



**Australian Government**

**Department of Education, Employment and Workplace Relations**

# **CSCORG506A Manage teamwork through delegations**

**Revision Number: 2**

## **CSCORG506A Manage teamwork through delegations**

### **Modification History**

CSCORG506A Release 2: Layout adjusted. No changes to content.  
CSCORG506A Release 1: Primary release.

### **Unit Descriptor**

This unit of competency describes the outcomes required to delegate responsibility and authority at a senior level. It involves giving responsibility and authority for substantial pieces of work - whole or part programs and priority one-off tasks - to others, through a consultative and equitable process. It involves negotiating targets for delegated work and providing advice and support.

This is a generic management unit that will need to be significantly contextualised for the specific requirements and context of the organisation and work unit. It should be assessed on the basis of evidence gathering through direct workplace applications.

### **Application of the Unit**

The specific application of this unit will vary considerably within the industry, depending on the processes and requirements for delegations. This unit applies to candidates with both general and specialist competencies from a range of occupational areas.

Factors that will influence the application of this unit will include:

- type of institution and its management procedures
- philosophy, objectives and purpose of the service
- chain of command and accountability
- roles and responsibilities of supervisors.

In practice, managing teamwork through delegations will overlap with other generalist or specialist work activities, such as work unit planning, negotiating, coordinating a work team, 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
<b>1 Delegate responsibility and authority to others.</b>	<p>1.1 Ensure that <i>delegations</i> are consistent with <i>organisational policies and procedures</i> and the authority contained in <i>legislation</i>.</p> <p>1.2 Delegate authority and responsibilities to people able to deliver the required outcomes.</p> <p>1.3 Ensure information and instruction about the work delegated is clear, explicit and allows sufficient time for the work to be carried out.</p> <p>1.4 Ensure that delegations take account of the developmental needs of the people involved and give equal opportunities to develop skills and experience.</p> <p>1.5 Provide sufficient <i>resources</i> to ensure that the delegated work can be completed in the time required and the quality specified.</p> <p>1.6 Review delegations at suitable intervals and revise arrangements where necessary.</p>
<b>2 Negotiate targets for delegated work.</b>	<p>2.1 Ensure targets are realistic and achievable within organisational resources and conditions and are consistent with the organisation's objectives and priorities.</p> <p>2.2 Ensure targets take into account the competencies and experience of the individuals and teams involved.</p> <p>2.3 Negotiate targets using methods that promote commitment, enthusiasm and creative approaches from the people involved.</p> <p>2.4 Identify measures to be used to determine progress and the times at which the targets and progress will be reviewed.</p> <p>2.5 Inform all relevant parts of the organisation about delegated work, targets and the review of targets.</p>
<b>3 Provide advice and support.</b>	<p>3.1 Provide advice and support to individuals and teams working under delegation to ensure understanding, cooperation, commitment and quality of performance.</p> <p>3.2 Provide advice and support based on accurate analysis of the issues, obstacles and problems and their possible solutions.</p> <p>3.3 Ensure advice and support give encouragement and positive direction to people involved in the delegated work.</p>

**ELEMENT****PERFORMANCE CRITERIA**

- 3.4 Ensure that the nature and timing of advice takes account of the need for people to work autonomously and control their own work responsibilities.
- 3.5 Foster and promote the interests of delegated individuals and work teams in the organisation.

**Required Skills and Knowledge**

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

**Required skills:**

- accessing and using legislation and guidelines related to delegations
- interpreting and explaining organisational policies and procedures relating to delegations and applying them in the workplace
- planning and developing work unit targets and effectiveness measures
- using team-building strategies
- responding to diversity in the workplace
- using communication strategies involving exchanges of often complex oral information
- undertaking grievance counselling and resolving conflict in work teams
- undertaking effective liaison, negotiation and consultation.

**Required knowledge:**

- legislation, regulations, policies and procedures relating to delegations
- range of delegations applicable in government services
- instructions and standards relating to delegations
- organisational structure and levels of authority or delegation
- interviewing, counselling, negotiation and mediation techniques
- cultural awareness related to promoting cultural diversity in the workplace
- conflict resolution techniques
- team-building strategies
- strategic plans and work unit or business plans
- justice system structures and political influences
- equal employment opportunities, equity and diversity principles
- Environmental or sustainability legislation, regulations and codes of practice applicable to industry.

## 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 in a simulated workplace environment using material drawn from the range statement. The material should be relevant to organisational requirements and defined work role.

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.

### 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 manage teamwork through delegations 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 managing teamwork through delegations, including coping with difficulties, irregularities and breakdowns in routine
- copies of legislation, policies, procedures and guidelines relating to delegations
- 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
- 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.

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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 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.

#### ***Delegations:***

- are
  - functions or powers under an Act assigned by the Minister to others
  - made to specified limits
  - made to persons in specified positions (i.e. made to the position rather than the individual)
- and may include:
  - internal secondments
  - temporary positions
  - acting positions
  - internal and external contracted services
  - extension of routine duties and responsibilities
  - allocation to new duties
  - introduction of new programs or requirements.

***Organisational policies and procedures*** may include:

- human resources and personnel
- occupational health and safety
- reporting and recording procedures

- equal employment opportunities
- anti-discrimination
- code of conduct
- induction and training/staff development
- regulations specific to the area of work
- operational procedures
- work transfers
- performance management
- protocols
- contracts
- environmental and sustainability practices.

**Legislation** may include:

- federal, and state or territory legislation related to:
  - public service
  - financial management
  - worker's compensation
  - workplace relations
  - equal employment opportunity
  - contract law.

**Resources** may include:

- human
- physical
- financial
- technological and information resources.

## **Unit Sector(s)**

Organisational administration and management.

## **Competency field**

Not applicable.