



Australian Government

Department of Education, Employment and Workplace Relations

CSCORG404A Organise and chair meetings

Revision Number: 2

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Modification History

CSCORG404A Release 2: Layout adjusted. No changes to content.
CSCORG404A Release 1: Primary release.

Unit Descriptor

This unit of competency describes the outcomes required to organise and chair meetings in the workplace and in the range of different meetings required by the roles and responsibilities of the candidate and the decision-making processes and protocol of the organisation. This unit is about the organisation and leadership necessary to chair meetings so that the objectives of the meetings can be achieved. It includes organising, convening and participating in meetings. In practice, organising and chairing meetings overlap with other generalist or specialist work activities such as using workplace communication strategies, establishing and maintaining networks, handling information, preparing reports, using resources, etc.

Application of the Unit

This unit applies to candidates with both general and specialist competencies from the range of occupational areas. The application of this unit will be determined by the range of different meetings required by the specified roles, responsibilities and duties of the candidate.

Licensing/Regulatory Information

Not applicable.

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 required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.

Elements and Performance Criteria

ELEMENT

PERFORMANCE CRITERIA

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|---------------------------------|--|
| 1 Prepare for meeting. | <ul style="list-style-type: none">1.1 Consult <i>participants attending the meeting</i> for agreement on the meeting objectives.1.2 Ensure that people with an interest in the meeting are given sufficient notice and information to allow them to contribute effectively.1.3 Ensure that preparation for the meeting is sufficient to enable informed and effective participation.1.4 Ensure that consultation with people being represented is in accordance with <i>organisational requirements</i>. |
| 2 Convene meeting. | <ul style="list-style-type: none">2.1 Ensure venue and other resources are appropriate for the nature of the meeting.2.2 Create and distribute an agenda in advance of the meeting in accordance with <i>meeting protocols</i>.2.3 Allocate discussion time in a way that is consistent with the importance, urgency and complexity of the key points. |
| 3 Chair meeting. | <ul style="list-style-type: none">3.1 Conduct the meeting in a way that follows organisational protocols and achieves the objectives within the allocated time.3.2 Ensure through <i>leadership</i> that discussion helps those attending the meeting to make useful contributions.3.3 Acknowledge the contributions and viewpoints of others and include them in discussion in a constructive manner.3.4 Provide information and summaries clearly and at appropriate points during the meeting to assist in mutual understanding and agreement.3.5 Discourage unhelpful arguments and digressions courteously and with positive direction.3.6 Encourage feedback from those attending and use constructive feedback to improve the effectiveness of future meetings.3.7 Close the meeting by summarising the meeting outcomes. |
| 4 Take follow up action. | <ul style="list-style-type: none">4.1 Provide clear, accurate and concise information about decisions and recommendations made at the meeting to those who need it.4.2 Document decisions clearly and follow agreed |

ELEMENT**PERFORMANCE CRITERIA**

practice for the distribution of minutes.

Required Skills and Knowledge

This section describes the essential skills and knowledge and their level, required for this unit.

Required skills:

- identifying and clarifying the objectives, purpose and context of meetings
- organising meeting business to ensure that sufficient time and resources are available
- providing the right level of leadership to progress the purpose of the meeting
- discouraging digressions, unhelpful arguments and negative trends in discussions
- actively listening, summarising, paraphrasing and clarifying to reach mutual understanding
- identifying interpersonal styles and participation methods of a range of different participants
- using questioning and paraphrasing to progress decision making
- making contributions to the meeting that are clear, concise, relevant and constructive to the achievement of the meeting purpose.

Required knowledge:

- organisational protocols for preparing, convening and chairing meetings
- leadership styles and methods
- techniques for consultation, participation and conflict management
- principles of active listening, questioning, clarifying and rephrasing
- different cultural practices and expectations for consultation and decision making, including who should participate and how long it should take
- ways of adapting communication to meet different information needs and circumstances of different audiences
- strategies to make people feel confident and assured in their participation and contributions.

Evidence Guide

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

Overview of assessment

This unit should be assessed in the workplace with demonstration of performance in chairing meetings in the range of different meetings encountered in the workplace. Some criteria for performance in this unit may have to be assessed in specially constructed exercises, such as simulations or role plays.

Evidence should be gathered over time in a range of contexts to ensure the person can achieve the unit outcome and apply the competency in different situations or environments.

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

In addition to integrated demonstration of the elements and their related performance criteria, look for evidence that confirms:

- the knowledge requirements of this unit
- the skill requirements of this unit
- application of employability skills as they relate to this unit
- ability to organise and chair meetings in a range of (two or more) contexts or occasions, over time.

Context of and specific resources for assessment

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 preparing, convening and chairing meetings in the workplace, including coping with difficulties, irregularities and breakdowns in routine
- copies of legislation, policies, procedures and guidelines relating to workplace communication and meeting protocols
- access to appropriate learning and assessment support when required.

Method of assessment

Evidence must include observation and information generated in the workplace as well as observation of performance in routine work functions or, where this is not possible, in a simulated exercise.

The following assessment methods are suggested:

- observation of performance in routine workplace activities within a range of agreed responsibilities and in

various work locations

- written and/or oral questioning to assess knowledge and understanding
- completion of workplace documents and reports produced as part of routine work activities
- third-party reports from experienced practitioners
- completion of performance feedback from supervisors and colleagues
- case studies
- scenarios
- simulations or role plays.

Guidance information for assessment

Assessment methods should reflect workplace demands, and any identified special needs of the candidate, including language and literacy implications and cultural factors that may affect responses to the questions.

In all cases where practical assessment is used it will be combined with targeted questioning to assess the underpinning knowledge.

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 in the performance criteria is detailed below. Add any 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.

Participants attending the meeting should include people who:

- are known, from inside the organisation or work unit
- are from a range of different levels in the organisation
- have different personal and cultural values and expectations
- may be cooperative and supportive of the agenda
- may be uncooperative and challenging
- are from outside the organisation
- act for purposes of other organisations and agencies
- are forming a new group
- belong to an existing group.

Organisational requirements may include:

- policies, procedures and protocol around membership of meetings and any representative roles and responsibilities
- terms of reference of committees and decision-making bodies
- recording and reporting requirements
- organisation's information management system
- legal or statutory requirements of the meeting body
- code of conduct
- environmental and sustainable practices.

Meeting protocols should include:

- application of formal meeting procedures
- informal meeting procedures
- consensus decision making
- democratic decision making
- application of constitutional requirements
- application of terms of reference.

Leadership styles and methods include:

- techniques for initiating action and directing decision making
- strategies for presenting a confident, assured and direct manner in challenging situations
- strategies for saying no to unreasonable expectations
- maintaining ethical practices and beliefs in the face of opposition
- techniques for building relationships of trust,

- including with people from different cultures
- strategies for acknowledging and respecting the attitudes and beliefs of others without necessarily condoning them
- maintaining fair and equitable outcomes
- techniques for promoting active and genuine participation and ownership.

Unit Sector(s)

Organisational administration and management.

Competency field

Not applicable.

Co-requisite units

Not applicable.