



Australian Government

Department of Education, Employment and Workplace Relations

BSBFLM403B Implement effective workplace relationships

Release: 1

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Modification History

Not applicable.

Unit Descriptor

This unit specifies the outcomes required to collect, analyse and communicate information and to use that information to develop and maintain effective working relationships and networks, with particular regard to communication and representation.

This unit replaces BSBFLM403A Manage effective workplace relationships.

Frontline managers play an important role in developing and maintaining positive relationships in internal and external environments so that customers, suppliers and the organisation achieve planned outputs and outcomes. They play a prominent part in motivating, mentoring, coaching and developing team cohesion through providing leadership for the team and forming the bridge between the management of the organisation and the team members.

At this level, work will normally be carried out within routine and non-routine methods and procedures, which require planning and evaluation and leadership and guidance of others.

This unit builds on BSBFLM303B Contribute to effective workplace relationships. Consider co-assessment with BSBFLM412A Promote team effectiveness. This unit is related to BSBFLM503B Manage effective workplace relationships.

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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.

Elements and Performance Criteria

Elements and Performance Criteria

Element	Performance Criteria
1 Collect, analyse and communicate information and ideas	1.1 Relevant information is collected from appropriate sources, analysed and shared with the work team to improve work performance 1.2 Ideas and information are communicated in a manner which is appropriate and sensitive to the cultural and social diversity of the audience and any special needs 1.3 Consultation processes are implemented to encourage employees to contribute to issues related to their work, and feedback in regard to outcomes is promptly relayed to the work team 1.4 Contributions from internal and external sources are sought and valued in developing and refining new ideas and approaches 1.5 Processes are implemented to ensure that issues raised are resolved promptly or referred to relevant personnel as required

- 2 Develop trust and confidence
 - 2.1 All internal and external contacts are treated with integrity, respect and empathy
 - 2.2 The organisation's social, ethical and business standards are used to develop and maintain effective relationships
 - 2.3 Trust and confidence of colleagues, customers and suppliers is gained and maintained through competent performance
 - 2.4 Interpersonal styles and methods are adjusted to meet the organisation's social and cultural environment
 - 2.5 Other members of the work team are encouraged to follow examples set, according to organisation's policies and procedures
- 3 Develop and maintain networks and relationships
 - 3.1 Networks are used to identify and build relationships
 - 3.2 Networks and other work relationships are used to provide identifiable benefits for the team and organisation
- 4 Manage difficulties into positive outcomes
 - 4.1 Difficulties are identified and analysed, and action is taken to rectify the situation within the requirements of the organisation and relevant legislation
 - 4.2 Colleagues are guided and supported to resolve work difficulties
 - 4.3 Workplace outcomes are regularly reviewed and improved in consultation with relevant personnel
 - 4.4 Poor work performance is managed within the organisation's processes
 - 4.5 Conflict is managed constructively within the organisation's processes

Required Skills and Knowledge

Not applicable.

Evidence Guide

The Evidence Guide provides advice to inform and support appropriate assessment of this unit. It contains an overview of the assessment requirements followed by identification of specific aspects of evidence that will need to be addressed in determining competence. The Evidence Guide is an integral part of the unit and should be read and interpreted in conjunction with the other components of competency. Assessment must reflect the endorsed Assessment Guidelines of the parent Training Package.

Overview of Assessment Requirements

A person who demonstrates competence in this unit must be able to provide evidence that they are able to access, analyse and communicate information and ideas to develop and maintain positive internal and external work relationships; develop trust and confidence within the work team; develop and maintain networks; and resolve problems and conflicts effectively and efficiently.

Specific Evidence Requirements

Required knowledge and understanding include:

relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety and environmental issues, equal opportunity, industrial relations and anti-discrimination

the principles and techniques associated with managing work relationships to achieve planning responsibilities:

- developing trust and confidence
- maintaining consistent behaviour in work relationships
- identifying the cultural and social environment
- identifying and assessing interpersonal styles
- establishing, building and maintaining networks
- identifying and resolving problems
- resolving conflict
- managing poor work performance
- monitoring, analysing and introducing ways to improve work relationships
- contributing to the elimination of discrimination/bias

Required skills and attributes include:

ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities

functional literacy skills to access and use workplace information

skills to research, analyse, interpret and report information

relationship management and communication skills: responding to unexpected demands from a range of people

using supportive and consultative processes effectively

forging effective relationships with internal and/or external people and developing and maintaining these networks

gaining the trust and confidence of colleagues

dealing with people openly and fairly

coaching and mentoring skills to provide support to colleagues

Key competencies or generic skills relevant to this unit

The seven key competencies represent generic skills considered essential for effective work participation. Innovation skills represent a further area of generic competence. The bracketed numbering indicates the performance level required in this unit:

Level (1) represents the competence to undertake tasks effectively

Level (2) represents the competence to manage tasks

Level (3) represents the competence to use concepts for evaluating and reshaping tasks. The bulleted points provide examples of how the key competencies can be applied for this unit.

