



Australian Government

FPICOT6201B Manage community engagement

Release 1

FPICOT6201B Manage community engagement

Modification History

Version	Comments
Version 1.1	Released with FPI11 Training Package Version 2. Minor amendment to application. Equivalent to FPICOT6201A Manage community engagement.
Version 1	First released with FPI11 Training Package Version 1.

Unit Descriptor

Unit descriptor

This unit describes the outcomes required to design and implement strategies that involve the community in decision making. It includes analysing, scoping, designing, implementing, reporting and evaluating on community engagement activities.

Application of the Unit

Application of the unit The unit involves managing community engagement in a variety of work settings, including:

- forest environment (native and plantation)
- saw mill
- wood chip mill
- veneer mill
- board/plywood mill
- timber treatment plants
- downstream processing of timber
- forest products production
- forest sales and service
- horticultural

The skills and knowledge required for competent workplace performance are to be used within the scope of the person's job and authority

Licensing/Regulatory Information

General workplace legislative and regulatory requirements apply to this unit; however there are no specific licensing or certification requirements at the time of publication.

Pre-Requisites

Not Applicable

Employability Skills Information

Employability skills 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

ELEMENT	PERFORMANCE CRITERIA
1. Scope the need for community engagement	1.1.Applicable occupational health and safety (OHS), environmental, legislative and organisational requirements relevant to managing community engagement are identified and followed 1.2.Benefits for community involvement in the engagement process are evaluated for the organisation and for the community 1.3.Framework is designed to assist in analysing issues that require community engagement 1.4.Key stakeholders are identified and consulted in line with organisational policy and procedures 1.5.Target community is defined in line with the purpose, objectives and issues 1.6.Range of community engagement strategies are assessed for suitability in engaging the community in the issues
2. Develop community engagement plan	2.1.Purpose and objectives of community engagement are established in consultation with key stakeholders 2.2.Community engagement strategies are designed that are relevant, achievable, measurable and flexible enough to allow for the emergence of new ideas and options 2.3.Likely barriers to community involvement are explored and strategies to address them are developed 2.4.Relevant commitment to/approval of the community engagement plan is obtained in line with organisational policy and procedures 2.5.Community diversity is acknowledged and respected throughout the development of the plan 2.6.Communication, monitoring, reporting, feedback and evaluation processes are embedded in the plan
3. Implement community engagement plan	3.1.Resources and time are allocated to the implementation of the plan 3.2.Implementation is managed in line with the plan design 3.3.Objectives and constraints of the engagement are communicated to designated personnel 3.4.Clarity is established around the roles and responsibilities of all participants 3.5.Expectations of participants are identified and

ELEMENT**PERFORMANCE CRITERIA**

- managed, and the community is provided with relevant information throughout the engagement process
- 3.6. Plan is implemented flexibly enough to allow the community to raise new ideas or options
- 3.7. Community is provided with opportunities to develop its *engagement capacity* and barriers to involvement are addressed
- 3.8. Feedback mechanisms are implemented in line with the plan and community requirements are addressed to maximise participation
4. Evaluate community engagement plan
- 4.1. All components of the community plan are evaluated in line with the plan's purpose and objectives
- 4.2. Feedback on the quality of the strategies used is obtained from relevant personnel and stakeholders
- 4.3. Outcomes from the engagement are recorded, shared and used across the organisation and with the community, in line with organisational policy and procedures
5. Report on the outcomes of community engagement
- 5.1. Outcomes of community engagement are reported to relevant stakeholders
- 5.2. Feedback on how outcomes may inform current and future planning or decision making is provided to all participants
- 5.3. Community engagement plan is reviewed in light of outcomes

