

# Qualification Outline

## Certificate IV in Project Management Practice BSB41513



Get it done. Get it done *well*

**Web:** [www.kneedeep.com.au/certification.html](http://www.kneedeep.com.au/certification.html)

**Phone:** +61 8 7127 4885

**Email:** [admin@kneedeep.com.au](mailto:admin@kneedeep.com.au)

**Address:** Suite 203, Level 2  
33 Pirie Street  
Adelaide SA 5000

## CONTENTS

INTRODUCTION .....	3
PARTICIPANT PROFILE.....	3
KEY BENEFITS .....	3
ENTRY REQUIREMENTS.....	4
PATHWAYS.....	4
THE QUALIFICATION .....	4
ORGANISATION .....	5
EMPLOYABILITY SKILLS SUMMARY .....	6
STANDARD OF PERFORMANCE REQUIRED IN THE WORKPLACE FOR EACH UNIT OF COMPETENCY ..	7
BSBPMG409A : Apply project scope management techniques .....	7
BSBPMG410A : Apply project time management techniques.....	8
BSBPMG411A : Apply project quality management techniques .....	9
BSBPMG412A : Apply project cost management techniques .....	10
BSBPMG413A : Apply project human resources management techniques.....	11
BSBPMG414A : Apply project information and communications .....	12
management techniques.....	12
BSBPMG415A : Apply project risk management techniques.....	13
BSBPMG416A : Apply project procurement procedures .....	14
BSBPMG417A : Apply project life cycle management process .....	15
BSBPMG418A : Apply project stakeholder engagement techniques.....	16
BSBCMM401A: Make a presentation .....	17
BSBLED401A : Develop teams and individuals.....	18
BSBREL401A : Establish networks.....	19
BSBWOR401A: Establish effective workplace relationships .....	20
BSBMGT403A : Implement continuous improvement.....	21
BSBWHS401A : Implement and monitor WHS policies, procedures and programs to meet legislative requirements.....	22
BSBWOR404B: Develop work priorities.....	24

## **INTRODUCTION**

KneeDeep provides nationally accredited training and development for people who want to improve their project management skills.

The focus of the program is to enable those who have some experience in project management to develop the competencies required to be successful in their role while supporting future development into the role of project manager.

## **PARTICIPANT PROFILE**

The Certificate IV in Project Management program is designed for people who participate and contribute to the management of projects. This qualification reflects the role of individuals who use well-developed skills and a broad knowledge base in a wide variety of contexts. They apply solutions to a defined range of unpredictable problems, and analyse and evaluate information from a variety of sources. They may provide leadership and guidance to others with some limited responsibility for the output of others.

The target group of Learners for the Certificate IV in Project Management are those already working as team members within project teams or anyone who would like to have a better understanding of project management techniques and how it can be applied in their workplace.

## **KEY BENEFITS**

- Introduction to the Project Management Body of Knowledge (PMBOK). This is an internationally recognised standard that covers the 9 areas of project management.
- Understand why leadership is necessary in a project environment.
- Acquire knowledge of project management principles and the application of techniques towards successful projects.
- Learn how to contribute effectively in a project environment.
- Better understanding of topics related to financial management, procurement, sales, contracts, quality, risk management, human resources, as well as time and communication management.

## ENTRY REQUIREMENTS

There are no entry requirements for this qualification.

## PATHWAYS

Preferred pathways for candidates considering this qualification include:

- BSB30112 Certificate III in Business or other relevant qualification

or

- Vocational experience in project-based work

Pathways into the qualification

This breadth of expertise would equate to the competencies required to undertake this qualification.

Learners completing this qualification may consider undertaking the BSB51413 Diploma of Project Management, a qualification for those wishing to develop specialised skills and knowledge required to plan, carry out and evaluate their own work and/or the work of a team, or a range of other Diploma qualifications.

## THE QUALIFICATION

Candidates must complete 9 units of competency to attain the qualification. These 9 units comprise of 3 core units plus 6 elective units.

