

UNIT DESCRIPTORS - DIPLOMA

BSBFLM503B - MANAGE EFFECTIVE WORKPLACE RELATIONSHIPS

Unit Descriptor This unit specifies the outcomes required to manage effective workplace relationships with particular regard to communication and representation. This involves analysing and communicating information, establishing systems to develop and maintain effective working relationships and networks, and implementing strategies to overcome difficulties.

1. Manage information and Ideas

1.1 *Strategies and processes* are put in place to ensure that *information* associated with the achievement of work responsibilities is collected from appropriate *sources* and communicated to all stakeholders.

1.2 *Strategic planning* and *operational planning* is conducted to ensure that communication of ideas and information is appropriate to the audience and is sensitive to social and cultural diversity and any special needs.

1.3 *Consultation processes* are developed and/or implemented to ensure that employees have the opportunity to contribute to issues related to their work and that feedback on outcomes of the consultation process is received.

1.4 *Policies* are established and/or implemented to ensure that contributions from internal and external sources are sought and valued in developing and refining new ideas and approaches.

1.5 *Processes and procedures* are developed and/or implemented to ensure that issues raised are resolved promptly or referred to *relevant personnel* as required.

2. Establish Systems to Develop Trust and Confidence

2.1 Policies are established and/or implemented to ensure that people are treated with integrity, respect and empathy, and that the *organisation's social, ethical and business standards* are used to develop and maintain effective relationships.

2.2 Trust and confidence of *employees, colleagues, customers and suppliers* is gained and maintained through competent performance.

2.3 Own interpersonal styles and methods are adjusted to the organisation's social and cultural environment and members of the work team are guided and supported in their personal adjustment process.

3. Manage the Development and Maintenance of Networks and Relationships

3.1 Strategic *networks* and other work relationships are used to identify and build relationships to provide identifiable benefits for the team and for the organisation.

3.2 Ongoing planning and implementation are conducted to ensure that effective workplace relationships are developed and maintained.

4. Implement Strategies to Manage Difficulties to Achieve Positive Outcomes

4.1 Strategies are developed and/or implemented to ensure that difficulties are identified and analysed, and that an action plan is developed to rectify the situation in accordance with organisational requirements and relevant legislation.

4.2 *Guidance, counselling and support* are extended to colleagues in their efforts to resolve work difficulties.

4.3 Processes to ensure the identification and management of poor work performance are developed and managed within the organisation's processes.

4.4 Processes and systems are established to ensure that conflict is identified and managed constructively within the organisation's processes.

BSBFLM505B - MANAGE OPERATIONAL PLAN

Unit Descriptor This unit specifies the outcomes required to develop and monitor the implementation of the operational plan to provide efficient and effective workplace practices within the organisation's productivity and profitability plans. Management at a strategic level requires systems and procedures to be developed and implemented to facilitate the organisation's operational plan.

1. Develop Operational Plan

1.1 *Resource requirements* are researched, analysed and documented and an operational plan is *developed and/or implemented* in consultation with *relevant personnel, colleagues and specialist resource managers*.

1.2 *Consultation processes* are developed and/or implemented as an integral part of the operational planning process.

1.3 *Operational plans* are developed to contribute to the achievement of the organisation's performance/business plan.

1.4 Details of the operational plan include the development of *key performance indicators* to measure organisational performance.

1.5 *Contingency plans* are developed and implemented.

1.6 The development and presentation of proposals for resource requirements are assisted by a variety of information sources, and specialist advice is sought as required.

2. Plan and Manage Resource Acquisition

2.1 Strategies are developed and implemented to ensure that employees are recruited and/or inducted within the organisation's human resource management policies and practices.

2.2 Strategies are developed and implemented to ensure that physical resources and services are acquired in accordance with the *organisation's policies, practices and procedures*.

3. Monitor and Review Operational Performance

3.1 Performance systems and processes are developed, monitored and reviewed to assess progress in achieving profit and productivity plans and targets.

3.2 Budget and actual financial information is analysed and interpreted to monitor and review profit and productivity performance.

3.3 Areas of under performance are identified, solutions recommended, and prompt action is taken to rectify the situation.

