



Australian Government

Department of Education, Employment and Workplace Relations

RIIBEF603A Manage decision making process

Release: 1

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Modification History

Not applicable.

Unit Descriptor

This unit covers the management of the decision-making process in the resources and infrastructure industries. It includes establishing the decision-making process, obtaining and analysing the information needed for decision making, making decisions, and advising and informing others. Licensing, legislative, regulatory and certification requirements that apply to this unit can vary between states, territories, and industry sectors. Relevant information must be sourced prior to application of the unit.

Application of the Unit

This unit is appropriate for those working in a management or supervisory role at worksites within:

- Civil construction
- Coal mining
- Drilling
- Extractive industries
- Metalliferous mining

Licensing/Regulatory Information

Refer to Unit Descriptor.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

<p>Elements describe the essential outcomes of a unit of competency.</p>	<p>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.</p>
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Establish the decision-making process	1.1. Access, interpret and apply <i>compliance documentation</i> relevant to the work activity 1.2. Develop policies which clearly express the worksite's commitment to decision making at the appropriate level 1.3. Clearly define and allocate responsibilities and duties which allow the implementation and integration of the decision-making process 1.4. Develop systems and procedures to provide the appropriate information to manage the decision-making process 1.5. Provide information to the level necessary for effective decision making 1.6. Notify decisions having impact beyond the decision maker's area of responsibility to the area(s) concerned in a timely manner
2. Obtain and analyse the information needed for decision making	2.1. Research the advice and information needs of recipients in ways which are appropriate and sufficient and take account of worksite constraints 2.2. Identify the information needed to make the required decisions at the various levels/sections of the worksite 2.3. Select information which is accurate, relevant to the objectives, and sufficient to arrive at reliable decisions 2.4. Ensure that methods of obtaining information are consistent with worksite values, policies and legal requirements 2.5. Take prompt and effective remedial action where information is inadequate, contradictory or ambiguous 2.6. Use methods of analysis which achieve the objectives, identify patterns and trends, and lead to clear conclusions 2.7. Ensure that a record of the analysis is sufficient to indicate assumptions and decisions made at each stage
3. Make decisions	3.1. Base decisions on sufficient, valid and reliable information and analysis

	<p>3.2.Ensure that decisions are consistent with worksite values, policies, guidelines and procedures</p> <p>3.3.Make decisions in time for appropriate action to be taken</p>
4. Advise and inform others	<p>4.1.Make timely decisions and communicate clearly to those who need to know</p> <p>4.2.Provide advice and information at a time and place, and in a form and manner appropriate to the needs of recipients</p> <p>4.3.Provide information which is accurate, current, relevant and sufficient</p> <p>4.4.Provide advice which is consistent with worksite policy, procedures and constraints and supported by reasoned arguments and appropriate evidence</p> <p>4.5.Confirm recipients' understanding of the advice and information provided</p> <p>4.6.Use feedback from recipients to improve the way advice and information is provided</p> <p>4.7.Use feedback processes effectively to monitor the implementation and impact of decisions</p>

Required Skills and Knowledge

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

Required skills

Specific skills are required to achieve the Performance Criteria of this unit, particularly for its application in the various circumstances in which this unit may be used. This includes the ability to carry out the following as required to manage decision-making processes:

- apply legislative, organisation and site requirements and procedures for managing decision-making processes
- clearly relate goals and actions to the strategic aims of the worksite
- identify and interpret reports and information
- take opportunities when they arise to achieve the longer-term aims or needs of the worksite
- listen actively, ask questions, clarify points and rephrase others' statements to check mutual understanding
- adopt communication styles appropriate to listeners and situations, including selecting an appropriate time and place
- create and prepare strategies for influencing others
- understand the culture of the worksite and act to work within it or influence it
- establish information networks to search for and gather relevant information
- seek information from multiple sources
- produce a variety of solutions before taking a decision
- produce own ideas from experience and practice
- take decisions which are realistic for the situation
- take decisions in uncertain situations or based on restricted information when necessary