### Core Units

BSBPMG409A	Apply project scope management techniques
BSBPMG410A	Apply project time management techniques
BSBPMG411A	Apply project quality management techniques

### Electives Group A (at least 3)

BSBPMG412A	Apply project cost management techniques
BSBPMG413A	Apply project human resources management techniques
BSBPMG414A	Apply project information management and communications techniques
BSBPMG415A	Apply project risk management techniques
BSBPMG416A	Apply project procurement procedures
BSBPMG417A	Apply project life cycle management processes
BSBPMG418A	Apply project stakeholder engagement techniques

### Electives Group B (no more than 3)

BSBCMM401A	Make a presentation
BSBLED401A	Develop teams and individuals
BSBREL401A	Establish networks

BSBWOR401A	Establish effective workplace relationships
BSBMGT403A	Implement continuous improvement
BSBWHS401A	Implement and monitor WHS policies, procedures and programs to meet legislative requirements
BSBWOR404B	Develop work priorities

## ORGANISATION

The 9 units of competency in the qualification have been assessed as having a combined total of 300 nominal hours, these have been organised into an off-the-job training program comprising both;

- **Face-to-face training** of content and concepts;
- **Self-paced homework** which requires students to practice, model and integrate the behaviours learnt, and collate a portfolio of evidence. While the time required to undertake the homework and gather evidence will vary between students, students should expect to spend a month completing each unit.

## EMPLOYABILITY SKILLS SUMMARY

### Qualification Code and Title

The following table contains a summary of the Employability Skills required by industry for this qualification. The Employability Skills facets described here are broad industry requirements that may vary depending on qualification packaging options.

Employability Skill	Industry/enterprise requirements for this qualification include:
Communication	<ul style="list-style-type: none"> <li>• Assisting the project team to plan communications, facilitate information flow and review communications</li> <li>• Communicating verbally with external parties and clients</li> <li>• Participating in meetings, questioning and discussions, and making presentations</li> </ul>
Teamwork	<ul style="list-style-type: none"> <li>• Assisting with obtaining information from relevant sources throughout the project life cycle</li> </ul>
Problem-solving	<ul style="list-style-type: none"> <li>• Recommending ways to eliminate causes of unsatisfactory performance of products and processes</li> <li>• Resolving and preventing conflict in the team</li> </ul>
Initiative and enterprise	<ul style="list-style-type: none"> <li>• Generating a range of responses to new and emerging situations</li> <li>• Translating ideas into action and measurable outcomes</li> </ul>
Planning and organising	<ul style="list-style-type: none"> <li>• Planning work and project tasks for self and others.</li> <li>• Tracking actual effort against the project plan.</li> </ul>
Self-management	<ul style="list-style-type: none"> <li>• Undertaking the work in line with an agreed management plan and within delegated authority</li> </ul>
Learning	<ul style="list-style-type: none"> <li>• Identifying the learning and development needs of people working on the project and facilitating those needs being met.</li> </ul>
Technology	<ul style="list-style-type: none"> <li>• Using word processing packages to produce written plans, scope definitions, reports on project activities and communicate with stakeholders.</li> </ul>

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

### BSBPMG409A : Apply project scope management techniques

This unit describes the performance outcomes, skills and knowledge required to contribute to the control of a project's scope by assisting with identifying its objectives, deliverables, constraints, assumptions and outcomes; and by applying controls once the project has commenced.