3.4 Systems are planned and implemented to ensure that mentoring and coaching are provided to support individuals and teams to use resources effectively, economically and safely.

3.5 Recommendations for variations to operational plans are negotiated and approved by *designated persons/groups*.

3.6 Systems are developed and implemented to ensure that procedures and records associated with documenting performance are managed in accordance with the organisation's requirements.

BSBFLM512A - ENSURE TEAM EFFECTIVENESS

Unit Descriptor This unit specifies the outcomes required by frontline managers to facilitate all aspects of team work within the organisation. It involves taking a leadership role in the development of team plans, leading and facilitating team work and actively engaging with the management of the organisation.

1. Establish Team Performance Plan

1.1 Team members are *consulted* to establish team purpose, roles, responsibilities and *accountabilities* in accordance with organisational goals, plans and objectives.

1.2 *Performance plans* are developed in consultation with team members, to establish expected *outcomes, outputs, key performance indicators* and goals for work team.

1.3 Team members are supported in meeting expected performance outcomes.

2. Develop and Facilitate Team Cohesion

2.1 *Strategies* are developed to ensure team members have input into planning, decision making and operational aspects of work team.

2.2 *Policies and procedures* are developed to ensure team members take responsibility for own work and assist others to undertake required roles and responsibilities.

2.3 Feedback is provided to team members to encourage, value and reward individual and team efforts and contributions.

2.4 *Processes* are developed to ensure that issues, concerns and problems identified by team members are recognised and addressed.

3. Facilitate Team Work

3.1 Team members and individuals are encouraged to participate in and take responsibility for team activities, including communication processes.

3.2 The team is supported in identifying and resolving work performance problems.

3.3 Own contribution to work team serves as a role model for others and enhances the organisation's image to all *stakeholders*.

4. Liaise With Stakeholders

4.1 Open communication processes with all stakeholders are established and maintained.

4.2 Information from *line manager/management* is communicated to the team.

4.3 Unresolved issues, concerns and problems raised by team members are communicated to, and followed up with, line manager/management and other relevant stakeholders.

4.4 Unresolved issues, concerns and problems raised by internal or external stakeholders are evaluated and necessary corrective action taken.

BSBFLM501B - MANAGE PERSONAL WORK PRIORITIES AND PROFESSIONAL DEVELOPMENT

Unit Descriptor This unit specifies the outcomes required to manage own performance and professional development. Particular emphasis is on setting and meeting priorities, analysing information and using strategies to develop further competence.

1. Establish Personal Work Goals

1.1 Personal work planning and organisation serve as a positive role model in the workplace.

1.2 Personal work goals, plans and activities reflect the organisation's plans, and *own responsibilities and accountabilities*.

1.3 individual initiative is taken to achieve and extend personal work goals beyond those planned.

1.4 Personal performance is measured and maintained in varying work conditions, work contexts and contingencies.

2. Set and Meet Own Work Priorities

2.1 Initiative is taken to prioritise and facilitate competing demands to achieve personal, team and the organisation's goals and objectives.

2.2 *Technology* is used efficiently and effectively to manage work priorities and commitments.

3. Develop and Maintain Professional Competence

- 3.1 Personal knowledge and skills are assessed against *competency standards* to determine development needs, priorities and plans.
- 3.2 Feedback from employees, *clients and colleagues* is sought and used to identify and develop ways to improve competence.
- 3.3 *Development opportunities* suitable to personal learning style(s) are identified, evaluated, selected and used to develop competence.
- 3.4 Participation in networks is undertaken to enhance personal knowledge, skills and work relationships .
- 3.5 New skills are identified and developed to achieve and maintain a competitive edge safety development needs.

BSBMGT505A - ENSURE A SAFE WORKPLACE

Unit Descriptor This unit has been adapted from Generic Competency C in the *National Guidelines for integrating Occupational Health and Safety Competencies into National industry Competency Standards* [NOHSC:7025 (1998) 2nd edition]. It is relevant for those with managerial responsibilities, either as an owner or employee manager, of a business. The unit is concerned with establishing, maintaining and evaluating the organisation's Occupational Health and Safety policies, procedures and programs in the relevant work area in accordance with OHS legal requirements. All those who have (or are likely to have) a management responsibility for OHS should undertake this unit.