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- Technical skills sufficient to apply workplace safety procedures to community engagement strategies; evaluate community engagement strategies
- Communication skills sufficient to use a range of communication styles to suit different audiences and purposes; explain complex and formal policies and concepts to a variety of audiences
- Literacy skills sufficient to detail requirements; write recommendations and prepare community engagement reports requiring complex language structures and precision of expression
- Problem solving skills sufficient to mediate, negotiate and attempt to obtain consensus between parties; apply lateral thinking to provide solutions and overcome barriers to community engagement
- Planning and organisational skills sufficient to develop policies and procedures; manage expectations; scope, design and implement community engagement plans, including project, time and budget management; facilitate community engagement, including relationship building, networking, negotiation, conflict management and risk management

Required knowledge

- Applicable commonwealth, state or territory legislation, regulations, policies, standards, codes of practice and established safe practices relevant to the full range of processes for developing and implementing community engagement strategies
- Environmental protection requirements, including the safe disposal of waste material
- Organisational and site standards, requirements, policies and procedures for developing and implementing community engagement strategies
- Community engagement theory, principles and techniques
- Facilitation/process management in the context of community engagement
- Principles of working within an ethical framework
- Community consultation and decision-making processes
- Power structures and relationships in the community
- Processes of both individual advocacy and group advocacy
- Models of negotiation
- Complex cultural awareness
- Community development principles
- Diversity in the community
- National and state or territory reporting requirements in relation to community engagement
- Social justice principles

REQUIRED SKILLS AND KNOWLEDGE

- Organisational policies related to communication and the media
- Workplace safety procedures relating to community engagement strategies
- Established communication channels and protocols
- Problem identification and resolution strategies
- Procedures for recording and reporting workplace information

Evidence Guide

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

A person who demonstrates competency in this unit must be able to provide evidence that they can manage community engagement

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

The evidence required to demonstrate competency in this unit must be relevant to, and satisfy, all of the requirements of the elements of this unit and include demonstration of:

- following applicable commonwealth, state or territory legislative and regulatory requirements and codes of practice relevant to managing community engagement
- following organisational policies and procedures relevant to managing community engagement
- planning, designing and implementing community engagement strategies that follow legislative requirements
- documenting an implementation strategy for community engagement, as part of a plan, that has been designed, implemented and reviewed, showing a measurable outcome using the chosen indicators
- communicating with stakeholders to discuss possible approaches to community engagement
- reviewing and improving strategies by identifying improvements and benchmarking against plan objectives

Context of and specific resources for assessment

- Competency is to be assessed in the workplace or realistically simulated workplace
- Assessment is to occur under standard and authorised work practices, safety requirements and environmental constraints
- Assessment of required knowledge, other than confirmatory questions, will usually be conducted in an off-site context
- Assessment is to follow relevant regulatory or Australian Standards requirements
- The following resources should be made available:
 - workplace location or simulated workplace

EVIDENCE GUIDE

- materials and equipment relevant to undertaking work applicable to this unit
- specifications and work instructions
- community information, case studies or scenarios, including current journals and international case studies
- community engagement theory, principles, practices and techniques
- procedures and protocols for community engagement, including OHS
- policy and legislation related to community engagement

Method of assessment

- Assessment must satisfy the endorsed Assessment Guidelines of the FPI11 Training Package
- Assessment methods must confirm consistency and accuracy of performance (over time and in a range of workplace relevant contexts) together with application of required knowledge
- Assessment must be by direct observation of tasks, with questioning on required knowledge and it must also reinforce the integration of employability skills
- Assessment methods must confirm the ability to access and correctly interpret and apply the required knowledge
- Assessment may be applied under project-related conditions (real or simulated) and require evidence of process
- Assessment must confirm a reasonable inference that competency is able not only to be satisfied under the particular circumstance, but is able to be transferred to other circumstances
- Assessment may be in conjunction with assessment of other units of competency
- The assessment environment should not disadvantage the candidate
- Assessment practices should take into account any relevant language or cultural issues related to Aboriginality, gender or language backgrounds other than English
- Where the participant has a disability, reasonable adjustment may be applied during assessment
- Language and literacy demands of the assessment task should not be higher than those of the work role

Range Statement

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.

