



Australian Government

CSCORG019 Manage teamwork through delegations

Release: 1

CSCORG019 Manage teamwork through delegations

Modification History

Release	Comments
1	This unit was released in CSC Correctional Services Training Package release 1.0 and meets the Standards for Training Packages. This unit supersedes and is equivalent to CSCORG506A Manage teamwork through delegations.

Application

This unit describes the skills required to delegate responsibility and authority to others, negotiate targets for delegated work and provide advice and support.

This unit applies to those working in management roles within a range of generalist and specialist occupational areas.

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 delegated authority.

Those undertaking this unit work autonomously, occasionally accessing and evaluating support from a broad range of sources. The role requires critical evaluation, analysis and high level communication skills.

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

Competency Field

Organisational administration and management

Elements and Performance Criteria

ELEMENTS	PERFORMANCE CRITERIA
Elements describe the essential outcomes	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the range of conditions section.
1. Delegate responsibility and authority to others	1.1 Delegate authority and responsibilities to people able to deliver the required outcomes. 1.2 Ensure information and instruction about the work delegated is clear, explicit and allows sufficient time for the work to be

	carried out. 1.3 Ensure that delegations take account of the developmental needs of the people involved and give equal opportunities to develop skills and experience. 1.4 Provide sufficient resources to ensure that the delegated work can be completed in the time required and the quality specified. 1.5 Review delegations at suitable intervals and revise arrangements where necessary.
2. Negotiate targets for delegated work	2.1 Ensure targets are realistic and achievable within organisational resources and conditions and are consistent with the organisation's objectives and priorities. 2.2 Ensure targets take into account the competencies and experience of the individuals and teams involved. 2.3 Negotiate targets using methods that promote commitment, enthusiasm and creative approaches from the people involved. 2.4 Identify measures to be used to determine progress and the times at which the targets and progress will be reviewed. 2.5 Inform all relevant parts of the organisation about delegated work, targets and the review of targets.
3. Provide advice and support	3.1 Provide advice and support to individuals and teams working under delegation to ensure understanding, cooperation, commitment and quality of performance. 3.2 Provide advice and support based on accurate analysis of the issues, obstacles and problems and their possible solutions. 3.3 Ensure advice and support give encouragement and positive direction to people involved in the delegated work. 3.4 Ensure that the nature and timing of advice takes account of the need for people to work autonomously and control their own work responsibilities. 3.5 Foster and promote the interests of delegated individuals and work teams in the organisation.

Foundation Skills

The foundation skills demands of this unit have been mapped for alignment with the Australian Core Skills Framework (ACSF). The following tables outline the performance levels indicated for successful attainment of the unit.

ACSF levels indicative of performance:

1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Learning					Reading					Writing					Oral communication					Numeracy N/A				
Performance variables																								
1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Support					Context					Text complexity					Task complexity									

Further information on ACSF and the foundation skills underpinning this unit can be found in the [Foundation Skills Guide](#) <http://www.govskills.com.au/guides/correctional-services/foundation-skills-guide> on the GSA website.

Unit Mapping Information

Supersedes and is equivalent to CSCORG506A Manage teamwork through delegations.

Links

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=114e25cd-3a2c-4490-baae-47d68dcd2fde>

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Assessment Requirements for CSCORG019 Manage teamwork through delegations

Modification History

Release	Comments
1	These Assessment Requirements were released in CSC Correctional Services Training Package release 1.0 and meet the Standards for Training Packages.

Please refer to the advice in the CSC Assessment Guide.

Performance Evidence

Evidence required to demonstrate competence must satisfy all of the requirements of the elements and performance criteria. If not otherwise specified the candidate must demonstrate evidence of performance of the following on at least two occasions.

- accessing and using legislation and guidelines related to delegations
- interpreting and explaining organisational policies and procedures relating to delegations and applying them in the workplace
- planning and developing work unit targets and effectiveness measures
- using team-building strategies
- responding to diversity in the workplace
- using communication strategies involving exchanges of often complex oral information
- undertaking grievance counselling and resolving conflict in work teams
- undertaking effective liaison, negotiation and consultation

Knowledge Evidence

Evidence required to demonstrate competence must satisfy all of the requirements of the elements and performance criteria. If not otherwise specified the depth of knowledge demonstrated must be appropriate to the job context of the candidate.

- organisation's policies and procedures relating to delegations
- range of delegations applicable in government services
- instructions and standards relating to delegations
- organisational structure and levels of authority or delegation
- interviewing, counselling, negotiation and mediation techniques
- cultural awareness related to promoting cultural diversity in the workplace
- conflict resolution techniques
- team-building strategies
- strategic plans and work unit or business plans
- justice system structures and political influences

- equal employment opportunities, equity and diversity principles

Assessment Conditions

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 managing teamwork through delegations, including coping with difficulties, irregularities and breakdowns in routine.

Assessors must satisfy the NVR/AQTF mandatory competency requirements for assessors.

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