Communicating ideas and information (2)

selecting and applying different communication methods to suit different groups and individuals

Collecting, analysing and organising information (2)

collecting and analysing contributions from internal and external sources

Planning and organising activities (2)

organising information and feedback collected from various sources

Working in a team (2)

implementing a range of strategies to facilitate effective workplace relationships

Using mathematical ideas and techniques (1)

using appropriate calculations to aid effective planning

Solving problems (2)

using skills and information to assist in the area of conflict resolution and as an aid to decision making

Using technology (2)

assisting in the management, distribution and communication of information

Innovation skills (2)

adopting new ideas and approaches to develop and maintain networks, effective workplace relationships and effective communication within the work team

Products that could be used as evidence include:

documentation produced in managing people within the work team, such as:

- contribution to organisational policies and procedures
- contribution to procedures and policies for dealing with workplace relationships and communications, and related codes of conduct
- actions taken to address social and ethical standards in the workplace
- actions taken to address issues and problems within work team
- actions taken to address methods of maintaining networks and developing contacts within and outside the organisation
- learning and development plans for team members
- materials developed or available for coaching, mentoring and training
- induction programs developed and/or delivered
- actions taken to address internal and external communication processes
- reviews/reports of people management
- advice and input into decisions related to the work team
- records of people management lessons learned
- records of OHS consultation

Processes that could be used as evidence include:

how strategies were implemented to ensure that information was collected and accessed

how ideas and information were communicated

how communication process was implemented and feedback received and dealt with

how policies were implemented, and contributions sought and used to develop new ideas and approaches

how processes were implemented to facilitate new ideas and approaches

examples of how issues have been resolved

how the organisation's social and ethical standards have been used within workplace relationships

how trust and confidence has been developed and maintained

how interpersonal styles and methods were adjusted to suit the organisation's social and cultural environment

examples of how networks were developed and maintained

how strategic networks were used to build relationships

how ongoing planning and implementation has been conducted

how strategies were implemented to ensure that difficulties were addressed and solutions were planned

how colleagues were guided and supported to resolve work difficulties

examples of how poor work performance and conflict was managed

Resource implications for assessment include:

access by the learner and trainer to appropriate documentation and resources normally used in the workplace

Validity and sufficiency of evidence requires:

that this unit can be assessed in the workplace or in a closely simulated work environment

that where assessment is part of a learning experience, evidence will need to be collected over a period of time, involving both formative and summative assessment

that examples of actions taken by candidate to implement effective workplace relationships are provided

Integrated competency assessment means:

that this unit should be assessed with other frontline management units taken as part of this qualification, as applicable to the candidate's leadership role in a work team and as part of an integrated assessment activity

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Range Statement

The Range Statement adds definition to the unit by elaborating critical or significant aspects of the performance requirements of the unit. The Range Statement establishes the range of indicative meanings or applications of these requirements in different operating contexts and conditions. The specific aspects which require elaboration are identified by the use of italics in the Performance Criteria.

Legislation, codes and national standards relevant to the workplace may include:

award and enterprise agreements and relevant industrial instruments

relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety (OHS) and environmental issues, equal opportunity, industrial relations and anti-discrimination

relevant industry codes of practice

OHS considerations may include:

provision of information about OHS legislative requirements, guidelines and the organisation's OHS policies, procedures and programs

OHS practice as an ethical standard and legislative requirement

training of all employees in health and safety procedures and updating of records

changes to work, work practices and the working environment that have an OHS impact

organisation's responsibilities to employees, customers and suppliers

consultations with employees on OHS issues, with consideration given to social and cultural diversity and any special needs

Information may be:

data appropriate to work roles and organisational policies that is shared and retrieved in writing or verbally, electronically or manually such as:

- policies and procedures

- planning and organisational documents including the outcomes of continuous improvement and quality assurance

- marketing and customer-related data

- archived, filed and historical background data

- individual and team performance data

Consultation processes may include:

opportunities for all employees to contribute to ideas and information to organisational issues
feedback to the work team and relevant personnel in relation to outcomes of the consultation process

Processes may refer to:

participating in planned organisational activities

coordinating surveys or questionnaires

distributing newsletters or reports

conducting informal meetings

informal dialogue with relevant personnel

Relevant personnel may include:

managers

supervisors

union representatives/groups

OHS committee and other people with specialist responsibilities

other employees

The organisation's social, ethical and business standards may refer to:

written standards such as those expressed in:

- vision and mission statements
- policies
- code of workplace conduct/behaviour
- dress code
- statement of workplace values

implied standards such as honesty and respect relative to the organisation culture and generally accepted within the wider community

standards expressed in legislation and regulations such as anti-discrimination legislation
rewards and recognition for high performing staff

Colleagues, customers and suppliers may include:

team members

employees at the same level and more senior managers

people from a wide variety of social, cultural and ethnic backgrounds

both internal and external contacts

Organisation's policies and procedures may refer to:

sets of accepted actions approved by the organisation

organisational tasks and activities undertaken to meet performance outcomes

Standard Operating Procedures

Materials Safety Data Sheets

Networks may be:

internal and/or external

informal or formal and with individuals or groups

established structures or unstructured arrangements and may include business or professional associations

Workplace outcomes may include:

performance of the work team

OHS processes and procedures

Poor work performance may refer to:

self

individual team members

whole work team

organisation as a whole

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organisation as a whole

Unit Sector(s)

Not applicable.