



Australian Government

Department of Education, Employment and Workplace Relations

RIILAT601A Manage group processes

Release: 1

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Modification History

Not applicable.

Unit Descriptor

This unit covers management of group processes in the resources and infrastructure industries. It includes developing working relationship frameworks and processes, negotiating work plans with teams and individuals, and managing inter-group and intra-group processes. 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
<p>1. Develop working relationship frameworks and processes</p>	<p>1.1. Access, interpret and apply <i>compliance documentation and requirements</i> relevant to the work activity</p> <p>1.2. Analyse the organisational and worksite culture and work environment and develop an appropriate <i>management style</i></p> <p>1.3. Conduct <i>consultation</i> and <i>negotiation</i> about proposed activities at appropriate times and in a manner which encourages open, frank discussion</p> <p>1.4. Identify and analyse the benefits that can be achieved from the diversity of individuals to enhance workplace harmony</p> <p>1.5. Establish processes designed to ensure employee participation in decision making</p> <p>1.6. Provide timely information about organisational plans and activities, emerging threats and opportunities at a level and pace appropriate to the individuals concerned</p> <p>1.7. Develop processes and ground rules to ensure that people at the worksite are treated with respect</p> <p>1.8. Honour commitments and undertakings entered into with employees</p> <p>1.9. Provide employees with sufficient support to achieve work objectives</p> <p>1.10. Discuss evaluation of work and workplace behaviour directly with the individual concerned and maintain the confidentiality of the feedback given</p> <p>1.11. Provide reports on activities, progress, results and achievements in a timely and accurate manner</p> <p>1.12. Ensure that proposals for action are clear and realistic</p> <p>1.13. Take constructive efforts to resolve disagreements and maintain good working relationships to ensure work objectives are met and workplace harmony maintained</p>
<p>2. Negotiate work plans with</p>	<p>2.1. Plan work targets from organisational and</p>

<p>teams and individuals to achieve objectives</p>	<p>worksite goals</p> <p>2.2. Plan work methods to maximise the use of available <i>resources</i></p> <p>2.3. Assess the degree of direction required by individuals and use to best effect in overall work planning</p> <p>2.4. Agree to realistic work targets with individuals and teams to optimise the use of resources and existing competencies of personnel</p> <p>2.5. Design work targets and methods to ensure that the worksite's objectives are achieved</p> <p>2.6. Clearly define and record team and individual responsibilities and limits of authority</p> <p>2.7. Ensure that allocated work activities provide individuals with suitable learning opportunities</p>
<p>3. Manage inter-group and intra-group processes</p>	<p>3.1. Promote clear and relevant work values indicating the limits of acceptable practice</p> <p>3.2. Promptly identify potential and actual conflicts between personnel and take actions to deal with them as soon as is practicable</p> <p>3.3. Resource problems and conflicts adequately to achieve timely resolution</p> <p>3.4. Handle differences of opinion in ways that minimise offence and conflict to ensure respect is maintained</p> <p>3.5. Apply disciplinary sanctions where necessary</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 group processes:

- apply legislative, organisation and site requirements and procedures for managing group processes
- set objectives and create cultures which are ethical
- clearly identify and raise ethical concerns relevant to your worksite
- work towards the resolution of ethical dilemmas based on reasoned approaches
- actively build relationships with others
- make time available to support others
- provide feedback designed to improve people's future performance
- show sensitivity to the needs and feelings of others
- keep others informed about plans and progress
- identify the information needs of listeners
- adopt communication styles appropriate to listeners and situations, including selecting an appropriate time and place
- reconcile and make use of a variety of perspectives when making sense of a situation
- produce ideas from experience and practice
- take decisions which are realistic for the situation
- focus on facts, problems and solutions when handling an emotional situation

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 group processes:

- industrial awards/enterprise agreements
- advanced negotiation techniques
- human resource management
- strategic planning
- resource quantification
- organisational change and development
- OHS
- statutory and site rules, policies, procedures and regulations
- assertive techniques
- risk management processes and techniques

- action planning methods

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 group processes • implementation of procedures and techniques for the safe, effective and efficient management of group 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 group process management that best meet the required outcomes • working with other to undertake and complete the management of group processes • consistent successful management of group 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 disadvantage the participant. For example,

	<p>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 applications 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 the management of group 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 group process management 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 group processes provision of clear and timely required support and advice on the management of group processes

Guidance information for assessment	Consult the SkillsDMC User Guide for further information on assessment including access and equity issues.
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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.

<p>Compliance documentation and requirements may include:</p>	<ul style="list-style-type: none"> • legislative, organisation and site requirements and procedures • manufacturer's guidelines and specifications • Australian standards • common law • dangerous goods • development of training policies/programs • industrial relations • industry licensing • local government • mines acts • navigation • planning and assessment • trade practices • waterways • weights and measures • workers compensation/WorkCover • Employment and workplace relations legislation • Equal Employment Opportunity and Disability Discrimination legislation
<p>Management operates within:</p>	<ul style="list-style-type: none"> • human resource policies and practices including interviewing, counselling, dispute settling and discipline • enterprise/industrial agreements/awards • training and development principles and practices • work schedules may include shift work and varying hours of duty • environments ranging from simple to complex and diverse • productivity and profitability objectives and targets • appropriate policies, guidelines and processes • a level of autonomy which may range from

	<p>limited to substantial</p> <ul style="list-style-type: none"> • legislation, codes and practices • resource parameters which may be defined or negotiated • quality and continuous improvement processes and standards • business and performance plans • ethical standards established by the organisation • best practice and benchmarking principles and practices • financial accountability including profit and loss statements
Management may assume varying roles including:	<ul style="list-style-type: none"> • leader • coach • facilitator • mentor • participant • director • trainer • assessor
Management will typically make decisions to:	<ul style="list-style-type: none"> • influence operational performance • maintain statutory/legal compliance • plan production schedules • maximise production and minimise operating costs/risks and non-conformances • analyse and review market/production predictions and costs • manage projects and tasks
Consultation may typically include:	<ul style="list-style-type: none"> • employees • regulatory authorities • tenderers/project managers • contractors • community • customers • suppliers
Negotiation may be with a variety of internal or external sources and be:	<ul style="list-style-type: none"> • formal or informal • short term or ongoing • multi-lingual and cross-cultural • enterprise agreements • legislation regulation compliance and include relative authorities, project managers,

	employees, contractors, customers and the community
Resources may include:	<ul style="list-style-type: none">• finance• equipment• environment• buildings/facilities• technology• information• people

Unit Sector(s)

Leadership and Teamwork

Competency field

Refer to Unit Sector(s).

Co-requisite units

Not applicable.