1. Establish and Maintain an Occupational Health and Safety System

- 1.1 Occupational health and safety policies are developed which clearly express the organisation's commitment to implement relevant *Occupational Health and Safety legislation* in the enterprise.
- 1.2 Occupational Health and Safety *responsibilities* for all workplace personnel are defined to allow implementation of Occupational Health and Safety policies, procedures and programs.
- 1.3 Financial and human resources for the effective operation of the Occupational Health and Safety system are identified and provided.
- 1.4 Information on the Occupational Health and Safety system and its operational procedures is provided and explained to employees.

2. Establish and Maintain Participative Arrangements for the Management of Occupational Health and Safety

2.1 *Participative arrangements* are established and maintained with employees and their representatives in accordance with relevant Occupational Health and Safety legislation.

2.2 Issues raised through participative arrangements and consultation are dealt with and resolved promptly and effectively in accordance with procedures for issue resolution.

2.3 Information about the outcomes of participation and consultation is provided in a manner accessible to employees promptly.

3. Establish and Maintain Procedures for Identifying Hazards, and Assessing and Controlling Risks

3.1 Procedures for ongoing hazard identification and assessment & control of associated risks are developed.

3.2 Hazard identification is addressed at the planning, design and evaluation stages of any change in the workplace to ensure that new hazards are not created by the proposed changes.

3.1 Procedures for ongoing hazard identification and assessment & control of associated risks are developed.

3.3 Procedures for selection and implementation of risk control measures in accordance with the hierarchy of control are developed and maintained.

3.4 Inadequacies in existing risk control measures are identified in accordance with the hierarchy of control and resources enabling implementation of new measures are provided promptly.

4. Establish and Maintain a Quality Occupational Health and Safety Management System

4.1 An Occupational Health and Safety induction and training program is developed and provided for all employees as part of the organisation's training program.

4.2 A system for *Occupational Health and Safety record keeping* is established and maintained to allow identification of patterns of occupational injury and disease in the organisation.

4.3 Measurement and evaluation of the Occupational Health and Safety system is undertaken in line with the organisation's Quality Systems' framework.

4.4 Improvements to the Occupational Health and Safety system are developed and implemented to achieve organisational Occupational Health and Safety objectives.

4.5 Compliance with the Occupational Health and Safety legislative framework is assessed to ensure that legal Occupational Health and Safety standards are maintained as a minimum.

BSBFLM507B - MANAGE QUALITY CUSTOMER SERVICE

Unit Descriptor This unit specifies the outcomes required to develop strategies to manage organisational systems that ensure products and services are delivered and maintained to standards agreed by the organisation and the customer.

1. Plan to Meet internal and External Customer Requirements

1.1 The needs of *customers* are investigated, understood and assessed, and included in planning processes.

1.2 Plans achieve the *quality*, time and cost specifications agreed with customers.

2. Ensure Delivery of Quality Products and/or Services

2.1 Products and/or services are delivered to customer specifications within the team's business plan.

2.2 Team performance is managed to consistently meet the organisation's quality and delivery standards.

2.3 Leadership, supervision, coaching and mentoring assist colleagues to overcome difficulty in meeting customer service standards.

3. Monitor, Adjust and Review Customer Service

3.1 *Strategies* to monitor progress in achieving product and/or service targets and standards are developed and used.

3.2 Strategies to obtain customer feedback are developed and used to improve the provision of products and/or services.

3.3 *Resources* are developed, procured and used effectively to provide quality products and/or services to customers.

3.4 Decisions to overcome problems and to adapt customer service and products and/or service delivery are taken in consultation with appropriate individuals and groups.

3.5 Records, reports and recommendations are managed within the organisation's systems and processes.

BSBFLM509B - FACILITATE CONTINUOUS IMPROVEMENT

Unit Descriptor This unit specifies the outcomes required to lead and manage continuous improvement systems and processes. Particular emphasis is on the development of systems and the analysis of information to monitor and adjust performance strategies and to manage opportunities for further improvements.

1. Lead Continuous Improvement Systems and Processes

1.1 *Strategies* are developed to ensure that team members are actively encouraged and supported to participate in decision making processes, and to assume responsibility and exercise initiative as appropriate.

