PSPGOV511A Provide leadership

Revision Number: 1

PSPGOV511A Provide leadership

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit covers achievement of operational results and effective working relationships through leadership, feedback and support of individuals in a workgroup that may exist in the workplace, be formed for a special purpose or project, or consist of community members, volunteers, interagency members, etc. It includes facilitating commitment to objectives and required standards; contributing to the development of a cooperative, high performance workgroup; giving and receiving feedback on performance; supporting and participating in development activities; and providing leadership, direction and guidance in the workgroup.
	In practice, leading a workgroup may overlap with other generalist or specialist public sector work activities such as acting ethically, complying with legislation, providing client service, developing policy, building community relationships, improving workplace legislative performance, providing technical expertise, etc.
	This is one of 6 units in the *Working in Government* and *Management* Competency Fields that deal with working with others. Related units are:
	PSPGOV302B Contribute to workgroup activities
	PSPGOV404B Develop and implement work unit plans
	PSPGOV516A Develop and use emotional intelligence
	PSPGOV604A Foster leadership and innovation
	PSPMNGT701B
	This unit replaces, and for qualification purposes is equivalent to *PSPGOV501A Coordinate a workgroup*

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. **Facilitate commitment to objectives and required standards**	1.1 The organisation's vision, strategic objectives and required standards of performance are discussed and clarified with others in accordance with the needs, communication and learning styles of workgroup members
	1.2 Establishment of the purpose, objectives, roles and responsibilities in the *workgroup* is facilitated in accordance with organisational requirements and objectives
	1.3 Commitment to objectives and standards is modelled to provide leadership and develop workgroup commitment
	1.4 Equal employment opportunity, occupational health and safety, diversity management and participative work practices are modelled and promoted within the workgroup in accordance with *legislation*, *policy and procedures*
2. **Contribute to the development of a co-operative**, **high performance workgroup**	2.1 Work contributions or suggestions are encouraged, acknowledged and considered constructively
	2.2 Workgroup members are supported to use, share and develop their skills according to work requirements
	2.3 *Work allocation* is facilitated within the group on the basis of current skills and development needs
	2.4 Implementation of new work practices is undertaken in consultation with workgroup members
	2.5 Conflict and other issues which affect the performance of the workgroup are resolved within the workgroup wherever possible, or referred in accordance with organisational policy and procedures
3. **Give and receive feedback on performance**	3.1 Feedback is obtained from others outside the workgroup on personal and workgroup performance, and open and constructive responses to feedback are given
	3.2 Regular constructive feedback on all aspects of work performance is gathered from and provided to the workgroup
	3.3 Performance is assessed and addressed in a fair and timely manner and where possible notable performance is recognised/rewarded in accordance with organisational policy and procedures
	3.4 Under-performance of self and others is addressed in accordance with relevant legislation, guidelines and procedures

ELEMENT	PERFORMANCE CRITERIA
	3.5 Feedback is used to continuously improve performance and outcomes
4. **Support and participate in development activities**	4.1 An action plan to meet *individual* and group learning and development needs is developed, agreed and implemented
	4.2 Individuals are supported to identify their specific learning/development needs
	4.3 Workgroup members are encouraged and supported to take advantage of development opportunities in accordance with their needs and organisational requirements
	4.4 *Learning and development opportunities* are accessed to continuously improve own leadership skills and other identified development needs
	4.5 On-the-job learning opportunities are provided for in accordance with individual needs and to the required standard
	4.6 Workgroup members are encouraged and supported in applying new skills and knowledge in the workplace
5. **Provide leadership, direction and guidance in the workgroup**	5.1 Participative decision making is used routinely in developing, implementing and reviewing the work of the group and the distribution of responsibilities, where appropriate
	5.2 Opportunities and encouragement are given to workgroup members to develop new and innovative work practices and strategies
	5.3 Workgroup members are provided with the support, leadership, advice and policy direction necessary to perform work safely and effectively
	5.4 Tasks are allocated in accordance with the competencies of workgroup members, and autonomy and authority are delegated as appropriate
	5.5 Leadership and guidance strategies are varied to meet changing priorities and situations, and take into account the differing needs and skills of individuals and the requirements of the tasks and workplace

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, policies, procedures and guidelines
- providing leadership, supervision and performance feedback
- undertaking problem solving in a team environment
- using transparent decision making
- communicating with a diverse workplace including listening, facilitating, negotiating, mentoring
- responding to diversity, including gender and disability

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- legislation, regulations, policies, procedures and guidelines relating to the public sector
- principles of effective team operation
- principles of facilitation and empowerment
- group processes
- group dynamics
- range of leadership styles and the application of these to suit different groups and tasks
- learning and development in the workplace
- equal employment opportunity, equity and diversity principles
- occupational health and safety and environment legislation in the context of leading a workgroup

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* unitsthat <u>must</u> be achieved <u>prior</u> to this unit:*Nil* • *Co-requisite* unitsthat <u>must</u> be assessed <u>with</u> this unit:*Nil* • *Co-assessed units* that <u>may</u> be assessed with this unit to increase the efficiency and realism of the assessment process include, but are not limited to:
	PSPETHC501B Promote the values and ethos of public service
	PSPGOV503B Coordinate resource allocation and usage
	PSPGOV504B Undertake research and analysis
	PSPGOV505A Promote diversity
	PSPGOV506A Support workplace coaching and mentoring
	PSPGOV507A Undertake negotiations
	PSPGOV508A Manage conflict
	PSPGOV512A Use complex workplace communication strategies
	PSPGOV514A Facilitate change
	PSPGOV517A Coordinate risk management
	PSPLEGN501B Promote compliance with legislation in the public sector
	PSPOHS501A Monitor and maintain workplace safety
	PSPWPI502B Facilitate improvement in workplace legislative performance
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 • provision of leadership in a range of (3 or more) contexts (or occasions, over time)

      Government Skills Australia

EVIDENCE GUIDE

Resources required to carry out assessment	These resources include: • legislation, policy, procedures and protocols relating to the public sector • case studies and workplace scenarios to capture the range of situations likely to be encountered when providing leadership to a workgroup
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 providing leadership to a workgroup, including coping with difficulties, irregularities and breakdowns in routine • provision of leadership 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 • demonstration • observation • portfolios • projects • questioning • scenarios • simulation or role plays • authenticated evidence from the workplace and/or training courses

EVIDENCE GUIDE

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.

Workgroup may include	• an existing team • business unit • group formed for a special purpose or project • group of community members • volunteers • interagency members • client group, such as employees on a safety committee • group of employers • members of the public in a special interest group etc
Information affecting the workgroup/organisation may include	• legislation • plans • industrial awards and agreements • organisation policies, plans, procedures and protocols • performance management systems • quality standards • efficiency indicators
Legislation, policy and procedures may include	• State/Territory and Commonwealth legislation and regulations such as: • public sector management acts • financial management acts • privacy legislation • equal employment opportunity, anti-discrimination and harassment legislation • occupational health and safety legislation • consumer legislation • environment legislation. • risk management guidelines • ethics and accountability standards

RANGE STATEMENT

- public sector standards
- fraud control standards
- government security standards
- organisational policy, procedures and protocols

Work allocation may include

- procedures and systems for team functioning
- procedures to identify development requirements

Individual learning needs includes

- needs of self and others
- self-awareness

Learning and development opportunities may include

- formal course participation
- on-the-job training
- work experience
- staff exchanges
- mentoring
- coaching
- external study
- conference and seminar attendance
- induction
- job rotation
- projects
- secondment
- opportunities to act in higher positions

Unit Sector(s)

Not applicable.

Competency field

Competency field   Working in Government