



# *Course outline*

*BSB42015 Certificate IV in Leadership  
and Management*

*BSB51918 Diploma of Leadership and  
Management*

*BSB61015 Advanced Diploma of  
Leadership and Management*



Welcome to Australian Pacific College and to your Leadership and Management course. We hope you enjoy your time at Australian Pacific College and that you find the course a useful program for your professional development in the field of Management. In this booklet you will find information about our leadership and management courses - Certificate IV in Leadership and Management, Diploma of Leadership and Management and Advanced Diploma of Leadership and Management.

# Certificate IV in Leadership and Management

## Aims

This course aims to provide students with the skills and knowledge to take the first line of management in a wide range of organisational and industry contexts.

## Job roles

This qualification reflects the role of individuals may have existing qualifications and technical skills in any given vocation or profession, yet require skills or recognition in supervisory functions. Typically they would report to a manager.

At this level managers provide leadership and guidance to others and take responsibility for the effective functioning and performance of the team and its work outcomes.

Job roles and titles vary across different industry sectors. Possible job titles relevant to this qualification are:

- Coordinator
- Leading Hand
- Supervisor
- Team Leader

## Duration

The course consists of four terms each of 9 weeks in length.

It is recommended that you attend all classes in order to increase your chances of successfully completing all the assessments. If you successfully complete the course, you will be presented with a Certificate IV in Leadership and Management.

## Entry Requirements

Current entry requirement for all students:

- Successful completion of Australian Year 12 or equivalent

International students must fulfil an additional entry requirement as follow:

- IELTS 5.5 or equivalent (with a minimum of 5.0 in the writing module)

## Materials

The required texts for this course are the Australian Pacific College workbooks. You should bring your workbooks to all lessons. These workbooks are provided to you free of charge in a pdf version that you can download to your mobile device. Alternatively you may choose to purchase a hard copy from Student Services.

## Course Structure

The course is delivered in eleven subjects. These are delivered as shown below. You will receive a timetable that indicates the times of your scheduled lectures and tutorials.

SUBJECT	COMPETENCIES
Presentation Skills	BSBCMM401 Make a presentation
Complex Documents	BSBWRT401 Write complex documents
Workplace Operations	BSBMGT402 Implement operational plan
Team Leadership	BSBLDR403 Lead team effectiveness
Financial Reporting	BSBFIA402 Report on financial activity
Risk Management 1	BSBRSK401 Identify risk and apply risk management processes
Effective Leadership	BSBLDR402 Lead effective workplace relationships
Leadership Communication	BSBLDR401 Communicate effectively as a workplace leader
Workplace Diversity	BSBLDR404 Lead a diverse workforce
Workplace Leadership	BSBMGT405 Provide personal leadership BSBMGT401 Show leadership in the workplace
Innovation 1	BSBINN301 Promote innovation in a team environment

## Assessment Schedule

Information about your assessments is included in the Student Workbooks for each subject. This information explains the assessment requirements and what you need to do to complete the assessments. Assessments should be submitted on the due date. Your trainer will give you more comprehensive information about each assessment task. Generally assessments are due in the lecture in sessions 5 and 8.

All assessments should have an assessment cover sheet. Please complete all parts of the assessment cover sheet and sign the declaration that it is all your own work i.e. that you have not plagiarised by copying from the internet or other sources. Assessment cover sheets can be obtained at Student Services or Reception.

## Assessment Performance Criteria

You will be assessed according to the following criteria. You have to be competent in each unit of competency to achieve your qualification.

Note: Please refer to individual assessment sheets or ask your teacher for further information on the units of competency and performance criteria.

UNIT	ELEMENT	PERFORMANCE CRITERIA
BSBCMM401 Make a presentation	1 Prepare a presentation	<p>1.1 Plan and document presentation approach and intended outcomes</p> <p>1.2 Choose presentation strategies, format and delivery methods that match the characteristics of the target audience, location, resources and personnel needed</p> <p>1.3 Select presentation aids, materials and techniques that suit the format and purpose of the presentation, and will enhance audience understanding of key concepts and central ideas</p> <p>1.4 Brief others involved in the presentation on their roles/responsibilities within the presentation</p> <p>1.5 Select techniques to evaluate presentation effectiveness</p>
	2 Deliver a presentation	<p>2.1 Explain and discuss desired outcomes of the presentation with the target audience</p> <p>2.2 Use presentation aids, materials and examples to support target audience understanding of key concepts and central ideas</p> <p>2.3 Monitor non-verbal and verbal communication of participants to promote attainment of presentation outcomes</p> <p>2.4 Use persuasive communication techniques to secure audience interest</p> <p>2.5 Provide opportunities for participants to seek clarification on central ideas and concepts, and adjust the presentation to meet participant needs and preferences</p> <p>2.6 Summarise key concepts and ideas at strategic points to facilitate participant understanding</p>
	3 Review the presentation	<p>3.1 Implement techniques to review the effectiveness of the presentation</p> <p>3.2 Seek and discuss reactions to the presentation from participants or from key personnel involved in the presentation</p> <p>3.3 Utilise feedback from the audience or from key personnel involved in the presentation to make changes to central ideas presented</p>
BSBWRT401 Write complex documents	1 Plan documents	<p>1.1 Determine the purposes of documents</p> <p>1.2 Choose appropriate formats for documents</p> <p>1.3 Establish means of communication</p> <p>1.4 Determine requirements of documents</p> <p>1.5 Determine categories and logical sequences of data, information and knowledge to achieve document objectives</p> <p>1.6 Develop overview of structure and content of documents</p>
	2 Draft text	<p>2.1 Review and organise available data, information and knowledge according to proposed structure and content</p> <p>2.2 Ensure data, information and knowledge is aggregated, interpreted and summarised to prepare text that satisfies document purposes and objectives</p> <p>2.3 Include graphics as appropriate</p> <p>2.4 Identify gaps in required data and information, and collect additional material from relevant enterprise personnel</p> <p>2.5 Draft text according to document requirements and genre</p> <p>2.6 Use language appropriate to the audience</p>
	3 Prepare final text	<p>3.1 Review draft text to ensure document objectives are achieved and requirements are met</p> <p>3.2 Check grammar, spelling and style for accuracy and punctuation</p> <p>3.3 Ensure draft text is approved by relevant enterprise personnel</p> <p>3.4 Incorporate revisions in final copy</p>
	4 Produce document	<p>4.1 Choose basic design elements for documents appropriate to audience and purpose</p> <p>4.2 Use word processing software to apply basic design elements to text</p> <p>4.3 Check documents to ensure all requirements are met</p>
BSBMGT402 Implement operational plan	1. Implement operational plan	<p>1.1 Collate, analyse and organise details of resource requirements in consultation with relevant personnel, colleagues and specialist resource managers</p> <p>1.2 Implement operational plans to contribute to the achievement of organisation's performance/business plan</p> <p>1.3 Identify and use key performance indicators (KPIs) to monitor operational performance</p> <p>1.4 Manage contingencies by adjusting the implementation of the operational plan in consultation with others</p> <p>1.5 Provide assistance in the development and presentation of proposals for resource requirements in line with operational planning processes</p>
	2. Implement resource acquisition	<p>2.1 Recruit and induct employees within organisation's policies, practices and procedures</p> <p>2.2 Implement plans for acquisition of physical resources and services within organisation's policies, practices and procedures and in consultation with relevant personnel</p>
	3. Monitor operational performance	<p>3.1 Monitor performance systems and processes to assess progress in achieving profit/productivity plans and targets</p> <p>3.2 Analyse and use budget and actual financial information to monitor profit/productivity performance</p> <p>3.3 Identify unsatisfactory performance and take prompt action to rectify the situation according to organisational policies</p> <p>3.4 Provide mentoring, coaching and supervision to support individuals and teams to use resources effectively, economically and safely</p> <p>3.5 Present recommendations for variation to operational plans to the designated persons/groups and gain approval</p> <p>3.6 Implement systems, procedures and records associated with performance in accordance with organisation's requirements</p>
BSBLDR403 Lead team effectiveness	1. Plan to achieve team outcomes	<p>1.1 Lead the team to identify, establish and document team purpose, roles, responsibilities, goals, plans and objectives in consultation with team members</p> <p>1.2 Engage team members to incorporate innovation and productivity measures in work plans</p> <p>1.3 Lead and support team members in meeting expected outcomes</p>
	2. Lead team to develop cohesion	<p>2.1 Provide opportunities for input of team members into planning, decision making and operational aspects of work team</p> <p>2.2 Encourage and support team members to take responsibility for own work and to assist each other in undertaking required roles and responsibilities</p> <p>2.3 Provide feedback to team members to encourage, value and reward individual and team efforts and contributions</p> <p>2.4 Recognise and address issues, concerns and problems identified by team members or refer to relevant persons as required</p> <p>2.5 Model expected behaviours and approaches</p>

