CHCORG611B Lead and develop others in a community sector workplace

Release: 1

CHCORG611B Lead and develop others in a community sector workplace

Modification History

Not Applicable

Unit Descriptor

Descriptor	This unit describes the knowledge and skills required to achieve identified work outcomes through managing, leading and developing individuals and teams in the work group or organisation

Application of the Unit

Application	The skills described in this unit may be applied across a range of community services workplace contexts

Licensing/Regulatory Information

Not Applicable

Pre-Requisites

Not Applicable

Employability Skills Information

Employability Skills   This unit contains Employability Skills

Elements and Performance Criteria Pre-Content

Elements define the essential outcomes of a unit of competency.

The Performance Criteria specify the level of performance required to demonstrate achievement of the Element. Terms in italics are elaborated in the Range Statement.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Provide leadership, direction and guidance to the organisation	1.1 Provide regular briefings on work goals, plans and operational issues to work groups to minimise role ambiguity and maximise effectiveness
	1.2 Provide encouragement to develop new and innovative work practices and strategies to optimise work outcomes and better meet client needs
	1.3 Model high standards of performance and practice to staff
	1.4 Provide leadership and supervision appropriate to changing priorities and situations and take into account differing needs and backgrounds of individuals, requirements of task and client needs
	1.5 Use the diversity of individuals' knowledge, skills and approaches to enhance work outcomes
	1.6 Model application of principles and practices of equal employment opportunity, occupational health and safety (OHS) and participative work practices in the community sector and promote to staff

ELEMENT	PERFORMANCE CRITERIA
2. Maximise own performance outcomes	2.1 Use effective time and work management techniques, including monitoring workflow and outcomes, to meet priorities and achieve identified objectives
	2.2 Plan work and monitor progress to minimise effects of unexpected outcomes
	2.3 Ensure all work undertaken complies with established policies and procedures, especially those relating to anti-discrimination and OHS in the community sector
	2.4 Regularly review and revise work practices to assist achievement of identified objectives
	2.5 Seek and take opportunities for continuous self development/learning
3. Manage effective work relationships	3.1 Clearly articulate the link between the group's function, goals of the organisation and individual responsibilities and communicate to staff routinely
	3.2 Routinely use participative decision-making processes to allocate responsibilities and develop, implement and review work of the group
	3.3 Where relevant, identify and resolve conflict with minimum disruption to workgroup function and in accordance with organisation procedures
	3.4 Allocate tasks within competence of staff and support by appropriate delegation and training
	3.5 Adjust interpersonal styles and methods to the social and cultural context
	3.6 Communicate and interact with colleagues and management using a variety of appropriate techniques

ELEMENT	PERFORMANCE CRITERIA
4. Manage and improve the performance of individuals	4.1 Monitor performance of the group in achieving objectives, review regularly and use as the basis for further allocation of work
	4.2 Monitor and review individual outcomes in consultation with the workgroup to measure and assess progress against objectives and identify issues for attention or further work
	4.3 Revise work practices as required to achieve workgroup, corporate and community sector goals and objectives
	4.4 Address performance problems in fair, constructive and timely manner in accordance with relevant guidelines, procedures and natural justice
	4.5 Monitor individual and group progress and provide regular feedback to optimise achievement of organisation objectives
	4.6 Support the work group to develop mutual commitment and cooperation
	4.7 Promote and encourage workgroup effectiveness through active participation in group activities and communication processes
5. Support, participate and review group development	5.1 Put in place development plans for each staff member, identifying relevant development activities
	5.2 Develop, agree and implement action plans to meet individual and group training and development needs
	5.3 Encourage and support staff to apply skills and knowledge in the workplace
	5.4 Identify and deliver relevant specialist training and professional development, as required
	5.5 Arrange appropriate training and provide to meet individual and organisation needs
	5.6 Encourage staff to be involved in professional development and support staff to *attend training courses and to take up other development opportunities*

ELEMENT	**PERFORMANCE CRITERIA**
6. Support and develop staff	6.1 Provide staff with personal and career development opportunities from within and outside of the organisation
	6.2 Hold regular meetings with staff to review, adjust and develop strategies and priorities
	6.3 Agree priority tasks and monitor achievement of work plans to maximise organisation effectiveness
	6.4 Monitor overall performance of staff and provide regular feedback in an appropriate manner
	6.5 Provide opportunities for targeted professional development in the community sector context

Community Services and Health Industry Skills Council

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This describes the essential skills and knowledge and their level required for this unit.

