural environment and members of the work team are guided and supported in their personal adjustment process |
| 3 | Manage the development and maintenance of networks and relationships | 3.1 | Strategic networks and other work relationships are used to identify and build relationships to provide identifiable benefits for the team and for the organisation |
| | | 3.2 | Ongoing planning and implementation are conducted to ensure that effective workplace relationships are developed and maintained |
| 4 | Implement strategies to manage difficulties to achieve positive outcomes | 4.1 | Strategies are developed and/or implemented to ensure that difficulties are identified and analysed, and that an action plan is developed to rectify the situation in accordance with organisational requirements and relevant legislation |
| | | 4.2 | Guidance, counselling and support are extended to colleagues in their efforts to resolve work difficulties |
| | | 4.3 | Processes to ensure the identification and management of poor work performance are developed and managed within the organisation's processes |
| | | 4.4 | Processes and systems are established to ensure that conflict is identified and managed constructively within the organisation's processes |

Required Skills and Knowledge

Not applicable.

Evidence Guide

The Evidence Guide provides advice to inform and support appropriate assessment of this unit. It contains an overview of the assessment requirements followed by identification of specific aspects of evidence that will need to be addressed in determining competence. The Evidence Guide is an integral part of the unit and should be read and interpreted in conjunction with the other components of competency. Assessment must reflect the endorsed Assessment Guidelines of the parent Training Package.

Overview of Assessment Requirements

A person who demonstrates competence in this unit must be able to provide evidence that they are able to manage the process of accessing and analysing information to achieve planned outcomes, communicate information and ideas to a range of stakeholders and they must be able to manage a process which facilitates the development and maintenance of positive work relationships, they must be able to encourage the development of trust and confidence within the work team and resolve problems and conflicts effectively and efficiently.

Specific Evidence Requirements

Required knowledge and understanding include:

relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety and environmental issues, equal opportunity, industrial relations and anti-discrimination

the principles and techniques involved in the management and organisation of:

- the organisation's information
 - policy development
 - strategic and operational planning and working strategically
- effective workplace relationship through:
- developing trust and confidence
 - fostering of consistent behaviour in work relationships
 - identifying the cultural and social environment
 - identifying and assessing interpersonal styles
 - developing, maintaining and managing networks
 - problem identification and resolution
 - handling conflict
 - consultation and communication techniques
 - managing poor work performance
 - managing relationships to achieve strategic planning responsibilities
 - monitoring, managing and introducing ways to improve work relationships
 - contributing to the elimination of discrimination/bias

Required skills and attributes include:

ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities

functional literacy skills to access and use workplace information

research, analysis, interpretation and reporting skills

a range of communication and other skills that support effective workplace relationships:

- responding to unexpected demands from a range of people
- using consultative processes effectively
- forging effective relationships with internal and/or external people and developing, maintaining and managing these networks

- gaining the trust and confidence of colleagues
- dealing with people openly and fairly
- using coaching and mentoring skills to provide support to colleagues

Key competencies or generic skills relevant to this unit

The seven key competencies represent generic skills considered essential for effective work participation. Innovation skills represent a further area of generic competence. The bracketed numbering indicates the performance level required in this unit:

Level (1) represents the competence to undertake tasks effectively

Level (2) represents the competence to manage tasks

Level (3) represents the competence to use concepts for evaluating and reshaping tasks. The bulleted points provide examples of how the key competencies can be applied for this unit.

Communicating ideas and information (3)

consulting with a variety of stakeholders both within and outside the organisation, including individuals and members of the work team

providing guidance and counselling support to team members

Collecting, analysing and organising information (3)

establishing processes to facilitate effective workplace relationships and to facilitate the development of networks

Planning and organising activities (3)

building strategic networks to enhance workplace opportunities both within and outside the organisation

Working in a team (3)

managing strategies to facilitate effective workplace relationships

Using mathematical ideas and techniques (2)

using appropriate calculations to assist strategic planning

Solving problems (3)

facilitating effective workplace relationships and communication processes, especially in the area of conflict resolution and as an aid to decision making

Using technology (2)

using technology to assist in the management of information

Innovation skills (3)

developing strategic networks to plan for effective workplace relationships and to achieve effective communication at all levels of the organisation and with external contacts

Products that could be used as evidence include:

documentation produced in managing effective workplace relationships, such as:

- contribution to organisational policies and procedures
- procedures and policies for dealing with diversity, and related codes of conduct
- actions taken including advice and input into management decisions to address social and ethical standards in the workplace
- actions taken including advice and input into management decisions to address issues and problems within the work team
- actions taken to address methods of accessing networks and developing strategic contacts within and outside the organisation
- learning and development plans for team members
- materials developed for coaching, mentoring and training
- induction programs developed and/or delivered
- actions taken to address internal and external communication processes
- reviews of people management

