



Australian Government

RIILAT601E Manage group processes

Release: 1

RIILAT601E Manage group processes

Modification History

Release	Comments
Release 1	This version first released with RII Resources and Infrastructure Industry Training Package Version 5.0.

Application

This unit describes the skills and knowledge required to manage group processes in the resources and infrastructure industries.

It applies to those who work in management roles. They are generally responsible for the outcomes of others and contribute to the development of solutions to non-routine problems.

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

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Develop working relationship frameworks and processes	1.1 Obtain, interpret and confirm work requirements 1.2 Access, interpret and apply documentation required to manage group processes 1.3 Analyse the organisational culture, worksite culture, work environment and develop an appropriate management style 1.4 Conduct consultation and negotiation about proposed activities at appropriate times and in a manner which encourages open, frank discussion 1.5 Identify and analyse the benefits that can be achieved from the diversity of individuals to enhance workplace harmony 1.6 Establish processes designed that ensures others participation in decision making 1.7 Provide clear and concise timely information about organisational plans and activities, emerging threats and opportunities to relevant personnel 1.8 Establish and develop processes and rules to ensure that others are treated with respect

ELEMENT	PERFORMANCE CRITERIA
	1.9 Discuss evaluation of work and workplace behaviour directly with the individual concerned and maintain the confidentiality of the feedback given 1.10 Provide verbal and written reports on activities, progress, results and achievements in a timely and accurate manner 1.11 Ensure that proposals for action are clear and realistic
2. Negotiate work plans with teams and individuals to achieve objectives	2.1 Plan work targets from organisational and worksite goals 2.2 Plan work methods to maximise the use of available resources 2.3 Assess the degree of direction required by individuals and use to best effect in overall work planning 2.4 Agree to realistic work targets with individuals and teams to optimise the use of resources and existing skills 2.5 Design work targets and methods to ensure that objectives are achieved 2.6 Clearly define and record in writing team and individual responsibilities and limits of authority 2.7 Ensure that allocated work activities provide individuals with suitable learning opportunities
3. Manage inter-group and intra-group processes	3.1 Promote clear and relevant work values indicating the limits of acceptable practice 3.2 Promptly identify potential and actual conflicts between personnel and take actions to deal with them as soon as is practicable 3.3 Address problems and conflicts adequately to achieve timely resolution 3.4 Handle differences of opinion in ways that minimise offence and conflict to ensure respect is maintained 3.5 Implement performance management strategies 3.6 Maintain written records of conflict, consultation process and strategies used to resolve conflict according to workplace procedures

Foundation Skills

This section describes those language, literacy, numeracy and employment skills that are essential to performance but not explicit in the performance criteria.

SKILL	DESCRIPTION
Oral communication	Articulates requirements and responsibilities clearly and distinctively, using industry standard technical language intended for audience and environment

SKILL	DESCRIPTION
Reading	Identifies and interprets relevant information from workplace procedures, documentation and regulations
Problem solving	Identifies a range of factors that impact on a decision, including own values and principles, the needs, power, values, beliefs and assumptions of stakeholders

Unit Mapping Information

Supersedes and is equivalent to RIILAT601D Manage group processes.

Links

Companion Volume implementation guides is found on VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=88a61002-9a21-4386-aaf8-69c76e675272>

Assessment Requirements for RIILAT601E Manage group processes

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Performance Evidence

The candidate must demonstrate the ability to complete the tasks outlined in the elements, performance criteria and foundation skills of this unit, including evidence of the ability to:

- manage group processes on at least two occasions, including:
 - establishing processes that encourage participation and diversity of group activity
 - planning work targets and work plans that meet the objectives in consultation with others
 - adopting communication styles appropriate to listeners and situations, including selecting an appropriate time and place
 - providing consistent management and demonstration of appropriate participation of group processes
 - encouraging participation and decision making of all group members
 - keeping others informed about plans and progress
 - making time available to support groups and individuals
 - showing sensitivity to the needs and feelings of others
 - actively listens to feedback and responds respectfully
 - providing feedback designed to improve people's future performance
 - setting clear objectives and creating cultures which are ethical
 - clearly identifying and raising ethical concerns in the group
 - working toward the resolution of ethical dilemmas based on reasoned approaches
 - exploring options and making decisions which are realistic for the situation
 - identifying issues and possible issues that stimulate emotional conflict
 - focussing on facts, problems and solutions when handling an emotional or conflict situation
 - documenting consistent or significant situations, consultation processes and the steps used to resolve conflict.