Essential knowledge:

The candidate must be able to demonstrate essential knowledge required to effectively do the task outlined in elements and performance criteria of this unit, manage the task and manage contingencies in the context of the identified work role

These include knowledge of:

- Budget processes
- Effective leadership styles
- Effective team management
- Human resource development and management principles and practices
- Industrial relations legislative requirements
- Leadership qualities
- Supervision processes
- Union processes

Essential skills:

It is critical that the candidate demonstrate the ability to:

- Develop and implement strategies for managing stress
- Provide development opportunities appropriate to work in the community sector
- Recognise stressors within the team
- Use both participative and consultative management practices
- Use effective leadership styles
- Work effectively in a team environment in the community sector

In addition, the candidate must be able to effectively do the task outlined in elements and performance criteria of this unit, manage the task and manage contingencies in the context of the identified work role

These include the ability to:

- Contribute to leadership of multi-disciplinary and inter-disciplinary teams

REQUIRED SKILLS AND KNOWLEDGE

- Demonstrate effective communication and interpersonal skills including:
  - language and literacy competence required to fulfil the procedures of the organisation
  - language used may be English, signing or a community language
  - use of interpreters where required
  - negotiation
- Demonstrate awareness and understanding of effective individual and team operations
- Demonstrate awareness of self and impact of self on others in the community sector workplace
- Demonstrate effective time management and work planning
- Develop relevant policies and processes if required to manage/lead and develop others in a community sector context
- Provide leadership to encourage others to recognise and address environmental responsibility and sustainable practice issues

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, the Range Statement and the Assessment Guidelines for this Training Package.

Critical aspects for assessment and evidence required to demonstrate this unit of competency:	• The individual being assessed must provide evidence of specified essential knowledge as well as skills • This unit is most appropriately assessed in the workplace or in a simulated workplace and under the normal range of workplace conditions This may include the use of languages other than English and alternative communication systems • It is recommended that assessment take place on more than one occasion

EVIDENCE GUIDE

Access and equity considerations:	• All workers in community services should be aware of access, equity and human rights issues in relation to their own area of work
	• All workers should develop their ability to work in a culturally diverse environment
	• In recognition of particular issues facing Aboriginal and Torres Strait Islander communities, workers should be aware of cultural, historical and current issues impacting on Aboriginal and Torres Strait Islander people
	• Assessors and trainers must take into account relevant access and equity issues, in particular relating to factors impacting on Aboriginal and/or Torres Strait Islander clients and communities
Context of and specific resources for assessment:	• This unit can be assessed independently, however holistic assessment practice with other community services units of competency is encouraged
	• Resource requirements for assessment of this unit include access to:
	• an appropriate workplace where assessment can be conducted or simulation of realistic workplace setting for assessment
Method of assessment:	• Assessment may include observations, questioning and evidence gathered from the workplace

Community Services and Health Industry Skills Council

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. Add any 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.

Relevant information affecting the workgroup can include:	• Corporate and strategic plans, including human resource management and human resource development strategic plans • Industrial awards • Personnel management guidelines and circulars • Quality standards • Relevant legislation • Work area business plans
Attend training courses and to take up other development opportunities may include:	• Assisted formal study • Conference and seminar attendance • Formal internal and external courses • Induction and orientation • On the job training • Placements at the same level, work experiences and assignments, and higher duties • Support for professional development activities
Procedures and guidelines can include:	• Financial/administrative procedures • Fraud prevention • OHS

Community Services and Health Industry Skills Council

Unit Sector(s)

Not Applicable

Community Services and Health Industry Skills Council