



LEADERSHIP AND MANAGEMENT

BSB40520

Certificate IV in Leadership and Management

BSB50420

Diploma of Leadership and Management

BSB60420

Advanced Diploma of Leadership and
Management



This Course Outline applies to Young Rabbit Pty Ltd (ABN: 28 003 381 182 RTO number: 90396) trading as Australian Pacific College CRICOS Provider: 01331F

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

BSB40520 Certificate IV in Leadership and Management

Aims

This qualification reflects the role of individuals working as developing and emerging leaders and managers in a range of enterprise and industry contexts.

As well as assuming responsibility for their own performance, individuals at this level are likely to provide leadership, guidance and support to others. They may also have some responsibility for organising and monitoring the output of teams.

They apply solutions to a defined range of predictable and unpredictable problems and analyse and evaluate information from a variety of sources.

Job Roles

This qualification provides a pathway to work in the following areas:

- Team Leader
- Team Supervisor

Duration

The expected duration for the Certificate IV in Leadership and Management is four 9-week terms. Students who are identified as having difficulties in completing the course in the required duration may be able to extend their course as per APC's Intervention Policy. NOTE: Due to College closure over the Christmas/New Year period the maximum course length for students studying at this time is 49 weeks.

Entry requirements

ACADEMIC -

Successful completion of Australian Year 10 or equivalent.

For more information, please visit our website apc.edu.au.

ENGLISH LANGUAGE PROFICIENCY –

- General English - Intermediate Level; or
- Equivalent English Proficiency Skills test result as per the attached comparison [table](#).

Materials

The required texts for this course are the Australian Pacific College workbooks. You have access to your workbooks for all classes. These workbooks are provided to you free of charge in a pdf version in myAPC.hub and you can download them to your device.

Course structure

The course is delivered in 11 subjects made up of 12 Units of Competency. These are delivered as shown below. You will receive a timetable that indicates the times of your scheduled lectures and tutorials.

Subject code and name	Unit of Competency
A20033 Team Leadership 1	BSBLDR414 Lead team effectiveness
A20034 Team Leadership 2	BSBXTW401 Lead and facilitate a team
A20039 Workplace Diversity	BSBLDR521 Lead the development of diverse workforces
A20036 Workplace Operations	BSBOPS402 Coordinate business operational plans
A20037 Effective Leadership	BSBLDR413 Lead effective workplace relationships
A20038 Leadership Communication	BSBLDR412 Communicate effectively as a workplace leader
A20035 Risk Management 1	BSBOPS403 Apply business risk management processes
A20040 Workplace Leadership	BSBLDR411 Demonstrate leadership in the workplace
A20041 Innovation 1	BSBSTR401 Promote innovation in team environments
A20042 Continuous Improvement	BSBCRT411 Apply critical thinking to work practices
	BSBSTR502 Facilitate continuous improvement
A20043 Communication Strategies	BSBXC401 Apply communication strategies in the workplace

Assessment Schedule

Information about your assessments is included in the Student Workbooks and Assessments 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.

You are required to complete all parts of the assessment and tick the declaration that it is all your own work i.e., that you have not plagiarised by copying from the internet or other sources. You are required 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 the Elements (Elements describe the essential outcomes) and Performance Criteria (Performance Criteria describe the performance needed to demonstrate achievement of the element) as listed below:

Unit Overview

BSBLDR414 Lead team effectiveness

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Plan team outcomes	1.1 Lead team to identify and establish team objectives and work processes 1.2 Support team to document identified objectives and work processes according to organisational processes 1.3 Encourage team members to incorporate innovation and productivity measures in work plans 1.4 Lead and support team members to meet expected outcomes
2. Promote team cohesion	2.1 Provide opportunities for input of team members into planning, decision making and operational aspects of work team 2.2 Support team members to take responsibility for own work and to assist each other in undertaking required roles and responsibilities 2.3 Provide feedback to team members on their efforts and contributions 2.4 Address or refer issues, concerns and problems identified by team members 2.5 Model expected behaviours and approaches
3. Supervise team performance	3.1 Encourage team members to participate in and take responsibility for team activities and communication processes 3.2 Support team to identify and resolve problems which impede performance 3.3 Ensure own contribution to work team serves as a role model for others
4. Liaise with management	4.1 Establish open communication with line management 4.2 Communicate information from line management to the team 4.3 Communicate unresolved issues, concerns and problems raised by the team to line management to action 4.4 Communicate issues raised by management to the team to action

BSBXTW401 Lead and facilitate a team

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Plan team outcomes	1.1 Identify common objectives of workplace team, responsibilities and required outcome(s) 1.2 Use performance plans to establish expected outcomes, goals, and behaviours for individual team members in accordance with team objective and relevant policies 1.3 Select appropriate strategies to ensure team members are accountable for their roles and responsibilities 1.4 Plan for contingencies that could impact the team
2. Coordinate team and individuals	2.1 Communicate common team objectives and responsibilities to team members 2.2 Allocate tasks to team members based on staff expertise or development potential and provide appropriate instructions 2.3 Facilitate open and respectful communication and collaboration between team members, considering the needs of those from diverse backgrounds 2.4 Identify opportunities for cross collaboration amongst external and internal teams and individuals
3. Support team	3.1 Provide coaching to staff to enhance workplace culture 3.2 Support individuals according to organisational requirements to work towards common team goals 3.3 Facilitate team to identify, brainstorm, report and resolve task related issues and inefficiencies 3.4 Use problem solving skills to deal with any team, task or individual challenges
4. Monitor team performance	4.1 Measure team member performance against agreed work plans 4.2 Provide timely and constructive performance feedback to team members according to expected organisational standards 4.3 Identify specific learning and development opportunities to improve team and individual performance and behaviours 4.4 Implement action plans to address individual and team training needs

BSBLDR521 Lead the development of diverse workforces

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Establish benefits of workforce diversity	1.1 Identify benefits of diversity in business and workplace contexts 1.2 Qualify and quantify the source of workforce diversity 1.3 Identify legislation and organisational policies and procedures that relate to workplace diversity 1.4 Identify opportunities and barriers to inclusive engagement
2. Embed diversity into team plans and operations	2.1 Develop work plans to accommodate diversity 2.2 Confirm that work plans incorporate contributions from diverse workforce members 2.3 Adjust plans and operations to align with relevant diversity legislation and organisational policies and procedures

ELEMENT	PERFORMANCE CRITERIA
	2.4 Design processes to incorporate and maximise the benefits of diversity
3. Support development of a diverse workforce	3.1 Apply communication processes and behaviours according to diversity work plans and processes 3.2 Identify biases and assumptions in communication and behaviour of self and others and adjust, as required 3.3 Provide workplace support and access to diversity services

