

Qualification Outline

Certificate IV in Leadership and Management BSB42015



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INTRODUCTION

KneeDeep provides nationally accredited training and development for people who want to develop their supervisory/line management skills.

PARTICIPANT PROFILE

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 provide leadership, guidance and support to others. They also have some responsibility for organising and monitoring the output of their team.

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

ENTRY REQUIREMENTS

There are no entry requirements for this qualification.

PATHWAYS

Preferred pathways for candidates considering this qualification include:

With vocational experience in a supervisory role but no formal qualification.

Learners completing this qualification may consider undertaking the BSB51915 Diploma of Leadership and Management, or a range of other Diploma qualifications.

THE QUALIFICATION

Candidates must complete 12 units of competency to achieve the qualification. These 12 units comprise of 4 core units plus 8 elective units.

Core Units

BSBLDR401 :	Communicate effectively as a workplace leader
BSBLDR402 :	Lead effective workplace relationships
BSBLDR403 :	Lead team effectiveness
BSBMGT402 :	Implement operational plan

Elective Units

BSBINN301 :	Promote innovation in a team environment
BSBMGT403 :	Implement continuous improvement
BSBWHS401 :	Implement and monitor WHS policies, procedures and programs to meet legislative requirements
BSBWOR404 :	Develop work priorities
BSBCMM401 :	Make a presentation
BSBCUS401 :	Coordinate implementation of customer service strategies
BSBLED401 :	Develop teams and individuals
BSBMGT401 :	Show leadership in the workplace
BSBPMG522 :	Undertake project work
BSBRELE401 :	Establish networks

ORGANISATION

The 12 units of competency in the qualification have been assessed as having a combined total of 580 nominal hours, these have been organised into an off-the-job training program comprising both;

- **face-to-face training** of content and concepts, and
- **self-paced homework** which requires students to practice, model and integrate the behaviours learnt. While the time required to undertake the homework fully will vary between students, skills are expected to be practiced and honed on a daily basis, and students should expect to spend a month completing each unit.
- **Final presentation day** during which students will hand in all outstanding assessments, and give presentations of their learnings.

Standard of Performance Required in the Workplace for Each Unit of Competency

BSBLDR401 : COMMUNICATE EFFECTIVELY AS A WORKPLACE LEADER

This unit describes the skills and knowledge required to communicate effectively as a workplace leader, including understanding the context, choosing methods of communication to suit the audience, and following up.

ELEMENT	PERFORMANCE CRITERIA
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.

BSBLDR402 : LEAD EFFECTIVE WORKPLACE RELATIONSHIPS

This unit defines skills, knowledge and outcomes required to use leadership to promote team cohesion. It includes motivating, mentoring, coaching and developing the team and forming the bridge between the management of the organisation and team members.

ELEMENT	PERFORMANCE CRITERIA
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.

BSBLDR403 : LEAD TEAM EFFECTIVENESS

This unit defines skills, knowledge and outcomes required to plan and supervise the performance of the team and develop team cohesion.

ELEMENT	PERFORMANCE CRITERIA
1. Plan to achieve team outcomes	1.1 Lead the team to identify, establish and document team purpose, roles, responsibilities, goals, plans and objectives in consultation with team members. 1.2 Engage team members to incorporate innovation and productivity measures in work plans. 1.3 Lead and support team members in meeting expected outcomes.
2. Lead team to develop cohesion	2.1 Provide opportunities for input of team members into planning, decision making and operational aspects of work team. 2.2 Encourage and 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 to encourage, value and reward individual and team efforts and contributions. 2.4 Recognise and address issues, concerns and problems identified by team members or refer to relevant persons as required. 2.5 Model expected behaviours and approaches.
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.

BSBMGT402 : IMPLEMENT OPERATIONAL PLAN

This unit describes the skills and knowledge required to implement the operational plan by monitoring and adjusting operational performance, planning and acquiring resources and providing reports on performance as required.

ELEMENT	PERFORMANCE CRITERIA
1. Implement operational plan	1.1 Collate, analyse and organise details of resource requirements in consultation with relevant personnel, colleagues and specialist resource managers. 1.2 Implement operational plans to contribute to the achievement of organisation's performance/business plan. 1.3 Identify and use key performance indicators (KPIs) to monitor operational performance. 1.4 Manage contingencies by adjusting the implementation of the operational plan in consultation with others. 1.5 Provide assistance in the development and presentation of proposals for resource requirements in line with operational planning processes.
2. Implement resource acquisition	2.1 Recruit and induct employees within organisation's policies, practices and procedures. 2.2 Implement plans for acquisition of physical resources and services within organisation's policies, practices and procedures and in consultation with relevant personnel.
3. Monitor operational performance	3.1 Monitor performance systems and processes to assess progress in achieving profit/productivity plans and targets. 3.2 Analyse and use budget and actual financial information to monitor profit/productivity performance. 3.3 Identify unsatisfactory performance and take prompt action to rectify the situation according to organisational policies. 3.4 Provide mentoring, coaching and supervision to support individuals and teams to use resources effectively, economically and safely. 3.5 Present recommendations for variation to operational plans to the designated persons/groups and gain approval. 3.6 Implement systems, procedures and records associated with performance in accordance with organisation's requirements.

