



Australian Government

Department of Education, Employment and Workplace Relations

PRMCL39A Support leadership in the workplace

Release: 1

PRMCL39A Support leadership in the workplace

Modification History

Not Applicable

Unit Descriptor

Unit descriptor

This unit of competency covers the skills and knowledge required to promote a supportive structure and environment that enables effective leadership within the cleaning industry. The unit requires the ability to participate in and facilitate team planning and promote team commitment and cooperation.

Application of the Unit

Not Applicable

Licensing/Regulatory Information

Not Applicable

Pre-Requisites

Not Applicable

Employability Skills Information

Not Applicable

Elements and Performance Criteria Pre-Content

Not Applicable

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1 Contribute to team effectiveness	1.1 Contribute to the development of team plans, roles and responsibilities in accordance with <i>company requirements</i> 1.2 Encourage identification and utilisation of the skills and knowledge of team members to enhance team performance in accordance with <i>company requirements</i> 1.3 Encourage and facilitate open communication within the team through effective <i>interpersonal skills and communication techniques</i> to ensure full understanding and accurate exchange of information amongst team members in accordance with <i>company requirements</i> 1.4 Assist in the distribution of company policies and procedures, <i>legislative and occupational health and safety (OHS)</i> to team members in accordance with <i>company requirements</i>
2 Provide leadership within the team	2.1 Assist other team members to achieve team and <i>organisational goals</i> and objectives in accordance with <i>company requirements</i> 2.2 Provide encouragement to individuals and the work team to participate in relevant <i>developmental opportunities</i> in accordance with <i>company requirements</i> 2.3 Provide coaching and mentoring to team members as required for the achievement of team and <i>organisational goals</i> in accordance with <i>company requirements</i> 2.4 Assist in the identification and resolution of conflict situations with the work team in accordance with <i>company requirements</i> 2.5 Assist in identifying the causes of any <i>work restrictions</i> affecting the completion of the <i>work order</i> and offer suggestions for improvements in work practices in accordance with <i>company requirements</i>

Required Skills and Knowledge

Refer to Evidence Guide

Evidence Guide

EVIDENCE GUIDE

The evidence guide identifies the requirements to be demonstrated to confirm competence for this unit. Assessment must confirm sufficient ability to use appropriate skills and knowledge to support leadership in the workplace. Assessment of performance should be over a period of time covering all categories within the range statement that are applicable in the working environment.

Critical aspects of competency

- Effective communication on a one-to-one basis and to a small group.
- Demonstrating leadership and team building in the workplace.
- Encouraging the support and development of team members in the workplace.
- Compliance with company and legislative requirements.

Knowledge needed to achieve the performance criteria

Knowledge and understanding are essential to apply this unit in the workplace, to transfer the skills to other contexts and to deal with unplanned events. The knowledge requirements for this unit are listed below.

- Knowledge of organisational procedures appropriate to own role, responsibility and delegation requirements.
- Knowledge of principles of teamwork.
- Communication and negotiation techniques.
- Quality assurance procedures.
- Relevant industrial awards and other industrial agreements.
- Awareness of applicable legislation, regulations, codes of practice and industry advisory standards.
- Company management structure and reporting procedures.
- Company procedures and practices.
- Emergency response and evacuation procedures.
- Injury, dangerous occurrence and incident reporting.
- Knowledge of biological and viral control procedures.
- OHS legislation and procedures.
- Routes of entry and potential symptoms of exposure from chemicals.

Specific skills needed to achieve the performance criteria

To achieve the performance criteria, some complementary skills are required. These are:

- applying effective interpersonal skills
- communicating clearly and concisely using written and verbal modes
- planning
- problem solving
- requesting advice or further information
- seeking and receiving feedback
- working as part of a team
- displaying team leadership
- sourcing, organising and recording information
- customer service.

Resources required to assess this unit

The following resources should be available:

- work order and client specifications
- access to relevant information and work sites
- work order instructions, work plans and schedules and policy documents
- assessment instruments, including personal planner and assessment record book.

Gaining evidence to assess this unit

For valid and reliable assessment of this unit, the competency should be demonstrated over a period of time and be observed by the assessor.

The competency is to be demonstrated in a range of situations that may include customer/workplace interruptions and involvement in related activities normally experienced in the workplace.

Assessment of competency may be made through practical demonstration in the work environment. A further option for off-the-job assessment may be by way of a work-related project supplemented by supervisor reports.

Key competency levels

There are a number of processes that are learnt throughout work and life that are required in all jobs. They are fundamental processes and generally transferable to other work functions. Some of these are covered by the key competencies, although others may be added.

Information below highlights how these processes are applied in this unit of competency.

- | | | | | | |
|----------|---------------------|----------|------------------------------------|----------|--|
| 1 | Perform the process | 2 | Perform and administer the process | 3 | Perform, administer and design the process |
|----------|---------------------|----------|------------------------------------|----------|--|

How can communication of ideas and information be applied?	2	Communicate to team members, safe work practices in line with OHS and company policies.
How can information be collected, analysed and organised ?	2	Collect and analyse information to provide support and assistance for team members.
How are activities planned and organised ?	2	Plan and prioritise work tasks to meet company and client requirements in an efficient and effective manner.
How can teamwork be applied?	2	Monitor and support individual or group contributions and provide constructive feedback for integration into routine tasks.
How can the use of mathematical ideas and techniques be applied?	2	Calculate return of investment of providing coaching/mentoring in the workplace.
How can problem-solving skills be applied?	2	Communicate with management and client to gain information to solve problems.
How can the use of technology be applied?	2	Record data for future use for individuals and the work team.