ELEMENT	PERFORMANCE CRITERIA
1. Contribute to defining project scope	1.1 Review project initiation documentation and assist in identifying project objectives and requirements 1.2 Contribute to identifying project deliverables 1.3 Contribute to identifying measurable outcomes to enable evaluation of project performance 1.4 Contribute to developing and documenting the scope-management plan 1.5 Assist in obtaining agreement to scope from relevant project authority
2. Apply project scope controls	2.1 Undertake work according to agreed project scope-management plan and by using established change-control procedures and performance-measurement procedures 2.2 Communicate instances of non-compliance with overall scope to the project manager and other team members
3. Contribute to review of scope controls	3.1 Measure progress to determine potential, perceived and actual scope changes 3.2 Appropriately report scope changes 3.3 Assist in the review of project outcomes to determine the effectiveness of initial and subsequent scope-management approaches

## BSBPMG410A : Apply project time management techniques

This unit describes the performance outcomes, skills and knowledge required to assist with project scheduling activities, apply and monitor the agreed project schedule, and evaluate the effectiveness of time management for the project.

ELEMENT	PERFORMANCE CRITERIA
1. Assist in developing project schedule	1.1. Contribute to developing the work breakdown structure with sufficient detail to enable effective planning and control 1.2. Contribute to estimating the duration and effort, sequence and dependencies of tasks to achieve project deliverables 1.3. Assist in using project scheduling tools and techniques to identify schedule impact on project time management, resource requirements, costs and risks 1.4. Contribute to achieving an agreed schedule baseline and communicating the schedule to stakeholders
2. Maintain project schedule	2.1. Use techniques to measure, record and report progress of activities in relation to agreed schedule 2.2. Record baseline variance between actual and planned progress 2.3. Contribute to forecasting the impact of change on the schedule and analysing options 2.4. Update task status and agreed changes to maintain currency and accuracy of schedule
3. Participate in assessing time-management outcomes	3.1. Assist in the review of project performance to determine the effectiveness of time management 3.2. Document scheduling and time-management issues and responses to assist in project evaluation

## BSBPMG411A : Apply project quality management techniques

This unit describes the performance outcomes, skills and knowledge required to enhance project outcomes through contributing to quality planning, applying quality policies and procedures, and contributing to continuous improvement in projects.

ELEMENT	PERFORMANCE CRITERIA
1. Contribute to project quality planning	1.1 Contribute to determining quality requirements of project stakeholders 1.2 Contribute to identifying quantifiable quality criteria for project deliverables 1.3 Source information to locate and interpret quality policy and procedures 1.4 Contribute to developing quality requirements in the project plan and processes
2. Apply quality policies and procedures	2.1 Implement quality assurance in the project according to agreed quality standards and guidelines 2.2 Select and apply quality-management tools and methodologies to project processes according to organisational policy 2.3 Maintain quality control records and audit documentation according to agreed procedures 2.4 Determine and maintain compliance records against agreed quality requirements 2.5 Report shortfalls in quality outcomes to others to enable appropriate action to be initiated
3. Contribute to project continuous improvement process	3.1 Participate in the ongoing review of project outcomes to determine the effectiveness of quality-management activities 3.2 Contribute to stakeholder satisfaction analysis to ensure expectations have been met 3.3 Report quality-management issues and responses to others for application to future projects

## BSBPMG412A : Apply project cost management techniques

This unit describes the performance outcomes, skills and knowledge required to assist in producing a project budget, to monitor project expenditure and to contribute to cost finalisation processes.

ELEMENT	PERFORMANCE CRITERIA
1. Assist in developing the project budget	1.1 Implement cost-estimating methods against duration/effort and resource requirements 1.2 Determine estimated costs for tasks and activities and confirm degree of accuracy with relevant stakeholders 1.3 Communicate cost estimates where required to others to contribute to project budget and cash flow management 1.4 Contribute to developing cost-management strategies and processes, and providing financial authorisation within delegated authority
2. Monitor project costs	2.1 Monitor income and expenditure against the project budget baseline at predetermined intervals 2.2 Identify and report variations in the budget using established project cost methods, techniques and tools 2.3 Implement action and report progress to ensure cost objectives remain achievable throughout the project life cycle
3. Contribute to cost-finalisation process	3.1 Assist in the finalisation and transfer of financial assets, liabilities and records to relevant parties 3.2 Assist in the review of project outcomes through the use of project cost records to determine the effectiveness of cost-management processes 3.3 Document cost-management lessons learned for application to future projects

## BSBPMG413A : Apply project human resources management techniques

This unit describes the performance outcomes, skills and knowledge required to assist with aspects of human resource management of a project. It involves establishing human resource requirements, identifying the learning and development needs of people working on the project, facilitating these needs being met, and resolving conflict in the team.