BSBOPS402 Coordinate business operational plans

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Prepare to implement operational plan	1.1 Consult with stakeholders to identify resource requirements relevant to operational plan 1.2 Collate, analyse and document details of resource requirements 1.3 Develop operational plan and determine implementation method 1.4 Plan for contingencies 1.5 Develop and present proposals for resource requirements
2. Implement operational plan	2.1 Assist in recruiting and onboarding employees required to implement operational plan according to organisational policies and procedures 2.2 Acquire physical resources and services according to organisational policies and procedures 2.3 Support efficient, cost-effective and safe use of resources 2.4 Adjust implementation of the operational plan in consultation with others to manage contingencies
3. Monitor operational performance	3.1 Collate relevant information and determine operational and productivity performance 3.2 Identify and use key performance indicators (KPIs) and assess operational performance 3.3 Identify unsatisfactory performance and take action to rectify the situation according to organisational policies
4. Review operations based on performance	4.1 Develop recommendations for variation to operational plans 4.2 Present recommendations to the designated persons or groups to gain approval 4.3 Maintain records related to operational performance according to organisational policies and procedures 4.4 Report information on operational performance to management

BSBLDR413 Lead effective workplace relationships

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Prepare to lead workplace relationships	1.1 Identify work team objectives according to organisational strategy 1.2 Collect and analyse information for the achievement of work task 1.3 Share ideas and information with relevant internal and external stakeholders according to work task 1.4 Develop strategy for completion of work task in collaboration with work team
2. Lead workplace relationships	2.1 Identify and implement methods to facilitate collaboration to complete work task 2.2 Support colleagues experiencing difficulties fulfilling work requirements 2.3 Manage conflict constructively within the organisation's processes and parameters of own role 2.4 Communicate work progress to relevant internal and external stakeholders
3. Review leadership	3.1 Seek feedback on relationship management for work task from relevant stakeholders 3.2 Analyse feedback on relationship management 3.3 Evaluate personal performance in leading workplace relationships 3.4 Identify areas of improvement for leading workplace relationships future work tasks

BSBLDR412 Communicate effectively as a workplace leader

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Prepare for communication	1.1 Identify purpose and audience for communication 1.2 Identify the desired outcome of the communication 1.3 Evaluate available methods of communication according to task requirements and organisational business policies and procedures 1.4 Identify potential barriers to effective communication and develop solutions to minimise impact
2. Engage in communication	2.1 Communicate using media and format relevant to the context 2.2 Use respectful and positive approaches to communications 2.3 Employ two-way processes to ensure receipt and acknowledgement of message 2.4 Provide opportunities to clarify and confirm understanding
3. Review communication	3.1 Maintain record of the communication process and outcomes according to organisational policies and procedures 3.2 Identify follow up actions and communicate to relevant persons 3.3 Seek feedback on communication processes from all parties 3.4 Identify and incorporate opportunities to improve leadership communication processes

BSBOPS403 Apply business risk management processes

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Identify risks	1.1 Identify context for risk management 1.2 Undertake required steps to identify risks 1.3 Document identified risks according to relevant policies, procedures, legislation and standards
2. Analyse and evaluate risks	2.1 Analyse 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 Identify control measures for risks 3.2 Assess strengths and weaknesses of control measures 3.3 Refer risks to relevant personnel, where required, according to policies and procedures 3.4 Select and implement control measures for personal area of operation and responsibilities
4. Monitor and review effectiveness of risk treatments	4.1 Review implemented treatments against measures of success 4.2 Use review results to improve the treatment of risks 4.3 Monitor and review management of risk in personal area of operation

BSBLDR411 Demonstrate leadership in the workplace

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Prepare to demonstrate leadership	1.1 Identify organisation's requirements for management performance 1.2 Identify qualities required for positive management performance according to organisational policies and procedures 1.3 Develop and implement performance plans for individual and team according to organisation's business objectives 1.4 Establish key performance indicators according to organisation's business objectives
2. Align behaviour with organisational values	2.1 Locate and assess organisation's standards and values for conducting business 2.2 Identify how own performance will contribute to upholding organisational values 2.3 Identify issues to be resolved according to organisational values 2.4 Gather and organise information relevant to the issues under consideration
3. Model leadership behaviour	3.1 Facilitate individual's and team's active participation in team decision-making processes 3.2 Examine options and assess associated risks to determine preferred course of action 3.3 Develop plan to implement decisions agreed by relevant individuals and teams 3.4 Use feedback processes to monitor the implementation and impact of decisions

BSBSTR401 Promote innovation in team environments

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Identify opportunities to maximise innovation	1.1 Identify team requirements relating innovation 1.2 Determine team dynamic and own relationship with team 1.3 Assist in evaluating team requirements according to workplace policies and procedures 1.4 Assist in identifying team's current ways of working according to team objectives 1.5 Assist in identifying opportunities in areas for innovation 1.6 Assist in creating processes that allow team members to suggest options for innovation and innovative ideas
2. Organise and agree on effective ways of working	2.1 Identify ideas for ways of working better 2.2 Delegate responsibilities across the team, and encourage and reinforce team-based innovation 2.3 Agree and share responsibilities and confirm best use of team strengths and abilities 2.4 Schedule activities that allow time for thinking, challenging and collaboration 2.5 Establish reward and stimulation as an integral part of the team's way of working
3. Support and guide colleagues to promote innovation	3.1 Demonstrate behaviour that supports innovation within team 3.2 Create an environment for staff to proactively share information, knowledge and experiences with other team members 3.3 Dedicate time with team members to challenge and test ideas 3.4 Discuss and explore innovation ideas with other team members
4. Evaluate innovation ideas and promotion	4.1 Identify criteria to review successful innovation in the workplace 4.2 Share innovation successes and examples of successful innovation within own workplace 4.3 Reflect on implemented innovation ideas 4.4 Seek and respond to feedback from relevant stakeholders to generate discussion and identify improvements in promoting innovation 4.5 Discuss with relevant stakeholders the challenges of being innovative 4.6 Document feedback received for improvements in promoting innovation for future activities

BSBCRT411 Apply critical thinking to work practices

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Establish role of critical thinking in workplace	1.1 Identify key characteristics of critical thinking processes 1.2 Evaluate situations in which critical thinking concepts are applied in work practices 1.3 Articulate benefits of applying critical thinking practices in the workplace
2. Lead critical thinking process	2.1 Analyse existing and proposed work practices and identify limitations 2.2 Locate information on selected work practices for the development of solutions 2.3 Determine solutions for workplace limitations using critical thinking concepts 2.4 Develop a proposal for solutions using a decision-making framework according to organisational policies and procedures 2.5 Present ideas for solutions and justify decision making process to relevant stakeholders
3. Develop critical thinking mindset	3.1 Review decision making practices in the work area 3.2 Seek feedback from relevant stakeholders on use of critical thinking from relevant stakeholders 3.3 Identify areas for self-development in relation to own job role 3.4 Develop plan for future process evaluations and incorporate improvements identified

