Australian Government

Department of Education, Employment and Workplace Relations

PRMCMN403A Facilitate effective teamwork

Release: 1

ISC INDUSTRY SKILLS COUNCILS
Creating Australia's Future

PRMCMN403A Facilitate effective teamwork

Modification History

Not Applicable

Unit Descriptor

Unit descriptor
This unit of competency involves the knowledge and skills required for individuals responsible for monitoring and maintaining effective work group activities. It covers developing trust and confidence in the work group and requires the demonstration of appropriate communication methods in determining team roles and activities.
The unit also covers the requirement for significant planning skills to ensure members of the work group are clear on carrying out their roles and responsibilities. A participative approach is required to monitor and review team effectiveness in order to satisfy wider client needs.
This unit may be expected to apply to a worker who has significant team leading responsibilities. This unit would usually be carried out under managerial supervision, within organisational guidelines.

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

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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1 Develop trust and confidence and provide necessary information to team	1.1 Treat *work group* members with integrity, respect and empathy in accordance with *company requirements*
	1.2 Promote the company's social ethical and business standards in accordance with *company requirements*
	1.3 Develop and maintain positive relationships in accordance with *legislative* and *company requirements*
	1.4 Determine roles of *work group* members in a cooperative manner in accordance with *company requirements*
	1.5 Provide information to *work group* members on work requirements, specifications and *company requirements* using *effective communication techniques* and suitable *communication mediums*
	1.6 Gain and maintain trust and confidence of *work group* members through the consistent outlining and competent demonstration of *workplace procedures*
2 Plan team activities	2.1 Allow *work group* members the opportunity to participate in planning work activities, where appropriate, in accordance with *company requirements*
	2.2 Consider the existing competencies and capacities of *work group* members in determining level and type of input to work planning and in accordance with *company requirements*
	2.3 Inform *work group* members of the interrelated nature of work activities, where necessary, in accordance with *company requirements*
	2.4 Verify and confirm that work objectives are understood by *work group* members in accordance with *company requirements*
3 Contribute to effective teamwork	3.1 Adopt *forms of communication* appropriate to work activities and the *work group* in accordance with *company requirements*
	3.2 Assign individual responsibilities for activities, taking into account individual levels of competency as part of a full job plan

ELEMENT	PERFORMANCE CRITERIA
	3.3 Provide assistance, guidance and support where appropriate to individuals in order to achieve required *work group* outcomes and complete activities
	3.4 Manage poor work performance in accordance with *company requirements*
	3.5 Discuss problems and resolve them through agreed and accepted processes wherever possible in accordance with *company requirements*
4 Monitor and review team performance	4.1 Develop processes for *work group* performance review in accordance with *company requirements*
	4.2 Collect feedback from individuals or the *work group* on a regular basis and use information to identify and implement improvements in future workplace arrangements in accordance with *company requirements*
	4.3 Assess and record outcomes and performance of individuals or the *work group* to determine the effectiveness of work arrangements in accordance with *company requirements*
	4.4 Analyse and review *data* on performance and provide information to *relevant parties* in accordance with *company requirements*

Required Skills and Knowledge

Refer to Evidence Guide

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Evidence Guide

EVIDENCE GUIDE
Critical aspects of competency

- Use appropriate communication techniques to develop trust and confidence within a work group.
- Utilise work group in participative arrangements to plan and improve workplace effectiveness.
- Resolve poor work performance efficiently within organisational requirements.
- Monitor and evaluate work group performance with the view to improving and refining arrangements that exist.

Knowledge needed to achieve the performance criteria
Knowledge and understanding are essential to apply this unit of competency in the workplace, to transfer the skills to other contexts, and to deal with unplanned events. The knowledge requirements for this unit are listed below.

- Role and function of workplace teams.
- Enterprise communication structure and work procedures.
- Staff development/learning opportunities available.
- Organisational codes of conduct.
- Legislative and regulatory requirements relevant to workplace procedures.
- Counselling and disciplinary procedures.
- Recruitment practices.
- Team dynamics.
- Stages of team development.
- Causes of stress or conflict in teams.
- Strategies for managing or reducing conflict.
- Communication methods and communication mediums.

Specific skills needed to achieve the performance criteria
To achieve the performance criteria, some complementary skills are required. These relate to the ability to:

- use interpersonal communication skills that assist in establishing and maintaining work group relationships:
  - conflict management
  - negotiation
  - problem-solving
  - active listening/providing feedback
  - report writing
- use work planning and data analysis
- relate to people from a range of social, cultural and ethnic backgrounds.