ELEMENT	PERFORMANCE CRITERIA
1. Assist in determining human resource requirements	1.1 Analyse work breakdown structure to determine human resource requirements 1.2 Prepare a skills analysis of project personnel against project task requirements 1.3 Assist in assigning responsibilities for achieving project deliverables
2. Contribute to establishing and maintaining productive team relationships	2.1 Actively seek the views and opinions of team members during task planning and implementation 2.2 Promote cooperation and effective activities, goals and relationships in the team 2.3 Communicate with others using styles and methods appropriate to organisational standards, group expectations and desired outcomes 2.4 Communicate information and ideas to others in a logical, concise and understandable manner 2.5 Regularly seek feedback on the nature and quality of work relationships, and use the feedback as the basis for own improvement and development
3. Assist with human resource monitoring	3.1 Monitor the work of project personnel against assigned roles and responsibilities within delegated authority levels 3.2 Monitor and control actual effort against project plan 3.3 Review skill levels against allocated tasks and recommend solutions, where required, to others 3.4 Advise others within delegated authority when assigned responsibilities are not met by project personnel 3.5 Undertake work in a multi-disciplinary environment according to established human resource management practices, plans, guidelines and procedures 3.6 Resolve conflict within delegated authority according to agreed dispute-resolution processes 3.7 Assist in offering human resource development opportunities to individuals with skill gaps
4. Contribute to evaluating human resource practices	4.1 Contribute to assessing the effectiveness of project human resource management 4.2 Document lessons learned to support continuous improvement processes

## BSBPMG414A : Apply project information and communications management techniques

This unit describes the performance outcomes, skills and knowledge required to provide a critical link between people, ideas and information at all stages in the project life cycle. It involves assisting the project team to plan communications, communicating information related to the project, and reviewing communications.

ELEMENT	PERFORMANCE CRITERIA
1. Contribute to communications planning	1.1 Identify, source and contribute relevant information requirements to initial project documentation 1.2 Contribute to developing and implementing the project communications plan and communications networks
2. Conduct information-management activities	2.1 Act on and process project information according to agreed procedures as directed, to aid decision-making processes throughout project life cycle 2.2 Maintain information to ensure data is secure and auditable
3. Communicate project information	3.1 Communicate with clients and other stakeholders during project using agreed networks, processes and procedures to ensure flow of necessary information 3.2 Ensure reports are prepared and released according to authorisation, or produced for release by others 3.3 Seek information and advice from appropriate project authorities as required
4. Contribute to assessing effectiveness of communication	4.1 Assist in the ongoing review of project outcomes to determine the effectiveness of communications-management activities 4.2 Report communications-management issues and responses to higher project authorities for application of lessons learned to future projects

## BSBPMG415A : Apply project risk management techniques

This unit describes the performance outcomes, skills and knowledge required to assist with aspects of risk management in a project. It specifically involves planning for, controlling and reviewing risks associated with the project, and assisting in this process where required.

