



Australian Government

Department of Education, Employment and Workplace Relations

ICTPMG8142A Manage a telecommunications workplace

Release: 1

ICTPMG8142A Manage a telecommunications workplace

Modification History

Not Applicable

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to fulfil workplace management responsibilities at a managerial and supervisory level in a telecommunications business environment. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement but users should confirm requirements with the relevant federal, state or territory authority.
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Application of the Unit

Application of the unit	Telecommunications engineering staff with management responsibilities apply the skills and knowledge in this unit. They combine technical skills with management skills to manage technical staff in an advanced technological environment.
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Licensing/Regulatory Information

Refer to Unit Descriptor

Pre-Requisites

Prerequisite units		

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
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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.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Support human resources activities	1.1. Assist and advise on recruitment action and induction of new staff 1.2. Monitor staff training needs and implement technical training activities for staff 1.3. Provide information and advice to relevant personnel 1.4. Review and advise on occupational health and safety (OHS) and security in the workplace
2. Manage conflict in the workplace	2.1. Assess conflict situation 2.2. Determine ways to resolve conflict with conflicting parties 2.3. Apply decision-making procedures to the business model for conflict resolution
3. Apply quality management systems and processes in the workplace	3.1. Determine essential requirements of a product using a quality management approach 3.2. Assess the relationship between customer and owner to identify process to achieve agreement on measurable quality features 3.3. Analyse quality investigation for improvement by involving individuals, groups and managers
4. Monitor work practices to ensure business objectives will be met	4.1. Develop strategies using management characteristics to meet business objectives 4.2. Analyse individual management objectives that would be applicable to the workplace 4.3. Produce a business model representing the activities of a sound management plan for a telecommunications workplace
5. Determine human factors when managing people and groups	5.1. Establish consultation processes between management and staff to resolve grievances 5.2. Analyse the interpersonal skills required of managers and team leaders using identified communications channels 5.3. Conduct discipline and performance feedback in the workplace to evaluate consultation processes, including principles of equal employment opportunity (EEO), cultural diversity and change management
6. Perform work using self-organisation	6.1. Evaluate methods of improving own productivity and perform a self-appraisal

ELEMENT	PERFORMANCE CRITERIA
principles	6.2. Evaluate the effectiveness of information processing methods used in the workplace applying time management techniques 6.3. Produce a report to communicate information efficiently and effectively in the workplace
7. Apply effective communication techniques to business meetings	7.1. Research the levels, directions and effectiveness of channels used when communicating in business 7.2. Develop a plan for managing business meetings in the workplace

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit.

Required skills

- analytical skills to evaluate information
- communication skills to:
 - work effectively in a group
 - conduct oral presentations to a group
- conflict management skills to deal with grievances, disputes or disagreements
- information technology skills for word processing and desktop research
- initiative and enterprise skills to identify improvements to quality
- literacy skills to prepare reports
- planning and organisational skills to plan, prioritise and organise own work
- problem solving skills to resolve issues in the workplace
- research skills to gather data and information

Required knowledge

- equity and diversity principles
- management procedures and policies
- OHS requirements
- organisational policy and procedures
- overview knowledge of behaviour theories:
 - Herzberg's two factor
 - McClelland's acquired needs
 - Vroom's expectancy

REQUIRED SKILLS AND KNOWLEDGE

- personal safety issues
- public sector legislation, codes of practice and other formal agreements that directly impact on business operations
- technical knowledge of telecommunications networks
- workplace and industry environment

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

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

Evidence of the ability to:

- determine the human factors which need to be analysed when managing people and groups
- conduct business meetings applying effective communication techniques
- determine essential requirements of a product applying quality management principles
- monitor and implement training for staff
- resolve problems and conflicts in a business environment
- support human resource management program.

Context of and specific resources for assessment

Assessment must ensure:

- a telecommunications workplace
- relevant enterprise documentation, including human resources (HR) and quality management policies.

Method of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- direct observation of the candidate running a productive business meeting and effective interview techniques
- oral or written questioning to assess the required knowledge and skills
- review of quality reports prepared by the candidate
- evidence of consultations with staff and management.

Guidance information for assessment

Holistic assessment with other units relevant to the industry sector, workplaces and job role is recommended, for example:

- ICTPMG8143A Manage a telecommunications project.

Aboriginal people and other people from a non-English

EVIDENCE GUIDE

	speaking background may have second language issues. Access must be provided to appropriate learning and assessment support when required. Assessment processes and techniques must be culturally appropriate, and appropriate to the oral communication skill level, and language and literacy capacity of the candidate and the work being performed. In all cases where practical assessment is used it will be combined with targeted questioning to assess required knowledge. Questioning techniques should not require language, literacy and numeracy skills beyond those required in this unit of competency. Where applicable, physical resources should include equipment modified for people with special needs.
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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.

Relevant personnel may include:

- colleagues
- employee groups
- managers
- OHS committees and other people with specialist responsibilities
- employees
- specialist resource managers

RANGE STATEMENT	
	• supervisors • unions.
<i>Decision-making procedures</i> may include:	• objectivity • qualitative • quantitative • subjectivity.
<i>Customer and owner</i> may include:	• customer: • external • internal • owner: • management • shareholders.
<i>Management characteristics</i> may include:	• authority • coaching • consultation • control • delegation • duties • management hierarchy • mentoring • ownership • partnership • responsibility • skilling and training.
<i>Communications channels</i> may include:	• industrial relations • internal • pro-active • public relations • retro-active.
<i>Information processing</i> may include:	• classification • flagging • follow-up • procedures • storage.
<i>Channels</i> may refer to:	• oral • non-verbal • written: • agendas • minutes

RANGE STATEMENT

	• memos • letters and faxes • visual • electronic: • email • web notifications • social networking.
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Unit Sector(s)

Unit sector	Telecommunications
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Co-requisite units

Co-requisite units		

Competency field

Competency field	Project management
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