



Australian Government

Department of Education, Employment and Workplace Relations

BSBFLM412A Promote team effectiveness

Release: 1

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Modification History

Not applicable.

Unit Descriptor

This unit specifies the outcomes required of frontline managers to promote teamwork. It involves developing team plans to meet expected outcomes, leading the work team, and proactively working with the management of the organisation.

This unit replaces BSBFLM402A Show leadership in the workplace and BSBFLM404A Lead work teams, which have been combined to create this unit.

Frontline managers have an important leadership role in the development of efficient and effective work teams. They play a prominent part in team planning, supervising the performance of the team and developing team cohesion by providing leadership for the team and forming the bridge between the management of the organisation and the team members. At this level, work will normally be carried out within both routine and non-routine methods and procedures which require planning and evaluation, and leadership and guidance of others. This unit builds on BSBFLM312A Contribute to team effectiveness and is related to BSBFLM512A Ensure team effectiveness

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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

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Element	Performance Criteria
1 Plan to achieve team outcomes	1.1 Team purpose, roles, responsibilities, goals, plans and objectives are identified, established and documented in consultation with team members 1.2 Team members are supported in meeting expected outcomes
2 Develop team cohesion	2.1 Opportunities are provided for input of team members into planning, decision making and operational aspects of work team 2.2 Team members are encouraged and supported to take responsibility for own work and to assist each other in undertaking required roles and responsibilities 2.3 Feedback is provided to team members to encourage, value and reward individual and team efforts and contributions 2.4 Issues, concerns and problems identified by team members are recognised and addressed or referred to relevant persons as required
3 Participate in and facilitate work team	3.1 Team members are actively encouraged to participate in and take responsibility for team activities and communication processes 3.2 The team is given support to identify and resolve

problems which impede its performance

- 3.3 Own contribution to work team serves as a role model for others and enhances the organisation's image within the work team, the organisation and with clients/customers
- 4 Liaise with management
 - 4.1 Communication with line manager/management is kept open at all times
 - 4.2 Information from line manager/management is communicated to the team
 - 4.3 Unresolved issues, concerns and problems raised by the team/team members are communicated to line manager/management and followed up to ensure action is taken
 - 4.4 Unresolved issues, concerns and problems related to the team/team members raised by line managers/management are communicated to the team and followed up to ensure action is taken

Required Skills and Knowledge

Not applicable.

Evidence Guide

The Evidence Guide provides advice to inform and support appropriate assessment of this unit. It contains an overview of the assessment requirements followed by identification of specific aspects of evidence that will need to be addressed in determining competence. The Evidence Guide is an integral part of the unit and should be read and interpreted in conjunction with the other components of competency. Assessment must reflect the endorsed Assessment Guidelines of the parent Training Package.

Overview of Assessment Requirements

A person who demonstrates competence in this unit must be able to provide evidence that they are able to demonstrate leadership in developing and implementing plans, in leading and facilitating teamwork and in actively liaising with management. They must also provide evidence that teamwork is actively promoted, supported and encouraged within the work team; and their own performance serves as a role model for others and enhances the organisation's image.

Specific Evidence Requirements

Required knowledge and understanding includes:

relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety and environmental issues, equal opportunity, industrial relations and anti-discrimination

organisational policies and procedures

organisational goals, objectives and plans

organisational structure, including organisational chart

the principles and techniques associated with:

- leadership
- delegation and work allocation
- group dynamics and processes
- motivation
- goal setting
- planning
- negotiation
- individual behaviour and difference

Required skills and attributes include:

ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities

communication skills

basic training skills, including mentoring and coaching

planning and organising skills

problem solving skills

leadership skills

group facilitation skills

attributes:

- empathic
- communicative
- showing positive leadership
- self-aware
- supportive
- trusting

- open
- flexible
- accommodating
- initiating
- loyal
- recognising achievement
- fair
- adaptable
- assertive
- persuasive

Key competencies or generic skills relevant to this unit

The seven key competencies represent generic skills considered essential for effective work participation. Innovation skills represent a further area of generic competence. The bracketed numbering indicates the performance level required in this unit:

Level (1) represents the competence to undertake tasks effectively

Level (2) represents the competence to manage tasks

Level (3) represents the competence to use concepts for evaluating and reshaping tasks. The bulleted points provide examples of how the key competencies can be applied for this unit.