ELEMENT	PERFORMANCE CRITERIA
1. Assist with risk analysis and planning	1.1 Contribute to identifying and prioritising potential risks throughout the project life cycle, using established risk-analysis methods , techniques and tools 1.2 Contribute to developing risk-management strategies and risk-management plans according to established guidelines 1.3 Contribute to developing and implementing risk-reporting mechanisms
2. Perform risk-control activities	2.1 Monitor risks according to agreed project and risk-management plans and advise project manager of changing circumstances 2.2 Regularly review progress and future activity for the purpose of identifying potential and actual risks and opportunities 2.3 Contribute to implementing agreed risk-management approaches and amending plans to reflect the changing environment 2.4 Contribute to corrective action on risks according to the risk-management plan and delegated authority 2.5 Contribute to the review of contingency plans on an ongoing basis and, where required, ensure tasks allocated to individuals and/or team are clarified with the project manager before implementation 2.6 Apply and monitor risk-contingency measures according to the risk-management plan 2.7 Identify and report opportunities in the same way as risks
3. Contribute to assessing risk-management outcomes	3.1 Contribute to the ongoing review of project outcomes to determine the effectiveness of risk-management activities by accessing project risk records and other available information 3.2 Report risk-management issues and responses to others for lessons learned or application to future projects

## BSBPMG416A : Apply project procurement procedures

This unit describes the performance outcomes, skills and knowledge required to assist with procurement for a project. It involves identifying procurement requirements, assisting with supplier selection, conducting procurement activities, and assisting with procurement finalisation activities for the project.

ELEMENT	PERFORMANCE CRITERIA
1. Assist with procurement planning	1.1 Contribute to establishing procurement requirements to achieve project objectives 1.2 Act under delegated authority to contribute to the development of the procurement-management plan 1.3 Contribute to developing procurement documentation
2. Contribute to supplier selection process	2.1 Gather and evaluate information on potential suppliers 2.2 Make recommendations to assist in selection of preferred suppliers 2.3 Contribute to establishing agreed terms and conditions with preferred suppliers 2.4 Identify and act in line with probity and project governance constraints 2.5 Assist in developing contractual documentation
3. Conduct procurement activities	3.1 Test and accept supplies to ensure quality and suitability for purpose 3.2 Undertake procurement activities and maintain information in line with reporting, confidentiality and audit requirements 3.3 Receive, reconcile and register supplies according to established procedures 3.4 Monitor and control suppliers according to contractual supply documentation
4. Assist in finalising procurement activities	4.1 Assist in finalising procurement agreements 4.2 Assist in the review of project outcomes using available records to determine the effectiveness of procurement activities 4.3 Contribute to identifying lessons learned and possible improvements to procurement management

## BSBPMG417A : Apply project life cycle management process

This unit describes the performance outcomes, skills and knowledge required to assist in implementing project management life cycle processes.

ELEMENT	PERFORMANCE CRITERIA
1. Assist in establishing project	1.1 Identify and clarify project initiation documentation where required 1.2 Establish the relationship between the project and broader organisational strategies and goals 1.3 Assist in negotiating and documenting project objectives, outcomes and benefits 1.4 Assist in establishing the project governance structure 1.5 Assist in drafting a project charter for approval
2. Support project planning and design processes	2.1 Support the disaggregation of project objectives into achievable project deliverables 2.2 Assist in identifying project stages, and key requirements for stage completion 2.3 Identify project milestones and map clearly against time and objectives 2.4 Assist in consolidating associated plans and baselines in the project management plan 2.5 Support negotiation with relevant stakeholders and project authority to gain approval of project plan
3. Assist with project control and execution	3.1 Maintain and update records against project deliverables and plans at required intervals 3.2 Prepare status reports on project progress and identified issues 3.3 Assist with undertaking an impact analysis of proposed changes to the project 3.4 Maintain relevant project logs and registers accurately and regularly to assist with project audit 3.5 Update associated plans to reflect project progress against baselines and approved changes
4. Assist with project finalisation	4.1 Assist with project finalisation activities where required 4.2 Prepare project products and associated documentation for handover to client 4.3 Assist in completing financial, legal and contractual obligations where required 4.4 Contribute perspectives on project performance to assist with project review assessments

## BSBPMG418A : Apply project stakeholder engagement techniques

This unit describes the performance outcomes, skills and knowledge required to assist in managing stakeholder relationships during a project. It involves ensuring the timely and appropriate involvement of key individuals, organisations and groups throughout the project.

