



Australian Government

POLGEN050 Develop high performing teams within policing

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Modification History

Release	Comments
1	This unit of competency was first released in POL Police Training Package Release 11.0.

Application

This unit describes the skills required to develop, supervise and lead high performing teams within a policing environment. This includes the support and management of individuals and teams. This unit acknowledges the unique context in which policing teams operate.

This unit applies to police supervisors.

The skills and knowledge described in this unit must be applied within the legislative, regulatory and policy environment in which they are carried out. Organisational policies and procedures must be consulted and adhered to, particularly those related to human resources, grievances, and equity and diversity.

Those undertaking this unit would demonstrate strong autonomy, making independent decisions and accessing support from a broad range of services. They would be responsible for supervising individuals and teams, providing guidance and assistance, and displaying leadership as part of routine command duties. They would perform complex tasks within familiar and/or unpredictable contexts.

Licensing/Regulatory Information

No licensing, legislative or certification requirements apply to this unit at the time of publication.

Pre-requisite unit(s)

No pre-requisite units

Competency field(s)

General

Unit sector(s)

N/A

Elements and Performance Criteria

Elements	Performance criteria
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Develop teams.	1.1 Establish relationships with team members to support a productive work environment. 1.2 Recognise team dynamics to inform supervisory approach and enhance performance. 1.3 Identify knowledge, skills, qualities and diversity of team members to task and allocate activities.
2. Manage conflict.	2.1 Monitor team dynamics to identify potential sources/triggers of conflict. 2.2 Recognise types of conflict to determine whether intervention is necessary. 2.3 Identify and select strategies in order to develop a plan to address disruptive conflict. 2.4 Consider and adapt communication styles and approaches to suit the situation and parties involved. 2.5 Implement plan to address disruptive conflict. 2.6 Review outcome of plan to inform future actions.
3. Manage performance of individuals.	3.1 Develop agreed performance objectives with individuals in accordance with jurisdictional position descriptions. 3.2 Identify opportunities to build skills, knowledge and behaviours of individuals. 3.3 Develop individuals to build capability. 3.4 Monitor performance to ensure performance objectives are met and professional standards are adhered to. 3.5 Integrate health, safety and wellbeing considerations into performance management activities. 3.6 Assess performance and conduct to identify positive/negative behaviours. 3.7 Undertake action and provide feedback.
4. Supervise teams.	4.1 Allocate activities and taskings based on identified strengths of team to develop and motivate high performance. 4.2 Monitor results to evaluate performance of team.

	4.3 Encourage contributions and feedback from teams and stakeholders for continuous improvement purposes. 4.4 Share jurisdictional information to keep teams informed. 4.5 Communicate with team to foster a positive workplace culture. 4.6 Connect jurisdictional objectives to team activities and taskings to encourage performance.
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Range of conditions

N/A

Assessment Requirements for POLGEN050 Develop high performing teams within policing

Performance Evidence

Evidence required to demonstrate competence in this unit must be relevant to and satisfy all of the requirements of the elements and performance criteria on at least one occasion and include:

- addressing conflict through appropriate strategies adhering to jurisdictional policies and procedures
- addressing performance issues and providing feedback in a timely manner
- communicating and consulting with internal and external stakeholders
- conducting formal and informal conversations with, and/or providing feedback to, individuals and teams in relation to performance
- determining nature and sources of conflict, and identifying strategies to prevent/address conflict; both positive and negative
- developing, implementing and monitoring performance management plans for individuals
- identifying and responding to individual disciplinary issues
- identifying and assessing team characteristics to allocate work
- interpreting jurisdictional priorities in order to inform staff
- matching communication techniques with situational requirements, including:
 - team building
 - coaching
 - mentoring
 - rapport building
- monitoring and assessing performance against objectives
- reviewing practices to improve future actions.

Knowledge Evidence

Evidence required to demonstrate competence in this unit must be relevant to and satisfy all the requirements of the elements and performance criteria and include knowledge of:

- jurisdictional legislation, policies and procedures relating to work, health and safety (WHS) and wellbeing requirements
- anti-discrimination and human rights legislation
- causes and types of conflict

- codes of practice and codes of ethics
- corporate, unit and individual goals and objectives
- formal and informal performance management practices
- jurisdictional development resources
- jurisdictional strategies and resources, including tools and relevant support units, available to provide intervention and support
- jurisdictional policies and procedures surrounding performance management, human resources, internal grievances and disciplinary process
- mediation and negotiation techniques
- principles of high performing teams, effective team operation and leadership
- team dynamics.

Assessment Conditions

Mandatory Workplace Requirements

Assessment of performance evidence may be in a workplace setting or an environment that accurately represents a real workplace.

Unit Mapping Information

Previous Code and Title	Equivalence	Comments
POLGEN001 Develop high performing teams within policing	Not equivalent	Updated Code, Unit Performance Criteria, Performance Evidence and Knowledge Evidence

Links

Companion volumes, including implementation guides, are found on the national training register - <https://training.gov.au/training/details/POL>.