1.2 *Systems* are established to ensure that the organisation's *continuous improvement processes* are communicated to all *stakeholders*.

1.3 Effective mentoring and coaching processes are developed to ensure that individuals and teams are able to implement and support the organisation's continuous improvement processes.

2. Monitor and Adjust Performance Strategies

2.1 Strategies are developed to ensure that systems and procedures including *technology* are used to monitor *operational progress* and to identify ways in which planning and operations could be improved.

2.2 Customer service strategies and processes are improved through continuous improvement techniques and processes.

2.3 Strategies are adjusted and communicated to all stakeholders according to organisational procedures.

3. Manage Opportunities for Further Improvement

3.1 *Processes* are established to ensure that team members are informed of savings and productivity/ service improvements in achieving the business plan.

3.2 Processes include *documentation of work team performance* to aid the identification of further opportunities for improvement.

3.3 Areas which have recorded improvement and opportunities for improvement are taken into account in all aspects of future planning.

BSBFLM510B - FACILITATE AND CAPITALISE ON CHANGE AND INNOVATION

Unit Descriptor This unit specifies the outcomes required to plan and manage the introduction and facilitation of change. Particular emphasis is on the development of creative and flexible approaches, and on managing emerging opportunities and challenges.

1. Participate in Planning the introduction and Facilitation of Change

- 1.1 The *manager* contributes effectively to the organisation's planning processes to introduce and facilitate change.
- 1.2 Plans to introduce change are made in consultation with *appropriate stakeholders*.
- 1.3 The organisation's objectives and plans to introduce change are communicated effectively to individuals and teams.

2. Develop Creative and Flexible Approaches

- 2.1 A variety of approaches to managing workplace issues and problems are identified and analysed initiated to manage these to achieve a recognised benefit or advantage to the organisation.
- 2.3 The workplace is managed in a way which promotes the development of innovative approaches and outcomes.
- 2.4 Creative and responsive approaches to resource management improve productivity and services, and/or reduce costs.

3. Manage Emerging Challenges and Opportunities

3.1 individuals and teams are supported to respond effectively and efficiently to changes in the organisation's goals, plans and priorities.

3.2 Coaching and mentoring assist individuals and teams to develop competencies to handle change efficiently and effectively.

3.3 Opportunities are identified and taken as appropriate, to make adjustments and to respond to the changing needs of customers and the organisation.

3.4 *information needs* of individuals and teams are anticipated and facilitated as part of change implementation and management.

3.5 Recommendations for improving the methods and techniques to manage change are identified, evaluated and negotiated with appropriate individuals and groups.

BSBFLM511B - DEVELOP A WORKPLACE LEARNING ENVIRONMENT

Unit Descriptor This unit specifies the outcomes required to encourage and support the development of a learning environment in which work and learning come together. Particular emphasis is on the development of strategies to facilitate and promote learning and to monitor and improve learning performance.

1. Create Learning Opportunities

1.1 Potential formal and informal *learning opportunities* are identified.

1.2 *Learning needs* of individuals are identified in relation to the needs of the team and/or enterprise and available learning opportunities.

1.3 *Learning plans* are developed and implemented as an integral part of individual and team performance plans.

1.4 Strategies are developed to ensure that learning plans reflect the *diversity of needs*.

1.5 Organisational procedures maximise individual and team access to, and participation in, learning opportunities.

1.6 Effective liaison occurs with *training and development specialists* and contributes to learning opportunities which enhance individual, team and organisational performance.

2. Facilitate and Promote Learning

2.1 Strategies are developed to ensure that workplace learning opportunities are used and team members are encouraged to share their skills and knowledge to *encourage a learning culture* within the team.

2.2 Organisational procedures are implemented to ensure workplace learning opportunities contribute to the development of appropriate workplace knowledge, skills and attitudes.

2.3 Policies and procedures are implemented to encourage team members to assess their own competencies, and to identify own learning and development needs.

2.4 The benefits of learning are shared with others in the team and organisation.

2.5 Workplace achievement is recognised by timely and appropriate recognition, feedback and rewards.

3. Monitor and Improve Learning Effectiveness

3.1 Strategies are used to ensure that team and individual learning performance is monitored to determine the type and extent of any additional work-based support required, and any occupational health and safety issues.