BSBSTR502 Facilitate continuous improvement

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Establish systems and processes	1.1 Identify current systems and processes that facilitate continuous improvement 1.2 Identify and define improvement needs and opportunities for the organisation 1.3 Develop decision-making processes to assist continuous improvement and communicate to relevant stakeholders 1.4 Develop strategies for continuous improvement and encourage team members to participate in decision-making processes 1.5 Develop knowledge management systems to capture team progress, insights and experiences from business activities 1.6 Develop new systems and processes that facilitate continuous improvement according to improvement needs and opportunities 1.7 Establish processes that confirm team members are informed about continuous improvement outcomes
2. Monitor and adjust performance strategies	2.1 Confirm relevant systems and processes meet organisation sustainability requirements 2.2 Confirm team progress, insights and experiences are captured and accessible using knowledge management systems 2.3 Coach individuals and teams to implement and support continuous improvement systems and processes 2.4 Identify and evaluate ways in which planning and operations could be improved

ELEMENT	PERFORMANCE CRITERIA
	2.5 Make recommendations and communicate strategies to relevant stakeholders
3. Manage opportunities for further improvement	3.1 Evaluate outcomes and identify opportunities for improvement 3.2 Seek feedback from relevant stakeholders on systems and processes 3.3 Identify other areas for improvement and document feedback for future planning

BSBXCM401 Apply communication strategies in the workplace

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Prepare for communication	1.1 Identify work activities requiring communication 1.2 Establish communication requirements for identified work activities 1.3 Identify communication roles for self and others to complete activity 1.4 Seek assistance or clarification regarding communication objectives as required 1.5 Select appropriate method of communicating information internally and externally based on organisational requirements
2. Use communication strategies to provide work instruction	2.1 Use appropriate presentation methods to communicate information or instruction based on the requirements of audience 2.2 Use appropriate method of communication to communicate information or instruction based on the requirements of audience 2.3 Negotiate expected work requirements with others and clarify that instructions have been understood
3. Facilitate workplace communication	3.1 Use interpersonal skills to build relationships with team members and clients and facilitate respectful interaction 3.2 Facilitate respectful communication amongst others, considering the needs of those from diverse backgrounds 3.3 Use problem solving and decision making skills to resolve any communication challenges 3.4 Obtain confirmation on outcomes of communication challenges to ensure issues have been resolved
4. Monitor and support team communication	4.1 Ensure all communication is consistent with legislative and organisational requirements 4.2 Provide performance feedback and additional support to others when required 4.3 Seek feedback and assistance from others to improve own communication techniques 4.4 Collate and report any important information and unresolved issues to relevant superiors

Employability skills

Communication

- Effective verbal and written communication skills to convey information clearly and concisely to team members, stakeholders and superiors
- Active listening skills to understand the concerns and perspectives of team members, enabling effective collaboration and conflict resolution
- Presentation skills to deliver compelling and persuasive presentations to diverse audiences

Teamwork

- Collaboration skills to work effectively with colleagues, fostering a positive and inclusive team environment
- Ability to build and maintain relationships, promoting trust, respect, and cooperation among team members
- Conflict resolution skills to address disagreements and reach consensus, ensuring team cohesion and productivity

Problem solving

- Critical thinking skills to analyse complex problems, identify underlying issues, and develop innovative solutions
- Decision-making skills to evaluate available options and make sound choices based on logical reasoning and consideration of relevant factors
- Adaptability and flexibility to respond to unforeseen challenges and adjust strategies as needed

Initiative and Entrepreneurship

- Proactive attitude to identify opportunities for improvement, propose innovative ideas, and take initiative to implement changes
- Entrepreneurial mindset to recognise and capitalise on business opportunities, demonstrating creativity and resourcefulness
- Risk management skills to assess potential risks, develop contingency plans, and navigate uncertain situations

Planning and Organising

- Strong organisational skills to prioritise tasks, set goals, and allocate resources efficiently
- Time management skills to meet deadlines, multitask effectively, and maintain productivity in a dynamic work environment
- Attention to detail to ensure accuracy and quality in planning, scheduling, and monitoring progress

Self-management

- Self-motivation and discipline to take ownership of tasks, work independently, and meet personal and professional goals
- Emotional intelligence to manage emotions, handle stress, and maintain a positive and resilient mindset
- Personal accountability to accept responsibility for actions and learn from feedback and mistakes

Learning

- Continuous learning mindset to stay updated with industry trends, acquire new knowledge, and enhance professional skills
- Ability to adapt to changing technologies and embrace digital tools and platforms for improved efficiency and effectiveness
- Willingness to seek feedback, learn from experiences, and actively participate in professional development opportunities

Technology

- Proficiency in using technology tools and software relevant to the leadership and management field
- Ability to leverage digital platforms for communication, collaboration, and data analysis
- Adaptability to embrace emerging technologies and incorporate them into work processes for increased productivity and innovation

BSB50420 Diploma of Leadership and Management

Aims

This qualification reflects the role of individuals who apply knowledge, practical skills and experience in leadership and management across a range of enterprise and industry contexts.

Individuals at this level display initiative and judgement in planning, organising, implementing and monitoring their own workload and the workload of others. They use communication skills to support individuals and teams to meet organisational or enterprise requirements.

They may plan, design, apply and evaluate solutions to unpredictable problems, and identify, analyse and synthesise information from a variety of sources.

Job Roles

This qualification is suitable for students seeking employment as:

- Business Development Manager
- Department/Operations Manager
- Corporate Services Manager

Duration

The expected duration for the Diploma of Leadership and Management is four 9-week terms. Students who are identified as having difficulties in completing the course in the required duration may be able to extend their course as per APC's Intervention Policy. NOTE: Due to College closure over the Christmas/New Year period the maximum course length for students studying at this time is 49 weeks.

Entry requirements

ACADEMIC -

Successful completion of Australian Year 11 or equivalent

For more information, please visit our website apc.edu.au.

ENGLISH LANGUAGE PROFICIENCY –

- General English - Upper Intermediate Level; or
- Equivalent English Proficiency Skills test result as per the attached comparison [table](#).

Materials

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Course structure

The course is delivered in 11 subjects made up of 12 Units of Competency. These are delivered as shown below. You will receive a timetable that indicates the times of your scheduled lectures and tutorials.

