



Australian Government

Department of Education, Employment and Workplace Relations

MTMBUS704A Develop and enhance collaborative partnerships and relationships

Release: 1

MTMBUS704A Develop and enhance collaborative partnerships and relationships

Modification History

Not Applicable

Unit Descriptor

Unit descriptor	This unit covers the skills and knowledge required to develop and enhance collaborative partnerships and relationships with business, community and industry stakeholders. The unit also covers communicating to influence others, enhancing new and existing partnerships, establishing positive collaborative relationships, leading the establishment of a partnership program and establishing reporting mechanisms.
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Application of the Unit

Application of the unit	<p>This unit applies to leaders or managers working in an enterprise where collaborative partnerships and relationships are used to build capabilities. It includes forming partnerships or other collaborative arrangements to achieve improved product, marketing, workforce development, business outcomes or community relationships.</p> <p>Enterprise leaders gain the respect of colleagues, contacts, clients and the community through demonstrating professionalism in all aspects of their work. This professionalism is underpinned by their management expertise and effective interpersonal and communication skills.</p>
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Licensing/Regulatory Information

Not Applicable

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
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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.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Identify and analyse existing partnerships and relationships with <i>stakeholders</i>	<p>1.1. Key existing <i>business partnerships</i> and relationships are identified and analysed.</p> <p>1.2. Outcomes to be achieved from existing business partnerships and relationships are identified.</p> <p>1.3. <i>Indicators</i> and <i>feedback processes</i> are analysed to evaluate the health of the partnership arrangements.</p> <p>1.4. Strategies are developed and implemented to enhance the effectiveness of existing partnerships and relationships.</p>
2. Lead the establishment of a new or renegotiated partnership program	<p>2.1. Outcomes to be achieved from a new or renegotiated business partnership are established.</p> <p>2.2. <i>Relevant organisational policies and procedures</i> in partnership plan are identified and addressed.</p> <p>2.3. Relevant legal requirements are identified and incorporated into planning of the partnership.</p> <p>2.4. Partnership program is formed using collaborative and consultative processes.</p> <p>2.5. <i>Resource requirements</i> are planned and allocated to accomplish the partnership program.</p> <p>2.6. Relevant organisational policies and procedures relating to the partnership are established.</p> <p>2.7. Work activities are organised and allocated in a cost-effective and equitable manner with clear, quantifiable and agreed <i>performance standards</i>.</p>
3. Communicate to influence relevant individuals and stakeholders	<p>3.1. Trust, confidence and support from relevant individuals and other stakeholders are generated by demonstrating a high standard of personal performance and conduct.</p> <p>3.2. <i>Communication strategies</i> to represent the organisation positively to media, local community and stakeholders are implemented.</p> <p>3.3. Decisions are made in consultation with relevant stakeholders and relevant individuals, where appropriate.</p> <p>3.4. Individuals are empowered to develop their own ways of working within agreed boundaries of competence, cultural, <i>diversity</i> and <i>organisational and legal requirements</i>.</p> <p>3.5. A range of <i>influencing strategies</i> are used to increase commitment from staff and stakeholders to achieve organisational requirements and to contribute to desired culture.</p> <p>3.6. Selected community and/or professional</p>

ELEMENT	PERFORMANCE CRITERIA
	engagements are undertaken that project a positive image of the organisation to the broader community and stakeholders.

ELEMENT	PERFORMANCE CRITERIA
4. Establish and implement <i>reporting mechanisms</i> for partnership program	<p>4.1. Establish reporting systems against planned partnership outcomes are established.</p> <p>4.2. Reporting systems to report partnership outcome are implemented.</p>

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit.

Required skills

Ability to:

- Use analysis and interpretation skills to:
 - evaluate organisational information management systems, policies and procedures
 - select relevant evaluation information and documentation
 - identify any potential and current non-compliance
 - access and interpret organisation's standards and values
 - analyse records or notes of the evaluation process
 - analyse business, political, economic and organisational contexts influencing the nature and impact of partnership arrangements
 - make judgements relating to the success and deficiencies of existing arrangements
 - generate and evaluate ideas through the analysis of information and concepts at an abstract level
- use initiative and enterprise skills to initiate and establish collaborative partnerships and relationships
- used interpersonal and communication skills to negotiate, question, direct, listen and investigate, network and clarify issues
- use planning and organising skills to:
 - research and evaluate validation processes, and to determine and implement improvements to these processes
 - develop and establish agreement to plans
- use problem-solving skills to undertake risk assessment, review feedback and plan improvements
- lead and motivate a team in establishing productive networks, partnerships and other relationships

REQUIRED SKILLS AND KNOWLEDGE**Required knowledge**

Knowledge of:

- relevant legislation that affects the business operation, especially in regard to Occupational Health and Safety (OH&S) and environmental issues, Equal Employment Opportunity (EEO) and anti-discrimination, industrial relations, food safety and trade
- organisation mission, purpose and values
- organisation objectives, plans and strategies
- leadership techniques, including:
 - leadership styles
 - emotional intelligence and its relationship to individual and team effectiveness
 - organisational transformation and the management of the stages of change
 - personal development planning methodologies
 - strategies to evaluate and analyse effectiveness of personal performance
- data collection methods
- external environment scanning relating to social, political, economic and technological developments
- models for effective consultation and collaboration within a partnership
- organisational design and building in responsiveness of operations to change in customer or market conditions
- risk assessment and monitoring strategies

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:

- demonstrated capacity to foster partnerships, conduct stakeholder consultation and use strategic and personally enhancing communication skills
- demonstrated capacity to use accepted strategies and assess and analyse personal performance
- developing collaborative approaches to enhance individual, team and organisational outcomes
- initiating and implementing external partnerships in line with relevant regulatory, employment and organisational requirements
- knowledge of relevant policies, legislation, codes of practice and national standards
- strategies to evaluate and enhance effectiveness of partnership arrangements.