BSBINN301 : PROMOTE INNOVATION IN A TEAM ENVIRONMENT

This unit describes the skills and knowledge required to be an effective and proactive member of an innovative team.

ELEMENT	PERFORMANCE CRITERIA
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.

BSBMGT403 : IMPLEMENT CONTINUOUS IMPROVEMENT

This unit describes the skills and knowledge required to implement the organisation's continuous improvement systems and processes. It covers using systems and strategies to actively encourage the team to participate in the process, monitoring and reviewing performance, and identifying opportunities for further improvements.

ELEMENT	PERFORMANCE CRITERIA
1. Implement continuous improvement systems and processes	1.1 Implement systems to ensure that individuals and teams are actively encouraged and supported to participate in decision making processes, assume responsibility and exercise initiative. 1.2 Communicate the organisation's continuous improvement processes to individuals and teams, and obtain feedback. 1.3 Ensure effective mentoring and coaching allows individuals and teams to implement the organisation's continuous improvement processes.
2. Monitor and review performance	2.1 Use the organisation's systems and technology to monitor and review progress and to identify ways in which planning and operations could be improved. 2.2 Improve customer service through continuous improvement techniques and processes. 2.3 Formulate and communicate recommendations for adjustments to those who have a role in their development and implementation.
3. Provide opportunities for further improvement	3.1 Implement processes to ensure that team members are informed of savings and productivity/service improvements in achieving the business plan. 3.2 Document work performance to aid the identification of further opportunities for improvement. 3.3 Manage records, reports and recommendations for improvement within the organisation's systems and processes.

BSBWHS401 : IMPLEMENT AND MONITOR WHS POLICIES, PROCEDURES AND PROGRAMS TO MEET LEGISLATIVE REQUIREMENTS

This unit describes the skills and knowledge required to implement and monitor an organisation's work health and safety (WHS) policies, procedures and programs in the relevant work area in order to meet legislative requirements.

ELEMENT	PERFORMANCE CRITERIA
1. Provide information to the work team about WHS policies and procedures	1.1 Accurately explain to the work team relevant provisions of WHS Acts, regulations and codes of practice. 1.2 Provide information about the organisation's WHS policies, procedures and programs, and ensure it is readily accessible to, and understandable by the work team. 1.3 Regularly provide and clearly explain to the work team information about identified hazards and the outcomes of risk assessment and control.
2. Implement and monitor participation arrangements for managing WHS	2.1 Communicate to workplace parties the importance of effective consultation mechanisms in managing health and safety risks in the workplace. 2.2 Apply consultation procedures to facilitate participation of the work team in managing work area hazards. 2.3 Promptly deal with issues raised through consultation, according to organisational consultation procedures and WHS legislative and regulatory requirements. 2.4 Promptly record and communicate to the work team the outcomes of consultation over WHS issues.
3. Implement and monitor organisational procedures for providing WHS training	3.1 Identify WHS training needs according to organisational requirements and WHS legislative and regulatory requirements. 3.2 Make arrangements to meet WHS training needs of team members in consultation with relevant individuals. 3.3 Provide workplace learning opportunities and coaching and mentoring assistance to facilitate team and individual achievement of identified WHS training needs. 3.4 Identify and report to management the costs associated with providing training for work team, for inclusion in financial and management plans.
4. Implement and monitor organisational procedures and legal requirements for identifying hazards and assessing and controlling risks	4.1 Identify and report on hazards in work area according to WHS policies and procedures and WHS legislative and regulatory requirements. 4.2 Promptly action team member hazard reports according to organisational procedures and WHS legislative and regulatory requirements. 4.3 Implement procedures to control risks using the hierarchy of control, according to organisational and WHS legislative requirements. 4.4 Identify and report inadequacies in existing risk controls according to hierarchy of control and WHS legislative requirements. 4.5 Monitor outcomes of reports on inadequacies, where appropriate, to ensure a prompt organisational response.
5. Implement and monitor organisational procedures for maintaining WHS records for the team	5.1 Accurately complete and maintain WHS records of incidents of occupational injury and disease in work area, according to WHS policies, procedures and legislative requirements. 5.2 Use aggregate information and data from work area records to identify hazards and monitor risk control procedures in work area.

BSBWOR404 : DEVELOP WORK PRIORITIES

This unit describes the skills and knowledge required to monitor and obtain feedback on own work performance and access learning opportunities for professional development.

