



Australian Government

DEFGEN029 Lead successful workplace relations

Release: 1

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Modification History

Release 1. This is the first release of this unit of competency in the DEF Defence Training Package.

Application

This unit describes the skills required to develop and maintain successful working relationships in the Defence environment.

This unit applies to those working in a management and leadership role in Defence.

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 financial management.

Those undertaking this unit would work independently or as part of a team, under indirect supervision. They must be able to use discretion and judgement and take responsibility for the quality of their outputs. They would perform complex tasks in familiar context.

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

Pre-requisite Unit

Not applicable.

Competency Field

General

Unit Sector

Not applicable.

Elements and Performance Criteria

ELEMENTS

Elements describe the essential outcomes.

1 Manage ideas and

PERFORMANCE CRITERIA

Performance criteria describe the performance needed to demonstrate achievement of the element.

1.1 Ensure strategies and processes are in place to

information	communicate information to all co-workers
	1.2 Develop and implement consultation processes to ensure that colleagues have the opportunity to contribute to issues related to their work role
	1.3 Facilitate feedback to colleagues on outcomes of the consultation processes
	1.4 Develop and 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 implement processes 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 style to meet the organisation's cultural diversity and ethical environment
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 Foster cooperation between teams	4.1 Identify teams or individuals where cooperation would enhance work outcomes
	4.2 Discuss areas where greater cooperation would yield benefits
	4.3 Agree to and implement strategies to achieve greater cooperation in these areas
5 Manage difficulties to achieve positive outcomes	5.1 Develop and implement strategies to ensure that difficulties in workplace relationships are identified and resolved
	5.2 Establish processes and systems to ensure that conflict is identified and managed constructively
	5.3 Provide guidance, counselling and support to assist

co-workers in resolving their work difficulties

Foundation Skills

Foundation skills essential to performance are explicit in the performance criteria of this unit of competency.

Range of Conditions

Range is restricted to essential operating conditions and any other variables essential to the work environment.

Non-essential conditions may be found in the Companion Volume Implementation Guide.

Unit Mapping Information

No equivalent unit.

Links

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=6bdbab1e-11ed-4bc9-9cba-9e1a55d4e4a9>

Assessment Requirements for DEFGEN029 Lead successful workplace relations

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Performance Evidence

Evidence required to demonstrate competence in this unit must be relevant to and satisfy all of the requirements of the elements and performance criteria on at least one occasion and include:

- accessing and analysing information to achieve planned outcomes
- adjusting interpersonal style and communications to respond to cultural and social diversity
- applying relationship management and communication skills with a range of people that:
 - demonstrate integrity, respect, empathy and cultural sensitivity and promote trust
 - forge effective relationships with internal and/or external people and help to maintain these networks
 - encourage participation and foster contribution of and respect for ideas and feedback
 - provide support to colleagues to resolve difficulties
- applying techniques for resolving problems and conflicts and dealing with poor performance within organisational and legislative requirements
- consulting and providing advice on complex issues
- implementing policy and procedural changes
- managing stakeholder relationships
- reviewing and improving workplace outcomes in consultation with relevant personnel
- researching complex issues.

Knowledge Evidence

Evidence required to demonstrate competence in this unit must be relevant to and satisfy all of the requirements of the elements and performance criteria and include knowledge of:

- Commonwealth policies impacting on own role
- how to monitor, analyse and introduce ways to improve work relationships
- how work relationships, and the cultural and social environment, can support or hinder achieving planned outcomes
- key internal and external stakeholders
- methods and techniques for communicating information and ideas to a range of stakeholders
- methods to resolve workplace conflict
- methods to manage poor work performance
- policies and procedures impacting on own role

- problem solving methods
- techniques for developing positive work relationships and building trust and confidence in a team including interpersonal styles, communications, consultation, cultural and social sensitivity, networking
- the impact of legislation and organisational policies on workplace relationships
- strategic priorities or activities affecting the organisation.

Assessment Conditions

As a minimum, assessors must satisfy applicable regulatory requirements, which include requirements in the Standards for Registered Training Organisations, current at the time of assessment.

As a minimum, assessment must satisfy applicable regulatory requirements, which include requirements in the Standards for Registered Training Organisations, current at the time of assessment.

Assessment must occur in workplace operational situations where it is appropriate to do so; where this is not appropriate, assessment must occur in simulated workplace operational situations that replicate workplace conditions.

Assessment processes and techniques must be appropriate to the language, literacy and numeracy requirements of the work being performed and the needs of the candidate.

Resources for assessment must include access to:

- a range of relevant exercises, case studies and/or other simulations
- relevant and appropriate materials, tools, equipment and personal protective equipment (PPE) currently used in industry
- applicable documentation, including workplace procedures, regulations, codes of practice and operation manuals
- acceptable means of simulated assessment.

Links

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