

# (CHCORG11B) Lead and develop others

## Description

Achieving identified work outcomes through managing, leading and developing individuals and teams in the work group or organisation.

## Elements of Competency and Performance Criteria

### National Code Element Name

#### CHCORG11B/01 Provide leadership, direction and guidance to the organisation

- 1.1 Briefings on work goals, plans and operational issues are provided regularly to work groups to minimise role ambiguity and maximise effectiveness.
- 1.2 Encouragement is provided to develop new and innovative work practices and strategies to optimise work outcomes and better meet client needs.
- 1.3 A high standard of performance and practice is modelled to staff.
- 1.4 Leadership and supervision appropriate to changing priorities and situations is provided and takes into account the differing needs and backgrounds of individuals, the requirements of the task and client needs.
- 1.5 Diversity in knowledge, skills and approaches of individuals is utilised to enhance work outcomes.
- 1.6 Principles and practices of equal employment opportunity, occupational health and safety and participative work practices are modelled and promoted to staff.

#### CHCORG11B/02 Maximise own performance outcomes

- 2.1 Effective time and work management techniques including monitoring workflow and outcomes are used to meet priorities and achieve identified objectives.
- 2.2 Work is planned and progress monitored to minimise effects of unexpected outcomes.
- 2.3 All work undertaken complies with established policies and procedures especially those relating to anti discrimination and Occupational Health and Safety.
- 2.4 Work practices are reviewed and revised regularly to assist

achievement of identified objectives.

2.5 Opportunities are sought and taken for continuous self development/learning.

CHCORG11B/03 Manage effective work relationships

3.1 The link between the function of the group, the goals of the organisation and the responsibilities of individuals are clearly articulated and communicated to staff routinely.

3.2 Participative decision making processes are used routinely to allocate responsibilities and develop, implement and review work of the group.

3.3 Where relevant, conflict is identified and resolved with minimum disruption to workgroup function and in accordance with organisational procedures.

3.4 Allocation of tasks is within the competence of staff and is supported by appropriate delegation and training.

3.5 Interpersonal styles and methods are adjusted to the social and cultural context.

3.6 Communication and interaction with colleagues and management reflects a variety of appropriate techniques.

CHCORG11B/04 Manage and improve the performance of individuals

4.1 The performance of the group in achieving objectives is monitored, reviewed regularly and used as the basis for further allocation of work.

4.2 Individual outcomes are monitored and reviewed in consultation with the workgroup to measure and assess progress against objectives and identify issues for attention or further work.

4.3 Work practices are revised as required to achieve workgroup and corporate goals.

4.4 Performance problems are addressed in a fair, constructive and timely manner in accordance with relevant guidelines, procedures and natural justice.

4.5 Individual and group progress is monitored and regular feedback provided to optimise achievement of organisational objectives.

4.6 Support is provided to the work group to develop mutual commitment and cooperation.

4.7 Workgroup effectiveness is promoted and encouraged through active participation in group activities and communication processes.

CHCORG11B/05 Support, participate and review group development

5.1 Development plans are put in place for each staff member with relevant development activities identified.

5.2 An action plan to meet individual and group training and development needs is developed, agreed and implemented.

5.3 Staff are encouraged and supported in applying skills and knowledge in the workplace.

5.4 Relevant specialist training which is required is identified and delivered, if required.

5.5 Appropriate training is arranged and provided to meet individual and organisational needs.

5.6 Staff are encouraged and supported to attend training courses and to take up other development opportunities.

CHCORG11B/06 Support and develop managers

6.1 Managers are provided with personal and career development opportunities from within and outside of the organization.

6.2 Regular meetings are held with managers to review, adjust and develop strategies and priorities.

6.3 Priority tasks are agreed and achievement of work plans is monitored to maximise organisational effectiveness.

6.4 The overall performance of managers is monitored and feedback provided regularly in an appropriate manner.

6.5 Opportunities are provided for targeted professional development.

## Range Statement

The Range Statement explains the scope and context of the unit of competency allowing for differences between workplaces. The scope of variables chosen for training and assessment requirements will depend on the particular work situation.

***Relevant information affecting the workgroup can include:***

- Relevant legislation
  
- Corporate and strategic plans, including human resource management and human resource development strategic plans
  
- Work area business plans
  
- Industrial awards

- Personnel management guidelines and circulars
- Quality standards

***Training and development opportunities can include:***

- Formal internal and external courses
- On the job training
- Placements at the same level, work experiences and assignments, and higher duties
- Assisted formal study
- Conference and seminar attendance
- Support for professional development activities
- Induction and orientation

***Procedures and guidelines can include:***

- Financial/administrative procedures
- Fraud prevention
- Occupational Health and Safety

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## Evidence Guide

The Evidence Guide identifies the critical aspects of assessment, and the essential knowledge and skills to be demonstrated to confirm competency in this unit. The Evidence Guide is an integral part of the assessment of competency and it should be read carefully in conjunction with the Range Statement, elements and performance criteria.

***Critical aspects of evidence:***

- Works effectively in a team environment
- Uses both participative and consultative management practices
- Provides appropriate development opportunities

***Essential knowledge:***

- Human resource development and management principles and practices
- Budget processes
- Effective team management

***Essential skills:***

- Effective communication and interpersonal skills including:
  - Language competence required to fulfil the procedures of the organisation/service. Language used may be English, signing or a community language
  - Literacy competence required to fulfil the procedures of the organisation/service. Language used may be English or a community language
- Negotiation
- Time management and work planning
- Awareness and understanding of effective individual and team operations

***Resource implications:***

- Access to appropriate workplace where assessment can be conducted, or
- Simulation of realistic workplace setting for assessment

***Consistency in performance:***

- Assessment may include observations, questioning and evidence gathered from the workplace
- It is recommended that assessment take place on more than one occasion

***Context of assessment:***

This unit is most appropriately assessed in the workplace or in a simulated workplace and under the normal range of workplace conditions. This may include the use of languages other than English and alternative communication systems.