Subject code and name	Unit of Competency
A20054 Communicate with Influence	BSBCMM511 Communicate with influence
A20055 Critical Thinking Development	BSBCRT511 Develop critical thinking in others
A20056 Effective Workplace Relationships	BSBLDR523 Lead and manage effective workplace relationships
	BSBTWK502 Manage team effectiveness
A20057 Operational Planning	BSBOPS502 Manage business operational plans
A20058 Emotional Intelligence	BSBPEF502 Develop and use emotional intelligence
A20059 Financial Management 1	BSBFIN501 Manage budgets and financial plans
A20060 Risk Management 2	BSBOPS504 Manage business risk
A20061 Manage Quality Customer Service	BSBOPS505 Manage organisational customer service
A20062 Advanced Management of WHS	BSBWHS521 Ensure a safe workplace for a work area
A20063 Project Work	BSBPMG430 Undertake project work
A20064 Staff Recruitment	BSBHRM415 Coordinate recruitment and onboarding

Assessment Schedule

Information about your assessments is included in the Student Workbooks and Assessments 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.

You are required to complete all parts of the assessment and tick the declaration that it is all your own work i.e., that you have not plagiarised by copying from the internet or other sources. You are required 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 the Elements (Elements describe the essential outcomes) and Performance Criteria (Performance Criteria describe the performance needed to demonstrate achievement of the element) as listed below:

Unit Overview

BSBCMM511 Communicate with influence

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Identify communication requirements	1.1 Confirm authority to present material on behalf of an organisation or work area, according to organisational policies and procedures 1.2 Identify information that may be subject to confidentiality and manage appropriately 1.3 Identify information needs of audience and prepare a position in line with purpose of communication
2. Negotiate to achieve agreed outcome	2.1 Identify objectives of negotiation, and needs and requirements of stakeholders 2.2 Identify and document potential issues and problems 2.3 Prepare positions and supporting arguments according to objectives 2.4 Communicate with stakeholders, and establish areas of common ground and potential compromise 2.5 Confirm and document outcomes of negotiation
3. Participate in and lead meetings	3.1 Identify the need for meeting and schedule according to stakeholder availability 3.2 Prepare meeting materials and distribute to stakeholders 3.3 Conduct meeting and contribute to discussions 3.4 Seek consensus on meeting objectives 3.5 Summarise outcomes of meetings and distribute to stakeholders
4. Make presentations	4.1 Identify forums to present according to organisational objectives 4.2 Determine tone, structure, style of communication and presentation according to target audience 4.3 Prepare presentation according to desired outcomes 4.4 Provide an opportunity for audience to ask questions 4.5 Follow up with stakeholders following presentation 4.6 Evaluate presentation and identify areas for improvement

BSBCRT511 Develop critical thinking in others

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Assess individual and team critical and creative thinking skills	1.1 Research models of critical and creative thinking 1.2 Develop questions to identify individual and team knowledge gaps 1.3 Facilitate formal and informal learning opportunities for addressing identified gaps 1.4 Articulate key features of critical and creative thinking concepts to relevant personnel
2. Establish an environment that encourages the application of critical and creative thinking	2.1 Analyse current organisational systems to identify gaps or barriers to critical thinking 2.2 Develop processes that create a safe environment for critical and creative thinking approaches 2.3 Facilitate opportunities for team members to apply critical thinking skills to workplace problems 2.4 Provide feedback to team members on performance of tasks
3. Monitor and improve thinking practices	3.1 Collect and analyse feedback from individuals and teams on critical and creative thinking opportunities 3.2 Identify additional support required for teams and individuals 3.3 Develop recommendations for improvements in future learning arrangements according to relevant legislation and organisation policies

BSBLDR523 Lead and manage effective workplace relationships

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Establish effective workplace relationship processes	1.1 Identify required processes for workplace collaboration according to organisational policies and procedures 1.2 Develop consultation processes for employees to contribute to issues related to their work role 1.3 Develop processes for conflict management 1.4 Develop processes for escalated issues or refer to relevant personnel
2. Manage effective workplace relationships	2.1 Delegate and confirm responsibilities for fulfilling work tasks 2.2 Collaborate and support team to perform work tasks 2.3 Identify and address issues in workplace relationships according to processes established 2.4 Monitor and communicate to employees outcomes of conflict management
3. Review management of workplace relationships	3.1 Seek feedback on management of workplace relationships from relevant stakeholders 3.2 Evaluate feedback for improvements to leadership style 3.3 Identify areas of improvement for future workplace relations leadership

BSBTWK502 Manage team effectiveness

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Establish team performance plan	1.1 Identify team purpose, roles, and responsibilities according to organisational and task objectives 1.2 Develop performance plans with expected outcomes, 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 for facilitating team member input into planning, decision making and operational aspects of team tasks 2.2 Develop or modify policies and procedures for promoting team member accountability for personal work and team tasks 2.3 Provide feedback to team members on team effort and contributions 2.4 Develop processes for identifying and addressing issues, concerns and problems identified by team members
3. Facilitate teamwork	3.1 Encourage team members to participate in and to take responsibility for team activities 3.2 Support the team in identifying and resolving work performance problems 3.3 Promote work team collaboration through individual behaviour
4. Liaise with stakeholders	4.1 Establish and maintain open communication processes with relevant stakeholders 4.2 Communicate information from line management to the team 4.3 Communicate and follow-up unresolved issues, concerns and problems raised by team members with line management 4.4 Address unresolved issues, concerns and problems raised by stakeholders

BSBOPS502 Manage business operational plans

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Establish operational plan	1.1 Research, analyse and document resource requirements 1.2 Develop operational plan in consultation with, and with approval from, relevant stakeholders 1.3 Develop contingencies for operational plan 1.4 Explain plan to relevant work teams
2. Manage resource acquisition	2.1 Confirm that employees are recruited and inducted according to the organisation's human resources management policies, practices and procedures 2.2 Confirm that physical resources and services are acquired according to the organisation's policies, practices and procedures 2.3 Identify and incorporate requirements for intellectual property rights and responsibilities related to acquisition of resources
3. Monitor and review operational performance	3.1 Assess progress of operational plan in achieving profit and productivity plans and targets 3.2 Identify areas of under-performance, recommend solutions and rectify the situation 3.3 Plan and implement relevant processes for ongoing monitoring and confirm that support is provided for individuals and teams 3.4 Negotiate recommendations for variations to operational plans and gain approval from designated persons

BSBPEF502 Develop and use emotional intelligence

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Prepare to develop emotional intelligence	1.1 Develop evaluation criteria for assessing emotional strengths and weaknesses 1.2 Assess emotional strengths and weaknesses against evaluation criteria 1.3 Identify and analyse potential emotional stressors in the workplace 1.4 Identify methods for responding to emotional stressors 1.5 Seek feedback from others to identify and confirm methods for responding to emotional stressors in the workplace
2. Develop emotional intelligence	2.1 Analyse and document emotional responses of co-workers 2.2 Develop a plan for identifying and responding to a range of emotional expressions 2.3 Apply techniques that indicate flexibility and adaptability in dealing with others in the workplace 2.4 Apply techniques that show consideration for the emotions of others when making decisions 2.5 Consult with relevant stakeholders and identify improvement areas for own emotional intelligence
3. Promote development of emotional intelligence in others	3.1 Identify workplace opportunities for others to express their thoughts and feelings 3.2 Develop tasks for assisting others to understand effect of personal behaviour and emotions on others in the workplace 3.3 Implement identified opportunities and tasks in the workplace according to organisational policy and procedures

