



Australian Government

Department of Education, Employment and Workplace Relations

LGAGCM703A Lead and develop local government staff

Release 2

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Modification History

LGAGCM703A Release 2: Layout adjusted.

LGAGCM703A Release 1: Primary release.

Unit Descriptor

This unit covers the leadership and development of staff in the local government environment to achieve departmental and organisational objectives. Essential to this unit is understanding the relevance of the industrial relations framework in local government in order to inform the development and implementation of the most appropriate human resource (HR) strategies. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.

Application of the Unit

This unit supports the attainment of skills and knowledge required for competent workplace performance in councils of all sizes. Knowledge of the legislation and regulations that provide the boundaries for the operation of councils is essential. The unique nature of councils, as a tier of government, directed by elected members and reflecting the needs of local communities must be appropriately reflected.

This unit may also be contextualised to other public or private sectors as long as the essential outcomes of the unit are not changed.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

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 required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the Range Statement. Assessment of performance is to be consistent with the Evidence Guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
<p>1. Determine HR requirements necessary to achieve objectives</p>	<p>1.1 Identified departmental or business unit goals and objectives are analysed and HR skill and knowledge requirements are identified.</p> <p>1.2 Information on existing staff skills, knowledge and behaviours is assessed to identify candidates for existing or potential roles.</p> <p>1.3 Gaps in the skills, knowledge and behaviours of staff are identified.</p> <p>1.4 Need for additional human resources is established.</p> <p>1.5 Where necessary, additional human resources are sought according to council's recruitment and selection procedures, and in consultation with appropriate HR management staff.</p>
<p>2. Measure and monitor staff performance levels</p>	<p>2.1 Goals and objectives of roles are established and agreed upon in consultation with jobholders.</p> <p>2.2 Performance appraisals are conducted in accordance with council's <i>performance appraisal system</i>, to determine achievement of agreed goals.</p> <p>2.3 Results of performance appraisals are analysed to identify resource requirements or professional development needs of staff.</p> <p>2.4 <i>Support is provided to individuals and teams</i> to enhance performance and achievement of council objectives.</p>
<p>3. Review and respond to development needs of staff</p>	<p>3.1 Current and future <i>staff development needs</i> are identified using a range of methods.</p> <p>3.2 Ongoing development needs of staff are assessed to determine optimum and timely solutions.</p> <p>3.3 Steps are put in place to provide ongoing <i>professional development</i> for staff by means of internal and external training courses or seminars that reflect sound adult learning principles.</p> <p>3.4 Training and development needs of staff are accounted for in relevant budgets and operational plans.</p>
<p>4. Identify and apply effective leadership strategies</p>	<p>4.1 Goals, objectives, policies and processes of council are documented and communicated to staff.</p> <p>4.2 Effective and open communication channels are established and maintained with staff.</p> <p>4.3 Council achievements, news items and project developments are communicated regularly to staff.</p> <p>4.4 Updates of council plans are communicated to staff and opportunities are given to staff to be involved in planning processes.</p> <p>4.5 Teams and individuals are provided with guidance to establish goals, responsibilities and accountabilities.</p>

ELEMENT	PERFORMANCE CRITERIA
5. Manage teams and individuals to ensure attainment of council objectives	<p>4.6 Effective strategies to facilitate team growth and increase motivation are developed, trialled and implemented.</p> <p>4.7 Effective working relationships are established and maintained with staff.</p> <p>5.1 Conflict between individuals is identified and managed in accordance with council procedures.</p> <p>5.2 Council's recognition and reward system is applied to encourage individuals and teams in their ongoing achievement of realisable goals.</p> <p>5.3 <i>Effective management techniques and styles</i> are identified and implemented in relation to specific situations to ensure maximum efficiencies and employee motivation.</p>
6. Ensure compliance with HR policies and guidelines	<p>6.1 Knowledge of council's <i>HR policies</i> and their impact on staff leadership is maintained.</p> <p>6.2 Advice on the implementation of complex or specialist HR policies is sought from council's HR department.</p> <p>6.3 Confidentiality is maintained when engaging in all HR matters.</p>