UNIT	ELEMENT	PERFORMANCE CRITERIA
	3. Participate in and facilitate work team	3.1 Actively encourage team members to participate in and take responsibility for team activities and communication processes 3.2 Give the team support to identify and resolve problems which impede its performance 3.3 Ensure own contribution to work team serves as a role model for others and enhances the organisation's image within the work team, the organisation and with clients/customers
	4. Liaise with management	4.1 Maintain open communication with line manager/management at all times 4.2 Communicate information from line manager/management to the team 4.3 Communicate unresolved issues, concerns and problems raised by the team/team members to line manager/management and ensure follow-up action is taken 4.4 Communicate unresolved issues, concerns and problems related to the team/team members raised by line managers/management to the team and ensure follow-up to action is taken
BSBFIA402 Report on financial activity	1 Compile financial information and data	1.1 Collect, evaluate and code current financial data to ensure consistency, quality and accuracy in accordance with organisational requirements 1.2 Use conversion and consolidation procedures to compile analysis in accordance with organisational requirements 1.3 Make, record and disclose asset and liability valuations in accordance with organisational requirements 1.4 Ensure that discrepancies, unusual features or queries are identified, resolved or referred to the appropriate authority
	2 Prepare statutory requirement reports	2.1 Correctly record income and expenditure to ensure compliance with statutory requirements 2.2 Calculate liabilities for tax in accordance with current legislation and revenue gathering practices 2.3 Correctly identify relevant receipts, revenue documentation and payments 2.4 Ensure that statements and claims take full advantage of available benefits and allowances in accordance with statutory requirements 2.5 Submit statutory requirement reports to appropriate authorities within stated deadlines
	3 Provide financial business recommendations	3.1 Ensure that recommendations are logically derived and supported by evidence in report 3.2 Provide recommendations to propose constructive actions to enhance the effectiveness and efficacy of functions and services 3.3 Ensure recommendations are concise and facilitate direction and control of organisation's operations 3.4 Identify and prioritise significant issues in statements including comparative financial performances for review and decision making 3.5 Ensure structure and format of reports are clear and conform to organisational and statutory requirements
BSBRK401 Identify risk and apply risk management processes	1. Identify risks	1.1 Identify the context for risk management 1.2 Identify risks using tools, ensuring all reasonable steps have been taken to identify all risks 1.3 Document identified risks in accordance with relevant policies, procedures, legislation and standards
	2. Analyse and evaluate risks	2.1 Analyse and document risks in consultation with relevant stakeholders 2.2 Undertake risk categorisation and determine level of risk 2.3 Document analysis processes and outcomes
	3. Treat risks	3.1 Determine appropriate control measures for risks and assess for strengths and weaknesses 3.2 Identify control measures for all risks 3.3 Refer risks relevant to whole of organisation or having an impact beyond own work responsibilities and area of operation to others as per established policies and procedures 3.4 Choose and implement control measures for own area of operation and/or responsibilities 3.5 Prepare and implement treatment plans
	4. Monitor and review effectiveness of risk treatment/s	4.1 Regularly review implemented treatment/s against measures of success 4.2 Use review results to improve the treatment of risks 4.3 Provide assistance to auditing risk in own area of operation 4.4 Monitor and review management of risk in own area of operation
BSBLDR402 Lead effective workplace relationships	1. Collect, analyse and communicate information and ideas	1.1 Collect relevant information from appropriate sources and analyse and share with the work team to improve work performance 1.2 Communicate ideas and information in a manner which is appropriate and sensitive to the cultural and social diversity of the audience and any specific needs 1.3 Lead consultation processes to encourage employees to contribute to issues related to their work, and promptly relay feedback to the work team in regard to outcomes 1.4 Seek and value contributions from internal and external sources in developing and refining new ideas and approaches 1.5 Implement processes to ensure that issues raised are resolved promptly or referred to relevant personnel as required
	2. Develop trust and confidence as leader	2.1 Treat all internal and external contacts with integrity, respect and empathy 2.2 Use the organisation's social, ethical and business standards to develop and maintain effective relationships 2.3 Gain and maintain the trust and confidence of colleagues, customers and suppliers through competent performance 2.4 Adjust interpersonal styles and methods to meet organisation's social and cultural environment 2.5 Lead and encourage other members of the work team to follow examples set according to organisation's policies and procedures
	3. Develop and maintain networks and relationships	3.1 Use networks to identify and build relationships 3.2 Use networks and other work relationships to provide identifiable benefits for the team and organisation
	4. Manage difficulties into positive outcomes	4.1 Identify and analyse difficulties and take action to rectify the situation within the requirements of the organisation and relevant legislation 4.2 Guide and support colleagues to resolve work difficulties 4.3 Regularly review and improve workplace outcomes in consultation with relevant personnel 4.4 Manage poor work performance within the organisation's processes 4.5 Manage conflict constructively within the organisation's processes

UNIT	ELEMENT	PERFORMANCE CRITERIA
BSBLDR401 Communicate effectively as a workplace leader	1. Identify context for communication	1.1 Identify reason and context for communication 1.2 Identify persons relevant to the communication context 1.3 Clarify specific environment and personnel factors that may impact on the success of the communication 1.4 Identify and clearly understand the desired outcome of the communication 1.5 Evaluate available methods of communication against their suitability for the specific communication requirements 1.6 Identify potential barriers to effective communication and develop solutions to minimise impact 1.7 Incorporate relevant business policies, procedures, regulations and legislation into communication processes
	2. Clarify message and engage communication	2.1 Undertake communication using media and format relevant to the context 2.2 Incorporate respectful and positive approaches to communications 2.3 Employ two-way processes to ensure receipt and acknowledgement of message 2.4 Seek feedback on communication processes from all parties 2.5 Provide opportunities to clarify and confirm understanding
	3. Take follow-up actions	3.1 Maintain record of the communication process and outcomes in line with enterprise policy and procedures 3.2 Identify follow up actions and communicate to relevant persons 3.3 Identify and incorporate opportunities to improve leadership communication processes
BSBLDR404 Lead a diverse workforce	1. Identify the dimensions of workforce diversity	1.1 Establish the nature of diversity in the business context 1.2 Qualify and quantify the source of workforce diversity 1.3 Identify the benefits provided to the business through the diverse workforce 1.4 Recognise legislation, regulation and enterprise policy and procedure that impacts on workplace diversity 1.5 Identify opportunities and barriers to inclusive engagement
	2. Factor diversity into team plans and operations	2.1 Develop and review work plans in line with the diversity context 2.2 Incorporate the positive contribution of diverse workforce members into work plans 2.3 Adjust plans and operations to align with relevant legislation and policy and procedure 2.4 Design processes to incorporate and maximise the benefits of diversity
	3. Engage with a diverse workforce	3.1 Apply communication processes, behaviours and language in line with diversity context 3.2 Recognise and adapt for own bias and assumptions 3.3 Practise inclusive behaviours 3.4 Recognise and apply actions to ensure cultural competency 3.5 Incorporate and apply diversity tools and techniques to operations
	4. Support and encourage diverse workforce members	4.1 Provide workplace support and access to enabling services 4.2 Encourage, review and provide feedback to the workforce on a continuous basis
BSBMGT405 Provide personal leadership	1. Influence individuals and teams in a positive manner	1.1 Encourage, value and reward individual and team efforts and contributions 1.2 Promote accountability of work undertaken by individuals/teams by communicating roles, responsibilities and expectations clearly 1.3 Gain positive acceptance and support for information and ideas from the team
	2. Make informed decisions	2.1 Gather and organise information relevant to issue/s under consideration 2.2 Invite individuals/teams to actively participate in decision-making processes 2.3 Determine preferred course of action after risks and options are examined and assessed 2.4 Communicate decisions to individuals/teams clearly and in a timely manner 2.5 Prepare plans to implement decisions after agreement with relevant individuals/team 2.6 Monitor implementation and impact of decision using reliable feedback processes
	3. Enhance image of the enterprise	3.1 Conduct business consistent with enterprise standards and values 3.2 Note and promptly discuss with appropriate persons, any inappropriate values and standards exhibited within the organisation, using established communication channels 3.3 Consistently display a very high standard of personal presentation in line with organisational expectations and policies
	4. Demonstrate high standards of personal and management performance	4.1 Contribute to developing a reputable organisation which has integrity and credibility, through personal performance and own behaviour 4.2 Ensure standards of personal and management performance are consistent with enterprise requirements 4.3 Provide a positive role model for others through personal and managerial performance 4.4 Develop and implement plans in accordance with enterprise goals and objectives 4.5 Develop, set and monitor key performance indicators and targets within team/enterprise business plans
BSBMGT401 Show leadership in the workplace	1. Model high standards of management performance and behaviour	1.1 Ensure management performance and behaviour meets the organisation's requirements 1.2 Ensure management performance and behaviour serves as a positive role model for others 1.3 Develop and implement performance plans in accordance with organisation's goals and objectives 1.4 Establish and use key performance indicators to meet organisation's goals and objectives
	2. Enhance organisation's image	2.1 Use organisation's standards and values in conducting business 2.2 Question, through established communication channels, standards and values considered to be damaging to the organisation 2.3 Ensure personal performance contributes to developing an organisation which has integrity and credibility
	3. Make informed decisions	3.1 Gather and organise information relevant to the issue/s under consideration 3.2 Facilitate individual's and team's active participation in decision-making processes 3.3 Examine options and assess associated risks to determine preferred course/s of action 3.4 Ensure decisions are timely and communicate them clearly to individuals and teams 3.5 Prepare plans to implement decisions and ensure they are agreed by relevant individuals and teams 3.6 Use feedback processes effectively to monitor the implementation and impact of decisions

