



Australian Government

Department of Education, Employment and Workplace Relations

PSPGOV418A Develop internal and external networks

Revision Number: 1

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Modification History

Not applicable.

Unit Descriptor

Unit descriptor

This unit covers the development and maintenance of effective workplace relationships and networks. It includes developing and maintaining networks, establishing and maintaining working relationships, and representing and promoting the organisation.

In practice, developing internal and external networks may overlap with other generalist or specialist public sector work activities such as acting ethically, complying with legislation, applying government processes, gathering and analysing information, using resources, etc.

The unit has drawn from and is equivalent to the Business Services unit *BSBCM403A Establish business networks*.

This unit is one of 3 units of competency in the *Working in Government* Competency Field that deal with networks. Related units are:

PSPGOV303B Build and maintain internal networks

PSPGOV602B Establish and maintain strategic networks

This is a new unit of competency, added to the *Working in Government* Competency Field of the Training Package in 2004

Application of the Unit

Not applicable.

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 are the essential outcomes of the unit of competency. Together, performance criteria specify the requirements for competent performance. Text in *italics* is explained in the Range Statement following.

Elements and Performance Criteria

ELEMENT

PERFORMANCE CRITERIA

1. Build and maintain networks

- 1.1 Networking opportunities are identified and pursued to maximise a range of personal industry contacts
- 1.2 Information regarding new *network* opportunities is communicated to inform colleagues and managers of the potential benefits to the organisation of involvement
- 1.3 The level of usefulness of existing networks is assessed against current involvement, and adjustments are made to improve or downgrade relationships
- 1.4 Participation is maintained in *professional networks and associations* to obtain and maintain personal knowledge and skills

2. Establish and maintain working relationships

- 2.1 *Network strategies* are used to establish and maintain working relationships that promote benefits consistent with organisational objectives
- 2.2 Trust and confidence of *key stakeholders* is gained and maintained through high standards of ethical practice
- 2.3 *Negotiation* and collaborative problem solving are used to achieve positive outcomes when difficult situations arise
- 2.4 Formal and informal communication channels are established and maintained to exchange information and ideas in accordance with legislation, policy and procedures
- 2.5 Networking is built in to professional and organisational planning regimes to maximise its usefulness to the organisation

3. Represent and promote the organisation

- 3.1 The organisation's interests and *requirements* are represented and promoted using a range of *strategies* tailored to diverse participants in the networks
- 3.2 Information on organisational issues, policies and practices authorised for public presentation is provided orally and in writing in accordance with network requirements
- 3.3 *Feedback* is obtained from stakeholders to identify and develop ways to improve promotional activities within available resources

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Skill requirements

Look for evidence that confirms skills in:

- applying legislation, regulations and policies relating to networking in the public sector
- demonstrating leadership to gain the trust and confidence of clients and colleagues
- using a range of communication strategies including giving and receiving feedback, reporting, maintaining effective relationships and managing conflict
- using problem solving and negotiation to manage contingencies and achieve mutually acceptable outcomes
- responding to diversity, including gender and disability
- reading and understanding a variety of texts
- preparing general information and papers according to target audiences
- proofreading and editing to ensure clarity of meaning and conformity to organisational requirements, checking for accuracy and consistency of information
- applying procedures relating to occupational health and safety and environment in the context of internal and external networking

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- legislation, regulations, policies, procedures and guidelines relating to the public sector environment
- organisational policies, plans and procedures
- principles and operations of networks
- principles of effective communication in relation to listening, questioning and non-verbal communication
- techniques for building relationships of trust including those with people from different cultures
- techniques for facilitating mutually acceptable outcomes
- methods and techniques to prepare and present information to promote the organisation
- related organisations, agencies and networks
- equal employment opportunity, equity and diversity principles
- public sector legislation such as occupational health and safety and environment in the context of networking

Evidence Guide

EVIDENCE GUIDE

The Evidence Guide specifies the evidence required to demonstrate achievement in the unit of competency as a whole. It must be read in conjunction with the Unit descriptor, Performance Criteria, the Range Statement and the Assessment Guidelines for the Public Sector Training Package.

