



Australian Government

Department of Education, Employment and Workplace Relations

CSCORG509 Manage effective workplace relationships

Release: 1

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Modification History

CSCORG509 Release 1: Primary release. Unit adapted from BSFLM503BB Manage effective workplace relationships.

Unit Descriptor

This unit specifies the outcomes required to foster and maintain professional and effective workplace relationships. This involves:

- understanding organisational context and the relationship between work functions and linkages to strategic and business plans;
- ensuring effective communication is established and maintained to foster positive and professional internal and external workplace relationships;
- understanding or developing, where necessary, protocols that support service excellence;
- developing strategies and processes, measuring effectiveness, and developing a plan for continuous improvement.

Application of the Unit

This unit applies to candidates working in leadership or management roles in a correctional services environment.

At this level, work will normally be carried out using complex and diverse methods and procedures, which require the exercise of considerable discretion and judgement using a range of problem solving and decision making strategies.

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 range statement. Assessment of performance is to be consistent with the evidence guide.

Elements and Performance Criteria

1 Manage ideas and information

- 1.1 Ensure **strategies and processes** are in place to communicate **information** associated with the achievement of work responsibilities to all co-workers.
- 1.2 Develop and/or implement **consultation processes** to ensure that employees have the opportunity to contribute to issues related to their work role.
- 1.3 Facilitate feedback to employees on outcomes of the consultation processes.
- 1.4 Develop and/or implement **processes** to ensure that issues raised are resolved promptly or referred to **relevant personnel**.

2 Establish systems to develop trust and confidence

- 2.1 Establish and/or implement **policies** to ensure that the organisation's cultural diversity and ethical values are adhered to.
- 2.2 Gain and maintain the trust and confidence of colleagues and external contacts through professional conduct.
- 2.3 Adjust own interpersonal communication styles to meet the organisation's **cultural diversity and ethical environment** and guide and support the work team in their personal adjustment process.

3 Manage the development and maintenance of networks and relationships

- 3.1 Use **networks** to build workplace relationships providing identifiable outcomes for the team and the organisation.
- 3.2 Conduct ongoing planning to ensure that effective internal and external workplace relationships are developed and maintained.

4 Manage difficulties to achieve positive outcomes

- 4.1 Develop and/or implement strategies to ensure that difficulties in workplace relationships are identified and resolved.
- 4.2 Establish processes and systems to ensure that conflict is identified and managed constructively in accordance with the organisation's policies and procedures.
- 4.3 Provide **guidance, counselling and support** to assist co-workers in resolving their work difficulties.
- 4.4 Develop and implement an action plan to address any identified difficulties.

Required Skills and Knowledge

Required skills:

- interacting with people from a range of social, cultural and ethnic backgrounds and physical and mental abilities
- researching, analysing, interpreting and reporting skills to develop strategies and plans
- communicating fluently to support effective workplace relationships
- responding to unexpected demands from a range of people
- understanding consultative processes and using them effectively
- forging effective relationships with internal and/or external people
- developing, maintaining and managing networks
- gaining the trust and confidence of colleagues
- dealing with people openly and fairly
- using coaching and mentoring skills to provide support to colleagues

Required knowledge:

- legislation, policy and procedures relevant to the correctional services facility/organisation
- occupational health and safety guidelines related to working safety in organisation environment
- the principles and techniques involved in the management and organisation of:
 - the organisation's strategic and business plans
 - policy development
- effective workplace relationship building techniques such as:
 - developing trust and confidence
 - fostering of consistent behaviour in workplace relationships
 - monitoring, managing and introducing ways to improve workplace relationships
 - identifying the cultural diversity and ethical environment
 - identifying and assessing interpersonal styles
 - developing, maintaining and managing networks
 - problem identification and resolution
 - resolving conflict
 - consultation and communication techniques
 - contributing to the elimination of discrimination/bias

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

A person who demonstrates competence in this unit must be able to provide evidence that they are able to manage the process of accessing and analysing information to achieve planned outcomes, communicate information and ideas to a range of stakeholders and they must be able to manage a process which facilitates the development and maintenance of positive workplace relationships.

