



Australian Government

Department of Education, Employment and Workplace Relations

CPPCMN4006A Facilitate effective workplace relationships

Release: 1

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Modification History

Revised unit

Unit updated and equivalent to PRMCMN404A Facilitate effective workplace relationships

Unit Descriptor

This unit of competency specifies the outcomes required to establish and maintain effective workplace relationships within a work group. It covers communicating workplace expectations and legislative requirements to work group members, as well as managing workplace conflict.

The unit requires high-level communication skills to ensure that opportunities for staff development are encouraged and provided. Internal workplace relationships are required to be monitored and evaluated on a regular basis in order to ensure effectiveness. The skills and knowledge of this unit are required by work group leaders in order to facilitate workplace relationships that contribute to effective workplace arrangements and delivery of customer service strategies to clients.

Application of the Unit

This unit of competency supports individuals with significant team-leading responsibilities but without managerial or supervisory responsibilities. Performance would usually be carried out under routine managerial supervision, within company guidelines.

Licensing/Regulatory Information

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

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

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.

Elements and Performance Criteria

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| 1 | Communicate workplace expectations. | 1.1 | Information to achieve work responsibilities is collected from information sources and recorded. |
| | | 1.2 | Communication mediums are used to suit context and staff at all levels, according to company requirements. |
| | | 1.3 | Communication medium takes into account social and cultural diversity according to company and legislative requirements. |
| | | 1.4 | Work group members' understanding of communication is verified and confirmed according to company requirements. |
| 2 | Implement relevant company and legislative workplace requirements. | 2.1 | Information on legislative and company requirements is provided to work group members using a suitable communication medium. |
| | | 2.2 | Measures are complied with to ensure workplace procedures and company requirements are understood and implemented. |
| 3 | Assist in positively resolving workplace conflict. | 3.1 | Sources of conflict in the work group or associated with its activities are identified according to company requirements. |
| | | 3.2 | Appropriate and timely action is taken to resolve conflict when identified, according to company requirements. |
| | | 3.3 | Conflict is managed constructively according to legislative and company requirements. |

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| | | 3.4 | Difficult situations are negotiated to achieve results that are acceptable to parties involved and meet legislative and company requirements. |
| 4 | Facilitate development of staff. | 4.1 | Staff development is encouraged in the workplace according to company requirements. |
| | | 4.2 | Workplace learning opportunities and coaching and mentoring assistance are provided to facilitate individual and work group achievement. |
| | | 4.3 | Opportunities for staff development and training are regularly communicated to staff according to company requirements. |
| | | 4.4 | Development opportunities that incorporate a range of activities and support materials that suit identified needs are planned according to company requirements. |
| | | 4.5 | Resources and timelines required for learning and development activities are identified and approved according to company requirements. |
| 5 | Monitor and evaluate workplace relationships. | 5.1 | Feedback from individuals or work groups is used to identify and implement improvements in workplace consultative arrangements. |
| | | 5.2 | Performance and outcomes of individuals or work groups are assessed and recorded according to company requirements to determine effectiveness of development programs. |

Required Skills and Knowledge

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

Required skills

- interpersonal skills to:
 - demonstrate empathy and tact
 - establish rapport
 - gain trust
 - maintain relationships
 - manage conflict
 - negotiate work arrangements
 - relate to people from diverse backgrounds
- language, literacy and numeracy skills for:
 - analysing data
 - communicating clearly and concisely verbally and in writing
 - listening actively
 - providing feedback
 - questioning to identify and resolve conflict, and consult with team members to identify opportunities for learning and process improvement
 - sourcing, organising and recording information
 - writing reports
- planning and organising skills to manage time
- problem-solving skills to:
 - evaluate relationships
 - select methods to manage conflict

Required knowledge

- causes of stress or conflict in teams
- communication methods and mediums
- company requirements, including:
 - codes of conduct
 - communication structure and work procedures
 - role and function of workplace teams
 - staff development and available learning opportunities
- legislation, regulations, codes of practice and industry advisory standards that apply to the workplace
- strategies for identifying, managing and reducing conflict
- team development, including stages and techniques
- team dynamics

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	This unit of competency could be assessed by observing at least two different practical demonstrations of facilitating effective workplace relationships.
Critical aspects for assessment and evidence required to demonstrate competency in this unit	A person who demonstrates competency in this unit must be able to provide evidence of the required skills and knowledge specified in this unit. In particular the person should demonstrate the ability to: • communicate techniques that establish and maintain relationships within a work group • employ methods of communication that cater for social, cultural and language differences within a work group • resolve problems and conflicts according to company requirements • provide learning and development opportunities within the work group • monitor and evaluate workplace relationships to improve and refine existing arrangements.
Context of and specific resources for assessment	Assessment of essential underpinning knowledge may be conducted in an off-site context. It is to comply with relevant regulatory or Australian standards' requirements. Resource implications for assessment include access to: • assessment documentation forms and record books • relevant company and legislative documentation • relevant venue • work group.
Method of assessment	Assessment methods must: • satisfy the endorsed Assessment Guidelines of the Property Services Training Package • include direct observation of tasks in real or simulated work conditions, with questioning to confirm the ability to consistently identify and correctly interpret the essential underpinning knowledge required for practical application • reinforce the integration of employability skills with workplace tasks and job roles • confirm that competency is verified and able to be transferred to other circumstances and environments.

	This unit could be assessed on its own or in combination with other units relevant to the job function.
Guidance information for assessment	Reasonable adjustments for people with disabilities must be made to assessment processes where required. This could include access to modified equipment and other physical resources, and the provision of appropriate assessment support. Assessment processes and techniques should as far as is practical take into account the language, literacy and numeracy capacity of the candidate in relation to the competency being assessed.

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 be provided either in writing or verbally, and may be contained in:	• contractual arrangements • industry codes of practice and standards • legislative requirements • manufacturer specifications and equipment manuals • site specifications.
Information sources may include:	• clients • employer or employee associations • government agencies • members of work group • supervisors • work or shift communication logbooks.
Communication mediums may include:	• company policy and procedures documents • company training • face-to-face discussions • instructional materials • regular and one-off meetings • signs and symbols • using interpreter where required • work method statements • written instructions.
Company requirements	• company codes: • conduct

may include:	• dress and presentation • ethics • company image • company policies and procedures • company goals, objectives, plans, systems and processes, such as quality and continuous improvement systems, standards and guidelines • legislation relevant to the work or service function, such as anti-discrimination and equal employment opportunity • occupational health and safety (OHS) policies, procedures and programs • policies and procedures relating to own role, responsibility and delegation.
Legislative requirements may include:	• anti-discrimination, equal employment opportunity and racial vilification • consumer law • environmental law • harassment and other laws specific to local government • industry codes of conduct, practice and standards • OHS Acts and regulations • privacy legislation.
Work group members may include:	• colleagues and team members • people from a range of social, cultural or ethnic backgrounds • supervisors and line managers.
Communication may include:	• exchanging reports and information • face-to-face interactions • personal visits • responding to email • site news sheet • telephone discussions • written information via communication logbook.
Workplace procedures may include:	• assignment instructions • instructions from colleagues, supervisor and manager • personal protective equipment (PPE) requirements • reporting and documentation requirements • specific customer requirements.
Workplace learning opportunities may include providing:	• coaching and mentoring assistance • induction and refresher training • specialist process training • specific equipment training • other formal or structured training.
Development	• career planning

opportunities may include:	• performance appraisals • providing feedback to work group members • rotation to another work groups • skills assessments and recognition of prior learning.
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Unit Sector(s)

Common

Custom Content Section

Not applicable.