BSBFIN501 Manage budgets and financial plans

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Plan financial management approaches	1.1 Access budget and financial plans for work team 1.2 Evaluate budget and financial plan outcomes with required organisational personnel 1.3 Negotiate any changes required to be made to budget and financial plans with required organisational personnel 1.4 Prepare contingency plans in the event that initial plans need to be varied
2. Implement and monitor financial management plans	2.1 Communicate details of agreed budget and financial plans to relevant team members 2.2 Support team members to access resources and systems to perform required roles 2.3 Implement processes to monitor actual expenditure, control costs and modify contingency plans as required according to financial objectives 2.4 Report on budget and expenditure according to organisational protocols
3. Review and evaluate financial management plans	3.1 Collect information on effectiveness of financial management processes within work team 3.2 Analyse variance between actual and budgeted finances 3.3 Identify and recommend improvements to existing financial management processes 3.4 Implement agreed improvements according to financial objectives of work team and organisation 3.5 Evaluate agreed improvements

BSBOPS504 Manage business risk

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Establish risk context	1.1 Evaluate organisational processes, procedures and requirements and determine scope for risk management process 1.2 Review strengths and weaknesses of existing arrangements 1.3 Document critical success factors, goals and objectives for area included in scope 1.4 Communicate risk management process to relevant stakeholders
2. Identify risks	2.1 Invite stakeholders to assist in the identification of risks 2.2 Research risks that may apply to scope 2.3 Document 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 from options for treating risks 4.2 Develop action plan for implementing risk treatment 4.3 Communicate risk management processes to relevant parties 4.4 Implement action plan according to organisational policies and procedures 4.5 Monitor and evaluate risk management process

BSBOPS505 Manage organisational customer service

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Establish customer requirements	1.1 Consult with customers to identify customer service requirements 1.2 Integrate customer feedback into organisation's business plan 1.3 Identify and procure resources required to address customer service requirements
2. Deliver quality products and services	2.1 Deliver product and service according to customer specifications within organisation's business plan 2.2 Monitor team performance and assess against the organisation's quality and delivery standards 2.3 Support colleagues to overcome difficulties in meeting customer service standards
3. Evaluate customer service	3.1 Develop and use strategies for monitoring progress against product and service targets and standards 3.2 Develop and use strategies for obtaining customer feedback on provision of product and service 3.3 Adapt delivery of customer product and service in consultation with relevant individuals and groups 3.4 Manage records, reports and recommendations within the organisation's systems and processes

BSBWHS521 Ensure a safe workplace for a work area

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Establish a WHS management system in a work area	1.1 Locate, adapt, adopt and communicate WHS policies that define the organisation's commitment to complying with WHS laws 1.2 Identify duty holders and define WHS responsibilities for all workplace personnel in the work area according to WHS laws, policies, procedures and programs 1.3 Identify and approve financial and human resources required by the WHS management system (WHSMS) according to organisational procedures
2. Establish and maintain effective and compliant consultative arrangements for managing WHS in a work area	2.1 Work with required personnel to set up and maintain consultative arrangements according to required WHS laws 2.2 Resolve issues raised through participation and consultation arrangements according to required WHS laws and organisational protocols 2.3 Provide information about consultation and participation outcomes to required personnel according to organisational policies and procedures
3. Establish and maintain procedures for effectively identifying hazards, and assessing and controlling risks in 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 workplace change to ensure that new hazards are not created by 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 measures and WHS legislative requirements

ELEMENT	PERFORMANCE CRITERIA
	3.4 Identify inadequacies in existing risk controls according to the hierarchy of control measures 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, according to organisational procedures
4. Evaluate and maintain a work area WHS management system (WHSMS)	4.1 Develop and provide a WHS induction and training program for required personnel in a work area as part of organisation's training program 4.2 Use a system for WHS recordkeeping 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 decisions 4.3 Measure and evaluate the WHSMS according to organisation's quality systems framework 4.4 Develop and implement improvements to WHSMS to achieve organisational WHS objectives according to organisational procedures 4.5 Ensure compliance with WHS legislative framework to achieve, as a minimum, WHS legal requirements

BSBPMG430 Undertake project work

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Establish project parameters	1.1 Identify project scope 1.2 Define project stakeholders 1.3 Seek clarification from delegating authority of issues related to project and project parameters 1.4 Identify responsibilities of relevant stakeholders and reporting requirements 1.5 Clarify relationship of project to other projects and to the objectives of the organisation 1.6 Identify availability and access of resources for undertaking the project
2. Develop project plan	2.1 Identify risks and develop a risk management plan for project, including Work Health and Safety (WHS) 2.2 Develop project budget and timeframe and seek approval from relevant stakeholders 2.3 Consult team members and apply their views in planning the project 2.4 Identify and access appropriate project management tools 2.5 Develop project plan according to project parameters and deliverables 2.6 Finalise project plan and gain necessary approvals to commence project according to documented plan
3. Administer and monitor project	3.1 Communicate to project team members their responsibilities and project requirements 3.2 Establish and maintain required recordkeeping systems throughout the project 3.3 Implement and monitor plans for managing the project 3.4 Undertake risk management as required

ELEMENT	PERFORMANCE CRITERIA
4. Finalise and review project	4.1 Complete financial recordkeeping associated with project and confirm according to agreed budget 4.2 Complete project documentation and obtain sign-offs for concluding project 4.3 Review project outcomes and processes against the project scope and plan 4.4 Document feedback and suggested improvements

BSBHRM415 Coordinate recruitment and onboarding

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Plan for recruitment	1.1 Establish recruitment requirements and authority to fill position 1.2 Consult with relevant stakeholders about job descriptions, selection criteria and workforce strategy 1.3 Contribute to development of job descriptions that accurately reflect the role requirements according to relevant policies, procedures and legislative requirements 1.4 Implement strategies to assist in sourcing candidates according to organisational policies and procedures
2. Screen and interview potential candidates	2.1 Conduct preliminary screening with candidates according to legislative requirements 2.2 Organise and conduct interviews and selection activities according to organisational policies and procedures 2.3 Carry out skills assessment relevant to the position 2.4 Obtain relevant additional information from candidates
3. Assess and select candidates	3.1 Consult with relevant stakeholders to conduct assessment and selection process according to organisational policy and legislative requirements 3.2 Assess candidates against specified selection criteria and referee reports 3.3 Prepare recommendations for relevant stakeholders and document according to organisational procedures
4. Manage candidate outcomes	4.1 Inform all candidates of selection decisions 4.2 Provide feedback to candidates according to organisational policies and procedures 4.3 Secure preferred candidate's agreement 4.4 Coordinate necessary documentation according to organisational procedures, observing confidentiality and privacy requirements
5. Onboard successful candidate	5.1 Advise relevant stakeholders of new appointment, including start date 5.2 Make necessary administrative arrangements for pay and employee record keeping 5.3 Coordinate successful candidate's onboarding according to organisational policies and procedures

