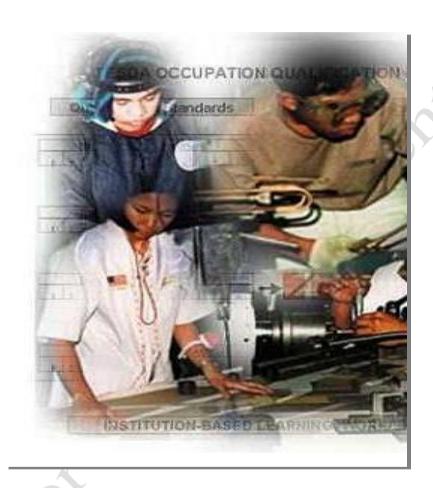TECHNICAL EDUCATION AND SKILLS DEVELOPMENT AUTHORITY

BASIC COMPETENCIES

COLLABORATION AND TEAMWORK

DEFINITIONS

BASIC COMPETENCIES

Refer to non-technical skills (knowledge, skills and attitudes) that everybody will need in order to perform satisfactorily at work and in society and are considered portable and transferable irrespective of jobs and industrial settings.

COLLABORATION AND TEAMWORK

Competency which covers knowledge, skills and attitudes required when working with others and teams, leading, developing and managing teams.

UNIT OF COMPETENCY : WORK WITH OTHERS

UNIT CODE   :

UNIT DESCRIPTOR   : This unit covers the skills, knowledge and attitudes required to develop workplace relationship and contribute in workplace activities.

ELEMENTS	PERFORMANCE CRITERIA *Italicized terms* are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Develop effective workplace relationship	1.1 ***Duties and responsibilities*** are done in a positive manner to promote cooperation and good relationship 1.2 Assistance is sought from ***workgroup*** when difficulties arise and addressed through discussions 1.3 ***Feedback*** provided by others in the team is encouraged, acknowledged and acted upon 1.4 Differences in personal values and beliefs are respected and acknowledged in the development	1.1 Orientation of one's role in the organization; familiarization with one's duties and responsibilities in the workplace 1.2 Facilitation of feedback giving and receiving 1.3 Valuing and exemplifying respect and empathy in the workplace 1.4 Facilitating creative collaboration in the organization (strategies and techniques)	1.1 Ability to read and understand the organization's policies and work procedures 1.2 Write simple instructions for particular routine tasks 1.3 Interpret information gained from correspondence 1.4 Communication skills to request advice, receive feedback and work with a team 1.5 Ability to relate to people from a range of social, cultural and ethnic backgrounds.

ELEMENTS	PERFORMANCE CRITERIA *Italicized terms* are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
2. Contribute to work group activities	2.1 **Support is provided to team members** to ensure workgroup goals are met 2.2 Constructive contributions to workgroup goals and tasks are made according to **organizational requirements** 2.3 Information relevant to work is shared with team members to ensure designated goals are met	2.1 Importance creative collaboration, social perceptiveness and problem sensitivity in the workplace 2.2 Developing plans in the group and contributing to group's short term and long term goals 2.4 Valuing the importance of initiative and dedication in group process	2.1 Ability to read and understand the organization's policies and work procedures 2.2 Write simple instructions for particular routine tasks 2.3 Interpret information gained from correspondence 2.4 Communication skills to request advice, receive feedback and work with a team 2.5 Planning skills to organized work priorities and arrangement 2.6 Technology skills including the ability to select and use technology appropriate to a task 2.7 Ability to relate to people from a range of social, cultural and ethnic backgrounds. 2.8 Group facilitation and leadership skills

RANGE OF VARIABLES

1 VARIABLES	2 RANGE
1. Duties and responsibilities	1.1 Job description and employment arrangements 1.2 Organization's policy relevant to work role 1.3 Organizational structures 1.4 Supervision and accountability requirements including OHS 1.5 Code of conduct
2. Work group	2.1 Supervisor or manager 2.2 Peers/work colleagues and clients 2.3 Other members of the organization
3. Feedback on performance	3.1 Formal/Informal performance appraisal 3.2 Obtaining feedback from supervisors and colleagues and clients 3.3 Personal, reflective behavior strategies 3.4 Routine organizational methods for monitoring service delivery
4. Providing support to team members	4.1 Explaining/clarifying 4.2 Helping colleagues 4.3 Providing encouragement 4.4 Providing feedback to another team member 4.5 Undertaking extra tasks if necessary
5. Organizational requirements	5.1 Goals, objectives, plans, system and processes 5.2 Legal and organization policy/guidelines 5.3 OHS policies, procedures and programs 5.4 Ethical standards 5.5 Defined resources parameters 5.6 Quality and continuous improvement processes and standards