UNIT	ELEMENT	PERFORMANCE CRITERIA
BSBINN301 Promote innovation in a team environment	1 Create opportunities to maximise innovation within the team	1.1 Evaluate and reflect on what the team needs and wants to achieve 1.2 Check out information about current or potential team members' work in the context of developing a more innovative team 1.3 Bring people into the team or make suggestions for team members based on what needs to be achieved and the potential for cross fertilising ideas 1.4 Acknowledge, respect and discuss the different ways that people may contribute to building or enhancing the team
	2 Organise and agree effective ways of working	2.1 Jointly establish ground rules for how the team will operate 2.2 Agree and communicate responsibilities in ways that encourage and reinforce team-based innovation 2.3 Agree and share tasks and activities to ensure the best use of skills and abilities within the team 2.4 Plan and schedule activities to allow time for thinking, challenging and collaboration 2.5 Establish personal reward and stimulation as an integral part of the team's way of working
	3 Support and guide colleagues	3.1 Model behaviour that supports innovation 3.2 Seek external stimuli and ideas to feed into team activities 3.3 Proactively share information, knowledge and experiences with other team members 3.4 Challenge and test ideas within the team in a positive and collaborative way 3.5 Proactively discuss and explore ideas with other team members on an ongoing basis
	4 Reflect on how the team is working	4.1 Debrief and reflect on activities and on opportunities for improvement and innovation 4.2 Gather and use feedback from within and outside the team to generate discussion and debate 4.3 Discuss the challenges of being innovative in a constructive and open way 4.4 Take ideas for improvement, build them into future activities and communicate key issues to relevant colleagues 4.5 Identify, promote and celebrate successes and examples of successful innovation

## Employability skills

### Communication

- communicating with team members and management to ensure open communication channels and to clarify issues
- resolving conflict and disputes in the work team

### Teamwork

- being a role model for other team members
- consulting and developing objectives with the work team

### Problem solving

- developing risk management approaches
- developing techniques to address faults and inefficiencies

### Initiative and enterprise

- identifying and developing opportunities for improved work practices

### Planning and organising

- monitoring and adjusting operational performance by producing short-term plans, planning and acquiring resources and reporting on performance
- preparing work plans and budgets

### Self-management

- actively seeking feedback on own performance from clients and colleagues
- prioritising tasks

### Learning

- coaching and mentoring colleagues and team members to support the introduction of change

### Technology

- using business technology such as computer programs and telecommunications to collect and manage information

# Diploma of Leadership and Management

## Aims

This course aims to provide students with the skills and knowledge to work in management roles and to plan, carry out and evaluate the operations of their department or team.

## Job roles

This qualification reflects the role of individuals who are engaged to manage the work of others or to add value to or review management practices. Their role may be in any industry or organisational setting. Typically people in these roles will have considerable experience in their respective industries or vocational areas and combine an informed perspective of specific work requirements with their managerial approaches. The qualification requires a sound theoretical knowledge base and managerial competencies to plan, carry out and evaluate own work or the work of a team.

Job roles and titles vary across different industry sectors. A possible job title relevant to this qualification is:

- manager.

## Duration

The course consists of four terms each of 9 weeks in length.

It is recommended that you attend all classes in order to increase your chances of successfully completing all the assessments. If you successfully complete the course, you will be presented with a Diploma of Leadership and Management.

## Entry Requirements

Current entry requirement for all students:

- Successful completion of Australian Year 12 or equivalent

International students must fulfil an additional entry requirement as follow:

- IELTS 5.5 or equivalent (with a minimum of 5.0 in the writing module)

## Materials

The required texts for this course are the Australian Pacific College workbooks. You should bring your workbooks to all lessons. These workbooks are provided to you free of charge in a pdf version that you can download to your mobile device. Alternatively you may choose to purchase a hard copy from Student Services.

## Course Structure

The course is delivered in eleven subjects. These are delivered as shown below. You will receive a timetable that indicates the times of your scheduled lectures and tutorials.



SUBJECT	COMPETENCIES
Performance Management	BSBMGT502 Manage People Performance
Effective workplace relationships	BSBLDR502 Lead and manage effective workplace relationships BSBWOR502 Lead and manage team effectiveness
Manage Industrial Relations	BSBWRK520 Manage employee relations
Operational Planning	BSBMGT517 Manage operational plan
Financial Management 1	BSBFIM501 Manage budgets and financial plans
Fundamentals of Human Resources	BSBHRM405 Support the recruitment, selection and induction of staff
Risk Management 2	BSBRSK501 Manage risk
Manage Quality Customer Service	BSBCUS501 Manage quality customer service
Emotional Intelligence	BSBLDR501 Develop and use emotional intelligence
Advanced Management of WHS	BSBWHS501 Ensure a safe workplace
Manage Diversity 1	BSBLDR504 Manage diversity in the workplace

### Assessment Schedule

Information about your assessments is included in the Student Workbooks for each subject. This information explains the assessment requirements and what you need to do to complete the assessments. Assessments should be submitted on the due date. Your trainer will give you more comprehensive information about each assessment task. Generally assessments are due in the lecture in sessions 5 and 8.

All assessments should have an assessment cover sheet. Please complete all parts of the assessment cover sheet and sign the declaration that it is all your own work i.e. that you have not plagiarised by copying from the internet or other sources. Assessment cover sheets can be obtained at Student Services or Reception.

### Assessment Performance Criteria

You will be assessed according to the following criteria. You have to be competent in each unit of competency to achieve your qualification.

Note: Please refer to individual assessment sheets or ask your teacher for further information on the units of competency and performance criteria.