Range Statement

RANGE STATEMENT

The range statement links the required knowledge and organisational and technical requirements to the workplace context. It describes any contextual variables that will be used or encountered when applying the competency in work situations. It allows for different work practices and work and knowledge requirements as well as for differences between organisations and workplaces. The following variables are listed in alphabetical order and may be present for this particular unit.

Company requirements may include:

- access and equity policy, principles and practice
- business and performance plans
- client communication procedures
- client confidentiality procedures
- client service standards
- communication channels and reporting procedures
- company goals, objectives, plans, systems and processes
- company issued identification badge/card/pass
- company policy and procedures

- company service standards
- defined resource parameters
- dress and presentation requirements
- duty of care, code of conduct, code of ethics
- emergency response and evacuation procedures
- maintenance procedures for equipment and PPE
- OHS control procedures (e.g. health and safety plans, job plans, job safety analysis, risk assessments, safe operating practices/procedures, safe work instructions, work method statements, safe system of work statements)
- OHS policies and procedures
- personnel practices and guidelines
- policies and procedures relating to own role, responsibility and delegation
- quality and continuous improvement processes and standards
- records and information systems and processes
- rights and responsibilities of employees and employers
- training (induction, refresher and new skills) materials
- use of contractors
- work site access security clearance procedures.

Development opportunities may include:

- career pathways
- in-house training programs
- job rotation
- mentoring opportunities
- New Apprenticeships.

Interpersonal skills and communication techniques may include:

- active listening to clarify and confirm understanding
- constructive feedback
- control of tone of voice and body language
- culturally aware/sensitive use of language and concepts
- demonstrating flexibility and a willingness to negotiate
- language - verbal or non-verbal
- language - accurate, articulate and concise
- presentation of options and consequences
- reflection and summarising
- seeking feedback to confirm understanding of needs
- summarising and paraphrasing to check understanding
- use of effective presentation aids (audiovisual slides, diagrams, photos, pictures)
- use of positive, confident and cooperative language
- using appropriate body language.

Legislative requirements may include:

- Australian Standards, quality assurance and certification requirements
- award and enterprise agreements
- codes of practice
- national industry standards
- relevant Commonwealth/state/territory legislation and local government regulations that affect company operation:

- anti-discrimination and diversity
- availability of chemical registers/manifests
- chemical controls
- consumer protection
- environmental protection issues
- equal employment opportunity
- freedom of information
- industrial equipment certificates of competency or licences
- industrial relations
- OHS Acts and regulations
- privacy
- trade practices
- workplace consultative arrangements.

Occupational health and safety* (OHS) requirements may relate to:

- allergic reactions (contact dermatitis, etc)
- communication devices for remote and isolated locations e.g. mobile phone, two-way radio, etc
- dermatotoxicological control and prevention measures
- hazard identification and risk assessment mechanisms
- hazard reporting
- health surveillance and monitoring (including blood testing)
- hierarchy of hazard control procedures
- injury, dangerous occurrence and incident reporting requirements
- keeping access ways clear from obstruction
- maintaining clear access ways
- maintenance procedures for equipment and PPE
- national industry standards/codes of practice
- OHS control procedures (e.g. health and safety plans, job plans, job safety analysis, risk assessments, safe operating practices/procedures, safe work instructions, work method statements, safe system of work statements)
- protection from hazardous substances, noise and dust
- protection of people in the workplace
- routes of entry and potential symptoms of exposure from chemicals
- safety training (induction and refresher)
- ultraviolet light
- up-to-date electrical test and tag compliance
- use of chemicals in accordance with labels
- use, storage and maintenance of equipment in accordance with manufacturers' specifications and equipment operating manuals
- use, storage and maintenance of personal protective equipment and clothing.

** Also known as occupational safety and health or workplace health and safety*

Organisational goals may include:

- budgetary and profit targets
- client service standards
- company service standards.

Rights and responsibilities of employees may relate to:

- confidentiality and privacy rights
- duty of care
- knowing the appropriate personnel for reporting purposes
- knowing the location of manuals and/or related documents
- knowing the terms and conditions of own employment
- knowing the workplace procedures
- protection from discrimination and sexual harassment.

Rights and responsibilities of employers may relate to:

- duty of care
- providing a safe environment free from discrimination and sexual harassment (see relevant state and Commonwealth anti-discrimination legislation)
- providing a safe workplace in accordance with OHS legislation, codes of practice, regulations and standards
- providing information and training in work tasks, OHS and other employment related matters
- the right to dismiss you if you (see the Commonwealth *Workplace Relations Act 1996*):
 - are negligent, careless or cause an accident
 - commit a criminal offence
 - commit acts of disloyalty such as revealing confidential information
 - use abusive language.

Work order information may include:

- access to work site and egress points
- completion times/dates
- insufficient people to complete the work task(s)
- job requirements and tasks
- legislative requirements and local government
- OHS requirements and emergency response procedures
- resource requirements - equipment and chemicals
- specific client requirements e.g. relationships with other activities, dress and presentation requirements
- use of signage and barriers
- work schedules
- working in isolated and remote locations
- work site contact person(s).

Work restrictions may include:

- amount of cleaning anticipated
- client activity
- employee(s) level of literacy and/or communication skills
- faulty or inappropriate equipment
- site hazards
- skills of the work unit/team
- staffing resources
- time limitations.
-

Unit Sector(s)

Not Applicable

Functional Area:

Functional Area: Core. Cleaning Operations