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COURSES



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# BUSINESS



UNITS/MICROCREDENTIALS

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## Address Compliance Requirements for New Business Ventures

This course equips individuals with the essential skills and knowledge to source and utilise specialist advice and services for addressing regulatory, taxation, and insurance compliance in business ventures. Ideal for self-employed entrepreneurs and those launching new ventures within larger organisations, this unit emphasises practical approaches to understanding compliance requirements, seeking expert guidance, and implementing effective compliance procedures, ensuring risk minimisation and regulatory adherence.

<p>1. Research compliance requirements of new business venture</p>	<p>1.1 Identify regulatory, taxation and insurance requirements relevant to new business venture</p> <p>1.2 Access information that assists in interpreting and explaining identified compliance requirements</p> <p>1.3 Research relationships between legislation, regulations, codes of practice, associated standards and accessed information to determine compliance requirements of the business venture</p>
<p>2. Seek specialist advice on compliance and risk minimisation</p>	<p>2.1 Identify sources of specialist advice and services relevant to identified compliance requirements and business venture profile</p> <p>2.2 Select and access identified specialist advice and services according to business needs, available resources, and workplace procedures</p>

	<p>2.3 Clarify and confirm compliance requirements and their appropriateness for business, and risk minimisation needs with advisors</p> <p>2.4 Review and document advice and procedures</p>
<p>3. Take action to support business compliance</p>	<p>3.1 Arrange insurance cover for the business according to business needs, available resources, and workplace procedures</p> <p>3.2 Implement compliance procedures according to specialist advice received</p> <p>3.3 Seek feedback on implemented compliance procedures from required personnel</p>

## Administer Performance Development Processes

This course equips human resource professionals with the skills and knowledge to implement and facilitate an effective performance development system, enhancing employee performance and aligning with organisational goals. Through comprehensive training and strategic reviews, participants will learn to manage performance appraisals, promote development systems, and recommend improvements based on data analysis.

<p>1. Review performance development infrastructure</p>	<p>1.1 Confirm all team positions have relevant position descriptions specifying key requirements of the role</p> <p>1.2 Assist relevant stakeholders in reviewing the performance management system to ensure it aligns with the strategic direction of the organisation</p> <p>1.3 Prepare performance indicators that are consistent with the position description requirements</p> <p>1.4 Prepare for performance appraisal meetings</p> <p>1.5 Identify relevant organisational procedures for acknowledging good performance and addressing under-performance</p> <p>1.6 Provide relevant advice and support where there is dissention about performance appraisal outcomes, where required</p>
<p>2. Promote performance development system</p>	<p>2.1 Communicate requirements of the performance development system to relevant stakeholders</p> <p>2.2 Coordinate and deliver training to relevant stakeholders on using the performance management system</p>

	2.3 Ensure feedback is provided to relevant stakeholders
3. Recommend improvements to performance development system in response to collated data	<p>3.1 Review performance management documentation and identify trends or problem areas requiring attention</p> <p>3.2 Review patterns in skill or performance gaps and consider requirements and options for performance development</p> <p>3.3 Assist relevant stakeholders to revise policies and procedures, as required</p> <p>3.4 Suggest improvements to the performance management system</p>

## Analyse and Present Research Information

This course provides the skills and knowledge necessary to effectively collect, organise, analyse, and present information using available systems and sources. Ideal for professionals tasked with conducting research, evaluating information quality, and producing comprehensive reports, this unit ensures the ability to address predictable and unpredictable challenges through informed decision-making and strategic analysis.

1. Identify and confirm research strategy	<p>1.1 Identify research objectives according to organisational requirements</p> <p>1.2 Identify potential sources for research information relevant to organisation requirements</p> <p>1.3 Assess reliability of potential sources</p> <p>1.4 Identify and confirm information research strategy is relevant to the research objectives</p>
2. Collect and store research information	<p>2.1 Access and extract relevant information in a format suitable for analysis and distribution according to research strategy</p> <p>2.2 Store research information according to security requirements and organisational policies and procedures</p>
3. Analyse and synthesise research information	<p>3.1 Analyse stored information according to research strategy</p> <p>3.2 Identify themes and draw conclusions according to research strategy</p>