ELEMENT	PERFORMANCE CRITERIA
1. Plan and complete own work schedule	1.1 Prepare workgroup plans which reflect consideration of resources, client needs and workgroup targets. 1.2 Analyse and incorporate work objectives and priorities into personal schedules and responsibilities. 1.3 Identify factors affecting the achievement of work objectives and establish contingencies and incorporate them into work plans. 1.4 Efficiently and effectively use business technology to manage and monitor planning completion and scheduling of tasks.
2. Monitor own work performance	2.1 Identify and analyse personal performance through self-assessment and feedback from others on the achievement of work objectives. 2.2 Seek and evaluate feedback on performance from colleagues and clients in the context of individual and group requirements. 2.3 Routinely identify and report on variations in the quality of service and performance in accordance with organisational requirements.
3. Co-ordinate professional development	3.1 Assess personal knowledge and skills against organisational benchmarks to determine development needs and priorities. 3.2 Research and identify sources and plan for opportunities for improvement in consultation with colleagues. 3.3 Use feedback to identify and develop ways to improve competence within available opportunities. 3.4 Identify, access and complete professional development activities to assist career development. 3.5 Store and maintain records and documents relating to achievements and assessments in accordance with organisational requirements.

BSBCMM401 : MAKE A PRESENTATION

This unit covers the skills and knowledge required to prepare, deliver and review a presentation to a target audience.

ELEMENT	PERFORMANCE CRITERIA
1. Prepare a presentation	1.1 Plan and document presentation approach and intended outcomes. 1.2 Choose presentation strategies, format and delivery methods that match the characteristics of the target audience, location, resources and personnel needed. 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. 1.4 Brief others involved in the presentation on their roles/responsibilities within the presentation. 1.5 Select techniques to evaluate presentation effectiveness.
2. Deliver a presentation	2.1 Explain and discuss desired outcomes of the presentation with the target audience. 2.2 Use presentation aids, materials and examples to support target audience understanding of key concepts and central ideas. 2.3 Monitor non-verbal and verbal communication of participants to promote attainment of presentation outcomes. 2.4 Use persuasive communication techniques to secure audience interest. 2.5 Provide opportunities for participants to seek clarification on central ideas and concepts, and adjust the presentation to meet participant needs and preferences. 2.6 Summarise key concepts and ideas at strategic points to facilitate participant understanding.
3. Review the presentation	3.1 Implement techniques to review the effectiveness of the presentation. 3.2 Seek and discuss reactions to the presentation from participants or from key personnel involved in the presentation. 3.3 Utilise feedback from the audience or from key personnel involved in the presentation to make changes to central ideas presented.

BSBCUS401 : COORDINATE IMPLEMENTATION OF CUSTOMER SERVICE STRATEGIES

This unit describes the skills and knowledge required to advise, carry out and evaluate customer service strategies.

ELEMENT	PERFORMANCE CRITERIA
1. Advise on customer service needs	1.1 Clarify and accurately assess customer needs using appropriate communication techniques. 1.2 Diagnose problems matching service delivery to customers and develop options for improved service within organisational requirements. 1.3 Provide relevant and constructive advice to promote the improvement of customer service delivery. 1.4 Use business technology and/or online services to structure and present information on customer service needs.
2. Support implementation of customer service strategies	2.1 Ensure customer service strategies and opportunities are promoted to designated individuals and groups. 2.2 Identify and allocate available budget resources to fulfil customer service objectives. 2.3 Promptly action procedures to resolve customer difficulties and complaints within organisational requirements. 2.4 Ensure that decisions to implement strategies are taken in consultation with designated individuals and groups.
3. Evaluate and report on customer service	3.1 Review client satisfaction with service delivery using verifiable data in accordance with organisational requirements. 3.2 Identify and report changes necessary to maintain service standards to designated individuals and groups. 3.3 Prepare conclusions and recommendations from verifiable evidence and provide constructive advice on future directions of client service strategies. 3.4 Maintain systems, records and reporting procedures to compare changes in customer satisfaction.

BSBLED401 : DEVELOP TEAMS AND INDIVIDUALS

This unit describes the skills and knowledge required to determine individual and team development needs and to facilitate the development of the workgroup.