Other units of competency that could be assessed with this unit
Where practical, this unit should be assessed in an integrated fashion with other appropriate units.
This unit could be assessed on its own or in combination with other competencies relevant to the job function.
Resources required to assess this unit

Practical assessment will frequently be in the workplace or a suitable similar environment. Access to such an environment will be required. The candidate and the assessor should have access to the appropriate documentation and resources normally utilised in the workplace. This includes access to the following:

- a relevant venue
- a work group
- relevant organisational documentation
- assessment documentation forms and record books.

Gaining evidence to assess this unit
For valid and reliable assessment of this unit, the competency should be demonstrated over a period of time and be observed by the assessor (or assessment team working together to conduct the assessment). The competency is to be demonstrated in a range of situations that may include customer/workplace interruptions and involvement in related activities normally experienced in the workplace.

This unit is essentially skills-based and it is expected that assessment will be largely practical (i.e. workplace-based or by simulation) in nature, supported by questioning to assess underpinning knowledge and effective communication techniques.

Opportunities for practice and self-assessment under the guidance of a person deemed to be competent in the work area should be provided in advance of a formal assessment.

Information derived from actual workplace experience should be treated as confidential.

Performance and assessment of this unit must be carried out within the relevant requirements of the legislative and industry framework and as set out in organisational OHS policies and procedures. Assessment requires that the facilitation of workplace teams meets the objectives of the company and industry expectations in the particular organisational requirement.

Key competency levels
There are a number of processes learnt throughout work and daily life that are required in all jobs. They are fundamental processes and generally transferable to other work environments. Some of these work processes are covered by the key competencies listed below. Information provided to each question highlights how these processes are applied in this unit of competency.

The number in brackets indicates the level to which the key competency should be demonstrated.

| **1** Perform the process | **2** Perform and administer the process | **3** Perform, administer and design the process |

How can **information be collected**, **analysed and organised** (**2**)?	Collect verbal, visual and anecdotal information to measure team performance.
How can **communication of ideas and information** (**2**) be applied?	Utilise appropriate communication techniques to create and maintain harmonious work group relationships.
How are **activities planned and organised** (**2**)?	Organise work tasks according to customer requirements.
How can **teamwork** (**3**) be applied?	Monitor participative arrangements to encourage the delivery of quality customer service.
How can the use of **mathematical ideas and techniques** (**2**) be applied?	Monitor service delivery against budgets and contractual financial arrangements.
How can **problem-solving skills** (**2**) be applied?	Identify and analyse problems and take action to rectify the situation with minimal disruption to performance.
How can the **use of technology** (**2**) be applied?	Use communication tools such as email to support communication to the work group.

Range Statement

RANGE STATEMENT

The range statement links the required knowledge and organisational and technical requirements to the workplace context. It describes any contextual variables that will be used or encountered when applying the competency in work situations. It allows for different work practices and work and knowledge requirements as well as for differences between organisations and workplaces. The following variables may be present for this particular unit.

Communication mediums may include:

- company training
- face-to-face discussions
- instructional materials
- regular and one-off meetings
- signs and symbols
- use of an interpreter where required
- written instructions.

Company requirements may include:

- code of ethics
- dress/uniform codes

- legal and organisational policy/guidelines
- legislation relevant to the work or service function
- OHS policies, procedures and programs
- organisational image
- personnel practices and guidelines outlining work roles, responsibilities and delegations
- quality systems, standards and guidelines
- staff appearance and presentation.

Data may be verbal, visual and anecdotal information collected during operations.

Effective communication techniques may include but are not limited to:

- active listening techniques
- clear, legible writing
- maintaining eye contact (for face-to-face interactions)
- non-verbal communication e.g. body language, personal presentation (for face-to-face interactions)
- speaking clearly and concisely
- using appropriate language and tone of voice
- using open and/or closed questions
- verbal or written responses.

Forms of communication may include:

- exchange of reports and information
- face-to-face interactions
- responding to email
- site news sheet
- telephone discussions
- two-way radio interactions
- written information via a communication logbook.

Legislative and regulatory requirements may take into account:

- consumer law
- discrimination/equal employment opportunity/racial vilification
- environmental law
- harassment and other laws specific to local government, state and federal legislation
- industry codes of conduct
- OHS
- privacy legislation.

Relevant parties may include external clients and supervisors/line managers.

Work group members may include:

- colleagues/team members
- people from a range of social, cultural or ethnic backgrounds
- supervisors/line managers.

Workplace procedures may include:

- assignment instructions
- instructions from colleagues/supervisor/manager
- personal protective equipment requirements
- reporting and documentation requirements

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- specific customer requirements.
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Unit Sector(s)

Not Applicable