



Australian Government

Department of Education, Employment and Workplace Relations

LGACOMP026A Provide team leadership

Release 2

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Modification History

LGACOMP026A Release 2: Layout adjusted.

LGACOMP026A Release 1: Primary release.

Unit Descriptor

This unit covers providing leadership to a team within the organisation. The unit includes planning work for the team, monitoring team performance, facilitating change and providing reports. The unit is suitable for team leaders across the organisation.

Application of the Unit

This unit supports the attainment of skills and knowledge required for competent workplace performance in councils of all sizes. Knowledge of the legislation and regulations within which councils must operate is essential. The unique nature of councils, as a tier of government directed by elected members and reflecting the needs of local communities, must be appropriately reflected.

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

ELEMENT	PERFORMANCE CRITERIA
1. Plan and allocate team roles and responsibilities	1.1 Goals and strategies for team are discussed and agreed upon in accordance with the organisation's goals, plans and objectives and relevant legislation. 1.2 Standards of performance required by team and individuals are established based on organisational needs. 1.3 Work requirements and performance expectations are identified and clearly presented to team members. 1.4 Duties, rosters and/or responsibilities are allocated in accordance with organisational requirements. 1.5 Conflict is resolved by negotiation.
2. Monitor and maintain team performance	2.1 Work outputs are monitored against agreed work requirements and performance expectations. 2.2 Alternative strategies to achieve team tasks are identified. 2.3 Team members are provided with feedback, positive support and advice on strategies to overcome any deficiencies. 2.4 Difficult situations are handled effectively using collaborative problem-solving techniques. 2.5 Team members are provided with feedback and positive support when agreed standard of performance is achieved. 2.6 Performance issues that cannot be rectified or addressed within the team are referred to appropriate personnel in accordance with organisational policies and procedures. 2.7 Own fulfilment of team leader responsibilities is regularly evaluated and self-development opportunities are undertaken where necessary.
3. Facilitate change	3.1 Organisational change policies are communicated effectively to team members. 3.2 Team members' queries and concerns are recognised and discussed in a positive and non-threatening manner. 3.3 Any legal requirements and ramifications of team operations are communicated to team members. 3.4 Ideas to improve work practices are discussed and clarified with team members. 3.5 Implementation of new work practices is developed in consultation with team members.
4. Provide feedback to management	4.1 Reports on team performance are provided in accordance with organisational requirements. 4.2 The team's concerns and issues are represented to management. 4.3 Unresolved team concerns are presented to and discussed with employer/management in a timely and objective manner and in accordance with organisational policies and

ELEMENT **PERFORMANCE CRITERIA**

procedures.

Required Skills and Knowledge

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

Required Skills

- consultation
- communication
- negotiation
- report writing
- facilitating the participation of team members, team development and improvement
- problem solving and conflict resolution
- decision making
- working effectively with team members who have diverse work styles, aspirations, cultures and perspectives
- relating to people from a range of social, cultural and ethnic backgrounds and with a range of physical and mental abilities
- using relevant software and technology skills

Required Knowledge

- relevant council policies and procedures
- relevant legislation
- access and equity issues
- code of conduct and ethics
- organization of teams
- team goal setting
- devolving responsibility and accountability to teams
- team dynamics
- conflict resolution
- leadership styles
- providing feedback to others and receiving feedback
- motivating others
- strategy development

Evidence Guide

Overview of assessment requirements

A person who demonstrates competency in this unit will be able to perform the outcomes described in the Elements to the required performance level detailed in the Performance Criteria. The knowledge and skill requirements described in the Range Statement must also be demonstrated. For example, knowledge of the legislative framework and safe work practices that underpin the performance of the unit are also required to be demonstrated.

Critical aspects of evidence to be considered

The demonstrated ability to:

- plan team roles and responsibilities and allocate them in accordance with organisational and work requirement needs and resource parameters
- monitor and maintain team performance using positive and supportive communication and resolving issues that arise in a manner satisfactory to all parties
- communicate change to the team and support change processes
- report clearly to management in regard to the team performance and represent the concerns of the team to management in a supportive manner

Context of assessment

Competency is demonstrated by performance of all stated criteria, with particular attention to the critical aspects of evidence and the knowledge and skills elaborated in the Evidence Guide, and within the scope of the Range Statement. Assessment must take account of the endorsed Assessment Guidelines in the Local Government Training Package. Assessment of the performance requirements in this unit should be undertaken in an actual workplace or simulated environment. Assessment should reinforce the integration of the key competencies for the particular AQF level. Refer to the key competency levels at the end of this unit.

Relationship to other units(prerequisite or co-requisite units)

To enable holistic assessment this unit may be assessed with other units that form part of the job role.

Method of assessment

The following assessment methods are suggested:

- observation of the learner performing a range of workplace tasks over sufficient time to demonstrate handling of a range of contingencies
- written and/or oral questioning to assess knowledge and understanding

Evidence required for demonstration of consistent performance

- completion of workplace documentation
- third-party reports from experienced practitioners
- completion of self-paced learning materials including personal reflection and feedback from trainer, coach or supervisor

Evidence should be collected over a set period of time that is sufficient to include dealings with an appropriate range and variety of situations.

Resource implications

The learner and trainer should have access to appropriate documentation and resources normally used in the workplace.

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.

<i>Legislation relevant to the workplace</i> may include:	• award and enterprise agreements and relevant industrial instruments • relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety, environmental issues, equal employment opportunity and industrial relations
<i>Organisation's goals, plans and objectives</i> may include:	• council strategic plan and vision statement • policies and procedures in relation to dispute resolution and grievance procedures • business and performance plans • quality and continuous improvement processes and standards • consultation and communication processes • those relevant to team leader's work activities
<i>Work requirements</i> may include:	• organisational internal requirements • community requirements • commercial or external requirements, including those of other government agencies • work brief and/or assignment instructions
<i>Change</i> may include:	• implementation of new work practices and/or services • organisational restructures • introduction of new technology • change in work location • new client base • staffing changes • job role changes • work priorities
<i>Self-development opportunities</i> may include:	• undertaking ongoing learning and leadership skills training • undertaking relevant on or off-the-job training and development • mentoring • networking

Unit Sector(s)

Common