ELEMENT	PERFORMANCE CRITERIA
1. Determine development needs	1.1 Systematically identify and implement learning and development needs in line with organisational requirements. 1.2 Ensure that a learning plan to meet individual and group training and development needs is collaboratively developed, agreed to and implemented. 1.3 Encourage individuals to self-evaluate performance and identify areas for improvement. 1.4 Collect feedback on performance of team members from relevant sources and compare with established team learning needs.
2. Develop individuals and teams	2.1 Identify learning and development program goals and objectives, ensuring a match to the specific knowledge and skill requirements of competency standards relevant to the industry. 2.2 Ensure that learning delivery methods are appropriate to the learning goals, the learning style of participants, and availability of equipment and resources. 2.3 Provide workplace learning opportunities, and coaching and mentoring assistance to facilitate individual and team achievement of competencies. 2.4 Create development opportunities that incorporate a range of activities and support materials appropriate to the achievement of identified competencies. 2.5 Identify and approve resources and time lines required for learning activities in accordance with organisational requirements.
3. Monitor and evaluate workplace learning	3.1 Use feedback from individuals or teams to identify and implement improvements in future learning arrangements. 3.2 Assess and record outcomes and performance of individuals/teams to determine the effectiveness of development programs and the extent of additional development support. 3.3 Negotiate modifications to learning plans to improve the efficiency and effectiveness of learning. 3.4 Document and maintain records and reports of competency according to organisational requirements.

BSBMGT401 : SHOW LEADERSHIP IN THE WORKPLACE

This unit describes the skills and knowledge required to lead teams and individuals by modelling high standards of conduct to reflect the organisation's standards and values.

ELEMENT	PERFORMANCE CRITERIA
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.

BSBPMG522 : UNDERTAKE PROJECT WORK

This unit describes the skills and knowledge required to undertake a straightforward project or a section of a larger project. It covers developing a project plan, administering and monitoring the project, finalising the project and reviewing the project to identify lessons learned for application to future projects.

ELEMENT	PERFORMANCE CRITERIA
1. Define project	<ul style="list-style-type: none"> 1.1 Access project scope and other relevant documentation. 1.2 Define project stakeholders. 1.3 Seek clarification from delegating authority of issues related to project and project parameters. 1.4 Identify limits of own responsibility and reporting requirements. 1.5 Clarify relationship of project to other projects and to the organisation's objectives. 1.6 Determine and access available resources to undertake project.
2. Develop project plan	<ul style="list-style-type: none"> 2.1 Develop project plan in line with the project parameters. 2.2 Identify and access appropriate project management tools. 2.3 Formulate risk management plan for project, including Work Health and Safety (WHS). 2.4 Develop and approve project budget. 2.5 Consult team members and take their views into account in planning the project. 2.6 Finalise project plan and gain necessary approvals to commence project according to documented plan.
3. Administer and monitor project	<ul style="list-style-type: none"> 3.1 Take action to ensure project team members are clear about their responsibilities and the project requirements. 3.2 Provide support for project team members, especially with regard to specific needs, to ensure that the quality of the expected outcomes of the project and documented time lines are met. 3.3 Establish and maintain required recordkeeping systems throughout the project. 3.4 Implement and monitor plans for managing project finances, resources and quality. 3.5 Complete and forward project reports as required to stakeholders. 3.6 Undertake risk management as required to ensure project outcomes are met. 3.7 Achieve project deliverables.
4. Finalise project	<ul style="list-style-type: none"> 4.1 Complete financial recordkeeping associated with project and check for accuracy. 4.2 Ensure transition of staff involved in project to new roles or reassignment to previous roles. 4.3 Complete project documentation and obtain necessary sign-offs for concluding project.
5. Review project	<ul style="list-style-type: none"> 5.1 Review project outcomes and processes against the project scope and plan. 5.2 Involve team members in the project review. 5.3 Document lessons learned from the project and report within the organisation.

BSBREL401 : ESTABLISH NETWORKS

This unit describes the skills and knowledge required to develop and maintain effective work relationships and networks through relationship building and negotiation skills required by workers within an organisation as well as freelance or contract workers.

ELEMENT	PERFORMANCE CRITERIA
1. Develop and maintain business networks	1.1 Use appropriate network strategies to establish and maintain relationships that promote the development of business opportunities. 1.2 Identify and pursue network opportunities to maximise a range of contacts. 1.3 Communicate information regarding new networks to inform individuals, colleagues and clients of potential benefits. 1.4 Participate in professional networks and associations to obtain and maintain personal knowledge and skills.
2. Establish and maintain business relationships	2.1 Develop and maintain relationships to promote benefits consistent with organisational/client requirements. 2.2 Gain and maintain trust and confidence of contacts through demonstration of high standards of business practices. 2.3 Use a high level of negotiation skills to encourage positive outcomes. 2.4 Identify difficult situations and negotiate solutions using collaborative problem-solving techniques. 2.5 Seek specialist advice in the development of contacts where appropriate.
3. Promote the relationship	3.1 Develop strategies to represent and promote the interests and requirements of the relationship. 3.2 Use appropriate presentation skills to communicate the goals and objectives of the relationship. 3.3 Effectively communicate issues, policies and practices of the relationship to a range of audiences, in writing and verbally. 3.4 Obtain feedback to identify and develop ways to improve promotional activities within available opportunities.