Required knowledge

Specific knowledge is required to achieve the Performance Criteria of this unit, particularly for its application in the various circumstances in which this unit may be used. This includes knowledge of the following as required to manage decision-making processes:

- strategic planning
- industrial awards/enterprise agreements
- OHS
- organisational change and development
- corporate, group and individual goal setting techniques
- corporate planning model and techniques
- critical path analysis and planning methods and techniques
- statutory and site rules, policies, procedures and regulations
- action planning methods

- information technology

Evidence Guide

<p>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.</p>	
<p>Overview of assessment</p>	
<p>Critical aspects for assessment and evidence required to demonstrate competency in this unit</p>	<p>The evidence required to demonstrate competency in this unit must be relevant to worksite operations and satisfy all of the requirements of the performance criteria, required skills and knowledge and the range statement of this unit and include evidence of the following:</p> <ul style="list-style-type: none"> • knowledge of the requirements, procedures and instructions for managing decision-making processes • implementation of procedures and techniques for the safe, effective and efficient management of decision-making processes • the identification of the relevant information and scope of the work required to meet the required outcomes • the identification of viable options and the selection of decision-making processes that best meet the required outcomes • working with others to undertake and complete the management of decision-making processes • consistent successful management of decision-making processes
<p>Context of and specific resources for assessment</p>	<ul style="list-style-type: none"> • This unit must be assessed in the context of the work environment. Where personal safety or environmental damage are limiting factors, assessment may occur in a simulated environment provided it is realistic and sufficiently rigorous to cover all aspects of workplace performance, including task skills, task management skills, contingency management skills and job role environment skills. • Assessment of this competency requires typical resources normally used in a resources and infrastructure sector environment. Selection and use of resources for particular worksites may differ due to the site circumstances. • The assessment environment should not

	<p>disadvantage the participant. For example, language, literacy and numeracy demands of assessment should not be greater than those required on the job.</p> <ul style="list-style-type: none"> • Customisation of assessment and delivery environment should sensitively accommodate cultural diversity. • Aboriginal people and other people from a non English speaking background may have second language issues. • Where applicable, physical resources should include equipment modified for people with disabilities. Access must be provided to appropriate learning and/or assessment support when required.
Method of assessment	<p>This unit may be assessed in a holistic way with other units of competency. The assessment strategy for this unit must verify required knowledge and skill and practical application using more than one of the following assessment methods:</p> <ul style="list-style-type: none"> • written and/or oral assessment of the candidate's required knowledge in undertaking of the management of decision-making processes • observed, documented and/or first hand testimonial evidence of the candidate's: <ul style="list-style-type: none"> • implementation of appropriate requirement, procedures and techniques for the safe, effective and efficient achievement of required outcomes • identification of the relevant information and scope of the work required to meet the required outcomes • identification of viable options and the selection of decision-making processes that best meet the required outcomes • consistent achievement of required outcomes • first hand testimonial evidence of the candidate's: <ul style="list-style-type: none"> • working with others to undertake and complete the management of decision-making processes • provision of clear and timely required

	support and advice on the management of decision-making processes
Guidance information for assessment	Consult the SkillsDMC User Guide for further information on assessment including access and equity issues.

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.

Compliance documentation may include:	<ul style="list-style-type: none"> • legislative, organisation and site requirements and procedures • manufacturer's guidelines and specifications • Australian standards • trade practices • weights and measures • waterways • workers compensation/WorkCover • planning and assessment • local government • dangerous goods • industry licensing • industrial relations • navigation • Mines Act • common law • development of training policies/programs to aid compliance • Employment and workplace relations legislation • Equal Employment Opportunity and Disability Discrimination legislation
Monitoring may include:	<ul style="list-style-type: none"> • review of written reports • performance appraisal • auditing procedures

Unit Sector(s)

Business Effectiveness

Competency field

Refer to Unit Sector(s).

Co-requisite units

Not applicable.