Required Skills and Knowledge

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

Required Skills

- conflict management skills
- negotiation skills
- coaching and mentoring skills
- team building skills
- goal setting
- high-level leadership and management skills
- high-level written and oral communication skills

Required Knowledge

- leadership and management models and theories
- organisational mission, vision, values and goals
- local government culture
- change and innovation management
- problem solving techniques
- psychology of teams
- theories of motivation

Evidence Guide

Overview of assessment requirements

A person who demonstrates competency in this unit will be able to perform the outcomes described in the elements to the required performance level detailed in the performance criteria. The unit's skill and knowledge requirements must also be demonstrated. The candidate will demonstrate the capacity to provide leadership and the ability to support, appraise and develop staff.

Critical aspects of evidence to be considered

The demonstrated ability to:

- apply HR management theories and practice
- apply knowledge of relevant employment legislation, awards and codes of practice
- lead and manage staff during conflict and other complex situations
- implement a performance appraisal system and design and implement a development plan for staff
- effectively monitor and coach staff and manage staff training and development needs

Context of assessment

Assessment of performance requirements in this unit should be undertaken with the context of the local government framework. Competency is demonstrated by performance of all stated criteria, including the range of variables applicable to the workplace environment.

Method of assessment

The following assessment methods are suggested:

- preparation of a major workplace project report/portfolio (that may incorporate assessment of related units) as a key form of assessment that enables candidates to integrate the learning and assessment project into their regular work responsibilities, which enables integrated and holistic assessment of the complex skills and knowledge addressed in this unit
- observation of the learner performing a range of workplace tasks over sufficient time to demonstrate his/her handling of a range of contingencies
- written and oral questioning to assess knowledge and understanding
- completion of workplace documentation
- third-party reports from experienced practitioner
- completion of self-paced learning materials, including personal reflection and feedback from trainer, coach or supervisor

Evidence required for

Evidence should be gathered over a period of time in a range

**demonstration of
consistent performance**

of actual or simulated management environments.

Resource implications

Access to a workplace or simulated case study that provides the following resources:

- relevant council documents, such as strategic and operational plans
- relevant local government legislation and regulations

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 in the Performance Criteria is detailed below.

<p>Performance appraisal processes may include a range of proprietary or in-house developed tools, such as:</p>	<ul style="list-style-type: none"> • formal annual, half yearly or quarterly performance appraisals, which may be linked to competencies or the outcome targets negotiated annually with staff members • probationary reviews • informal one-to-one review discussions • counselling meetings • 360 degree feedback
<p><i>Professional development</i> may include:</p>	<ul style="list-style-type: none"> • recruitment and selection • internal or external training programs consistent with council goals • seminars or conferences • accredited local government training • job rotation or job sharing
<p><i>Support provided to individuals and teams</i> may include:</p>	<ul style="list-style-type: none"> • coaching • mentoring • counselling • on or off-the-job training and development • buddy system • additional capital resources (e.g. updated software or technology) • additional human resources
<p><i>Staff development needs</i> may be determined by reference to:</p>	<ul style="list-style-type: none"> • supervisor reports on individual staff • customer feedback • performance appraisals • individual staff requests for training • introduction of new technologies or software applications • changes to work practices and processes • staff surveys
<p><i>Effective management techniques and styles</i> include:</p>	<ul style="list-style-type: none"> • Maslow's hierarchy of needs • Herzberg's motivation theory • Theory X • Theory Y • David C. McClelland's theories of achievement motivation
<p><i>HR policies</i> are developed in relation to:</p>	<ul style="list-style-type: none"> • recruitment and selection • induction processes and programs • OHS • remuneration practices

- job description and performance appraisals
- HR administration of records and databases
- termination procedures
- rewards and recognition practices
- leave entitlements
- enterprise bargaining agreements

Unit Sector(s)

Common