They must be able to encourage the development of trust and confidence within the work team and resolve problems and conflicts effectively and efficiently.

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

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

Assessment and evidence must confirm the ability to:

- ensure strategies and process are in place for the management of ideas and information
- establish and/or implement policies to promote cultural diversity and ethics
- act professionally as an example to staff
- adjust communication style to meet needs to different situations
- make use of networks in building workplace relationships
- identify problems and difficulties in workplace relationships
- resolve identified difficulties in workplace relationships

Products that could be used as evidence include:

- Documentation produced in manage effective workplace relationship, such as:
 - contribution to organisational policies and procedures
 - procedures and policies for dealing with diversity, and related codes of conduct
 - actions taken including advice and input into management decisions to address social and ethical standards in the workplace
 - actions taken to address methods of accessing networks and developing strategic contacts and within and outside the organisation
 - learning and development plans for team members
 - materials developed for coaching, mentoring and training
 - induction programs developed and/or delivered

- actions taken to address internal and external communications processes
- reviews of people management
- advice and input into management decisions related to the work team
- records of OHS&W consultation

Processes that could be used as evidence include:

- how strategies have been developed to ensure that information was collected and accessed
- how operational planning was conducted
- how policies were established, and contributions sought and used to develop new ideas and approaches
- how the organisation's social and ethical standards have been used within workplace relationships
- how trust and confidence have been developed and maintained
- how interpersonal styles and methods were adjusted to the organisation's cultural diversity and ethical environment
- how strategic networks were used to build relationships
- how ongoing planning and implementation has been conducted
- how strategies were developed to ensure that difficulties are addressed and solutions planned
- how colleagues were counselled, guided and supported to resolve work difficulties
- examples of how poor work performance and conflict was managed

Context of and specific resources for assessment

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 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 the candidate to manage effective workplace relationships are provided

Method of assessment

Evidence should be gathered in at least two different contexts, drawing on a range of evidence.

Evidence may be gathered through use of the following methods:

- report on tasks
- direct questioning combined with report review

- self evaluation
- manager's/supervisor's report
- observation in the workplace, or simulated workplace
- role play
- written case studies

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.

Strategies and processes may include:

- long-term or short-term plans factoring in opportunities for team input
- individual and team performance plans
- clarification of roles and expectations
- questionnaires, surveys and interviews
- policies and procedures
- training and development activities
- communication devices, such as intranet and email communication systems, newsletters, reports

Information may be:

- data appropriate to work roles and organisational policies that is shared and retrieved in writing or verbally, electronically or manually such as:
 - policies and procedures
 - planning and organisational documents including the outcomes of continuous improvement and quality assurance
 - individual and team performance data

Consultation processes may include:

- the development or implementation of a process which ensures that all employees have the opportunity to contribute to workplace issues
- feedback to the work team in relation to outcomes of the consultation process

Processes may include:

- sets of accepted actions approved by the organisation
- organisational tasks and activities undertaken to meet performance outcomes
- standard operating procedures

Relevant personnel may

- managers
- supervisors

include:

- other employees
- union representatives/employee groups
- board members
- OHS committees and other people with specialist responsibilities

Policies may refer to:

- organisational guidelines and systems that govern operational functions
- statement of commitment to action
- frameworks

The organisation's cultural diversity and ethical environment may refer to:

- written standards such as those expressed in:
 - vision and mission statements
 - policies
 - code of workplace conduct/behaviour
 - statement of workplace values
 - implied standards such as honesty and respect relative to the organisational culture and generally accepted within the wider community
 - standards expressed in legislation and regulations, such as anti-discrimination legislation

Networks may be:

- internal and/or external
- with individuals or groups
- through established structures or unstructured arrangements

Guidance, counselling and support may be:

- informal support provided by managers including discussion of issues and exploration of mechanisms to resolve problems within organisational guidelines
- formal and professional support and guidance arranged from alternative internal or external sources within organisational guidelines

Unit Sector(s)

Organisational administration and management.