



Australian Government

POLGEN011 Demonstrate leadership capabilities within a policing context

Release: 1

POLGEN011 Demonstrate leadership capabilities within a policing context

Modification History

Release	Comments
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 demonstrate leadership within a hierarchical policing environment. Police managers are expected to promote police professionalism and build policing capability within the law enforcement and public safety environments.

This unit applies to those working as leaders and managers in policing. Police managers are required to understand leadership contexts, make legitimate decisions and provide transparent solutions to a wide range of complex problems

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 strategic business directives.

Those undertaking this role would demonstrate strong autonomy when leading and developing individuals and teams, making strategic decisions and providing leadership to the jurisdiction. They would perform sophisticated tasks in a broad range of contexts. They would provide advice and influence executive decision making internally and externally.

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

Competency Field

General

Elements and Performance Criteria

ELEMENTS	PERFORMANCE CRITERIA
Elements describe the essential outcomes	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the range of conditions section.
1. Apply leadership theories and	1.1 Justify policing actions within the public service and law enforcement context.

methodologies	1.2 Balance customer service requirements with public safety priorities and policing tasks. 1.3 Evaluate the concept of applied leadership within policing.
2. Analyse the concepts of decision making and problem solving within a policing context	2.1 Examine the link between procedural justice and police legitimacy. 2.2 Explore decision making and problem solving theory in terms of their combined effect on practical policing. 2.3 Assess the relationship between social and cultural intelligence in terms of its effect on decision making and problem solving. 2.4 Determine the long term impacts of decisions on the public, organisation and teams and individuals. 2.5 Explore innovative solutions to recurring problems within policing.
3. Champion professional leadership behaviour and values	3.1 Develop professional networks, partnerships and stakeholder alliances to promote public safety. 3.2 Influence professional and ethical behaviour in line with organisational values. 3.3 Recognise and implement innovative practices in order to achieve policing results. 3.4 Apply contextual intelligence to complex policing contexts. 3.5 Model work-life structure within policing to promote a healthy work environment. 3.6 Review own leadership capabilities through self-awareness and reflection. 3.7 Champion core values and professional standards within a policing context.
4. Build organisational capacity and capability	4.1 Negotiate with and influence internal and external stakeholders to support organisational capacity and capability and manage expectations. 4.2 Provide guidance and advice to internal and external stakeholders from an organisational and policing perspective. 4.3 Build individual and team resilience to enhance capacity and capability. 4.4 Evaluate organisational challenges and issues in order to develop practical and responsive strategies.

Foundation Skills

The foundation skills demands of this unit have been mapped for alignment with the Australian Core Skills Framework (ACSF). The following tables outline the performance levels indicated for successful attainment of the unit.

ACSF levels indicative of performance:

1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Learning					Reading					Writing					Oral communication					Numeracy				

Performance variables:

1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Support					Context					Text complexity					Task complexity				

Further information on ACSF and the foundation skills underpinning this unit can be found in the Foundation Skills Guide on the GSA website.

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>

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=98c3984e-2cf1-48a8-8ed1-85e4b92e7351>

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=98c3984e-2cf1-48a8-8ed1-85e4b92e7351>

Assessment Requirements for POLGEN011 Demonstrate leadership capabilities within a policing context

Modification History

Release	Comments
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 must satisfy all of the requirements of the elements and performance criteria. If not otherwise specified the candidate must demonstrate evidence of performance of the following on at least one occasion.

- applying decision making, critical thinking and problem solving skills
- identifying impacts and outcomes of own decisions
- leading, adapting, and championing change and continuous improvement
- promoting and exemplifying professional and ethical behaviour
- developing professional networks, partnerships and stakeholder alliances in line with jurisdictional policies and procedures
- identifying, analysing and managing community needs and expectations
- providing advice and guidance within own jurisdiction and to stakeholders
- applying contextual intelligence to complex situations
- explaining rationale of decision making
- communicating key messages to target audiences
- negotiating and liaising with internal and external stakeholders
- developing responsive strategies to address jurisdictional issues and challenges
- managing staff to encourage work-life structure

Knowledge Evidence

Evidence required to demonstrate competence must satisfy all of the requirements of the elements and performance criteria. If not otherwise specified the depth of knowledge demonstrated must be appropriate to the job context of the candidate.

- leadership theory and methodologies
- dynamics of power and authority
- procedural justice and police legitimacy
- decision making, critical thinking and problem solving theories
- roles and relationships within the public safety context
- jurisdictional policies and procedures relating to multiagency agreements

Assessment Conditions

This unit contains no specific industry-mandated assessment conditions. Guidance on suggested and recommended conditions and methods can be found in the Implementation Guide.

Assessors must satisfy the NVR/AQTF mandatory competency requirements for assessors.

Links

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=98c3984e-2cf1-48a8-8ed1-85e4b92e7351>

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=98c3984e-2cf1-48a8-8ed1-85e4b92e7351>

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=98c3984e-2cf1-48a8-8ed1-85e4b92e7351>