Australian Government

Department of Education, Employment and Workplace Relations

BSBWOR401A Establish effective workplace relationships

Release: 1

ISC INDUSTRY SKILLS COUNCILS
Creating Australia's Future

BSBWOR401A Establish effective workplace relationships

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to collect, analyse and communicate information and to use that information to develop and maintain effective working relationships and networks, with particular regard to communication and representation.
	No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Application of the Unit

Application of the unit	Frontline managers play an important role in developing and maintaining positive relationships in internal and external environments so that 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 team members.
	At this level, work will normally be carried out within routine and non routine methods and procedures, which require planning and evaluation, and leadership and guidance of others.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Collect, analyse and communicate information and ideas	1.1. Collect relevant *information* from appropriate sources and analyse and share with the work team to improve work performance
	1.2. Communicate ideas and information in a manner which is appropriate and sensitive to the cultural and social diversity of the audience and any specific needs
	1.3. Implement *consultation processes* to encourage employees to contribute to issues related to their work, and promptly relay feedback to the work team in regard to outcomes
	1.4. Seek and value contributions from internal and external sources in developing and refining new ideas and approaches
	1.5. Implement *processes* to ensure that issues raised are resolved promptly or referred to *relevant personnel* as required
2. Develop trust and confidence	2.1. Treat all internal and external contacts with integrity, respect and empathy
	2.2. Use the *organisation's social*, *ethical and business standards* to develop and maintain effective relationships
	2.3. Gain and maintain the trust and confidence of *colleagues*, *customers and suppliers* through competent performance
	2.4. Adjust interpersonal styles and methods to meet organisation's social and cultural environment
	2.5. Encourage other members of the work team to follow examples set, according to *organisation's policies and procedures*
3. Develop and maintain networks and relationships	3.1. Use *networks* to identify and build relationships
	3.2. Use networks and other work relationships to provide identifiable benefits for the team and organisation
4. Manage difficulties into positive outcomes	4.1. Identify and analyse difficulties, and take action to rectify the situation within the requirements of the organisation and relevant legislation
	4.2. Guide and support colleagues to resolve work difficulties
	4.3. Regularly review and improve *workplace outcomes*

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ELEMENT	PERFORMANCE CRITERIA
	in consultation with relevant personnel
	4.4. Manage *poor work performance* within the organisation's processes
	4.5. Manage conflict constructively within the organisation's processes

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE
This section describes the skills and knowledge required for this unit.

Required skills
- coaching and mentoring skills to provide support to colleagues   - literacy skills to research, analyse, interpret and report information   - relationship management and communication skills to: - deal with people openly and fairly   - forge effective relationships with internal and/or external people, and to develop and maintain these networks   - gain the trust and confidence of colleagues   - respond to unexpected demands from a range of people   - use supportive and consultative processes effectively.

Required knowledge
- 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   - theory associated with managing work relationships to achieve planned outcomes: - developing trust and confidence   - maintaining consistent behaviour in work relationships   - understanding the cultural and social environment   - identifying and assessing interpersonal styles   - establishing, building and maintaining networks   - identifying and resolving problems   - resolving conflict   - managing poor work performance   - monitoring, analysing and introducing ways to improve work relationships.

Evidence Guide

EVIDENCE GUIDE	
The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.	
Overview of assessment	
Critical aspects for assessment and evidence required to demonstrate competency in this unit	Evidence of the following is essential: • range of methods and techniques for communicating information and ideas to a range of stakeholders • range of methods and techniques for developing positive work relationships that build trust and confidence in the team • accessing and analysing information to achieve planned outcomes • techniques for resolving problems and conflicts and dealing with poor performance • knowledge of the theory associated with managing work relationships to achieve planned outcomes.
Context of and specific resources for assessment	Assessment must ensure: • access to appropriate documentation and resources normally used in the workplace.
Method of assessment	A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit: • demonstration of techniques in managing poor performance and communicating effectively • direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate • observation of performance in role plays • observation of presentations • oral or written questioning to assess knowledge of relevant legislation • review of consultation processesimplemented to encourage employees to contribute to issues related to their work • review of documentation outlining reviewing ofworkplace outcomes.
Guidance information for	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended,

EVIDENCE GUIDE	
assessment	for example: • other units from the Certificate IV in Frontline Management.

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Range Statement

RANGE STATEMENT	
The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.	
Information may include:	• data appropriate to work roles and organisational policies that is shared and retrieved in writing or verbally, electronically or manually such as: • archived, filed and historical background data • individual and team performance data • marketing and customer related data • planning and organisational documents including the outcomes of continuous improvement and quality assurance • policies and procedures
Consultation processes may include:	• feedback to the work team and relevant personnel in relation to outcomes of the consultation process • opportunities for all employees to contribute to ideas and information about organisational issues
Processes to ensure that issues raised are resolved promptly or referred may include:	• conducting informal meetings • coordinating surveys or questionnaires • distributing newsletters or reports • exchanging informal dialogue with relevant personnel • participating in planned organisational activities
Relevant personnel may include:	• managers • OHS committee and other people with specialist responsibilities • other employees • supervisors • union representatives/groups
Organisation's social, *ethical and business standards* may refer to:	• implied standards such as honesty and respect relative to the organisational culture and generally accepted within the wider

RANGE STATEMENT

	community
	• rewards and recognition for high performing staff
	• standards expressed in legislation and regulations such as anti-discrimination legislation
	• written standards such as those expressed in:
	• code of workplace conduct/behaviour
	• dress code
	• policies
	• statement of workplace values
	• vision and mission statements
Colleagues, *customers and suppliers* may include:	• both internal and external contacts
	• employees at the same level and more senior managers
	• people from a wide variety of social, cultural and ethnic backgrounds
	• team members
Organisation's policies and procedures may refer to:	• Materials Safety Data Sheets
	• organisational tasks and activities undertaken to meet performance outcomes
	• sets of accepted actions approved by the organisation
	• Standard Operating Procedures
Networks may be:	• established structures or unstructured arrangements and may include business or professional associations
	• informal or formal and with individuals or groups
	• internal and/or external
Workplace outcomes may include:	• OHS processes and procedures
	• performance of the work team
Poor work performance may refer to:	• individual team members
	• organisation as a whole
	• self
	• whole work team

Unit Sector(s)

Unit sector	

Competency field

Competency field	Industry Capability - Workplace Effectiveness

Co-requisite units

Co-requisite units		