EVIDENCE GUIDE

1. Critical aspects of competency	**Assessment requires evidence that the candidate:**
	1.1. Provided support to team members to ensure goals are met
	1.2. Acted on feedback from clients and colleagues
	1.3. Accessed learning opportunities to extend own personal work competencies to enhance team goals and outcomes
2. Resource Implications	**The following resources should be provided:**
	2.1. Access to relevant workplace or appropriately simulated environment where assessment can take place
	2.2. Materials relevant to the proposed activity or task
3. Methods of Assessment	**Competency in this unit may be assessed through:**
	3.1 Role playing
	3.2 Case analysis
	3.3 Structured and unstructured group work
4. Context for Assessment	4.1. Competency assessment may occur in workplace or any appropriately simulated environment
	4.2. Assessment shall be observed while task are being undertaken whether individually or in group

UNIT OF COMPETENCY: **WORK IN TEAMS**

UNIT CODE   **:**

UNIT DESCRIPTOR   **:**   This unit covers the skills, knowledge and attitudes to identify role and responsibility as a member of a team.

	ELEMENTS	PERFORMANCE CRITERIA *Italicized terms* are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1.	Describe team role and scope	1.1 The *role and objective of the team* is identified from available *sources of information* 1.2 Team parameters, reporting relationships and responsibilities are identified from team discussions and appropriate external sources	1.1 Group roles: leader and members 1.2 Group structure 1.3 Group development	1.1 Communicate appropriately, consistent with the culture of the workplace 1.2 Develop ways in improving work structure and in performing respective roles in the group or organization
2.	Identify own role and responsibility within team	2.1 Individual role and responsibilities within the team environment are identified 2.2 Roles and responsibility of other team members are identified and recognized 2.3 Reporting relationships within team and external to team are identified	2.1 Group interaction and dynamics 2.2 Group process and group development	2.1 Communicate appropriately, consistent with the culture of the workplace 2.2 Evaluate ways in improving team performance 2.3 Developing and/or enhancing strategies and techniques in group interaction
3.	Work as a team member	3.1 Effective and appropriate forms of communications used and interactions undertaken with team members who contribute to known team activities and objectives	ess	3.1 Communicate appropriately, consistent with the culture of the workplace 3.2 Interacting effectively with others 3.4 Decide as an individual and as a group using group think strategies and techniques

			3.5 Resolving issues and concerns through creative collaboration

ELEMENTS	PERFORMANCE CRITERIA *Italicized terms* are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	3.2 Effective and appropriate contributions made to complement team activities and objectives, based on individual skills and competencies and **workplace context** 3.3 Observed protocols in reporting using standard operating procedures 3.4 Contribute to the development of team work plans based on an understanding of team's role and objectives and individual competencies of the members	3.1 Group roles 3.2 Group think	3.3 Decide as an individual and as a group using group think strategies and techniques 3.4 Resolving issues and concerns through creative collaboration 3.5 Setting higher objectives/goals for the group 3.6 Employing group roles and structure; improving group functions depending on the set goals

RANGE OF VARIABLES

VARIABLES	RANGE	
1. Role and objective of team	1.1.	Work activities in a team environment with enterprise or specific sector
	1.2.	Limited discretion, initiative and judgement maybe demonstrated on the job, either individually or in a team environment
2. Sources of information	2.1.	Standard operating and/or other workplace procedures
	2.2.	Job procedures
	2.3.	Machine/equipment manufacturer's specifications and instructions
	2.4.	Organizational or external personnel
	2.5.	Client/supplier instructions
	2.6.	Quality standards
	2.7.	OHS and environmental standards
3. Workplace context	3.1.	Work procedures and practices
	3.2.	Conditions of work environments
	3.3.	Legislation and industrial agreements
	3.4.	Standard work practice including the storage, safe handling and disposal of chemicals
	3.5.	Safety, environmental, housekeeping and quality guidelines