Employability skills

Communication

- Advanced communication skills to effectively convey complex information, ideas, and concepts to diverse stakeholders
- Strong interpersonal skills to build and maintain relationships, negotiate, and influence others
- Advanced presentation skills to deliver persuasive and impactful presentations to both internal and external audiences

Teamwork

- Leadership skills to inspire and motivate team members, fostering a collaborative and high-performing team culture
- Ability to delegate tasks, provide guidance, and empower team members to achieve collective goals
- Conflict resolution and mediation skills to address team conflicts and promote constructive solutions

Problem solving

- Advanced critical thinking skills to analyse complex problems, identify root causes, and develop strategic solutions
- Strategic decision-making skills to evaluate multiple options and make informed choices aligned with organisational objectives
- Innovative thinking to anticipate challenges, identify opportunities, and drive continuous improvement

Initiative and Entrepreneurship

- Entrepreneurial mindset to identify and evaluate new business opportunities, drive innovation, and implement change
- Ability to think creatively and take calculated risks to achieve organisational growth and competitive advantage
- Strategic planning skills to develop and execute business plans and initiatives that align with organisational vision and goals

Planning and Organising

- Advanced organisational skills to develop and implement strategic plans, allocate resources, and monitor progress
- Project management skills to effectively plan, coordinate, and manage projects from initiation to completion
- Ability to prioritise tasks, manage competing priorities, and optimise time and resources for maximum efficiency

Self-management

- Strong self-leadership skills to set personal goals, manage time effectively, and demonstrate personal accountability
- Resilience and adaptability to navigate change, overcome challenges, and maintain a positive and solution-oriented mindset
- Ethical and professional conduct to uphold integrity, confidentiality, and ethical standards in leadership and management roles

Learning

- Commitment to continuous learning and professional development to stay updated with industry trends and best practices
- Ability to foster a learning culture within the organisation, encouraging knowledge sharing and growth among team members
- Capacity to leverage technology and digital tools for ongoing learning, research, and accessing relevant information

Technology

- Advanced proficiency in utilising technology tools and software relevant to leadership and management functions
- Ability to leverage technology for data analysis, reporting, and strategic decision-making
- Aptitude for adopting and integrating emerging technologies to streamline processes, enhance productivity, and drive innovation

BSB60420 Advanced Diploma of Leadership and Management

Aims

This qualification reflects the role of individuals who apply specialised knowledge and skills, together with experience in leadership and management, across a range of enterprise and industry contexts.

Individuals at this level use initiative and judgement to plan and implement a range of leadership and management functions, with accountability for personal and team outcomes within broad parameters.

They use cognitive and communication skills to identify, analyse and synthesise information from a variety of sources and transfer their knowledge to others, and creative or conceptual skills to express ideas and perspectives or respond to complex problems.

Job Roles

This qualification is suitable for students seeking employment as:

- Area Manager
- Department Manager
- Regional Manager

Duration

The expected duration for the Advanced Diploma of Leadership and Management is four 9-week terms. Students who are identified as having difficulties in completing the course in the required duration may be able to extend their course as per APC's Intervention Policy. NOTE: Due to College closure over the Christmas/New Year period the maximum course length for students studying at this time is 49 weeks.

Entry requirements

ACADEMIC –

- Successful completion of a Diploma or Advanced Diploma from the BSB Training Package (current or superseded equivalent versions), or
- Have two years equivalent full-time relevant verifiable workplace experience in an operational or leadership role in an enterprise.

For more information, please visit our website apc.edu.au.

ENGLISH LANGUAGE PROFICIENCY –

- General English - Upper Intermediate Level; or
- Equivalent English Proficiency Skills test result as per the attached comparison [table](#).

Materials

The required texts for this course are the Australian Pacific College workbooks. You have access to your workbooks for all classes. These workbooks are provided to you free of charge in a pdf version in myAPC.hub and you can download them to your device.

Course structure

The course is delivered in 10 subjects made up of 10 Units of Competency. These are delivered as shown below. You will receive a timetable that indicates the times of your scheduled lectures and tutorials.

Subject code and name	Unit of Competency
A20051 Diversity and Inclusion	BSBHRM615 Contribute to the development of diversity and inclusion strategies
A20045 Lead and Manage Organisational Change	BSBLDR601 Lead and manage organisational change
A20046 Organisational Leadership	BSBLDR602 Provide leadership across the organisation
A20047 Business Planning	BSBOPS601 Develop and implement business plans
A20048 Continuous Improvement and Innovation	BSBSTR601 Manage innovation and continuous improvement
A20049 Strategic Planning	BSBSTR602 Develop organisational strategies
A20050 Strategic Workforce Planning	BSBHRM614 Contribute to strategic workforce planning
A20044 Complex Problem Solving	BSBCRT611 Apply critical thinking for complex problem solving
A20052 Corporate Social Responsibility	BSBSUS601 Lead corporate social responsibility
A20053 Alliances	BSBPMG637 Engage in collaborative alliances

Assessment Schedule

Information about your assessments is included in the Student Workbooks and Assessments 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.

You are required to complete all parts of the assessment and tick the declaration that it is all your own work i.e., that you have not plagiarised by copying from the internet or other sources. You are required 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 the Elements (Elements describe the essential outcomes) and Performance Criteria (Performance Criteria describe the performance needed to demonstrate achievement of the element) as listed below:

Unit Overview

BSBHRM615 Contribute to the development of diversity and inclusion strategies

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Research opportunities for workforce diversity	1.1 Review current organisational practices for recruiting, training, and promoting staff 1.2 Review current data on staff turnover, workforce demographics and local, regional and international population demographics 1.3 Identify and assess factors that affect current and future supply of workers 1.4 Assess opportunities for diversity within the organisation 1.5 Provide recommendations that support valuing and leveraging diversity to improve organisational practices and meet regulatory requirements
2. Develop diversity and inclusion strategies in collaboration with others	2.1 Confirm objectives to enhance diversity and inclusion within organisation with required stakeholders 2.2 Consult and establish management strategies that support valuing and leveraging diversity and inclusion 2.3 Communicate objectives and rationale to relevant stakeholders 2.4 Obtain agreement and endorsement for diversity and inclusion objectives and collaboratively establish targets 2.5 Contribute to development of required contingency strategies