- advice and input into management decisions related to the work team
- records of people management lessons learned
- records of OHS consultation

Processes that could be used as evidence include:

how strategies have been developed to ensure that information was collected and accessed

how strategic and operational planning was conducted

how policies were established, and contributions sought and used to develop new ideas and approaches

how the organisation's social and ethical standards have been used within workplace relationships

how trust and confidence have been developed and maintained

how interpersonal styles and methods were adjusted to the organisation's social and cultural environment

how strategic networks were used to build relationships

how ongoing planning and implementation has been conducted

how strategies were developed to ensure that difficulties are addressed and solutions planned

how colleagues were counselled, guided and supported to resolve work difficulties

examples of how poor work performance and conflict was managed

Resource implications for assessment include:

access by the learner and trainer to appropriate documentation and resources normally used in the workplace

Validity and sufficiency of evidence requires:

that this unit can be assessed in the workplace or in a closely simulated work environment

that where assessment is part of a learning experience, evidence will need to be collected over a period of time, involving both formative and summative assessment

that examples of actions taken by the candidate to manage effective workplace relationships are provided

Integrated competency assessment means:

that this unit should be assessed with other frontline management units taken as part of this qualification, as applicable to the candidate's leadership role in a work team and as part of an integrated assessment activity

The Evidence Guide provides advice to inform and support appropriate assessment of this unit. It contains an overview of the assessment requirements followed by identification of specific aspects of evidence that will need to be addressed in determining competence. The Evidence Guide is an integral part of the unit and should be read and interpreted in conjunction with the other components of competency. Assessment must reflect the endorsed Assessment Guidelines of the parent Training Package.

Overview of Assessment Requirements

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Specific Evidence Requirements**Required knowledge and understanding include:**

relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety and environmental issues, equal opportunity, industrial relations and anti-discrimination

the principles and techniques involved in the management and organisation of:

- the organisation's information
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effective workplace relationship through:

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- managing relationships to achieve strategic planning responsibilities
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Required skills and attributes include:

ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities

functional literacy skills to access and use workplace information

research, analysis, interpretation and reporting skills

a range of communication and other skills that support effective workplace relationships:

- responding to unexpected demands from a range of people
- using consultative processes effectively
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- advice and input into management decisions related to the work team
- records of people management lessons learned
- records of OHS consultation

Processes that could be used as evidence include:

how strategies have been developed to ensure that information was collected and accessed

how strategic and operational planning was conducted

how policies were established, and contributions sought and used to develop new ideas and approaches

how the organisation's social and ethical standards have been used within workplace relationships

how trust and confidence have been developed and maintained

how interpersonal styles and methods were adjusted to the organisation's social and cultural environment

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how ongoing planning and implementation has been conducted

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Integrated competency assessment means:

that this unit should be assessed with other frontline management units taken as part of this qualification, as applicable to the candidate's leadership role in a work team and as part of an integrated assessment activity

Range Statement

The Range Statement adds definition to the unit by elaborating critical or significant aspects of the performance requirements of the unit. The Range Statement establishes the range of indicative meanings or applications of these requirements in different operating contexts and conditions. The specific aspects which require elaboration are identified by the use of italics in the Performance Criteria.

Legislation, codes and national standards relevant to the workplace may include:

award and enterprise agreements and relevant industrial instruments

relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety (OHS) and environmental issues, equal opportunity, industrial relations and anti-discrimination

relevant industry codes of practice

OHS considerations may include:

knowledge of OHS legislation, principles and practice within the context of the organisation's operations and plans

OHS practice as an ethical standard and legislative requirement

training of all employees in health and safety procedures, and updating of records

organisation's responsibilities to customers and suppliers adjustment of communication and

OHS approach to cater for social and cultural diversity and special needs

Strategies and processes may include:

long-term or short-term plans factoring in opportunities for team input

individual and team performance plans

clarification of roles and expectations

questionnaires, surveys, interviews

policies and procedures

training and development activities

communication devices, such as intranet and email communication systems, newsletters, reports

Information may be:

data appropriate to work roles and organisational policies that is shared and retrieved in writing or verbally, electronically or manually such as:

- policies and procedures

- planning and organisational documents including the outcomes of continuous improvement and quality assurance

- marketing and customer-related data

- archived, filed and historical background data

- individual and team performance data

Sources may be:

internal or external customers such as:

- supervisors

- team members

- fellow frontline managers

- clients, purchasers of services

- contractors

in print format such as team reports non-print including verbal reports

annotated performance plans

productivity, data outputs and inputs

human resource information such as rates of absenteeism and workplace participation data

Strategic planning may refer to:

formal processes for determining the organisation's strategic direction and strategies for achieving it within the context of the organisation's strategic plan including:

- research of the internal and external environment including scenario planning, forecasting, looking over the horizon, risk analysis, market analysis, review of performance indicators and data analysis
- consultation through mechanisms such as focus groups, interviews, surveys, questionnaires, meetings

Operational planning may refer to:

processes to develop plans for specific tactical responses to the marketplace and the day-to-day plans associated with the production and delivery of a service or product including:

- review of performance indicators and data analysis
- consultation through mechanisms such as focus groups, interviews, surveys, questionnaires, invitations to respond to drafts, team and operational meetings

Consultation processes may include:

the development or implementation of a process which ensures that all employees have the opportunity to contribute to workplace issues

feedback to the work team in relation to outcomes of the consultation process

Policies may refer to:

organisational guidelines and systems that govern operational functions

statements of commitment to action

frameworks

Processes and procedures may include:

sets of accepted actions approved by the organisation

organisational tasks and activities undertaken to meet performance outcomes

Standard Operating Procedures

Materials Safety Data Sheets

Relevant personnel may include:

managers

supervisors

other employees

union representatives/employee groups

Board members

OHS committees and other people with specialist responsibilities

The organisation's social, ethical and business standards may refer to:

written standards such as those expressed in:

- vision and mission statements
- policies
- code of workplace conduct/behaviour
- dress code
- statement of workplace values

implied standards such as honesty and respect relative to the organisation culture and generally accepted within the wider community

standards expressed in legislation and regulations such as anti-discrimination legislation

rewards and recognition for high performing staff

Employees, colleagues, customers and suppliers may refer to:

team members

employees at the same level, supervisors and more senior managers

internal and/or external contacts

people from a wide variety of social, cultural and ethnic backgrounds

Networks may be:

internal and/or external

with individuals or groups

through established structures or unstructured arrangements

Guidance, counselling and support may be:

informal support provided by frontline managers including discussion of issues and

exploration of mechanisms to resolve problems within organisational guidelines

formal and professional support and guidance arranged from alternative internal or external sources within organisational guidelines

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relevant industry codes of practice

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OHS practice as an ethical standard and legislative requirement

training of all employees in health and safety procedures, and updating of records

organisation's responsibilities to customers and suppliers adjustment of communication and

OHS approach to cater for social and cultural diversity and special needs

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long-term or short-term plans factoring in opportunities for team input

individual and team performance plans

clarification of roles and expectations

questionnaires, surveys, interviews

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training and development activities

communication devices, such as intranet and email communication systems, newsletters, reports

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Sources may be:

internal or external customers such as:

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in print format such as team reports non-print including verbal reports

annotated performance plans

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human resource information such as rates of absenteeism and workplace participation data

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processes to develop plans for specific tactical responses to the marketplace and the day-to-day plans associated with the production and delivery of a service or product including:

- review of performance indicators and data analysis
- consultation through mechanisms such as focus groups, interviews, surveys, questionnaires, invitations to respond to drafts, team and operational meetings

Consultation processes may include:

the development or implementation of a process which ensures that all employees have the opportunity to contribute to workplace issues

feedback to the work team in relation to outcomes of the consultation process

Policies may refer to:

organisational guidelines and systems that govern operational functions

statements of commitment to action

frameworks

Processes and procedures may include:

sets of accepted actions approved by the organisation

organisational tasks and activities undertaken to meet performance outcomes

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Relevant personnel may include:

managers

supervisors

other employees

union representatives/employee groups

Board members

OHS committees and other people with specialist responsibilities

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written standards such as those expressed in:

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- code of workplace conduct/behaviour
- dress code
- statement of workplace values

implied standards such as honesty and respect relative to the organisation culture and generally accepted within the wider community

standards expressed in legislation and regulations such as anti-discrimination legislation
rewards and recognition for high performing staff

Employees, colleagues, customers and suppliers may refer to:

team members

employees at the same level, supervisors and more senior managers

internal and/or external contacts

people from a wide variety of social, cultural and ethnic backgrounds

Networks may be:

internal and/or external

with individuals or groups

through established structures or unstructured arrangements

Guidance, counselling and support may be:

informal support provided by frontline managers including discussion of issues and

exploration of mechanisms to resolve problems within organisational guidelines

formal and professional support and guidance arranged from alternative internal or external sources within organisational guidelines

Unit Sector(s)

Not applicable.