



Australian Government

Department of Education, Employment and Workplace Relations

BSBFLM303C Contribute to effective workplace relationships

Release: 1

BSBFLM303C Contribute to effective workplace relationships

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to gather information and maintain effective working relationships and networks, with particular regard to communication and representation. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.
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Application of the Unit

Application of the unit	Frontline managers have a key role in contributing to efficient and effective work teams within the context of the organisation. They play a prominent part in motivating, mentoring, coaching and developing team cohesion through 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 known routines, methods and procedures which require the exercise of some discretion and judgement. This unit is related to BSBWOR401A Establish effective workplace relationships.
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
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Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Seek, receive and communicate information and ideas	1.1. Collect information associated with the achievement of work responsibilities from appropriate sources 1.2. Communicate ideas and information to diverse audiences in an appropriate and sensitive manner 1.3. Seek contributions from internal and external sources to develop and refine new ideas and approaches in accordance with organisational processes 1.4. Facilitate consultation processes to allow employees to contribute to issues related to their work, and promptly communicate outcomes of consultation to the work team 1.5. Promptly deal with and resolve issues raised, or refer them to relevant personnel
2. Encourage trust and confidence	2.1. Treat people with integrity, respect and empathy 2.2. Encourage effective relationships within the framework of the organisation's social, ethical and business standards 2.3. Gain and maintain the trust and confidence of colleagues, customers and suppliers through competent performance 2.4. Adjust interpersonal styles and methods in relation the to organisation's social and cultural environment
3. Identify and use networks and relationships	3.1. Identify and utilise workplace networks to help build relationships 3.2. Identify and describe the value and benefits of networks and other work relationships for the team and the organisation
4. Contribute to positive outcomes	4.1. Identify difficulties and take action to rectify the situation within own level of responsibility according to organisational and legal requirements 4.2. Support colleagues in resolving work difficulties 4.3. Regularly review workplace outcomes and implement improvements in consultation with relevant personnel 4.4. Identify and resolve poor work performance within own level of responsibility and according to organisational policies 4.5. Deal constructively with conflict, within the organisation's established processes

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit.

Required skills

- ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities
- coaching and mentoring skills to provide support to colleagues
- functional literacy skills to access and use workplace information
- relationship management and communication skills to:
 - interpret information from a variety of people
 - respond to unexpected demands from a range of people
 - gain the trust and confidence of colleagues
 - deal with people openly and fairly
 - forge effective relationships with internal and/or external people.

Required knowledge

- principles and techniques associated with relationship management, including:
 - developing trust and confidence
 - behaving consistently in work relationships
 - identifying the cultural and social environment
 - identifying and assessing interpersonal styles
 - establishing networks
 - identifying and resolving problems
 - handling conflict
 - managing poor work performance
 - monitoring and improving work relationships
 - using anti-discrimination/bias strategies and making contributions
- relevant legislation from all levels of government that may affect business operation, especially in regard to:
 - occupational health and safety and environmental issues
 - equal opportunity
 - industrial relations
 - anti-discrimination.

Evidence Guide

EVIDENCE GUIDE

The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment

Critical aspects for assessment and evidence required to demonstrate competency in this unit

Evidence of the following is essential:

- using culturally appropriate communication techniques to share work-based information with teams and individuals in accordance with organisation policies
- developing networks and building team relationships
- regularly reviewing workplace outcomes to identify and resolve issues and implement improvements within own level of responsibility and according to organisational policies.

Context of and specific resources for assessment

Assessment must ensure:

- access to appropriate documentation and resources normally used in the workplace.

Method of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate
- oral or written questioning to assess knowledge and understanding of principles of relationship management and organisation's social, ethical and business standards
- presentation of examples of actions taken by the candidate to build networks and contribute to positive workplace relationships and outcomes.

Guidance information for assessment

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:

- other management or frontline management units.

Range Statement

RANGE STATEMENT

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

Information may include:	• archived, filed and historical background data • electronic or manual transmission • individual and team performance data • marketing and customer-related data • organisation policies and procedures • planning and organisational documents including the outcomes of continuous improvement and quality assurance • written or verbal communications
Sources of information may be:	• external, such as: • external customers • web based resources • reports • internal, such as: • supervisors, managers and peers • organisation policies and procedures • workplace documents
Diverse audiences may include:	• persons with specific social, cultural and other needs that require a range of strategies and approaches including adjusting communication
Consultation processes may include:	• feedback to the work team and relevant personnel in relation to outcomes of the consultation process • opportunity for employees to contribute ideas and information
Relevant personnel may include:	• OHS committees and OHS representatives • people with specialist responsibilities • supervisors, managers and other employees • union representatives/groups
The organisation's social, ethical and business standards may refer to:	• implied standards such as honesty and respect relative to the organisation culture and generally accepted within the wider community

RANGE STATEMENT	
	• rewards and recognition for high performing staff • standards expressed in legislation and regulations such as anti-discrimination legislation • written standards such as those expressed in: • vision and mission statements • policies • code of workplace conduct/behaviour • dress code • statement of workplace values
<i>Colleagues, customers and suppliers</i> may include:	• employees at the same level and more senior managers • internal and external contacts • people from a wide variety of social, cultural and ethnic backgrounds • team members
<i>Workplace networks</i> may be:	• formal or informal • individuals or groups • internal or external • structured or unstructured
<i>Workplace outcomes</i> may include:	• OHS processes and procedures • performance of the work team
<i>Poor work performance</i> may relate to:	• self or work team; or it may extend to the organisation as a whole

Unit Sector(s)

Unit sector	
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Competency field

Competency field	Management and Leadership - Frontline Management
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Co-requisite units

Co-requisite units		