



Australian Government

Department of Education, Employment and Workplace Relations

LGACORE602B Promote and facilitate organisational performance

Release 2

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Modification History

LGACORE602B Release 2: Layout adjusted.

LGACORE602B Release 1: Primary release.

Unit Descriptor

This unit covers developing, maintaining and reviewing organisational structure, employment relations and communication strategies and promoting a fair and equitable workplace. The importance of effective employee relations and communication strategies in facilitating organisational performance is recognised. It is acknowledged that organisational cultures that encourage, support and reward staff achievements provide the right environment for staff to achieve competence and therefore enhance organisational performance. The unit is appropriate for senior management.

Application of the Unit

This unit supports the attainment of skills and knowledge required for competent workplace performance in councils of all sizes. Knowledge of the legislation and regulations within which councils must operate is essential. The unique nature of councils, as a tier of government directed by elected members and reflecting the needs of local communities, must be appropriately reflected.

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 Range Statement. Assessment of performance is to be consistent with the Evidence Guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
<p>1. Review organisational structure</p>	<p>1.1 Organisational structure is reviewed for its strengths and weaknesses.</p> <p>1.2 Organisational structure is analysed for its capacity to support the <i>goals and objectives of the organisation</i>.</p> <p>1.3 Effective, continuous monitoring, review and improvement procedures are implemented with the involvement and participation of staff.</p> <p>1.4 Information gained from continuous review is evaluated and used to improve the organisation.</p>
<p>2. Develop, maintain and review an effective communication strategy</p>	<p>2.1 Communication strategies are developed that ensure elected members, staff and the public are informed of key activities and decisions relevant to them.</p> <p>2.2 Communication strategies are monitored for successful and effective implementation.</p> <p>2.3 <i>Feedback</i> on the effectiveness of the communication strategy is regularly sought and required changes are implemented.</p>
<p>3. Contribute to the development of organisational innovation, creativity and excellence</p>	<p>3.1 Innovative contributions and achievements are acknowledged and rewarded in accordance with council requirements.</p> <p>3.2 Strategies are implemented that encourage group approaches to problem solving.</p> <p>3.3 Ideas are valued and assessed objectively against council's goals and objectives.</p> <p>3.4 Staff members are encouraged and supported in undertaking personal development activities through the allocation of resources.</p>
<p>4. Contribute to the development of a productive and ethical work culture</p>	<p>4.1 Council's goals and objectives are achieved to the best ability of individual staff members working cooperatively with others and within codes of conduct.</p> <p>4.2 Work decisions made by staff within their agreed range of responsibility and council's code of conduct are supported.</p>
<p>5. Develop and maintain relevant competencies in a changing environment</p>	<p>5.1 Current knowledge of the issues facing council's operations and environment and of local, regional, national and international innovations is maintained.</p> <p>5.2 Evaluation of own management practices and development needs is regularly undertaken and strategies to achieve own development objectives are developed and implemented.</p>
<p>6. Promote and monitor a fair and equitable workplace</p>	<p>6.1 Equal employment opportunity and anti-discrimination policies are developed that clearly outline council's commitment to them and how the relevant legislation is implemented.</p>

ELEMENT**PERFORMANCE CRITERIA**

- 6.2 Equal employment opportunity and anti-discrimination policies are implemented.
- 6.3 Compliance with equal employment opportunity and anti-discrimination legislation is assessed and corrective action is undertaken when necessary.
- 6.4 *Specialist advice* is obtained in a timely manner to meet legislative, staff and council policy requirements.
- 6.5 Policies and procedures are reviewed to ensure they support the achievement of council's goals and objectives and meet legislative requirements.
- 6.6 Consultative structures are developed and maintained in accordance with legislative and council policy requirements.
- 6.7 Council's reward and pay structure is developed, maintained and regularly reviewed to support the achievement of council's goals and objectives and the career needs of employees.

Required Skills and Knowledge

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

Required Skills

- written and verbal communication
- counselling, presentation, negotiation, consultation and conciliation
- development, interpretation, review and implementation of policy
- effective management, organisational review and quality and continuous improvement practices
- problem solving
- cost-benefit analysis
- people management and development practices

Required Knowledge

- council's political, social, economic and environmental context
- council's strategic and business plans, goals and objectives
- relevant sections of local government act
- local government award and enterprise agreements
- relevant sections of industrial legislation
- equal employment opportunity and anti-discrimination legislation and policies
- council industrial relations and human resources policies and procedures
- effective management principles
- organisation behaviour principles, including the relationship between strategy and structure
- quality and continuous improvement principles
- ethics and public accountability

Evidence Guide

Overview of assessment requirements

A person who demonstrates competency in this unit will be able to perform the outcomes described in the Elements to the required performance level detailed in the Performance Criteria. The knowledge and skill requirements described in the Range Statement must also be demonstrated. For example, knowledge of the legislative framework and safe work practices that underpin the performance of the unit are also required to be demonstrated

Critical aspects of evidence to be considered

The demonstrated ability to:

- design and implement organisational structures, policies, processes and activities to ensure achievement of council's goals and objectives
- be significantly involved in the development, support and encouragement of council staff
- establish and maintain effective relations with peers and other managers

Context of assessment

May be undertaken on the job or in a simulated work environment.

Method of assessment

The following assessment methods are suggested:

- observation of the learner performing a range of workplace tasks over sufficient time to demonstrate handling of a range of contingencies
- written and/or oral questioning to assess knowledge and understanding
- completion of workplace documentation
- third-party reports from experienced practitioners
- completion of self-paced learning materials including personal reflection and feedback from trainer, coach or supervisor.

Evidence required for demonstration of consistent performance

Consistent evidence across a range of human resources management and organisational improvement activities and practices.

Resource implications

Access to a workplace or case study that provides the following resources:

- copies of relevant legislation
- council policies and procedures with special reference to industrial relations, human resources, competitive tendering and competition, equal employment opportunity, anti-discrimination and education and training
- strategic plans

- real or simulated consultation process

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.

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|---|--|
| <i>Goals and objectives of the organisation</i> may relate to: | <ul style="list-style-type: none">• productivity• career development opportunities for staff• efficiency• quality services and facilities• succession planning |
| <i>Feedback</i> may include: | <ul style="list-style-type: none">• periodic performance appraisal reviews• individual informal discussions• staff surveys and questionnaires |
| <i>Specialist advice</i> may be obtained from: | <ul style="list-style-type: none">• internal human resources specialists• external consultants |

Unit Sector(s)

Common.