EVIDENCE GUIDE

1. Critical aspects of Competency	**evidence that the candidate:**
	1.1. Operated in a team to complete workplace activity
	1.2. Worked effectively with others
	1.3. Conveyed information in written or oral form
	1.4. Selected and used appropriate workplace language
	1.5. Followed designated work plan for the job
	1.6. Reported outcomes
2. Resource Implications	**ces should be provided:**
	2.1. Access to relevant workplace or appropriately simulated environment where assessment can take place
	2.2. Materials relevant to the proposed activity or tasks
3. Methods of Assessment	**nit may be assessed through:**
	3.1. Role play involving the participation of individual member to the attainment of organizational goal
	3.3. Case studies and scenarios as a basis for discussion of issues and strategies in teamwork
	3.4 Socio-drama and socio-metric methods
	3.5 Sensitivity techniques
4. Context for Assessment	4.1. Competency may be assessed in workplace or in a simulated workplace setting
	4.2. Assessment shall be observed while task are being undertaken whether individually or in group

NC III

UNIT OF COMPETENCY :   LEAD SMALL TEAMS

UNIT CODE   :

UNIT DESCRIPTOR   :   This unit covers the knowledge, skills and attitudes to lead small teams including setting and maintaining team and individual performance standards.

ELEMENTS	PERFORMANCE CRITERIA *Italicized terms* are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Provide team leadership	1.1 ***Work requirements*** are identified and presented to team members 1.2 Reasons for instructions and requirements are communicated to team members 1.3 ***Team members', queries and con***	1.1 Familiarization with company policies and procedures 1.2 Setting performance standards and expectations 1.3 Evaluating individual's and team's performance vis a vis client's and group's expectations	1.1 Communication skills required for leading teams 1.2 Group facilitation skills 1.3 Negotiating skills

	cerns are recognized, discussed and dealt with		
2. Assign responsibilities	2.1. Duties, and responsibilities are allocated having regard to the skills, knowledge and aptitude required to properly undertake	2.1 Identifying team member's strengths and rooms for improvement 2.2 Individual and group expectations	2.1 Communication skills 2.2 Management skills 2.3 Negotiating skills 2.4 Evaluation skills

	the assigned task and according to company policy 2.2. Duties are allocated having regard to individual preference, domestic and personal considerations, whenever possible	and assignments 2.3 Ways to improve group leadership and membership	

ELEMENTS	PERFORMANCE CRITERIA *Italicized terms* are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
3. Set performance expectations for team members	3.1 Performance expectations are established based on client needs and according to assignment requirements 3.2 Performance expectations are based on individual team members duties and area of responsibility 3.3 Performance expectations are discussed and disseminated to individual team members	3.1 Review of one's roles and responsibilities in the group 3.2 Handling feedback giving and receiving	3.1 Communication skills 3.2 Accurate empathy 3.3 Congruence 3.4 Unconditional positive regard
4. Supervise team performance	4.1 *Monitoring of performance* takes place against defined performance criteria and/or assignment instructions and corrective action taken if required 4.2 Team members are provided with *feedback*, positive support and advice on strategies to overcome any deficiencies 4.3 *Performance issues* which cannot be rectified or addressed within the team are referenced to appropriate personnel according to employer policy	4.1 Performance Coaching skills 4.2 Managing and improving individual and performance	4.1 Communication skills required for leading teams 4.2 Coaching skill

ELEMENTS	PERFORMANCE CRITERIA *Italicized terms* are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	4.4 Team members are kept informed of any changes in the priority allocated to assignments or tasks which might impact on client/customer needs and satisfaction 4.5 Team operations are monitored to ensure that employer/client needs and requirements are met 4.6 Follow-up communication is provided on all issues affecting the team 4.7 All relevant documentation is completed in accordance with company procedures		

RANGE OF VARIABLES

ARIABLES	RANGE
1. Work requirements	1.1. Client Profile 1.2. Assignment instructions
2. Team members' and leader's concerns	2.1. Roster/shift details 2.2. Roles and responsibilities
3. Monitor performance	3.1. Formal process 3.2. Informal process
4. Feedback	4.1. Formal process 4.2. Informal process
5. Performance issues	5.1. Work output 5.2. Work quality 5.3. Team participation 5.4. Compliance with workplace protocols 5.5. Safety 5.6. Customer service