UNIT	ELEMENT	PERFORMANCE CRITERIA
BSBMGT502 Manage people performance	1. Allocate work	1.1 Consult relevant groups and individuals on work to be allocated and resources available 1.2 Develop work plans in accordance with operational plans 1.3 Allocate work in a way that is efficient, cost effective and outcome focussed 1.4 Confirm performance standards, Code of Conduct and work outputs with relevant teams and individuals 1.5 Develop and agree performance indicators with relevant staff prior to commencement of work 1.6 Conduct risk analysis in accordance with the organisational risk management plan and legal requirements
	2. Assess performance	2.1 Design performance management and review processes to ensure consistency with organisational objectives and policies 2.2 Train participants in the performance management and review process 2.3 Conduct performance management in accordance with organisational protocols and time lines 2.4 Monitor and evaluate performance on a continuous basis
	3. Provide feedback	3.1 Provide informal feedback to staff on a regular basis 3.2 Advise relevant people where there is poor performance and take necessary actions 3.3 Provide on-the-job coaching when necessary to improve performance and to confirm excellence in performance 3.4 Document performance in accordance with the organisational performance management system 3.5 Conduct formal structured feedback sessions as necessary and in accordance with organisational policy
	4. Manage follow up	4.1 Write and agree on performance improvement and development plans in accordance with organisational policies 4.2 Seek assistance from human resources specialists, where appropriate 4.3 Reinforce excellence in performance through recognition and continuous feedback 4.4 Monitor and coach individuals with poor performance 4.5 Provide support services where necessary 4.6 Counsel individuals who continue to perform below expectations and implement the disciplinary process if necessary 4.7 Terminate staff in accordance with legal and organisational requirements where serious misconduct occurs or ongoing poor-performance continues
BSBLDR502 Lead and manage effective workplace relationships	1. Manage ideas and information	1.1 Ensure strategies and processes are in place to communicate information associated with the achievement of work responsibilities to all co-workers 1.2 Develop and/or implement consultation processes to ensure that employees have the opportunity to contribute to issues related to their work role 1.3 Facilitate feedback to employees on outcomes of the consultation processes 1.4 Develop and/or implement processes to ensure that issues raised are resolved promptly or referred to relevant personnel
	2. Establish systems to develop trust and confidence	2.1 Establish and/or implement policies to ensure that the organisation's cultural diversity and ethical values are adhered to 2.2 Gain and maintain the trust and confidence of colleagues and external contacts through professional conduct 2.3 Adjust own interpersonal communication styles to meet the organisation's cultural diversity and ethical environment and guide and support the work team in their personal adjustment process
	3. Manage the development and maintenance of networks and relationships	3.1 Use networks to build workplace relationships providing identifiable outcomes for the team and the organisation 3.2 Conduct ongoing planning to ensure that effective internal and external workplace relationships are developed and maintained
	4. Manage difficulties to achieve positive outcomes	4.1 Develop and/or implement strategies to ensure that difficulties in workplace relationships are identified and resolved 4.2 Establish processes and systems to ensure that conflict is identified and managed constructively in accordance with the organisation's policies and procedures 4.3 Provide guidance, counselling and support to assist co-workers in resolving their work difficulties 4.4 Develop and implement an action plan to address any identified difficulties
BSBWRK510 Manage employee relations	1. Develop employee and industrial relations policies and plans	1.1 Analyse strategic plans and operational plans to determine long term employee relations in accordance with organisational objectives 1.2 Analyse existing employee relations performance in relation to workforce objectives 1.3 Evaluate options in terms of cost-benefit, risk-analysis and current legislative requirements 1.4 Work with relevant internal stakeholders to develop industrial relations policies and plans 1.5 Identify the skills and knowledge needed by management and the workforce to effectively implement these strategies and policies
	2. Implement employee relations policies and plans	2.1 Develop an implementation plan and a contingency plan for the employee relations policies and strategies 2.2 Make arrangements for training and development for identified needs to support the employee relations plan 2.3 Undertake associated employee relations activities to reach agreement on changes required by the organisational policies or implementation plan 2.4 Document procedures for addressing grievances and conflict 2.5 Identify and communicate key procedures for addressing grievances and conflict to stakeholders 2.6 Review employee relations policies and plans to establish whether they are meeting their intended outcomes
	3. Manage negotiations to resolve conflict	3.1 Develop and deliver training to individuals in conflict-management techniques and procedures 3.2 Identify, and where possible alleviate or eliminate, sources of conflict or grievance according to legal requirements 3.3 Evaluate documentation and other information sources to clarify issues in dispute and ensure completeness, balance and relevance 3.4 Obtain expert or specialist advice and/or refer to precedents, if required 3.5 Determine desired negotiation outcomes, negotiation strategy and negotiation timeframes 3.6 Advocate the organisation's position in negotiation with the view to reaching a resolution that aligns to organisational objectives 3.7 Document, and if necessary certify, the agreed outcomes with the relevant jurisdiction 3.8 Take remedial action where groups or individuals fail to abide by agreements

UNIT	ELEMENT	PERFORMANCE CRITERIA
BSBMGT517 Manage operational plan	1. Develop operational plan	<p>1.1 Research, analyse and document resource requirements and develop an operational plan in consultation with relevant personnel, colleagues and specialist resource managers</p> <p>1.2 Develop and/or implement consultation processes as an integral part of the operational planning process</p> <p>1.3 Ensure the operational plan includes key performance indicators to measure organisational performance</p> <p>1.4 Develop and implement contingency plans for the operational plan</p> <p>1.5 Ensure the development and presentation of proposals for resource requirements is supported by a variety of information sources and seek specialist advice as required</p> <p>1.6 Obtain approval for the plan from relevant parties and explain the plan to relevant work teams</p>
	2. Plan and manage resource acquisition	<p>2.1 Develop and implement strategies to ensure that employees are recruited and/or inducted within the organisation's human resources management policies, practices and procedures</p> <p>2.2 Develop and implement strategies to ensure that physical resources and services are acquired in accordance with the organisation's policies, practices and procedures</p> <p>2.3 Recognise and incorporate requirements for intellectual property rights and responsibilities in recruitment and acquisition of resources and services</p>
	3. Monitor and review operational performance	<p>3.1 Develop, monitor and review performance systems and processes to assess progress in achieving profit and productivity plans and targets</p> <p>3.2 Analyse and interpret budget and actual financial information to monitor and review profit and productivity performance</p> <p>3.3 Identify areas of under-performance, recommend solutions and take prompt action to rectify the situation</p> <p>3.4 Plan and implement systems to ensure that mentoring and coaching are provided to support individuals and teams to effectively, economically and safely use resources</p> <p>3.5 Negotiate recommendations for variations to operational plans and gain approval from designated persons/groups</p> <p>3.6 Develop and implement systems to ensure that procedures and records associated with documenting performance are managed in accordance with organisational requirements</p>
BSBFIM501 Manage budgets and financial plans	1 Plan financial management approaches	<p>1.1 Access budget/financial plans for the work team</p> <p>1.2 Clarify budget/financial plans with relevant personnel within the organisation to ensure that documented outcomes are achievable, accurate and comprehensible</p> <p>1.3 Negotiate any changes required to be made to budget/financial plans with relevant personnel within the organisation</p> <p>1.4 Prepare contingency plans in the event that initial plans need to be varied</p>
	2 Implement financial management approaches	<p>2.1 Disseminate relevant details of the agreed budget/financial plans to team members</p> <p>2.2 Provide support to ensure that team members can competently perform required roles associated with the management of finances</p> <p>2.3 Determine and access resources and systems to manage financial management processes within the work team</p>
	3 Monitor and control finances	<p>3.1 Implement processes to monitor actual expenditure and to control costs across the work team</p> <p>3.2 Monitor expenditure and costs on an agreed cyclical basis to identify cost variations and expenditure overruns</p> <p>3.3 Implement, monitor and modify contingency plans as required to maintain financial objectives</p> <p>3.4 Report on budget and expenditure in accordance with organisational protocols</p>
	4 Review and evaluate financial management processes	<p>4.1 Collect and collate for analysis, data and information on the effectiveness of financial management processes within the work team</p> <p>4.2 Analyse data and information on the effectiveness of financial management processes within the work team and identify, document and recommend any improvements to existing processes</p> <p>4.3 Implement and monitor agreed improvements in line with financial objectives of the work team and the organisation</p>
BSBHRM405 Support the recruitment, selection and induction of staff	1 Plan for recruitment	<p>1.1 Obtain approval to fill position, clarify time lines and requirement for appointment</p> <p>1.2 Assist in preparing job descriptions that accurately reflect the role requirements, according to organisational policies and procedures, legislation, codes, national standards and work health and safety (WHS) considerations</p> <p>1.3 Consult with relevant personnel about job descriptions and workforce strategy</p> <p>1.4 Assist in ensuring that job descriptions comply with legislative requirements and reflect the organisation's requirements for a diverse workforce</p> <p>1.5 Obtain approvals to advertise position</p>
	2 Plan for selection	<p>2.1 Choose appropriate channels and technology to advertise vacancies and/or identify potential talent pool</p> <p>2.2 Advertise vacancies for staffing requirements according to organisational policies and procedures</p> <p>2.3 Consult with relevant personnel to convene selection panel and develop interview questions</p> <p>2.4 Assist in ensuring that interview questions comply with legislative requirements</p> <p>2.5 Assist in short-listing applicants</p> <p>2.6 Schedule interviews and advise relevant people of times, dates and venues</p>
	3 Support selection process	<p>3.1 Participate in interview process and assess candidates against agreed selection criteria</p> <p>3.2 Discuss assessment with other selection panel members</p> <p>3.3 Correct biases and deviations from agreed procedures and negotiate for preferred candidate</p> <p>3.4 Contact referees for referee reports</p> <p>3.5 Prepare selection report and make recommendations to senior personnel for appointment</p> <p>3.6 Advise unsuccessful candidates of outcomes and respond to any queries</p> <p>3.7 Secure preferred candidate's agreement</p> <p>3.8 Complete necessary documentation according to organisational procedures, observing confidentiality and privacy requirements</p>
	4 Induct successful candidate	<p>4.1 Provide successful candidate with employment contract and other documentation</p> <p>4.2 Advise manager and work team of new appointment</p> <p>4.3 Advise managers and staff of candidate's starting date and make necessary administrative arrangements for pay and employee record keeping</p> <p>4.4 Arrange successful candidate's induction according to organisational policy</p>

