



**Australian Government**

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

# **PRMCMN404A Facilitate effective workplace relationships**

**Release: 1**

## **PRMCMN404A Facilitate effective workplace relationships**

### **Modification History**

Not Applicable

### **Unit Descriptor**

#### **Unit descriptor**

This unit of competency involves the knowledge and skills required for individuals responsible for establishing and maintaining effective workplace relationships within a work group. It covers communicating workplace expectations and legislative requirements to work group members, as well as managing workplace conflict.

The unit also requires demonstration of high-level communication skills to ensure opportunities for staff development are encouraged and provided. Internal workplace relationships are required to be monitored and evaluated on a regular basis in order to ensure effectiveness. The knowledge and skills of this unit are required by work group leaders in order to facilitate workplace relationships that contribute to effective workplace arrangements and delivery of customer service strategies to clients.

The unit may be expected to apply to a worker who has significant team-leading responsibilities. This unit would usually be carried out under managerial supervision, within organisational guidelines.

### **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

### ELEMENT

### PERFORMANCE CRITERIA

- |   |   |   |
|---|---|---|
| 1 | Communicate workplace expectations  | <ul style="list-style-type: none"> <li>1.1 Collect and record <i>information</i> to achieve work responsibilities from <i>information sources</i></li> <li>1.2 Adopt suitable <i>communication mediums</i> to suit context and staff at all levels in accordance with <i>company requirements</i></li> <li>1.3 Ensure <i>communication medium</i> takes into account social and cultural diversity in accordance with <i>legislative</i> and <i>company requirements</i></li> <li>1.4 Verify and confirm that the <i>communication</i> is understood by <i>work group</i> members in accordance with <i>company requirements</i></li> </ul>   |
| 2 | Implement relevant company and legislative workplace requirements                           | <ul style="list-style-type: none"> <li>2.1 Provide information on <i>legislative</i> and <i>company requirements</i> to <i>work group</i> members via a suitable <i>communication medium</i></li> <li>2.2 Comply with and adopt appropriate measures to ensure <i>workplace procedures</i> and <i>company requirements</i> at the work site are understood and implemented</li> </ul>   |
| 3 | Assist in resolving workplace conflict and manage difficulties to achieve positive outcomes | <ul style="list-style-type: none"> <li>3.1 Identify sources of conflict within or associated with the activities of the <i>work group</i> in accordance with <i>company requirements</i></li> <li>3.2 Ensure appropriate and timely action is taken to resolve conflict when identified, in accordance with <i>company requirements</i></li> </ul> <hr/> <ul style="list-style-type: none"> <li>3.3 Manage conflict constructively in accordance with <i>legislative</i> and <i>company requirements</i></li> <li>3.4 Negotiate difficult situations to achieve results that are acceptable to the parties involved and that meet <i>legislative</i> and <i>company requirements</i></li> </ul> |
| 4 | Facilitate development of staff   | <ul style="list-style-type: none"> <li>4.1 Encourage the development of staff in the work environment in accordance with <i>company requirements</i></li> <li>4.2 Provide <i>workplace learning opportunities</i> and coaching and mentoring assistance to facilitate individual and <i>work group</i> achievement</li> <li>4.3 Communicate opportunities for staff development and training regularly to staff in accordance with <i>company requirements</i></li> </ul>   |

**ELEMENT****PERFORMANCE CRITERIA**

- |   |  |   |
|---|--|---|
| 5 | Monitor and evaluate workplace relationships | 4.4 Provide <i>development opportunities</i> that incorporate a range of activities and support materials appropriate to the achievement of identified needs in accordance with <i>company requirements</i> |
|   |  | 4.5 Identify resources and timelines required for learning and development activities and approve in accordance with <i>company requirements</i>  |
|   |  | 5.1 Use feedback from individuals or <i>work groups</i> to identify and implement improvements in workplace consultative arrangements   |
|   |  | 5.2 Assess and record outcomes and performance of individuals or <i>work groups</i> in accordance with <i>company requirements</i> to determine the effectiveness of development programs                   |

**Required Skills and Knowledge**

Refer to Evidence Guide

## Evidence Guide

### EVIDENCE GUIDE

#### Critical aspects of competency

- Use effective communication techniques to establish and maintain relationships within a work group.
- Use appropriate methods of communication to cater for social, cultural and language differences within a work group.
- Resolve problems and conflicts efficiently within organisational requirements.
- Provide learning and development opportunities within the work group.
- Monitor and evaluate workplace relationships with the view to improving and refining arrangements that exist.

#### Knowledge needed to achieve the performance criteria

Knowledge and understanding are essential to apply this unit in the workplace, to transfer the skills to other contexts, and to deal with unplanned events. The knowledge requirements for this unit are listed below.

- Role and function of workplace teams.
- Enterprise communication structure and work procedures.
- Staff development/learning opportunities available.
- Company codes of conduct.
- Legislative and regulatory requirements relevant to workplace procedures.
- Stages of team development.
- Causes of stress or conflict in teams.
- Strategies for managing or reducing conflict.
- Communication methods and communication mediums.

#### Specific skills needed to achieve the performance criteria

To achieve the performance criteria, some complementary skills are required. These relate to the ability to:

- use interpersonal communication skills that assist in establishing and maintaining workplace relationships:
  - negotiation
  - problem-solving
  - active listening/providing feedback
  - report writing
- relate to people from a range of social, cultural and ethnic backgrounds
- use work planning and data analysis.