Communicating ideas and information (2)

communicating verbally to lead a team including negotiating, basic training, conducting meetings, questioning and discussing

communicating in writing, including report writing, communicating with management, identifying issues and concerns in writing

Collecting, analysing and organising information (2)

maintaining currency of own knowledge and skills and that of team members relevant to organisation planning

undertaking analysis following planning activities

using data collection and analysis for monitoring and review

Planning and organising activities (2)

planning for own work and that of team members including delegation and work allocation

Working in a team (2)

working with team members and providing leadership to team

working with line manager/management to represent team interests

Using mathematical ideas and techniques (1)

using calculation skills associated with data manipulation relevant to work of team, including financial data

Solving problems (2)

applying problem solving skills as required to address problems arising in leading team

Using technology (1)

using word processing packages, spreadsheets, databases, and other packages to produce written correspondence and reports related to operations and leadership of team

understanding assistive technologies, as necessary

Innovation skills (2)

developing an innovative approach to the implementation of strategies to improve team effectiveness

Products that could be used as evidence include:

documentation produced in managing people within the work team, such as:

- reports

- minutes or records of meetings
- work journals or diaries
- records of actions taken to address issues raised by team members

Processes that could be used as evidence include:

how communication process has been managed and how processes have been implemented to ensure that consultation takes place

examples of how team members were supported and encouraged to meet expected outcomes

examples of strategies which have been developed to develop and facilitate team cohesion

how performance plan was implemented

how team members were guided and supported in performing their role, including induction process for new team members

how performance management system was implemented within work team

how problems and issues within the work team were addressed

how input and advice was provided to management in relation to human resource

management of the work team

how own people management processes were reviewed and evaluated, improvements identified, reported and acted upon

Resource implications for assessment include:

access by the learner and trainer to appropriate documentation and resources normally used in the workplace

Validity and sufficiency of evidence requires:

that this unit can be assessed in the workplace or in a closely simulated work environment

that where assessment is part of a learning experience, evidence will need to be collected over a period of time, involving both formative and summative assessment

that examples of actions taken by candidate to promote team effectiveness are provided

Integrated competency assessment means:

that this unit should be assessed with other frontline management units taken as part of this qualification, as applicable to the candidate's leadership role in a work team and as part of an integrated assessment activity

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organisational goals, objectives and plans
organisational structure, including organisational chart
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Range Statement

The Range Statement adds definition to the unit by elaborating critical or significant aspects of the performance requirements of the unit. The Range Statement establishes the range of indicative meanings or applications of these requirements in different operating contexts and conditions. The specific aspects which require elaboration are identified by the use of italics in the Performance Criteria.

Legislation, codes and national standards relevant to the workplace may include:

award and enterprise agreements and relevant industrial instruments

relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety (OHS) and environmental issues, equal opportunity, industrial relations, anti-discrimination and record keeping standards and legislation

relevant industry codes of practice

OHS considerations may include:

provision of information about OHS legislative requirements, guidelines and the organisation's OHS policies, procedures and programs

OHS practice as an ethical standard and legislative requirement

training of all employees in health and safety procedures, and updating of records

Team purpose, roles, responsibilities, goals, plans and objectives may include:

goals for individuals and the work team

expected outcomes and outputs

individual and team performance plans and Key Performance Indicators (KPIs)

action plans, business plans and operational plans linked to strategic plans

OHS responsibilities

Consultation may refer to:

attending meetings, interviews, brainstorming sessions and using email/intranet

communications, newsletters or other processes and devices which ensure that all employees have the opportunity to contribute to team and individual effectiveness

using mechanisms used to provide feedback to the work team in relation to outcomes of consultation

Responsibility for own work may involve:

individuals and teams

individual and joint actions

Feedback may refer to:

informal communication of ideas and thoughts on specific tasks, outcomes, decisions, issues or behaviours

formal/informal gatherings between team members where there is communication on work related matters

Relevant persons may include:

frontline manager's direct superior or other management representatives

colleagues

OHS committees and other people with specialist responsibilities

Communication may include:

verbal, written or electronic communication

face-to-face

formal/informal interaction

Line manager/management may refer to:

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Unit Sector(s)

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