UNIT	ELEMENT	PERFORMANCE CRITERIA
BSBR501 Manage risk	1. Establish risk context	1.1 Review organisational processes, procedures and requirements for undertaking risk management in accordance with current risk management standards 1.2 Determine scope for risk management process 1.3 Identify internal and external stakeholders and their issues 1.4 Review political, economic, social, legal, technological and policy context 1.5 Review strengths and weaknesses of existing arrangements 1.6 Document critical success factors, goals or objectives for area included in scope 1.7 Obtain support for risk management activities 1.8 Communicate with relevant parties about the risk management process and invite participation
	2. Identify risks	2.1 Invite relevant parties to assist in the identification of risks 2.2 Research risks that may apply to scope 2.3 Use tools and techniques to generate a list of risks that apply to the scope, in consultation with relevant parties
	3. Analyse risks	3.1 Assess likelihood of risks occurring 3.2 Assess impact or consequence if risks occur 3.3 Evaluate and prioritise risks for treatment
	4. Select and implement treatments	4.1 Determine and select most appropriate options for treating risks 4.2 Develop an action plan for implementing risk treatment 4.3 Communicate risk management processes to relevant parties 4.4 Ensure all documentation is in order and appropriately stored 4.5 Implement and monitor action plan 4.6 Evaluate risk management process
BSBCUS501 Manage quality customer service	1 Plan to meet internal and external customer requirements	1.1 Investigate, identify, assess, and include the needs of customers in planning processes 1.2 Ensure plans achieve the quality, time and cost specifications agreed with customers
	2 Ensure delivery of quality products and services	2.1 Deliver products and services to customer specifications within organisation's business plan 2.2 Monitor team performance to consistently meet the organisation's quality and delivery standards 2.3 Help colleagues overcome difficulties in meeting customer service standards
	3 Monitor, adjust and review customer service	3.1 Develop and use strategies to monitor progress in achieving product and/or service targets and standards 3.2 Develop and use strategies to obtain customer feedback to improve the provision of products and services 3.3 Develop, procure and use resources effectively to provide quality products and services to customers 3.4 Make decisions to overcome problems and to adapt customer services, products and service delivery in consultation with appropriate individuals and groups 3.5 Manage records, reports and recommendations within the organisation's systems and processes
BSBLDR501 Develop and use emotional intelligence	1. Identify the impact of own emotions on others in the workplace	1.1 Identify own emotional strengths and weaknesses 1.2 Identify personal stressors and own emotional states related to the workplace 1.3 Develop awareness of own emotional triggers and use this awareness to enable control emotional responses 1.4 Model workplace behaviours that demonstrate management of emotions 1.5 Use self-reflection and feedback from others to improve development of own emotional intelligence
	2. Recognise and appreciate the emotional strengths and weaknesses of others	2.1 Respond to the emotional states of co-workers and assess emotional cues 2.2 Identify the varying cultural expressions of emotions are utilise to respond to emotional cues in a diverse workforce 2.3 Demonstrate flexibility and adaptability in dealing with others 2.4 Take into account the emotions of others when making decisions
	3. Promote the development of emotional intelligence in others	3.1 Provide opportunities for others to express their thoughts and feelings 3.2 Assist others to understand the effect of their behaviour and emotions on others in the workplace 3.3 Encourage the self-management of emotions in others 3.4 Encourage others to develop their own emotional intelligence to build productive relationships and maximise workplace outcomes
	4. Utilise emotional intelligence to maximise team outcomes	4.1 Encourage a positive emotional climate in the workplace 4.2 Use the strengths of workgroup members to achieve workplace outcomes
BSBWHS501 Ensure a safe workplace	1 Establish a WHS management system in a work area	1.1 Locate, adapt, adopt and communicate WHS policies that clearly define the organisation's commitment to complying with WHS legislation 1.2 Identify duty holders and define WHS responsibilities for all workplace personnel in the work area according to WHS legislation, policies, procedures and programs 1.3 Identify and approve financial and human resources required by the WHS management system (WHSMS)
	2 Establish and maintain effective and compliant participation arrangements for managing WHS in a work area	2.1 Work with workers and their representatives to set up and maintain participation arrangements according to relevant WHS legislation 2.2 Appropriately resolve issues raised through participation and consultation arrangements according to relevant WHS legislation 2.3 Promptly provide information about the outcomes of participation and consultation to workers and ensure it is easy for them to access and understand
	3 Establish and maintain procedures for effectively identifying hazards, and assessing and controlling risks in a work area	3.1 Develop procedures for ongoing hazard identification, and assessment and control of associated risks 3.2 Include hazard identification 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 and existing hazards are controlled 3.3 Develop and maintain procedures for selecting and implementing risk controls according to the hierarchy of control and WHS legislative requirements 3.4 Identify inadequacies in existing risk controls according to the hierarchy of control and WHS legislative requirements, and promptly provide resources to enable implementation of new measures 3.5 Identify requirements for expert WHS advice, and request this advice as required

UNIT	ELEMENT	PERFORMANCE CRITERIA
	4 Evaluate and maintain a work area WHS management system	4.1 Develop and provide a WHS induction and training program for all workers in a work area as part of the organisation's training program 4.2 Use a system for WHS record keeping to allow identification of patterns of occupational injury and disease in the organisation, and to maintain a record of WHS decisions made, including reasons for the decision 4.3 Measure and evaluate the WHSMS in line with the organisation's quality systems framework 4.4 Develop and implement improvements to the WHSMS to achieve organisational WHS objectives 4.5 Ensure compliance with the WHS legislative framework to achieve, as a minimum, WHS legal requirements
BSBWOR502 Lead and manage team effectiveness	1. Establish team performance plan	1.1 Consult team members to establish a common understanding of team purpose, roles, responsibilities and accountabilities in accordance with organisational goals, plans and objectives 1.2 Develop performance plans to establish expected outcomes, outputs, key performance indicators (KPIs) and goals for work team 1.3 Support team members in meeting expected performance outcomes
	2. Develop and facilitate team cohesion	2.1 Develop strategies to ensure team members have input into planning, decision making and operational aspects of work team 2.2 Develop policies and procedures to ensure team members take responsibility for own work and assist others to undertake required roles and responsibilities 2.3 Provide feedback to team members to encourage, value and reward individual and team efforts and contributions 2.4 Develop processes to ensure that issues, concerns and problems identified by team members are recognised and addressed
	3. Facilitate teamwork	3.1 Encourage team members and individuals to participate in and to take responsibility for team activities, including communication processes 3.2 Support the team in identifying and resolving work performance problems 3.3 Ensure own contribution to work team serves as a role model for others and enhances the organisation's image for all stakeholders
	4. Liaise with stakeholders	4.1 Establish and maintain open communication processes with all stakeholders 4.2 Communicate information from line manager/management to the team 4.3 Communicate unresolved issues, concerns and problems raised by team members and follow-up with line manager/management and other relevant stakeholders 4.4 Evaluate and take necessary corrective action regarding unresolved issues, concerns and problems raised by internal or external stakeholders
BSBLDR504 Manage diversity in the workplace	1. Scope workforce diversity	1.1 Establish the nature of diversity in the industry sector, community and workplace 1.2 Qualify and quantify the sources of diversity in the industry sector, community and workplace 1.3 Research and identify the benefits of having a diverse workforce 1.4 Identify and analyse legislation, regulation and enterprise policy that impacts on workplace diversity 1.5 Research and identify opportunities and barriers to inclusive engagement
	2. Integrate diversity into workplace operations	2.1 Develop and review workplace policies, procedures and planning in accordance with the scope of diversity 2.2 Establish where diversity integration meets the needs of the enterprise and diverse persons 2.3 Review existing policies, plans and procedures to identify areas where diversity can achieve positive impact 2.4 Monitor and review workplace processes to guide implementation
	3. Implement diversity across the workplace	3.1 Consult with management and teams to champion the diversity implementation 3.2 Ensure work teams incorporate diversity processes into work activity 3.3 Establish and enable enterprise and individual support processes 3.4 Provide for training and coaching in diversity implementation 3.5 Promote and model inclusive behaviours
	4. Review and evaluate diversity in the workplace	4.1 Conduct regular reviews of diversity integration with relevant persons 4.2 Evaluate workplace diversity against workplace policies, procedures and planning objectives 4.3 Identify and recommended improvements to diversity integration

## Employability skills

### Communication

- communicating with business contacts to promote the goals and objectives of the business
- obtaining feedback from colleagues and clients

### Teamwork

- leading, planning and supervising the performance of team members to develop team cohesion and to foster innovative work practices

### Problem solving

- accessing and assessing information for accuracy and relevance
- developing strategies for minimising risks

### Initiative and enterprise

- identifying networking opportunities and developing operational strategies to ensure the viability of the business
- instigating new or different work practices to improve productivity or service delivery

### Planning and organising

- allocating work to meet time and budget constraints
- developing plans and schedules

#### Self-management

- prioritising tasks

#### Learning

- participating in professional networks and associations to obtain and maintain personal knowledge and skills
- systematically identifying learning and development needs

#### Technology

- using business technology to access, organise and monitor information

# Advanced Diploma of Leadership and Management

## Aims

This course aims to provide students with the skills and knowledge to work in senior leadership or management roles. It further aims to assist students to develop skills in strategic planning.

## Job roles

This qualification reflects the role of individuals who have senior or managerial responsibilities. They may oversee the work of others or have specialised roles where they do not supervise others but provide strategic leadership.

This qualification is suitable for students seeking employment as a

- Department Manager
- Area Manager
- Regional Manager.

## Duration

The course consists of four terms each of 9 weeks in length.