BSBLDR601 Lead and manage organisational change

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Develop change management strategy	1.1 Identify major operational change requirements according to organisational objectives, performance gaps, business opportunities or threats, and management decisions 1.2 Assess risks and opportunities presented by operational change requirements 1.3 Consult stakeholders, specialists and experts to confirm the change management opportunities and process
2. Implement change management strategy	2.1 Assign resources to the project and confirm reporting protocols with relevant stakeholders 2.2 Develop communication or education plan, in consultation with relevant personnel 2.3 Arrange and manage activities for delivery of communication or education plans
3. Evaluate change management strategy	3.1 Assess performance of communication or education plan against objectives 3.2 Identify and respond to barriers to the change according to risk management plans and organisational objectives 3.3 Modify communication or education plan according to change program objectives

BSBLDR602 Provide leadership across the organisation

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Communicate organisational mission and goals	1.1 Confirm objectives, values and standards according to organisation's strategic direction 1.2 Establish links between organisational objectives, values and standards and the responsibilities of relevant groups and individuals 1.3 Confirm that media and language used for communicating organisational mission and goals meets the needs of individuals and group 1.4 State expectations of internal groups and individuals 1.5 Investigate incidents and communicate results to relevant groups and individuals according to organisational policies and procedures
2. Influence groups and individuals	2.1 Make decisions according to organisational policies and procedures and work task timeframes 2.2 Facilitate improvements to organisational and workplace policies and procedures 2.3 Facilitate integration of global environment and new technology into work activities 2.4 Represent organisation in the media and community
3. Build and support teams	3.1 Assign accountabilities and responsibilities to teams according to competencies and operational plans 3.2 Resource teams to allow them to achieve their objectives 3.3 Create and maintain a positive work environment 3.4 Encourage teams and individuals to develop innovative approaches to work tasks
4. Demonstrate personal and professional competence	4.1 Model ethical conduct in own work and encourage others to adopt business ethics 4.2 Adapt interpersonal and leadership styles to meet circumstances and situations 4.3 Set and aim to achieve personal objectives and work program outcomes 4.4 Engage in professional development activities and industry and professional networks and groups

BSBOPS601 Develop and implement business plans

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Establish business plan	1.1 Identify organisational and legislative frameworks relevant to development of a business plan 1.2 Review market requirements for the organisation's products and service 1.3 Identify and assess business requirements, objectives, competitors and established plans 1.4 Develop performance objectives and measures for business plan, in consultation with relevant stakeholders 1.5 Identify financial, human and physical resource requirements for the business 1.6 Develop business plan
2. Implement business plan	2.1 Communicate business plan to all relevant stakeholders 2.2 Confirm skilled labour is available to implement plan 2.3 Test performance measurement systems and refine, where required 2.4 Prepare reports on key aspects of the business 2.5 Report system failures, product and service failures and variances to the business plan as they occur
3. Respond to performance data	3.1 Analyse performance reports against planned objectives 3.2 Review performance indicators and refine, where required 3.3 Identify and coach under-performing staff 3.4 Establish ongoing review processes

BSBSTR601 Manage innovation and continuous improvement

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Establish ways of working within team	1.1 Identify relevant team members and communicate ways of working objectives, expectations and desired outcomes 1.2 Identify and establish strategies to monitor and evaluate performance and sustainability of key systems and processes 1.3 Consult and seek advice from stakeholders, to identify opportunities for improvement 1.4 Communicate with and mentor team members on ways of working that contribute to continuous improvement 1.5 Communicate with and coach team members how they can be innovative
2. Identify improvements	2.1 Analyse performance reports and variance from organisational plans within workplace

ELEMENT	PERFORMANCE CRITERIA
	2.2 Identify and analyse changing trends and opportunities relevant to the workplace 2.3 Collect data and analyse areas for improvement in supply chains, and operational and service systems 2.4 Conduct a gap analysis of supply chains, and operational and service systems and identify improvement needs and opportunities 2.5 Communicate with and agree on team members identified improvement needs and opportunities 2.6 Identify learning opportunities for team members
3. Implement innovative processes	3.1 Confirm objectives, timeframes, measures and communication plans are in place to manage implementation 3.2 Address the impact of change and consequences for people and implement transition plans 3.3 Implement contingency plans in the event of non-performance 3.4 Follow up failure by investigation and analysis of causes and manage emerging challenges and opportunities 3.5 Confirm that learnings from activities are captured and managed using relevant knowledge management system
4. Develop workplace culture and tools for continuous improvement, innovation and learning	4.1 Evaluate continuous improvement systems and processes and innovation on a regular basis 4.2 Identify and communicate with stakeholders costs and benefits of innovations and improvements 4.3 Establish rewards for continuous improvement, innovation and learning 4.4 Seek and respond to feedback from relevant stakeholders' systems and processes for continuous improvement, innovation and learning

BSBSTR602 Develop organisational strategies

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Confirm vision and mission of the organisation	1.1 Identify organisation's strategic direction, vision and mission 1.2 Consult with relevant stakeholders on required changes to vision and mission 1.3 Review and develop or revise organisational values to support the vision and mission statement 1.4 Seek support for strategic planning process from all relevant stakeholders
2. Analyse internal and external environment	2.1 Analyse and undertake research to understand external environment 2.2 Undertake political, economic, social, and technological (PEST) analysis 2.3 Undertake capability assessment of competitor organisations 2.4 Analyse organisation's strengths, weaknesses, opportunities and threats (SWOT)

ELEMENT	PERFORMANCE CRITERIA
	<p>2.5 Establish cooperative ventures, that are supported by risk and cost benefit analyses, according to organisational vision, mission and values and provide for due diligence, where required</p> <p>2.6 Seek and respond to feedback from relevant stakeholders on analysis internal and external environments</p>
3. Develop strategic organisational plan	<p>3.1 Document relevant research and background for inclusion in the strategic plan</p> <p>3.2 Develop objectives and strategies relevant for the future</p> <p>3.3 Detail each strategy with a priority, a timeframe, responsible stakeholders and measurable performance indicators</p> <p>3.4 Identify risks and develop a risk management plan</p> <p>3.5 Circulate strategic plan and risk management plan for feedback and endorsement</p>
4. Implement strategic organisational plan	<p>4.1 Communicate strategic plan to all relevant stakeholders</p> <p>4.2 Develop actions and initiatives for team members to undertake</p> <p>4.3 Assign team members' roles in relation to strategic objectives</p> <p>4.4 Use performance indicators to monitor progress in implementing plan and make refinements to plan</p> <p>4.5 Evaluate achievement of objectives at agreed milestones with relevant stakeholders</p> <p>4.6 Review effectiveness of plan and consider methods for improving strategic planning processes</p>