EVIDENCE GUIDE

1. Critical aspects of Competency	**Assessment requires evidence that the candidate:**
	1.1. Maintained or improved individuals and/or team performance given a variety of possible scenario
	1.2. Assessed and monitored team and individual performance against set criteria
	1.3. Represented concerns of a team and individual to next level of management or appropriate specialist and to negotiate on their behalf
	1.4. Allocated duties and responsibilities, having regard to individual's knowledge, skills and aptitude and the needs of the tasks to be performed
	1.5. Set and communicated performance expectations for a range of tasks and duties within the team and provided feedback to team members
2. Resource Implications	**The following resources should be provided:**
	2.1. Access to relevant workplace or appropriately simulated environment where assessment can take place
	2.2. Materials relevant to the proposed activity or task
3. Methods of Assessment	**Competency in this unit may be assessed through:**
	3.1. Direct observations of work activities of the individual member in relation to the work activities of the group
	3.2. Observation of simulation and/or role play involving the participation of individual member to the attainment of organizational goal
	3.3. Case studies and scenarios as a basis for discussion of issues and strategies in teamwork
4. Context for Assessment	4.1. Competency assessment may occur in workplace or any appropriately simulated environment
	4.2. Assessment shall be observed while task are being undertaken whether individually or in-group

UNIT OF COMPETENCY :   DEVELOP TEAMS

UNIT CODE   :

UNIT DESCRIPTOR   :   This unit covers the skills, knowledge and attitudes required to determine individual and team development needs and facilitate the development of the workgroup.

ELEMENTS	PERFORMANCE CRITERIA Italicized terms are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Provide team leadership	1.1 *Learning and development needs* are systematically identified and implemented in line with *organizational requirements* 1.2 Learning plan to meet individual and group training and developmental needs is collaboratively developed and implemented 1.3 Individuals are encouraged to self - evaluate performance and identify areas for improvement 1.4 *Feedback on performance* of team members is collected from relevant sources and compared with established team learning process	1.1 Coaching and mentoring principles 1.2 Working interdependently: strategies and techniques 1.4 Feedback principles and procedures 1.5 Teamwork Skills 1.6 Reasons Companies Use Teams 1.7 Types of Decisions Teams Make 1.8 Team Responsibilities 1.9 Problems That Affect Teams 1.10 Building Strong Team Communication 1.11 Expressing Yourself on a Team 1.12 Team Problem Solving	1.1 Ability to read and understand a variety of texts, prepare general information and documents according to target audience; spell with accuracy; use grammar and punctuation effective relationships and conflict management 1.2 Communication skills including receiving feedback and reporting, maintaining effective relationships and conflict management 1.3 Planning skills to organize required resources and equipment to meet learning needs 1.4 Coaching and mentoring skills to provide support to colleagues 1.5 Reporting skills to organize information; assess information for relevance and accuracy; identify and elaborate on learning outcomes 1.6 Facilitation skills to conduct small group training sessions

ELEMENTS	PERFORMANCE CRITERIA *Italicized terms* are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
			1.7 Ability to relate to people from a range of social, cultural, physical and mental backgrounds
2. Foster individual and organizational growth	2.1. Learning and development program goals and objectives are identified to match the specific knowledge and skills requirements of competency standards 2.2. *Learning delivery methods* are appropriate to the learning goals, the learning style of participants and availability of equipment and resources 2.3. Workplace learning opportunities and coaching/ mentoring assistance are provided to facilitate individual and team achievement of competencies 2.4. Resources and timelines required for learning activities are identified and approved in accordance with organizational requirements	2.1 Advance coaching skills and principles 2.2 Advance performance evaluation skills 2.3 Advance training and development skills	2.1 Ability to read and understand a variety of texts, prepare general information and documents according to target audience; spell with accuracy; use grammar and punctuation effective relationships and conflict management 2.2 Communication skills including receiving feedback and reporting, maintaining effective relationships and conflict management 2.3 Planning skills to organize required resources and equipment to meet learning needs 1.4 Coaching and mentoring skills to provide support to colleagues 2.5 Reporting skills to organize information; assess information for relevance and accuracy; identify and elaborate on learning outcomes 2.6 Facilitation skills to conduct small group training sessions 2.7 Ability to relate to people from a range of social, cultural, physical and mental backgrounds