Units to be assessed together

- *Pre-requisite* units that must be achieved prior to this unit: *Nil*
- *Co-requisite* units that must be assessed with this unit: *Nil*
- *Co-assessed units* that may be assessed with this unit to increase the efficiency and realism of the assessment process include, but are not limited to:

PSPETHC401A Uphold and support the values and principles of public service

PSPGOV406B Gather and analyse information

PSPGOV408A Value diversity

PSPGOV411A Deal with conflict

PSPGOV412A Use advanced workplace communication strategies

PSPGOV422A Apply government processes

PSPLEGN401A Encourage compliance with legislation in the public sector

Overview of evidence requirements

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
- internal and external networks developed in a range of (3 or more) contexts (or occasions, over time)

Resources required to carry out assessment

These resources include:

- legislation, policy, procedures and protocols relating to the public sector
- organisational and inter-agency structures and protocols
- case studies and workplace scenarios to capture the range of networking opportunities likely to be encountered

EVIDENCE GUIDE

Where and how to assess evidence

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 developing internal and external networks, including coping with difficulties, irregularities and breakdowns in routine
- internal and external networks developed in a range of (3 or more) contexts (or occasions, over time).

Assessment methods should reflect workplace demands, such as literacy, and the needs of particular groups, such as:

- people with disabilities
- people from culturally and linguistically diverse backgrounds
- Aboriginal and Torres Strait Islander people
- women
- young people
- older people
- people in rural and remote locations.

Assessment methods suitable for valid and reliable assessment of this competency may include, but are not limited to, a combination of 2 or more of:

- case studies
- portfolios
- projects
- questioning
- scenarios
- authenticated evidence from the workplace and/or training courses

For consistency of assessment

Evidence must be gathered over time in a range of contexts to ensure the person can achieve the unit outcome and apply the competency in different situations or environments

Range Statement

RANGE STATEMENT

The Range Statement provides information about the context in which the unit of competency is carried out. The variables cater for differences between States and Territories and the Commonwealth, and between organisations and workplaces. They allow for different work requirements, work practices and knowledge. The Range Statement also provides a focus for assessment. It relates to the unit as a whole. Text in *italics* in the Performance Criteria is explained here.

Networks may include

- formal or informal networks
- circulation lists
- e-networks
- bulletin boards
- virtual communities
- mailing lists

Professional networks and associations may include

- work team
- suppliers
- other organisations
- committees
- internal/external customers
- government agencies
- professional/occupational associations
- project specific ad hoc consultative/reference groups
- advisory committees
- lobby groups
- local inter-agency groups
- specific interest or support groups

Network strategies may include

- conference participation
- seminar attendance
- association memberships
- regular contact maintenance
- individual marketing
- distribution of materials

Key stakeholders may include

- officers from other government organisations
- Ministerial advisers

RANGE STATEMENT

- community members
- council members
- industry representatives
- professional associations
- international public sector staff
- international associations

Negotiation may include

- assertiveness
- collaboration
- solution designing
- confidence building
- conflict reduction
- stress management
- mediation
- empathising

Requirements may be found in

- quality assurance and/or procedures manuals
- organisational intranet
- goals, objectives, plans, systems and processes
- organisational policy/guidelines and requirements
- access and equity principles and practice
- public sector ethical standards
- occupational health and safety policies, procedures and programs
- quality and continuous improvement processes and standards
- defined resource parameters
- marketing plans

Strategies to promote the organisation may include

- attendance/speaking at meetings, seminars, conferences
- explanation of mission, goals and objectives in ways suited to the diversity of the audience
- modelling ethical and professional behaviour

Feedback may include

- accuracy and sufficiency of information
- benefits to organisation
- impact of message
- use of media
- appropriateness of audience

RANGE STATEMENT

- participation of other agencies

Unit Sector(s)

Not applicable.

Competency field

Competency field Working in Government