#### Other units of competency that could be assessed with this unit

Where practical, this unit should be assessed in an integrated fashion with other appropriate units.

This unit could be assessed on its own or in combination with other competencies relevant to the job function.

#### Resources required to assess this unit

Practical assessment will frequently be in the workplace or a suitable similar environment. Access to such an environment will be required. The candidate and the assessor should have access to the appropriate documentation and resources normally utilised in the workplace. This includes access to the following:

- a relevant venue
- a work group
- relevant company and legislative documentation
- assessment documentation forms and record books.

### **Gaining evidence to assess this unit**

For valid and reliable assessment of this unit, the competency should be demonstrated over a period of time and be observed by the assessor (or assessment team working together to conduct the assessment). The competency is to be demonstrated in a range of situations that may include customer/workplace interruptions and involvement in related activities normally experienced in the workplace.

This unit is essentially skills-based and it is expected that assessment will be largely practical (i.e. workplace-based or by simulation) in nature, supported by questioning to assess underpinning knowledge and effective communication techniques.

Opportunities for practice and self-assessment under the guidance of a person deemed to be competent in the work area should be provided in advance of a formal assessment.

Information derived from actual workplace experience should be treated as confidential.

Performance and assessment of this unit must be carried out within the relevant requirements of the legislative and industry framework and as set out in company OHS policies and procedures. Assessment requires that the facilitation of workplace relationships meets the objectives of the company and industry expectations in the particular organisational requirement.

### **Key competency levels**

There are a number of processes learnt throughout work and daily life that are required in all jobs. They are fundamental processes and generally transferable to other work environments. Some of these work processes are covered by the key competencies listed below. Information provided to each question highlights how these processes are applied in this unit of competency.

The number in brackets indicates the level to which the key competency should be demonstrated.

- |                              |   |   |
|------------------------------|---|---|
| <b>1</b> Perform the process | <b>2</b> Perform and administer the process | <b>3</b> Perform, administer and design the process |
|------------------------------|---|---|

How can <b>information be collected, analysed and organised (2)</b> ?	Collect information to achieve work responsibilities from appropriate sources and communicate via suitable mediums.
How can <b>communication of ideas and information (2)</b> be applied?	Utilise appropriate communication techniques to create and maintain harmonious relationships.
How are <b>activities planned and organised (2)</b> ?	Organise work tasks according to customer requirements.
How can <b>teamwork (2)</b> be applied?	Encourage and monitor participative arrangements to build a high level of client service.
How can the use of <b>mathematical ideas and techniques (2)</b> be applied?	Analyse the costs of associated with examples of poor customer service.
How can <b>problem-solving skills (2)</b> be applied?	Negotiate difficult situations to achieve results acceptable to the participants and that meet the organisation's and legislative requirements.
How can the <b>use of technology (2)</b> be applied?	Use email as a means of distributing important information in a timely manner.

## Range Statement

### RANGE STATEMENT

The range statement links the required knowledge and organisational and technical requirements to the workplace context. It describes any contextual variables that will be used or encountered when applying the competency in work situations. It allows for different work practices and work and knowledge requirements as well as for differences between organisations and workplaces. The following variables may be present for this particular unit.

**Communication** may include:

- exchange of reports and information
- personal visits
- site news sheet
- telephone discussions
- written information via a communication logbook.

**Communication mediums** may include:

- company policy and procedure documents
- company training
- face-to-face discussions
- instructional materials

- regular and one-off meetings
- signs and symbols
- use of an interpreter where required
- work method statements
- written instructions.

**Information** may be provided either in text or orally and may be contained in:

- contractual arrangements
- industry codes of practice or standards
- legislative requirements
- manufacturers' specifications/equipment manuals
- site specifications.

**Information sources** may include:

- clients
- employer and/or employee associations
- government agencies
- members of the work group
- supervisors
- work/shift communication logbooks.

**Legislative requirements** may include:

- consumer law
- discrimination/equal employment opportunity/racial vilification
- environmental law
- harassment and other laws specific to local government, state and federal legislation
- industry codes of conduct
- industry codes of practice and/or standards
- OHS Acts and regulations
- privacy legislation.

**Company requirements** may include but are not limited to:

- code of ethics
- company image
- dress/uniform codes
- legal and company policy/guidelines
- legislation relevant to the work or service function
- OHS policies, procedures and programs
- personnel practices and guidelines outlining work roles, responsibilities and delegations
- quality systems, standards and guidelines
- staff appearance and presentation.

**Development opportunities** may include:

- career planning
- performance appraisals
- providing feedback to work group members
- rotation to another work group
- skills assessments and recognition of prior learning.



**Work group** members may include:

- colleagues/team members
- people from a range of social, cultural or ethnic backgrounds
- supervisors/line managers.

**Workplace learning opportunities** may include providing:

- coaching and mentoring assistance
- induction and refresher training
- other formal/structured training
- specialist process training
- specific equipment training.

**Workplace procedures** may include:

- assignment instructions
- instructions from colleagues/supervisor/manager
- personal protective equipment requirements
- reporting and documentation requirements
- specific customer requirements.
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**Unit Sector(s)**

Not Applicable