BSBHRM614 Contribute to strategic workforce planning

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Research planning requirements	<p>1.1 Analyse strategic plans to determine strategic workforce direction, objectives and targets</p> <p>1.2 Analyse organisational environment and identify emerging practices and trends that may impact on human resource management in the organisation</p> <p>1.3 Identify future labour needs, skill requirements and sources of labour supply</p> <p>1.4 Identify new technology and its impact on job roles and job design</p> <p>1.5 Review recent and potential changes to industrial and legal requirements</p>
2. Contribute to development of strategic workforce plan	<p>2.1 Consult relevant managers about their workforce preferences</p> <p>2.2 Agree on workforce philosophies, values and policies with relevant managers</p> <p>2.3 Develop strategic objectives and targets for workforce services</p> <p>2.4 Examine options for the provision of workforce services and analyse costs and benefits</p> <p>2.5 Identify appropriate technology and systems to support agreed workforce programs and practices</p>

ELEMENT	PERFORMANCE CRITERIA
	2.6 Contribute input from consultation into strategic workforce plan and obtain senior management support for plan 2.7 Analyse risks associated with strategic workforce plan and develop risk mitigation strategies
3. Support implementation of strategic workforce plan	2.4 Work with relevant stakeholders and ensure that plan is implemented according to organisational objectives 3.2 Monitor and review the plan 3.3 Recommend adaptations to plan to account for changing circumstances 3.4 Evaluate and review performance against plan objectives

BSBCRT611 Apply critical thinking for complex problem solving

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Scope problem solving process	1.1 Identify complex issue for resolution within scope of job role and in consultation with relevant stakeholders 1.2 Document task objectives and risks involved in pursuing identified issue 1.3 Research legislative frameworks and organisational policy or procedures applicable to identified issue 1.4 Calculate required resources and present to relevant stakeholders
2. Lead solution development process	2.1 Facilitate ideation session with relevant stakeholders 2.2 Evaluate formulated solutions for advantages and limitations using critical thinking techniques 2.3 Apply decision-making processes to select most viable solution 2.4 Prepare a brief on proposed solution according to organisational policy and present to key stakeholders
3. Refine solution for implementation	3.1 Develop a feedback register to systematically record feedback according to organisational requirements 3.2 Refine proposal based on analysis of feedback 3.3 Seek necessary approvals to implement solution

BSBSUS601 Lead corporate social responsibility

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Identify context for corporate social responsibility	1.1 Qualify and quantify the drivers for corporate social responsibility 1.2 Identify current benefits of, and barriers to, corporate social responsibility for organisation 1.3 Analyse legislation, regulation, standards and organisational policy affecting corporate social responsibility 1.4 Identify future opportunities for socially responsible practices
2. Establish corporate social responsibility policy	2.1 Identify key stakeholders for organisational corporate social responsibility 2.2 Engage with stakeholders to develop corporate social responsibility objectives and policy 2.3 Develop change management provisions for corporate social responsibility strategy 2.4 Draft and incorporate social responsibility strategy into required organisational systems, procedures and processes 2.5 Prepare and distribute documentation regarding corporate social responsibility strategy
3. Monitor and evaluate corporate social responsibility	3.1 Conduct review of corporate social responsibility integration with relevant people 3.2 Evaluate corporate social responsibility against organisational sustainability objectives 3.3 Recommend improvements to corporate social responsibility policy and practices

BSBPMG637 Engage in collaborative alliances

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Identify opportunities for collaboration and develop collaborative alliances	1.1 Identify and evaluate opportunities for collaborative alliances according to organisational and program objectives 1.2 Identify and evaluate potential collaborators according to organisational policies 1.3 Initiate and develop relationships with potential collaborators according to organisational policies and procedures
2. Establish collaborative agreements	2.1 Initiate, negotiate, agree and document a collaborative approach with parties which adhere to organisational policies and relevant legal requirements 2.2 Approve and review each formal agreement to ensure continuation of envisaged value and to identify potential need for changes and additions according to organisational policies and procedures 2.3 Develop collaboration plans for each agreement to support implementation
3. Support the evolution of collaborative agreements	3.1 Monitor and nurture relationships with collaborators 3.2 Assess performance of all parties to an agreement against organisational and program objectives and expected results, and address variances 3.3 Make changes to agreements as required according to organisational policies and procedures

Employability skills

Communication

- Advanced communication skills to effectively convey complex ideas and information to diverse stakeholders, both verbally and in writing
- Advanced interpersonal skills to build and maintain relationships, negotiate, influence, and resolve conflicts at a strategic level
- Proficient presentation skills to deliver compelling and influential presentations to internal and external audiences

Teamwork

- Strategic leadership skills to inspire and motivate teams, fostering a collaborative and high-performing culture at an organisational level
- Ability to develop and implement strategies for effective team management, delegation, and empowerment
- Expertise in conflict resolution and mediation to address complex team conflicts and promote constructive solutions

Problem solving

- Advanced critical thinking skills to analyse complex problems, evaluate multiple perspectives, and develop innovative solutions
- Strategic decision-making skills to evaluate risks, anticipate future challenges, and make informed choices that align with organisational objectives
- Ability to apply systematic problem-solving methodologies and approaches to drive continuous improvement and organisational success

Initiative and Entrepreneurship

- Entrepreneurial mindset and innovative thinking to identify and capitalise on new business opportunities, drive growth, and foster a culture of innovation
- Proactive approach to lead and manage change initiatives, including strategic planning, implementation, and evaluation
- Expertise in risk management to assess potential risks, develop mitigation strategies, and navigate uncertainty to achieve organisational goals

Planning and Organising

- Advanced strategic planning skills to develop and implement organisational plans and initiatives aligned with the vision and goals
- Ability to manage resources effectively, including budgeting, allocating resources, and monitoring performance to optimise productivity
- Expertise in project management to lead complex projects, ensuring successful outcomes within defined timelines and budgets

Self-management

- Strong self-leadership skills to set and model ethical and professional standards, inspiring others to follow and fostering a culture of integrity
- Resilience and adaptability to navigate ambiguity, manage stress, and lead through change while maintaining a positive and solution-oriented mindset
- Continuous self-development and learning to stay updated with emerging trends, industry best practices, and evolving leadership concepts

Learning

- Commitment to lifelong learning and professional development to enhance leadership capabilities and adapt to evolving business environments
- Ability to foster a learning culture within the organisation, promoting knowledge sharing, mentorship, and growth opportunities for team members
- Expertise in leveraging technology and digital tools to facilitate learning, research, and access to relevant information for strategic decision-making

Technology

- Advanced proficiency in utilising technology tools and digital platforms relevant to leadership and management functions
- Ability to leverage technology for data analysis, forecasting, and strategic planning to drive organisational performance
- Expertise in leveraging emerging technologies and trends to enhance operational efficiency, innovation, and competitive advantage