ELEMENTS	PERFORMANCE CRITERIA *Italicized terms* are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
3. Monitor and evaluate workplace learning	3.1 Feedback from individuals or teams is used to identify and implement improvements in future learning arrangements 3.2 Outcomes and performance of individuals/teams are assessed and recorded to determine the effectiveness of development programs and the extent of additional support 3.3 Modifications to learning plans are negotiated to improve the efficiency and effectiveness of learning 3.4 Records and reports of competency are maintained within organizational requirement	3.1 Advance coaching skills and principles II 3.2 Advance performance evaluation skills II 3.3 Advance training and development skills II	3.1 Ability to read and understand a variety of texts, prepare general information and documents according to target audience; spell with accuracy; use grammar and punctuation effective relationships and conflict management 3.2 Communication skills including receiving feedback and reporting, maintaining effective relationships and conflict management 3.3 Coaching and mentoring skills to provide support to colleagues 3.4 Reporting skills to organize information; assess information for relevance and accuracy; identify and elaborate on learning outcomes 3.5 Facilitation skills to conduct small group training sessions 3.6 Ability to relate to people from a range of social, cultural, physical and mental backgrounds

ELEMENTS	PERFORMANCE CRITERIA *Italicized terms* are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
4. Develop team commitment and cooperation	4.1 Open communication processes to obtain and share information is used by team 4.2 Decisions are reached by the team in accordance with its agreed roles and responsibilities 4.3 Mutual concern and camaraderie are developed in the team 4.4 Career planning for each member are monitored	4.1 Career development for group members 4.2 Principles of team commitment and cooperation 4.3 Improving team dynamics and performance	4.1 Ability to read and understand a variety of texts, prepare general information and documents according to target audience; spell with accuracy; use grammar and punctuation effective relationships and conflict management 4.2 Communication skills including receiving feedback and reporting, maintaining effective relationships and conflict management 4.3 Planning skills to organize required resources and equipment to meet learning needs 4.4 Coaching and mentoring skills to provide support to colleagues 4.5 Reporting skills to organize information; assess information for relevance and accuracy; identify and elaborate on learning outcomes 4.6 Facilitation skills to conduct small group training sessions 4.7 Ability to relate to people from a range of social, cultural, physical and mental backgrounds

ELEMENTS	PERFORMANCE CRITERIA *Italicized terms* are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
5. Facilitate accomplishment of organizational goals	5.1 Team members actively participated in team activities and communication processes 5.2 Teams members developed individual and joint responsibility for their actions 5.3 Collaborative efforts are sustained to attain organizational goals	5.1 Advance Group Development Process and Principles as applied in the workplace 5.2 Principles of organizational development (basic) 5.3 Collaboration principles and procedures	5.1 Ability to read and understand a variety of texts, prepare general information and documents according to target audience; spell with accuracy; use grammar and punctuation effective relationships and conflict management 5.2 Communication skills including receiving feedback and reporting, maintaining effective relationships and conflict management 5.3 Planning skills to organize required resources and equipment to meet learning needs 5.4 Coaching and mentoring skills to provide support to colleagues 5.5 Reporting skills to organize information; assess information for relevance and accuracy; identify and elaborate on learning outcomes 5.6 Facilitation skills to conduct small group training sessions 5.7 Ability to relate to people from a range of social, cultural, physical and mental backgrounds

RANGE OF VARIABLES

ARIABLES	RANGE
s	1.1 Coaching, mentoring and/or supervision 1.2 Formal/informal learning program 1.3 Internal/external training provision 1.4 Work experience/exchange/opportunities 1.5 Personal study 1.6 Career planning/development 1.7 Performance appraisals 1.8 Workplace skills assessment 1.9 Recognition of prior learning
	2.1 Quality assurance and/or procedures manuals 2.2 Goals, objectives, plans, systems and processes 2.3 Legal and organizational policy/guidelines and requirements 2.4 Safety policies, procedures and programs 2.5 Confidentiality and security requirements 2.6 Business and performance plans 2.7 Ethical standards 2.8 Quality and continuous improvement processes and standards
	3.1 Formal/informal performance appraisals 3.2 Obtaining feedback from supervisors and colleagues 3.3 Obtaining feedback from clients 3.4 Personal and reflective behavior strategies 3.5 Routine and organizational methods for monitoring service delivery
	4.1 On the job coaching or mentoring 4.2 Problem solving 4.3 Presentation/demonstration 4.4 Formal course participation 4.5 Work experience 4.6 Involvement in professional networks 4.7 Conference and seminar attendance 4.8 Induction