During the above, the candidate must:

- locate and apply relevant documentation, policies and procedures and confirm that the work activity is compliant
- implement the requirements, procedures and techniques for managing group processes
- work effectively with others to manage group processes in a way that meets all required outcomes
- communicate clearly and concisely with others to receive and clarify work instructions.

Knowledge Evidence

The candidate must be able to demonstrate knowledge to complete the tasks outlined in the elements, performance criteria and foundation skills of this unit, including knowledge of:

- key policies, procedures and documentation required to manage group processes
- relevant industrial awards/enterprise agreements
- advanced negotiation techniques
- human resource management
- strategic planning
- organisational change and development
- standards for statutory and site rules, policies, procedures and regulations
- assertive techniques
- action planning methods
- principles and techniques for identifying relevant hazards and emergencies
- techniques for coordinating and communicating job activities with others.

Assessment Conditions

Mandatory conditions for assessment of this unit are stipulated below. The assessment must:

- include access to:
 - personal protective equipment
 - equipment related to managing group processes
 - relevant documentation
- be conducted in a safe environment; and,
- be assessed in the context of this sector's work environment; and,
- be assessed in compliance with relevant legislation/regulation and using policies, procedures and processes directly related to the industry sector for which it is being assessed; and,
- confirm consistent performance can be applied in a range of relevant workplace circumstances.

Where personal safety or environmental damage are limiting factors, assessment may occur in a simulated work environment* provided it is realistic and sufficiently rigorous to cover all aspects of this sector's workplace performance, including environment, task skills, task management skills, contingency management skills and job role environment skills.

Assessor requirements

Assessors must be able to clearly demonstrate current and relevant industry knowledge and experience to satisfy the mandatory regulatory standards as set out in the Standards for Registered Training Organisations (RTOs) 2015/Australian Quality Training Framework mandatory requirements for assessors current at the time of assessment and any relevant licensing and certification requirements. This includes:

- vocational competencies at least to the level being delivered and assessed
- current industry skills directly relevant to the training and assessment being provided
- current knowledge and skills in vocational training and learning that informs their training and assessment
- formal relevant qualifications in training and assessment
- having knowledge of and/or experience using the latest techniques and processes
- possessing the required level of RII training product knowledge
- having an understanding and knowledge of legislation and regulations relevant to the industry and to employment and workplaces
- demonstrating the performance evidence, and knowledge evidence outlined in this unit of competency, and
- the minimum years of current** work experience after competency has been obtained as specified below in an industry sector relevant to the outcomes of the unit.

It is also acceptable for the appropriately qualified assessor to work with an industry expert to conduct assessment together and for the industry expert to be involved in the assessment judgement. The industry expert must have current industry skills directly relevant to the training and assessment being provided. This means the industry subject matter expert must demonstrate skills and knowledge from the minimum years of current work experience after competency has been obtained as specified below, including time spent in roles related to the unit being assessed:

Industry sector	AQF indicator level***	Required assessor or industry subject matter expert experience
Drilling, Metalliferous Mining, Coal Mining, Extractive (Quarrying) and Civil Infrastructure	1	1 year
	2	2 years
Drilling, Coal Mining, Extractive (Quarrying), Metalliferous Mining and Civil Infrastructure	3-6	3 years
Other sectors	Where this unit is being assessed outside of the resources and infrastructure sectors assessor and/or industry subject matter expert experience should be in-line with industry standards for the sector in which it is being assessed and where no industry standard is specified should comply with any relevant regulation.	

*Guidance on simulated environments has been stipulated in the Companion Volume Implementation Guide located on VETNet.

******Assessors can demonstrate current work experience through employment within industry in a role relevant to the outcomes of the unit; or, for external assessors this can be demonstrated through exposure to industry by conducting a minimum number of site assessments as determined by the relevant industry sector, across various locations.

******* While a unit of competency does not have an AQF level, where a unit is being delivered outside of a qualification the first numeric character in the unit code should be considered as the AQF indicator level for assessment purposes.

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