3.2 Feedback from individuals and teams is used to identify and introduce improvements in future learning arrangements.

3.3 Adjustments negotiated with training and development specialists result in improvements to the efficiency and effectiveness of learning.

3.4 Processes are used to ensure that records and reports of competency are documented and maintained within the organisation's systems and procedures to inform future planning.

BSBFLM514A - MANAGE PEOPLE

Unit Descriptor This unit specifies the outcomes required to manage and lead team members within an organisation. This includes determining work allocations; implementing performance management processes; addressing issues related to own personal leadership style and performance within the work team; demonstrating leadership; building commitment within the team; and analysing, reviewing and evaluating the effectiveness of human resource management processes in line with the objectives of the work team and the organisation.

1. Manage Performance of individuals in Teams

1.1 *Performance management systems/plans* are developed and/or implemented in consultation with *relevant personnel* in accordance with documented processes, timelines and legal requirements, particularly OHS regulations.

1.2 Work and resources required by the operational plan are allocated in consultation with relevant personnel.

1.3 Strategies including *mentoring and coaching* are developed to ensure that team members are actively encouraged and supported in assessing their own competence, identifying their own *learning needs* and identifying a range of *learning opportunities*.

2. Address Performance Related Issues

2.1 Systems are established to ensure that the efforts of team members are monitored and that formal and informal feedback is provided in a constructive manner.

2.2 Performance above expectations is identified and reinforced through recognition and continuous feedback.

2.3 Performance below expectations is identified and *a development plan* for improved performance is negotiated, agreed on and documented in accordance with organisational and legal requirements.

2.4 *Action plans for improving performance* are established, monitored, documented and reported in accordance with organisational and legal requirements.

3. Address Issues and Problems of individuals in Teams

3.1 Potential and current *issues and problems* arising within the work team are identified and *acted on* in accordance with *organisation policies and legal requirements* and, as appropriate, in consultation with *concerned parties*.

3.2 Advice, support and expertise is sought from *specialised human resource services* as required, to resolve issues and problems.

3.3 Issues and problems that impact on individual team members are followed through and resolved with concerned individuals/parties.

4. Build Support and Commitment within The Work Team

4.1 Management performance and behaviour meets the organisation's requirements, provides leadership and serves as a positive role model for others.

4.2 Personal performance supports organisation policies, codes of conduct and values and contributes to the development of an organisation which has integrity and credibility.

4.3 Own performance is monitored and adjusted to ensure it aligns with key performance indicators and organisational goals.

4.4 Team members are treated in a fair and equal manner and individual differences and abilities are identified and accommodated.

4.5 Effective communication channels and processes with management and between *relevant stakeholders* are developed and maintained.

5. Review and Evaluate Management of individuals Within the Work Team

5.1 *Data and information* on the effectiveness of performance management systems/plans for individuals within the work team are collected, analysed, reported and evaluated to aid future planning.

5.2 Advice and recommendations for performance management systems/plans for individuals within the work team are provided to management.

5.3 Improvements and changes agreed with individual team members are implemented and monitored in line with objectives of the work team and the organisation.

BSBMGT507A - MANAGE ENVIRONMENTAL PERFORMANCE

Unit Descriptor This unit covers the development, maintenance and evaluation of the organisation's environmental policies and procedures in regard to environmental sustainability as an integral part of business planning.

All those who have a management responsibility would be advised to take this unit. It is also very useful for small businesses.

1. Develop a Business Plan to Enhance Environmental Performance

1.1 A business plan is developed that reflects the organisation's *policies* and commitment to *environmental sustainability* as an integral part of business operations.

1.2 Procedures are developed to maximise/enhance integration of environment, finance, safety and other areas of impacts and opportunities.

1.3 Procedures are developed to *maximise environmental opportunities* and *minimise environmental impacts*, and *expert* advice is obtained as required.

1.4 Continuous improvement policies and practices *monitor* and *report* on the environmental performance of the organisation.

1.5 The organisation's activities and *products* are designed to minimize *life cycle impacts*.

1.6 Financial and human resources for the operation of environmental systems are identified, sought and/or provided as required.