ELEMENT	PERFORMANCE CRITERIA
1. Assist in identifying and addressing stakeholder interests	1.1 Assist in identifying stakeholders relevant to project objectives 1.2 Segment stakeholder interests and assist in determining forms of engagement 1.3 Consider interests of stakeholders when advising on project operations 1.4 Support actions to address differing stakeholder interests where required
2. Actively participate in stakeholder engagement	2.1 Apply interpersonal skills to ensure stakeholder engagement is effective 2.2 Conduct stakeholder engagement in line with agreed defined project roles 2.3 Establish and clarify stakeholder behavioural expectations where required 2.4 Openly engage with stakeholder performance reviews 2.5 Recognise and address development needs and opportunities to support stakeholder engagement
3. Assist stakeholder communications	3.1 Assist in determining and documenting stakeholder communication needs 3.2 Assist in negotiating agreement on project communication method, and content and timing of stakeholder engagement 3.3 Support the communication of information as planned within authority levels, identifying and addressing variances

## BSBCMM401A: Make a presentation

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.

## BSBLED401A : Develop teams and individuals

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

## BSBREL401A : Establish networks

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

## BSBWOR401A: Establish effective workplace relationships

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. Implement 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	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. 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

## BSBMGT403A : Implement continuous improvement

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

## BSBWHS401A : Implement and monitor WHS policies, procedures and programs to meet legislative requirements

This unit describes the performance outcomes, skills and knowledge required to implement and monitor the 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
<p>1. Provide information to the work team about WHS policies and procedures</p>	<p>1.1 Accurately explain to the work team, relevant provisions of WHS Acts, regulations and codes of practice</p> <p>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</p> <p>1.3 Regularly provide and clearly explain to the work team, information about identified hazards and the outcomes of risk assessment and control</p>
<p>2. Implement and monitor participation arrangements for managing WHS</p>	<p>2.1 Communicate to workplace parties the importance of effective consultation mechanisms in managing health and safety risks in the workplace</p> <p>2.2 Apply consultation procedures to facilitate participation of the work team in managing work area hazards</p> <p>2.3 Promptly deal with issues raised through consultation, according to organisational consultation procedures and WHS legislative and regulatory requirements</p> <p>2.4 Promptly record and communicate to the work team the outcomes of consultation over WHS issues</p>
<p>3. Implement and monitor organisational procedures for providing WHS training</p>	<p>3.1 Identify WHS training needs according to organisational requirements, and WHS legislative and regulatory requirements</p> <p>3.2 Make arrangements to meet WHS training needs of team members in consultation with relevant individuals</p> <p>3.3 Provide workplace learning opportunities, and coaching and mentoring assistance, to facilitate team and individual achievement of identified WHS training needs</p> <p>3.4 Identify and report to management the costs associated with providing training for work team, for inclusion in financial and management plans</p>
<p>4. Implement and monitor organisational procedures and legal requirements for identifying hazards and assessing and controlling risks</p>	<p>4.1 Identify and report on hazards in work area according to WHS policies and procedures, and WHS legislative and regulatory requirements</p> <p>4.2 Promptly action team member hazard reports according to organisational procedures and WHS legislative and regulatory requirements</p> <p>4.3 Implement procedures to control risks using the hierarchy of control, according to organisational and WHS legislative requirements</p> <p>4.4 Identify and report inadequacies in existing risk controls according to hierarchy of control and WHS legislative requirements</p> <p>4.5 Monitor outcomes of reports on inadequacies, where appropriate, to ensure a prompt organisational response</p>

## **BSBWHS401A : Implement and monitor WHS policies, procedures and programs to meet legislative requirements**

<p>5. Implement and monitor organisational procedures for maintaining WHS records for the team</p>	<p>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</p> <p>5.2 Use aggregate information and data from work area records to identify hazards and monitor risk control procedures in work area</p>
--	--

## BSBWOR404B: Develop work priorities

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 analysed 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. Coordinate 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