E GUI

EVIDENCE GUIDE

1. Critical aspects of Competency	**Assessment requires evidence that the candidate:** 1.1. Identified and implemented learning opportunities for others 1.2. Gave and received feedback constructively 1.3. Facilitated participation of individuals in the work of the team 1.4. Negotiated learning plans to improve the effectiveness of learning 1.5. Prepared learning plans to match skill needs 1.6. Accessed and designated learning opportunities
2. Resource Implications	**The following resources should be provided:** 2.1. Access to relevant workplace or appropriately simulated environment where assessment can take place 2.2. Materials relevant to the proposed activity or tasks
3. Methods of Assessment	**Competency in this unit may be assessed through:** 3.1. Observation of work activities of the individual member in relation to the work activities of the group 3.2. Observation of simulation and or role play involving the participation of individual member to the attainment of organizational goal 3.3. Case studies and scenarios as a basis for discussion of issues and strategies in teamwork
4. Context for Assessment	4.1. Competency may be assessed in workplace or in a simulated workplace setting 4.2. Assessment shall be observed while task are being undertaken whether individually or in-group

UNIT OF COMPETENCY :   MANAGE AND SUSTAIN HIGH PERFORMING TEAMS

UNIT CODE   :

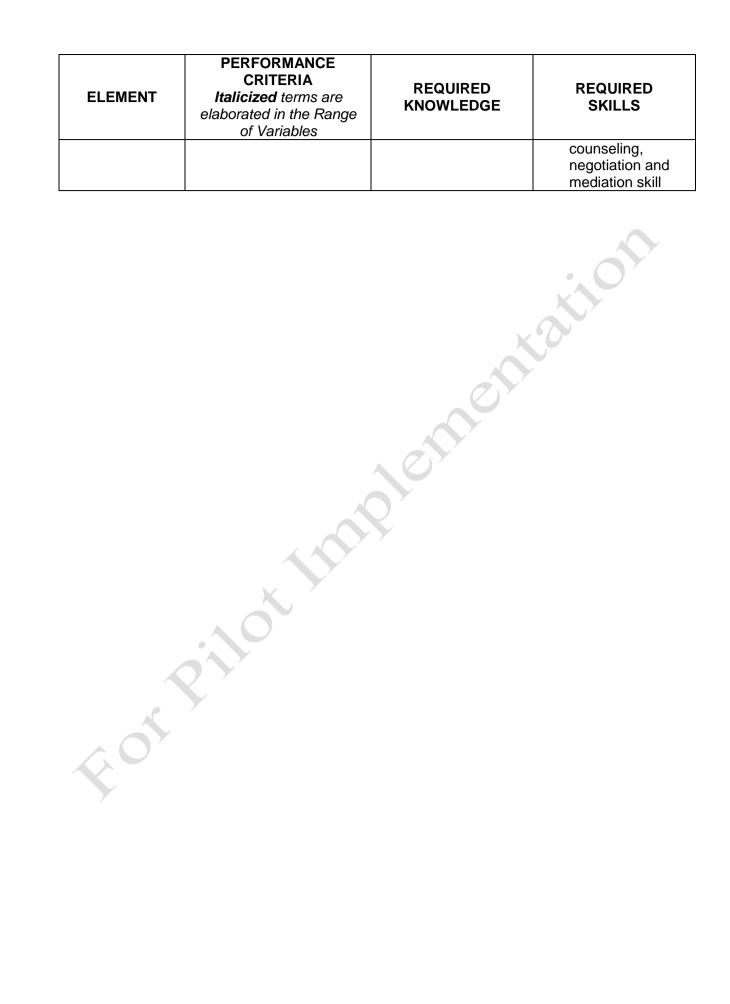**UNIT DESCRIPTOR   :**   This unit covers the knowledge, skills and attitudes required to delegate responsibility and authority to others, negotiate targets for delegated work and provide advice and support.