1.7 Changing trends and opportunities relevant to the organisation are identified, analysed and taken into account at the planning stage.

2. Manage environmental impact and opportunity

2.1 Identification and assessment of existing and potential environmental impacts and opportunities is conducted and advice is sought as required.

2.2 Procedures for ongoing management of environmental impacts and opportunities are developed and integrated with the organisation's policies and procedures.

2.3 *Environmental procedures* are addressed at the planning, design and evaluation stages of any change in the workplace to ensure that ongoing impacts and opportunities are identified.

2.4 Contingency plans are established to manage impacts and opportunities when long-term solutions are not readily available.

2.5 Ongoing training program is developed to identify and fulfill employees' environmental training needs.

3. Promote innovation and opportunity

3.1 *Continuous improvement* and sustainable innovation are promoted as an essential part of doing business.

3.2 Procedures are developed to analyse and communicate the costs and benefits of innovations and improvements.

3.3 New ideas are actively sought and entrepreneurial behaviour is encouraged in employees, workplace committees and teams.

3.4 Procedures are established to actively seek the support of the supply chain for implementing sustainable innovation and continuous improvement.

3.5 Members of the *supply chain* are encouraged to meet high standards of environmental performance.

4. Manage system to record and report environmental impacts and opportunities

4.1 System is managed to *record and report* environmental performance as an integral part of the organisation's record keeping and performance evaluation system.

4.2 Patterns of environmental non-compliance are identified and addressed and opportunities for environmental management improvements are acted upon.

5. Evaluate environmental performance

5.1 Processes are developed to ensure that ongoing evaluation of environmental performance is part of the organisation's procedures.

BSBCMN419A - MANAGE PROJECTS

Unit Descriptor This unit covers the management of a straightforward project or a section of a larger project. It focuses on the application of project management skills and the requirement to meet timelines, quality standards, budgetary limits and other requirements set for the project.

This unit addresses the management of projects including the development of a project plan, administering and monitoring the project, finalising the project and reviewing the project to identify lessons learnt for application to future projects.

The unit does not apply to specialist project managers. For specialist project managers, the units of competency in the Project Management domain will be applicable.

1. Define Project

- 1.1 *Project scope and other relevant documentation* are accessed.
- 1.2 Project *stakeholders* are defined.
- 1.3 Clarification is sought from *delegating authority* of any issues related to project and *project parameters*.
- 1.4 Limits of own responsibility and reporting requirements are identified.
- 1.5 Relationship of project to other projects and to the organisation's objectives is clarified.
- 1.6 Available resources to undertake project are determined and accessed.

2. Develop Project Plan

- 2.1 *Project plan* including timelines, task breakdown, roles and responsibilities is developed.
- 2.2 Appropriate *project management tools* are identified and accessed.
- 2.3 Risk management plan, which includes OHS, is formulated for project.
- 2.4 Project budget is developed and approved.
- 2.5 Team members are consulted and their views taken account of in planning the project.
- 2.6 Project plan is finalised and any necessary approvals gained to commence project according to documented plan.

3. Administer and Monitor Project

- 3.1 Action is taken to ensure that project team members are clear about their responsibilities and the requirements of the project.
- 3.2 *Support* is provided to project team members, especially with regard to special needs, to ensure that the quality of the expected outcomes of the project and documented timelines are met.
- 3.3 *Required record keeping systems* are established and maintained throughout the project.
- 3.4 Plans for managing project finances, human, physical and technical resources and quality are implemented and monitored.
- 3.5 Project reports are completed and forwarded as required to stakeholders.
- 3.6 *Risk management* is undertaken as required to ensure project outcomes are met.
- 3.7 Project deliverables are achieved.

4. Finalise Project

- 4.1 Financial record keeping associated with project is completed and checked for accuracy.
- 4.2 Staff involved in project are assigned to new roles or reassigned to previous roles.
- 4.3 Project documentation is completed and any necessary sign offs obtained for concluding project.

5. Review Project

- 5.1 Project outcomes and processes are reviewed against the project scope and plan.
- 5.2 Team members are involved in the review of the project.
- 5.3 Lessons learnt from project are documented and reported within the organisation.