Context of and specific resources for assessment

Assessment must ensure:

- competence is consistently demonstrated over time in a workplace context, and over a range and variety of situations
- access to required assessment facilities and resources.

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:

- direct questioning combined with review of portfolios of evidence and third-party workplace reports of on-the-job performance by the candidate
- review of applied projects or learning activities, especially relating to formation of professional networks and stakeholder consultation in relation to forming partnerships
- direct observation of contextual application of skills
- submission of a portfolio of evidence, including previous work forging partnerships
- oral or written questioning to assess knowledge of

EVIDENCE GUIDE

development of industry partnerships.

EVIDENCE GUIDE**Guidance information for assessment**

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example, with other units in the qualification in which this unit is packaged.

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.

Stakeholders may include:

- administrative and regulatory bodies
- community organisations
- employees
- industry, employees, employers, professional and peak bodies or associations
- public or private sector enterprises.

Business partnerships may:

- be informal
- be physical or virtual (e.g. online)
- involve a formal agreement
- involve one or more enterprises, and training and assessment organisations
- include sponsorship or community funding agreements
- involve mergers, supply agreements, joint ventures, research and development partnerships.

Indicators may include:

- employees
- employers
- government agencies and departments
- industry associations, employer bodies and professional associations
- industry representatives
- media reports
- national Industry Skills Councils (ISCs)

RANGE STATEMENT	
	<ul style="list-style-type: none">• regulatory and licensing authorities• research agencies• technical specialists or experts• unions• universities.

RANGE STATEMENT	
<i>Feedback processes</i> may include:	<ul style="list-style-type: none"> • formal complaints or suggestions procedures • formal-informal • independent audits • management audits/workplace checks • surveys • virtual or physical • whistleblower policy.
<i>Relevant organisational policies and procedures</i> may include:	<ul style="list-style-type: none"> • access and equity • client services • confidentiality requirements • ethical standards • fees and payment schedule • grievance and appeals processes • staff recruitment, induction and ongoing development and monitoring • human resources policies and procedures and legal requirements, including anti-discrimination, EEO and OH&S • administrative and records management systems relating to: <ul style="list-style-type: none"> • contract manager • document version control • maintenance, retention, archiving, retrieval, storage and security of records • personnel responsible for analysing statistics and data to ensure organisation complies with relevant standards across all of its operations • privacy and access to information and records • reporting and recording requirements and arrangements • supervisors and managers • union and employee representatives • users of information, such as finance personnel, human resources personnel and employers.
<i>Resource requirements</i> may include:	<ul style="list-style-type: none"> • additional staff • distribution costs • equipment • production costs

RANGE STATEMENT	
	<ul style="list-style-type: none">• promotional costs• research and development• re-tooling• staff training.

RANGE STATEMENT	
<i>Performance standards</i> may:	<ul style="list-style-type: none"> • be based on contractual requirements • be described as Key Performance Indicators • specify personal or task outcomes • span short-term or long-term outcomes • specify strategic and operational outcomes.
<i>Communication strategies</i> may include:	<ul style="list-style-type: none"> • conducting presentations • developing and applying interview and interpersonal communication protocols • developing and circulating marketing materials • developing promotional materials and product descriptions • initiating and conducting a public communication strategy.
<i>Diversity</i> includes difference in:	<ul style="list-style-type: none"> • age • belief systems and values • culture • expertise, experience and working styles • gender • interpersonal style • interests • language, literacy and numeracy • physical differences • politics • race • religion • sexual orientation • thinking and learning styles.
<i>Organisational and legal requirements</i> may include:	<ul style="list-style-type: none"> • collaborative and partnership arrangements and agreements (e.g. memoranda of understanding) • confidentiality and privacy requirements • licensing requirements • requirements of awards and enterprise bargaining agreements • requirements of endorsed Training Packages • requirements of other relevant federal and state/territory legislation (e.g. OH&S, anti-discrimination, workplace and industrial relations, workers compensation, and apprenticeships and traineeships) • requirements set by professional associations

RANGE STATEMENT	
	<ul style="list-style-type: none"> requirements set by quality systems.
<i>Influencing strategies</i> may include:	<ul style="list-style-type: none"> debate dialogue discussion formal and informal techniques levels of participation moderated negotiations networking providing encouragement to staff to undertake activities that develop their personal competence and performance resolving conflict in a fair, equitable and collaborative manner strategies applied face-to-face or collectively.
<i>Reporting mechanisms</i> may include:	<ul style="list-style-type: none"> internal organisational recording and reporting systems record keeping policies and procedures community notices and newsletters financial reporting for funding and payments from funding bodies OH&S incident reporting systems performance agreements.

Unit Sector(s)

Unit sector	
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Co-requisite units

Co-requisite units		

Competency field

Competency field	
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