It is recommended that you attend all classes in order to increase your chances of successfully completing all the assessments. If you successfully complete the course, you will be presented with an Advanced Diploma of Leadership and Management.

## Entry Requirements

Current entry requirement for all students:

- Successful completion of Australian Year 12 or equivalent

International students must fulfil an additional entry requirement as follow:

- IELTS 6.0 or equivalent (with a minimum of 5.5 in the writing module)

## Materials

The required texts for this course are the Australian Pacific College workbooks. You should bring your workbooks to all lessons. These workbooks are provided to you free of charge in a pdf version that you can download to your mobile device. Alternatively you may choose to purchase a hard copy from Student Services.

## Course Structure

The course is delivered in eight subjects. These are delivered as shown below. You will receive a timetable that indicates the times of your scheduled lectures and tutorials.

SUBJECT	COMPETENCIES
Organisation Management	BSBMGT615 Contribute to organisation development BSBINN601 Lead and manage organisational change
Excellence in Leadership	BSBMGT605 Provide leadership across the organisation
Systematic WHS	BSBWHS605 Develop, implement and maintain WHS management systems
Manage Diversity 2	BSBDIV601 Develop and implement diversity policy
Manage Customer Engagement	BSBCUE602 Manage customer engagement information
Business Planning	BSBMGT617 Develop and implement a business plan
Financial Management 2	BSBFIM601 Manage finances
Strategic Planning	BSBMGT616 Develop and implement strategic plans
Employee Relations	BSBHRM604 Manage employee relations
Advanced Resource Management	BSBMGT622 Manage resources
Advanced HR Management	BSBHRM602 Manage human resources strategic planning

## Assessment Schedule

Information about your assessments is included in the Student Workbooks for each subject. This information explains the assessment requirements and what you need to do to complete the assessments. Assessments should be submitted on the due date. Your trainer will give you more comprehensive information about each assessment task. Generally assessments are due in the lecture in sessions 5 and 8.

All assessments should have an assessment cover sheet. Please complete all parts of the assessment cover sheet and sign the declaration that it is all your own work i.e. that you have not plagiarised by copying from the internet or other sources. Assessment cover sheets can be obtained at Student Services or Reception.

## Assessment Performance Criteria

You will be assessed according to the following criteria. You have to be competent in each unit of competency to achieve your qualification.

Note: Please refer to individual assessment sheets or ask your teacher for further information on the units of competency and performance criteria.

UNIT	ELEMENT	PERFORMANCE CRITERIA
BSBINN601 Lead and manage organisational change	1 Identify change requirements and opportunities	1.1 Identify strategic change needs through an analysis of organisational objectives 1.2 Review existing policies and practices against strategic objectives to identify where changes are required 1.3 Monitor the external environment to identify events or trends that impact on the achievement of organisational objectives 1.4 Identify major operational change requirements due to performance gaps, business opportunities or threats, or management decisions 1.5 Review and prioritise change requirements or opportunities with relevant managers 1.6 Consult stakeholders, specialists and experts to assist in the identification of major change requirements and opportunities
	2 Develop change management strategy	2.1 Undertake cost-benefit analysis for high priority change requirements and opportunities 2.2 Undertake risk analysis and apply problem solving and innovation skills to identify barriers to change and agree and record mitigation strategies 2.3 Develop change management project plan 2.4 Obtain approvals from relevant authorities to confirm the change management process 2.5 Assign resources to the project and agree reporting protocols with relevant managers



UNIT	ELEMENT	PERFORMANCE CRITERIA
	3 Implement change management strategy	<p>3.1 Develop communication or education plan, in consultation with relevant groups and individuals, to promote the benefits of the change to the organisation and to minimise loss</p> <p>3.2 Arrange and manage activities to deliver the communication or education plans to relevant groups and individuals</p> <p>3.3 Consult with relevant groups and individuals for input into the change process</p> <p>3.4 Identify and respond to barriers to the change according to risk management plans</p> <p>3.5 Action interventions and activities set out in project plan according to project timetable</p> <p>3.6 Activate strategies for embedding the change</p> <p>3.7 Conduct regular evaluation and review and modify project plan where appropriate to achieve change program objectives</p>
BSBMGT605 Provide leadership across the organisation	1. Communicate organisational mission and goals	<p>1.1 Clarify objectives, values and standards in accordance with organisation's strategic direction</p> <p>1.2 Establish linkages between organisational objectives, values and standards and the responsibilities of relevant groups and individuals</p> <p>1.3 Ensure media and language used is appropriate to individuals and group circumstances</p> <p>1.4 State clear expectations of internal groups and individuals and explain in a manner which builds commitment to the organisation</p> <p>1.5 Address expectations of the organisation</p> <p>1.6 Investigate incidents promptly and communicate results clearly to relevant groups and individuals</p>
	2. Influence groups and individuals	<p>2.1 Build trust, confidence and respect of diverse groups and individuals through positive role modelling and effective communication and consultation</p> <p>2.2 Embrace, resource and effectively implement improvements to organisational and workplace culture</p> <p>2.3 Demonstrate understanding of the global environment and new technology in work activities</p> <p>2.4 Ensure actions convey flexibility and adaptability to change and accessibility</p> <p>2.5 Ensure consultation and participation in decision making occurs with relevant groups and individuals where appropriate</p> <p>2.6 Ensure decision making takes into account needs and expectations of both internal and external groups</p> <p>2.7 Ensure decision making occurs in accordance with risk management plans for all options, and within appropriate timeframes</p> <p>2.8 Ensure that the organisation is represented positively in the media and community</p>
	3. Build and support teams	<p>3.1 Assign accountabilities and responsibilities to teams consistent with their competencies and operational plans</p> <p>3.2 Ensure teams are resourced to allow them to achieve their objectives</p> <p>3.3 Empower teams and individuals through effective delegation and support for their initiatives</p> <p>3.4 Create and maintain a positive work environment</p> <p>3.5 Encourage teams and individuals to develop innovative approaches to the performance of work</p>
	4. Demonstrate personal and professional competence	<p>4.1 Model ethical conduct in all areas of work and encourage others to adopt business ethics</p> <p>4.2 Adapt appropriate interpersonal and leadership styles to meet particular circumstances and situations</p> <p>4.3 Set and achieve personal objectives and work program outcomes</p> <p>4.4 Ensure self-performance and professional competence is continuously improved through engagement in a range of professional development activities</p> <p>4.5 Participate regularly in industry/professional networks and groups</p>
BSBWHS605 Develop, implement and maintain WHS management systems	1 Support and facilitate the implementation of a WHSMS	<p>1.1 Determine the form, content, purposes and functions of a WHSMS appropriate to the organisation and its WHS risks</p> <p>1.2 Consult effectively with individuals and parties about the form, content, purposes and functions of a WHSMS and its implementation</p> <p>1.3 Facilitate agreement of individuals and parties to implementing a WHSMS</p>
	2 Develop WHS policy and commitment to a WHSMS	<p>2.1 Communicate to individuals and parties the WHS policy requirements and commitment requirements to implement a WHSMS</p> <p>2.2 Develop and implement an initial WHS review, as required, appropriate to own job role</p> <p>2.3 Develop WHS policy that meets organisational requirements and is appropriate to the organisation</p> <p>2.4 Facilitate and support the participation of, and consultation with, individuals and parties in developing and agreeing to WHS policy</p> <p>2.5 Document WHS policy and communicate it to individuals and parties</p>
	3 Develop a WHS plan	<p>3.1 Communicate to individuals and parties the requirements of a WHS plan</p> <p>3.2 Work with individuals and parties to produce a WHS plan appropriate to the organisation, that meets requirements</p> <p>3.3 Facilitate and support the participation of, and consultation with, individuals and parties in developing and agreeing to a WHS plan</p>
	4 Implement the WHS plan	<p>4.1 Communicate to individuals and parties the WHS plan implementation requirements, as appropriate to the organisation</p> <p>4.2 Facilitate and support the participation of, and consultation with, individuals and parties in implementing the WHS plan</p> <p>4.3 Work with individuals and parties to ensure policies, procedures, processes and systems support implementation of the WHS plan, according to own job role</p>
	5 Measure and evaluate WHS performance	<p>5.1 Communicate to individuals and parties the measurement and evaluation requirements of the WHS plan as appropriate to the organisation</p> <p>5.2 Facilitate and support the participation of, and consultation with, individuals and parties in measuring and evaluating WHS performance</p> <p>5.3 Assess policies, procedures, systems and processes in relation to their ability to support implementation of the WHS plan, according to own job role</p>