ELEMENT	PERFORMANCE CRITERIA *Italicized* terms are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Delegate responsibility and authority to others	1.1 Delegate authority and responsibilities to people able to deliver the required outcomes 1.2 Ensure *information and instruction* about the work delegated is clear, explicit and allows sufficient time for the work to be carried out 1.3 Ensure that delegations take account of the developmental needs of the people involved and give equal opportunities to develop skills and experience 1.4 Provide sufficient resources to ensure that the delegated work can be completed in the time required and the quality specified 1.5 Review delegations at suitable intervals and revise arrangements where necessary	1.1 Review of organization's policies and procedures relating to delegation 1.2 Delegation procedures and principles 1.3 Organization structure and levels of authority (overview) 1.4 Cultural awareness related to promoting cultural diversity in the workplace 1.5 Familiarization with common organizational protocols	1.1 Writing and oral communication skills 1.2 Applying legislative, regulatory and policy 1.3 Applying organizational policies and procedures 1.4 Planning and organizing skill 1.5 Management skill

ELEMENT	PERFORMANCE CRITERIA *Italicized* terms are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
2. Negotiate targets for delegated work	2.1 Ensure targets are realistic and achievable within organizational resources and conditions and are consistent with the organization's objectives and priorities 2.2 Ensure targets take into account the competencies and experience of the individuals and teams involved 2.3 Negotiate targets using methods that promote commitment, enthusiasm and creative approaches from the people involved 2.4 Identify measures to be used to determine progress and the times at which the targets and progress will be reviewed 2.5 Inform all relevant parts of the organization about delegated work, targets and the review of targets	2.1 Negotiation strategies and techniques in developing work targets 2.2 Prioritizing strategies and techniques 2.3 Communicating performance standards to group members 2.4 How to promote commitment and dedication among team members: ways and means	2.1 Writing and oral communication skills 2.2 Applying legislative, regulatory and policy 2.3 Applying organizational policies and procedures 2.4 Interviewing, counseling, negotiation and mediation skills 2.5 Planning and organizing 2.6 Management skill 2.7 Creative Problem Solving and Critical Thinking
3. Provide advice and support	3.1 Provide advice and support to individuals and teams working under delegation to ensure understanding, cooperation, commitment and quality of performance	3.1 Advance mentoring skills 3.2 Motivating group members for high performance goals 3.3 Group facilitation principles and processes	3.1 Writing and oral communication skills 3.2 Applying legislative, regulatory and policy 3.3 Applying organizational policies and procedures 3.4 Interviewing,

ELEMENT	PERFORMANCE CRITERIA *Italicized* terms are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
			counseling, negotiation and mediation skill

ELEMENT	PERFORMANCE CRITERIA *Italicized* terms are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	3.2 Provide advice and support based on accurate analysis of the issues, obstacles and problems and their possible solutions 3.3 Ensure advice and support give encouragement and positive direction to people involved in the delegated work 3.4 Ensure that the nature and timing of advice takes account of the need for people to work autonomously and control their own work responsibilities 3.5 Foster and promote the interests of delegated individuals and work teams in the organization	3.4 Cultural awareness related to promoting cultural diversity in the workplace 3.6 Conflict resolution strategies techniques 3.7 Strategic plans and work unit or business plans 3.8 Equal employment opportunities, equity and diversity principles	3.5 Planning and organizing 3.6 Management skill

RANGE OF VARIABLES

VARIABLE	RANGE
1. Information and instruction	May include: **Information** 1.1 System 1.2 Technology 1.3 Theory Instruction 1.4 Act of instructing 1.5 Teaching 1.6 Finishing

EVIDENCE GUIDE

1. Critical aspects of Competency	**Assessment requires evidence that the candidate:** 1.1 Accessed and use legislation and guidelines related to delegations 1.2 Interpreted and explained organizational policies and procedures relating to delegations and applied in the workplace 1.3 Planned and developed work unit targets and effective measures 1.4 Used team-building strategies 1.5 Responded to diversity in the workplace 1.6 Used communication strategies involving exchanges of complex oral information 1.7 Undertaken grievance counseling and resolved conflict in work teams 1.8 Undertaken effective liaison, negotiation and consultation
2. Resource Implications	**The following resources should be provided:** 2.1 Access to relevant workplace or appropriately simulated environment where assessment can take place 2.2 Materials relevant to the proposed activity or tasks
3. Methods of Assessment	**Competency in this unit may be assessed through:** 3.1 Direct Observation/Demonstration with Socratic Dialogue 3.2 Written Examination (situational) 3.3 Role Playing and Socio-drama methods
4. Context of Assessment	4.1 Competency maybe assessed in actual workplace or at the designated TESDA Accredited Assessment Center