OHS requirements:

are to be in line with applicable commonwealth, state or territory legislation and regulations, and organisational safety policies and procedures, and may include:

- personal protective equipment and clothing
- safety equipment
- first aid equipment
- fire fighting equipment
- hazard and risk control
- fatigue management
- elimination of hazardous materials and substances
- safe forest practices, including required actions relating to forest fire
- manual handling including shifting, lifting and carrying

Environmental requirements may include:

- legislation
- organisational policies and procedures
- workplace practices

Legislative requirements:

are to be in line with applicable commonwealth, state or territory legislation, regulations, certification requirements and codes of practice and may include:

- award and enterprise agreements
- industrial relations
- Australian Standards
- confidentiality and privacy
- OHS
- the environment
- equal opportunity
- anti-discrimination
- relevant industry codes of practice such as:
 - chain of custody (COC)

RANGE STATEMENT

Organisational requirements may include:

- Programme for the Endorsement of Forest Certification (PEFC) schemes
- Forest Stewardship Council (FSC)
- duty of care
- legal
- organisational and site guidelines
- policies and procedures relating to own role and responsibility
- quality assurance
- procedural manuals
- quality and continuous improvement processes and standards
- OHS, emergency and evacuation procedures
- ethical standards
- recording and reporting requirements
- equipment use, maintenance and storage requirements
- environmental management requirements (waste minimisation and disposal, recycling and re-use guidelines)

Key stakeholders may include:

- all those who may be directly affected or may have a significant issue in the engagement process, including:
 - individuals
 - local residents
 - community leaders
 - community groups
 - ethnic communities
 - non-government organisations
 - public sector officers
 - private sector organisations/business community
 - public sector agencies
 - elected public officials who may need to be briefed or provide approval throughout the process
 - public land committees of management

Community engagement strategies may include:

- alliances
- partnerships
- education and awareness campaigns
- on-line consultation and interaction

RANGE STATEMENT

Barriers to community involvement may include:

Community diversity may include difference in:

- deliberative processes
- public meetings
- consultation with stakeholders
- media campaigns
- community-based information
- direct participation
- scenario planning
- advisory bodies and steering committees
- events
- celebrations
- launches
- awareness activities or programs
- public forums
- workshops
- face-to-face meetings and interviews
- focus groups
- questionnaires (email, internet or hard copy)
- surveys
- negotiation tables
- formal partnerships
- telephone interviews
- written submissions
- access constraints
- mobility issues
- poor past experiences with engagement processes
- time constraints
- previous over-consultation
- geographical isolation
- socioeconomic levels
- diversity variables
- social capital gate keepers - residents who block broad participation
- lack of or limited:
 - interest in or commitment to the issue
 - understanding about the actual issue
 - understanding or clarity about the engagement process
- age
- cultural background

RANGE STATEMENT

- disability
- educational level
- English language proficiency
- ethnicity
- experience
- expertise
- family responsibilities
- gender
- intellectual difference
- interests
- interpersonal approach
- language
- learning styles
- length of residence
- life experience
- marital status
- mobility
- physical differences
- politics
- race
- religion
- sexual orientation
- socioeconomic background
- thinking styles
- work experiences
- working styles

Resources may include:

- people
- materials
- equipment

Communication may include:

- verbal and non-verbal language
- constructive feedback
- active listening
- questioning to clarify and confirm understanding
- negotiation
- team building
- stakeholder engagement
- internal and external
- use of positive, confident and cooperative language
- use of language and concepts appropriate to

RANGE STATEMENT

Engagement capacity may include:

- individual social and cultural differences
- control of tone of voice and body language
- information - a one-way relationship in which appropriate and relevant information is disseminated to the community
- consultation - a two-way relationship in which the views of individuals or communities on issues that affect them directly or in which they may have a significant interest, are asked for, received and taken into consideration
- active participation - opportunities for individuals and communities to propose options and be involved in planning and decision making

Unit Sector(s)

Not Applicable

Competency field

Competency field Common Technical