UNIT	ELEMENT	PERFORMANCE CRITERIA
	6 Review and improve the WHSMS	6.1 Communicate to individuals and parties the review and improvement requirements of the WHSMS as appropriate to the organisation 6.2 Facilitate and support the participation of, and consultation with, individuals and parties in reviewing and improving the WHSMS 6.3 Document review outcomes and suggested WHSMS improvements, according to own job role and submit to management for consideration
BSBDIV601 Develop and implement diversity policy	1 Research diversity	1.1 Analyse existing practices and information in relation to diversity 1.2 Identify potential benefits of diversity and analyse in relation to business objectives 1.3 Consult key stakeholders about their requirements for a diversity policy 1.4 Access diversity policies from similar organisations and review for relevance to own organisation
	2 Draft policy and plan for implementation	2.1 Draft diversity policy 2.2 Develop action plans for policy 2.3 Consult key stakeholders for feedback on draft policy and action plans 2.4 Determine relationships and links with other related policies 2.5 Revise policy for implementation
	3 Implement diversity policy	3.1 Explain and interpret policy to key stakeholders 3.2 Promote policy across the organisation through a range of communication channels 3.3 Identify intended and unintended impacts of policy implementation 3.4 Develop tools, benchmarks and other indicators for planning and measuring impact of policy implementation 3.5 Monitor business activities, team plans and staff performance to ensure diversity policy is effectively implemented
	4 Review diversity policy	4.1 Gather and analyse information about diversity, the policy and its implementation 4.2 Consult key stakeholders to provide feedback on the policy 4.3 Develop and approve recommendations for changes to the policy 4.4 Refine diversity policy in accordance with feedback and recommendations
BSBMGT615 Contribute to organisation development	1. Develop organisation development plan	1.1 Analyse strategic plans to determine organisation development needs and objectives 1.2 Consult with relevant groups and individuals to profile the organisation's culture and readiness for organisational development 1.3 Determine who will take key roles in the organisational development process and confirm their commitment 1.4 Collect and analyse data on areas of the business experiencing problems or that need realignment 1.5 Determine and agree on objectives and strategies for organisational development 1.6 Consider change management techniques required to achieve the workplace culture outcomes and build them into the organisation development plan 1.7 Develop communication/education plans to achieve communication objectives in relation to the desired work environment and desired approach to problem-solving and developmental activities
	2. Implement organisation development activities	2.1 Identify and implement consultative processes to maximise participation in the organisation development process 2.2 Undertake team development and training activities to develop collaborative approaches to problem-solving and development 2.3 Facilitate groups to articulate problems and to propose means for resolving the problems 2.4 Manage conflict between individuals and/or groups to achieve consensus or agreement 2.5 Undertake interventions in accordance with the organisation development plan 2.6 Brainstorm alternative proposals and negotiate and agree on outcomes
	3. Maintain organisation development program	3.1 Undertake surveys to identify any loss of support for organisational development programs and activities 3.2 Maintain regular team meetings and individual feedback in accordance with communication plan 3.3 Set out activities and interventions in the organisation development plan and maintain, evaluate and modify them as required 3.4 Ensure senior management reinforces organisation development program by ongoing messages of support and appropriate resource allocation 3.5 Evaluate organisation development plans in terms of costs and benefits, including opportunity costs
	4 Document required compliance program/management system	4.1 Document the specifications for the various components of the proposed compliance program/management system in accordance with organisational procedures and any relevant statutory requirements 4.2 Document an action schedule for implementing, reviewing and maintaining the planned compliance program/management system and disseminate to relevant internal and external personnel 4.3 Seek approval from appropriate internal and external personnel or authorities prior to establishing the proposed compliance program/management system
	5 Establish the planned compliance program/management system	5.1 Appoint and train assigned managers and operations personnel if required, before they assume their compliance management responsibilities 5.2 Establish the components of the compliance program/management system in collaboration with assigned staff 5.3 Monitor operation of the compliance program/management system in collaboration with assigned staff as per the approved plan 5.4 Conduct periodic reviews of the compliance program/management system in collaboration with assigned staff as per the approved plan 5.5 Prepare reports on the operation and review of the compliance program/management system in accordance with established procedures and any statutory or other compliance obligations

UNIT	ELEMENT	PERFORMANCE CRITERIA
BSBMGT617 Develop and implement a business plan	1. Develop business plan	<ul style="list-style-type: none"> <li>1.1 Review and evaluate pre-existing strategic, business and operational plan, if available</li> <li>1.2 Analyse and interpret business vision, mission, values and objectives</li> <li>1.3 Consult with key stakeholders</li> <li>1.4 Review market requirements for the product or service, profile customer needs and research pricing options</li> <li>1.5 Develop performance objectives and measures through consultation with key stakeholders</li> <li>1.6 Identify financial, human and physical resource requirements for the business</li> <li>1.7 Consider any permits or licences that may be required for new activity</li> <li>1.8 Write business plan</li> </ul>
	2. Monitor performance	<ul style="list-style-type: none"> <li>2.1 Communicate business plan to all relevant parties and ensure understanding of performance requirements and timeframes</li> <li>2.2 Ensure skilled labour is available to implement plan</li> <li>2.3 Test performance measurement systems and refine, if necessary</li> <li>2.4 Ensure timely reports on all key aspects of the business are available, user-friendly and balanced in terms of financial and non-financial performance</li> <li>2.5 Report system failures, product failures and variances to the business plan as they occur</li> </ul>
	3. Respond to performance data	<ul style="list-style-type: none"> <li>3.1 Analyse performance reports against planned objectives</li> <li>3.2 Review performance indicators and refine if necessary</li> <li>3.3 Ensure groups and individuals contributing to under-performance are coached, and provide training where appropriate</li> <li>3.4 Review system processes and work methods regularly as part of continuous improvement</li> </ul>
BSBFIM601 Manage finances	1 Plan for financial management	<ul style="list-style-type: none"> <li>1.1 Review and analyse previous financial data to establish areas which have generated a profit or loss</li> <li>1.2 Undertake research to review reasons for previous profit and loss</li> <li>1.3 Review business plan to establish critical dates and initiatives that will require or generate resources in the next financial cycle</li> <li>1.4 Analyse cash flow trends</li> <li>1.5 Review statutory requirements for compliance and liabilities for tax</li> <li>1.6 Review existing software and its suitability for financial management</li> </ul>
	2 Establish budgets and allocate funds	<ul style="list-style-type: none"> <li>2.1 Use previous financial data to determine allocations for resources</li> <li>2.2 Make informed estimates of new items for inclusion in budget</li> <li>2.3 Prepare budgets in accordance with organisational requirements and statutory requirements</li> </ul>
	3 Implement budgets	<ul style="list-style-type: none"> <li>3.1 Circulate budgets and ensure managers and supervisors are clear about budgets, reporting requirements and financial delegations</li> <li>3.2 Manage risks by checking there are no opportunities for misappropriation of funds and that systems are in place to properly record all financial transactions</li> <li>3.3 Review profit and loss statements, cash flows and ageing summaries</li> <li>3.4 Revise budgets, as required, to deal with contingencies</li> <li>3.5 Maintain audit trails to ensure accurate tracking and to identify discrepancies between agreed and actual allocations</li> <li>3.6 Ensure compliance with due diligence</li> </ul>
	4 Report on finances	<ul style="list-style-type: none"> <li>4.1 Ensure structure and format of reports are clear and conform to organisational and statutory requirements</li> <li>4.2 Identify and prioritise significant issues in statements, including comparative financial performances for review and decision making</li> <li>4.3 Prepare recommendations to ensure financial viability of the organisation</li> <li>4.4 Evaluate the effectiveness of financial management processes</li> </ul>
BSBMGT616 Develop and implement strategic plans	1. Confirm organisational vision and mission	<ul style="list-style-type: none"> <li>1.1 Check with stakeholders that organisational vision and mission are still held to be current and are supported</li> <li>1.2 Make any changes or refinements to vision or mission statement as required</li> <li>1.3 Review or develop organisational values to support the vision and mission statement</li> <li>1.4 Gain support for strategic planning process from all relevant stakeholders</li> </ul>
	2. Analyse the internal and external environment	<ul style="list-style-type: none"> <li>2.1 Determine information requirements and undertake or commission research to deliver relevant information</li> <li>2.2 Analyse political, economic, social, and technological developments in a global context</li> <li>2.3 Seek advice from appropriate experts wherever necessary</li> <li>2.4 Identify and consider strengths and weaknesses of existing and potential competitors and allies</li> <li>2.5 Analyse organisation's strengths, weaknesses, opportunities and threats</li> <li>2.6 Consider cooperative ventures that are supported by risk and cost benefit analyses, are consistent with the organisational vision, mission and values and provide for due diligence</li> <li>2.7 Check that analysis of internal and external environment is consistent with the perspectives of other informed people</li> </ul>
	3. Write strategic plan	<ul style="list-style-type: none"> <li>3.1 Document relevant research and background for inclusion in the strategic plan</li> <li>3.2 Formulate strategic objectives and strategies needed for the future</li> <li>3.3 Detail each strategy with an assigned priority, a timeframe, responsible parties and measurable performance indicators</li> <li>3.4 Circulate strategic plan for comment, support and endorsement</li> </ul>
	4. Implement strategic plan	<ul style="list-style-type: none"> <li>4.1 Communicate strategic plan to all relevant parties</li> <li>4.2 Brief people with a specific role in relation to strategies</li> <li>4.3 Use performance indicators to monitor progress in implementing plan</li> <li>4.4 Make necessary refinements to plan</li> <li>4.5 Evaluate achievement of objectives at agreed milestones</li> <li>4.6 Review effectiveness of plan and consider methods for improving strategic planning processes</li> </ul>

