



Australian Government

POLGEN001 Develop high performing teams within policing

Release: 2

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Modification History

Release 2. Modifications have been made to:

- Elements and Performance Criteria
- Performance and Knowledge Evidence

Release 1. This unit was released in POL Police Training Package release 1.0 and meets the Standards for Training Packages.

Application

This unit describes the skills required to develop, supervise and lead high performing teams within a policing environment. This includes the support and management of individuals and teams. This unit acknowledges the unique context in which policing teams operate.

This unit applies to police supervisors.

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 human resources, grievances, and equity and diversity.

Those undertaking this unit would demonstrate strong autonomy, making independent decisions and accessing support from a broad range of services. They would be responsible for supervising individuals and teams, providing guidance and assistance, and displaying leadership as part of routine command duties. They would perform complex tasks within familiar and/or unpredictable contexts.

No licensing, legislative or certification requirements apply to 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.

PERFORMANCE CRITERIA

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

1 Develop teams

- 1.1 Establish relationships with team members to support a productive work environment
- 1.2 Recognise team dynamics to inform supervisory approach and enhance performance
- 1.3 Identify knowledge, skills, qualities and diversity of team members to task and allocate activities

2 Manage conflict

- 2.1 Monitor team dynamics to identify potential sources/triggers of conflict
- 2.2 Recognise types of conflict to determine whether intervention is necessary
- 2.3 Identify solutions in order to develop a plan to address disruptive conflict
- 2.4 Implement plan to address disruptive conflict
- 2.5 Review outcome of plan to inform future actions

3 Manage performance of individuals

- 3.1 Develop agreed performance objectives with individuals in accordance with jurisdictional position descriptions
- 3.2 Identify opportunities to build skills, knowledge and behaviours of individuals
- 3.3 Develop individuals to build capability
- 3.4 Monitor performance to ensure performance objectives are met and professional standards are adhered to
- 3.5 Assess performance and conduct to identify positive/negative behaviours
- 3.6 Undertake action and provide feedback

4 Supervise teams

- 4.1 Allocate activities and taskings based on identified strengths of team to develop and motivate high performance
- 4.2 Monitor results to evaluate performance of team

- 4.3** Encourage contributions and feedback from teams and stakeholders for continuous improvement purposes
- 4.4** Share jurisdictional information to keep teams informed
- 4.5** Communicate with team to foster a positive workplace culture
- 4.6** Connect jurisdictional objectives to team activities and taskings to encourage performance

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 POL Police Training Package 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=98c3984e-2cf1-48a8-8ed1-85e4b92e7351>

Assessment Requirements for POLGEN001 Develop high performing teams within policing

Modification History

Release 2. Modifications have been made to:

- Elements and Performance Criteria
- Performance and Knowledge Evidence

Release 1. These Assessment Requirements were released in POL Police Training Package release 1.0 and meet the Standards for Training Packages.

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:

- addressing conflict through appropriate strategies adhering to jurisdictional policies and procedures
- addressing performance issues and providing feedback
- communicating and consulting with internal and external stakeholders
- conducting formal and informal conversations with, and/or providing feedback to, individuals and teams in relation to performance
- determining nature, sources of, and solutions to conflict; both positive and negative
- developing, implementing and monitoring performance management plans for individuals
- identifying and responding to individual disciplinary issues
- identifying and assessing team characteristics to allocate work
- interpreting jurisdictional priorities in order to inform staff
- matching communication techniques with situational requirements, including:
 - team building
 - coaching
 - mentoring
 - rapport building
- monitoring and assessing performance against objectives
- reviewing practices to improve future actions.

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:

- anti-discrimination and human rights legislation
- causes and types of conflict
- codes of practice and codes of ethics
- corporate, unit and individual goals and objectives
- formal and informal performance management practices
- jurisdictional development resources
- jurisdictional policies and procedures surrounding performance management, human resources, internal grievances and disciplinary process
- mediation and negotiation techniques
- principles of high performing teams, effective team operation and leadership
- team dynamics
- work health and safety (WHS)/occupational health and safety (OHS) requirements.

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

Assessment must occur in workplace operational situations or, where this is not available, in simulated workplace operational situations that replicate workplace conditions.

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.

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