CSCORG407A Coordinate a work team

Revision Number: 2

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Modification History

CSCORG407A Release 2:   Layout adjusted. No changes to content.
CSCORG407A Release 1:   Primary release.

Unit Descriptor

This unit of competency describes the outcomes required to achieve operational outcomes and effective working relationships through managing and developing individuals and teams as part of a cooperative work group, communicating objectives and required standards, supporting development activities and providing leadership in the work group.
This is a generic management unit that has been designed to allow significant contextualisation according to the requirements of the organisation, management structures and candidates' work roles and responsibilities.

Application of the Unit

This unit applies to candidates with both general and specialist competencies from a range of occupational areas.
In practice, coordinating a work group may overlap with other generalist or specialist work activities such as using workplace communication strategies, establishing and maintaining networks, contributing to the goals of the organisation, using resources, etc.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.

Performance criteria describe the required performance needed to demonstrate achievement of the element. Where **_bold italicised_** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1 Develop and maintain a cooperative work group.	1.1 Encourage staff to make constructive contributions to team decisions and planning.
	1.2 Acknowledge contributions to *work group* operations and respond positively to feedback and suggestions from team members.
	1.3 Ensure staff members contribute actively to the implementation of new work practices.
	1.4 Address conflict between staff members in accordance with current personnel practices.
2 Communicate objectives and required standards.	2.1 Ensure staff members are aware of *relevant information affecting the work group*.
	2.2 Inform staff of required objectives and *standards* and encourage staff commitment to objectives and standards to promote continuous improvement.
	2.3 Model and promote principles and practices of safe, fair and participative work practices to staff.
	2.4 Provide regular constructive feedback on all aspects of work performance to individuals and team to promote continuous improvement.
	2.5 Assess performance and address requirements in a fair and timely manner according to relevant guidelines, procedures and performance criteria.
3 Support development activities.	3.1 Identify specific training needs of individuals and provide *training and development opportunities*.
	3.2 Develop and implement agreed action plans to meet individual and group training and development needs.
	3.3 Encourage and support staff in applying skills and knowledge in the workplace.
	3.4 Provide on-the-job training to the required standard.
	3.5 Encourage and support staff to attend training courses and to take up other development opportunities.
4 Provide leadership to the work group.	4.1 Check and confirm the link between the function of the group and the goals of the organisation.
	4.2 Use participative decision making routinely to develop, implement and review work of the group and to allocate responsibilities where appropriate.
	4.3 Ensure that opportunities and encouragement are given to others to develop new and innovative work

ELEMENT	PERFORMANCE CRITERIA
	practices and strategies.
	4.4 Identify and resolve conflict with minimum disruption to work group function.
	4.5 Provide staff with the support and supervision necessary to perform work safely and without risk to health.
	4.6 Allocate tasks within the competence of staff and support staff with appropriate authority, autonomy and training.
	4.7 Ensure supervision is appropriate to changing priorities and situations and takes into account the different needs of individuals and the requirements of the task.

Government Skills Australia

Required Skills and Knowledge

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

Required skills:

- applying legislation, regulations and organisational policies, procedures and practices relating to coordinating work groups
- using effective communication techniques especially related to negotiation, mentoring, facilitation and team collaboration and cooperation
- providing leadership, supervision and performance feedback
- undertaking problem solving and conflict management in a team environment
- applying procedures relating to occupational health and safety, equal employment opportunity, equity and diversity in the context of coordinating a work group
- applying a range of different performance development approaches
- reporting on the achievement of work outcomes.

Required knowledge:

- legislation, regulations, policies and procedures relating to protocols and guidelines in the context of coordinating a work group
- organisation's environmental and sustainability practices
- strategies for performance development in the workplace
- principles of effective team operation
- principles of human resource management
- principles of conflict resolution
- principles of group processes and group dynamics.

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.

Overview of assessment	This unit should be assessed in the workplace, or where this is not feasible, in a suitable simulation applying the context and material of the workplace and its requirement. Assessment should include the opportunity to demonstrate evidence from work in the wider community. Evidence should be gathered over time in a range of contexts to ensure the candidate can achieve the unit outcome and apply the competency in different situations or environments.
	Evidence will be required of performance in a range of variables required by the work site and the defined work role and responsibilities.
Critical aspects for assessment and evidence required to demonstrate competency in this unit	In addition to integrated demonstration of the elements and their related performance criteria, look for evidence that confirms:
	• the knowledge requirements of this unit
	• the skill requirements of this unit
	• application of employability skills as they relate to this unit
	• ability to coordinate a work team in a range of (two or more) contexts or occasions, over time.
Context of and specific resources for assessment	Valid assessment of this unit requires:
	• a workplace environment or one that closely resembles normal work practice and replicates the range of conditions likely to be encountered when coordinating a work group, including coping with difficulties, irregularities and breakdowns in routine
	• copies of legislation, policies, procedures and guidelines relating to the provision of leadership and coordination of work groups
	• access to appropriate learning and assessment support when required.
Method of assessment	Evidence must include observation and information generated in the workplace as well as observation of performance in routine work functions or, where this is not possible, in a simulated exercise.
	The following assessment methods are suggested:
	• observation of performance in routine workplace

activities within a range of agreed responsibilities and in various work locations

- written and/or oral questioning to assess knowledge and understanding
- completion of workplace documents and reports produced as part of routine work activities
- third-party reports from experienced practitioners
- completion of performance feedback from supervisors and colleagues
- case studies
- scenarios
- simulations or role plays.

Guidance information for assessment

Assessment methods should reflect workplace demands, and any identified special needs of the candidate, including language and literacy implications and cultural factors that may affect responses to the questions.

In all cases where practical assessment is used it will be combined with targeted questioning to assess the underpinning knowledge.

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 in the performance criteria is detailed below. 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.

Work group may include:	• an existing team • business unit • group formed for a special purpose or project • group of community members • volunteers • inter-agency members • client group, such as employees on a safety committee • group of employers • members of the public in a special interest group.
Relevant information affecting the work group could include:	• legislation • organisation and department plans • industrial awards, agreements and contracts • agency policies, procedures and protocol • quality, performance, contracts and competency standards • efficiency indicators.
Standards may include:	• national competency standards • performance management standards • performance appraisal systems • discipline procedures.
Training and development opportunities may include:	• formal course participation • on-the-job training • work experience • coaching and mentoring • secondment • external study • conference and seminar attendance • opportunities to work in higher-level positions • job rotation and exchanges.

Unit Sector(s)

Organisational administration and management.

Competency field

Not applicable.