UNIT	ELEMENT	PERFORMANCE CRITERIA
BSBHRM604 Manage employee relations	1 Implement employee relations strategy and policies for own work area	<p>1.1 Ensure employee relations strategy is consistent with organisational strategic objectives</p> <p>1.2 Develop strategies and policies through the application of a risk management approach and extensive consultation and participation by relevant groups and individuals</p> <p>1.3 Ensure strategy and policies take account of equal opportunity, family/work relationships and promote the absence of discrimination and/or harassment</p> <p>1.4 Develop risk management strategies which take account of the withdrawal of labour and other potential outcomes of disputes</p> <p>1.5 Identify any potential areas of conflict and ensure strategies and policies take account of the objectives of relevant groups and individuals</p>
	2 Build and maintain a productive culture	<p>2.1 Negotiate awards, agreements, and contracts which balance organisational objectives and employee rights and obligations</p> <p>2.2 Identify and meet all legal and organisational requirements within the conditions of employment</p> <p>2.3 Undertake regular and timely consultation and communication with individuals and relevant groups</p> <p>2.4 Develop policies and practices to facilitate employee recruitment, retention and satisfaction</p> <p>2.5 Provide induction programs and training to develop competence and confidence and to ensure work is performed safely and effectively</p> <p>2.6 Provide opportunities for employees to understand their role and how it contributes to the achievement of organisational objectives</p> <p>2.7 Develop, regularly review and update individual and team development plans</p> <p>2.8 Evaluate and revise employee relations policies regularly</p>
	3 Resolve employee relations problems	<p>3.1 Establish processes for early intervention to identify and minimise problems or grievances</p> <p>3.2 Communicate problem solving processes to, and obtain support from, all relevant groups and individuals</p> <p>3.3 Provide training to develop competence in conflict management, negotiation and dispute resolution</p> <p>3.4 Obtain specialist advice where appropriate or where formal hearings are required</p> <p>3.5 Ensure processes are fair, equitable and consistent with all relevant awards agreements and legislation</p> <p>3.6 Ensure problem solving processes provide for external mediation and conciliation, and arbitration where appropriate</p>
	4 Manage diversity	<p>4.1 Develop plans for the promotion of diversity within the organisation</p> <p>4.2 Openly promote diversity and its benefits within the organisation</p> <p>4.3 Develop education and communication plans to promote and encourage diversity</p> <p>4.4 Develop and implement processes to deal with events which inhibit the organisation from meeting its diversity objectives</p>
BSBCUE602 Manage customer engagement information	1 Select and set activity and transaction records and measurements	<p>1.1 Analyse business plan and budget to identify relevant business information needs</p> <p>1.2 Identify possible contact pathways</p> <p>1.3 Identify measurement methods and MIS used in each step in engagement pathway</p> <p>1.4 Configure information systems to capture required measurements</p> <p>1.5 Develop and implement testing procedures for transaction and call/engagement pathway measurements</p>
	2 Collect data	<p>2.1 Identify data collection methods in information technology systems used</p> <p>2.2 Monitor quantitative and qualitative data collection to ensure accuracy</p> <p>2.3 Ensure data collection is segmented or sorted as required and provides the correct levels of information</p>
	3 Analyse MIS resulting from customer contact activities	<p>3.1 Identify call/engagement traffic and transaction patterns and other trends and activities</p> <p>3.2 Apply correct data analysis methodologies</p> <p>3.3 Accurately interpret data</p>
	4 Prepare and present information	<p>4.1 Identify stakeholders for engagement centre information</p> <p>4.2 Tailor engagement centre information presentations for each stakeholder as appropriate</p> <p>4.3 Present both short- and long-term engagement centre information system reports as required</p>
BSBMGT622 Manage resources	1. Analyse resource requirements	<p>1.1 Develop resource bids in line with outputs specified in business plans</p> <p>1.2 Consult with key stakeholders to determine the nature and level of resources required</p> <p>1.3 Analyse resource requirements to identify proposed costs and benefits</p> <p>1.4 Identify opportunities to share resources across business units within the organisation</p>
	2. Develop resource plans to support achievement of business unit objectives	<p>2.1 Develop resource plans that detail the acquisition and allocation of resources, timelines and the relationship to business strategies, contingencies, plans, programs and processes</p> <p>2.2 Determine internal resourcing capabilities and external resourcing requirements</p> <p>2.3 Develop procedures for the evaluation of resource allocation and incorporate them in resource plans</p> <p>2.4 Identify risks and establish risk management processes</p> <p>2.5 Apply organisation's procedures to obtain approvals from senior management</p>
	3. Allocate resources to achieve stated business objectives	<p>3.1 Allocate resources in accordance with relevant legislation, organisational policy and practices</p> <p>3.2 Manage resource allocation to enable achievement of business unit objectives</p> <p>3.3 Negotiate and obtain resources within required timeframe to enable achievement of business unit objectives</p> <p>3.4 Develop and implement systems to enable timely and accurate monitoring and review of resource usage</p> <p>3.5 Develop or revise work practices to incorporate efficient use of resources</p>
	4. Review and report on resource usage	<p>4.1 Develop and implement procedures to review resource allocation against business unit objectives</p> <p>4.2 Monitor compliance with program and project budgets and take corrective action where necessary</p> <p>4.3 Prepare reports that clearly indicate the level of performance achieved and any action taken to adjust or rectify procedures in meeting service and product delivery standards</p>

UNIT	ELEMENT	PERFORMANCE CRITERIA
BSBHRM602 Manage human resources strategic planning	1 Research planning requirements	1.1 Analyse strategic plans to determine human resource strategic direction, objectives and targets 1.2 Undertake additional environmental analysis to identify emerging practices and trends that may impact on human resource management in the organisation 1.3 Identify future labour needs, skill requirements and options for sourcing labour supply 1.4 Consider new technology and its impact on job roles and job design 1.5 Review recent and potential changes to industrial and legal requirements
	2 Develop human resource strategic plan	2.1 Consult relevant managers about their human resource preferences 2.2 Agree on human resource philosophies, values and policies with relevant managers 2.3 Develop strategic objectives and targets for human resource services 2.4 Examine options for the provision of human resource services and analyse costs and benefits 2.5 Identify appropriate technology and systems to support agreed human resource programs and practices 2.6 Write a strategic human resource plan and obtain senior management support for the plan 2.7 Develop risk management plans to support the strategic human resource plan
	3 Implement human resource strategic plan	3.1 Work with others to see that the plan is implemented 3.2 Monitor and review the plan 3.3 Adapt plan should circumstances change 3.4 Evaluate and review performance against plan objectives

## Employability skills

### Communication

- consulting, questioning, clarifying and evaluating information
- interpreting customer needs
- negotiating budgets and plans and then re-developing as required to meet organisational needs
- negotiating with internal and external stakeholders
- utilising excellent interpersonal skills, and producing a wide range of reports and making presentations as required

### Teamwork

- briefing various personnel on their roles and responsibilities regarding the implementation of the marketing plan
- coordinating resources and developing systems to manage team and individual performance
- defining performance measures and working collaboratively with team members
- identifying performance gaps and taking remedial action for underperformance

### Problem-solving

- assessing financial viability of new opportunities and matching organisational capability with market needs
- collecting and analysing data
- comparing and contrasting data
- conducting situational analyses
- developing and managing risk and contingency plans
- developing strategies for improvement
- performing cost benefit analyses, budgeting, assessing and managing risk

### Initiative and enterprise

- evaluating and improving market performance
- identifying strengths and opportunities within organisation's projected capabilities and resources

### Planning and organising

- collecting, collating and analysing information using appropriate workplace business systems
- developing customer acquisition and retention strategies
- developing systems that are flexible and responsive to changing circumstances
- evaluating processes and making changes as required
- planning and managing resource acquisition and deployment within budgetary constraints

- planning for contingencies

#### Self-management

- applying discretion and judgement within complex environments
- managing own time and performance
- using judgement in planning and in the selection and allocation of resources
- working within organisational policies and procedures and legislative requirements

#### Learning

- coaching and mentoring others to acquire new knowledge and skills
- providing learning and development opportunities

#### Technology

- creating presentations using a range of media
- using computerised systems, software and telecommunication devices
- using technology to assist with the management of information and to assist the planning process
- using technology to record and generate ideas