	<p>3.3 Demonstrate that assumptions and conclusions used in analysis are clear, justified, supported by evidence and consistent with research strategy</p>
<p>4. Present research information</p>	<p>4.1 Identify methods of reporting that align with the intended audience and relevant organisational requirements</p> <p>4.2 Draft research report on findings</p> <p>4.3 Facilitate review of draft report according to organisational policies and procedures</p> <p>4.4 Distribute research report according to organisational policies and procedures</p> <p>4.5 Obtain feedback and comments on suitability and sufficiency of findings in accordance with organisational requirements</p>



## Analyse Consumer Behaviour

This course equips individuals with the skills and knowledge to analyse consumer behaviour, identifying key factors influencing purchasing decisions. By examining consumer attitudes and behaviours, participants will learn to develop targeted marketing strategies that enhance product or service consumption, aligning with market needs and organisational goals.

<p>1. Evaluate drivers of consumer behaviour</p>	<p>1.1 Source information on market for a product or service according to marketing plan</p> <p>1.2 Identify consumer attributes for market from market profile and existing customer data</p> <p>1.3 Identify and compare features of product or service according to marketing plan</p> <p>1.4 Investigate consumer need for the product or service through analysis of trends and past performance, where possible</p>
<p>2. Evaluate reasons for existing levels of consumer interest</p>	<p>2.1 Analyse consumer responses to previous marketing communications</p> <p>2.2 Review relevant data and determine consumer digital footprints, engagement journeys and expectations</p> <p>2.3 Assess organisational capability and respond to consumer demand for products or services</p>
<p>3. Recommend marketing focus</p>	<p>3.1 Outline how influences on consumer behaviour will be used to target effective marketing strategies and present a rationale for marketing focus</p>

	<p>3.2 Clarify the role of the consumer in the digital marketing environment and model engagement conversations and interventions</p> <p>3.3 Confirm focus of appeal meets legal and ethical obligations and budgetary requirements of marketing plan</p>
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## Apply Business Risk Management Processes

This course provides the skills and knowledge to identify business risks and apply established risk management processes within a defined area of operations. Ideal for individuals with expertise in risk analysis or project management, the unit emphasises developing solutions for unpredictable problems through comprehensive risk evaluation and implementation of effective control measures, often involving guiding or delegating tasks to others.

1. Identify risks	<p>1.1 Identify context for risk management</p> <p>1.2 Undertake required steps to identify risks</p> <p>1.3 Document identified risks according to relevant policies, procedures, legislation and standards</p>
2. Analyse and evaluate risks	<p>2.1 Analyse risks in consultation with relevant stakeholders</p> <p>2.2 Undertake risk categorisation and determine level of risk</p> <p>2.3 Document analysis processes and outcomes</p>
3. Treat risks	<p>3.1 Identify control measures for risks</p> <p>3.2 Assess strengths and weaknesses of control measures</p> <p>3.3 Refer risks to relevant personnel, where required, according to policies and procedures</p> <p>3.4 Select and implement control measures for personal area of operation and responsibilities</p>
4. Monitor and review effectiveness of risk treatments	<p>4.1 Review implemented treatments against measures of success</p> <p>4.2 Use review results to improve the treatment of risks</p>

	4.3 Monitor and review management of risk in personal area of operation
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## Apply Communication Skills

This course equips individuals with the essential skills and knowledge to effectively communicate in the workplace, including identifying, gathering, and conveying information, as well as completing written tasks. Designed for those working under direct supervision, it develops foundational communication skills necessary for success in various professional settings.

1. Identify communication requirements	<ul style="list-style-type: none"> <li>1.1 Identify work task</li> <li>1.2 Identify communication channels in the organisation</li> <li>1.3 Identify relevant stakeholders</li> <li>1.4 Seek advice from supervisor on communication methods</li> </ul>
2. Communicate using verbal and non-verbal communication skills	<ul style="list-style-type: none"> <li>2.1 Plan verbal communication</li> <li>2.2 Use verbal communication to communicate with stakeholders</li> <li>2.3 Use non-verbal behaviour to communicate with stakeholders</li> <li>2.4 Seek and respond to feedback on communication</li> </ul>
3. Draft written communications	<ul style="list-style-type: none"> <li>3.1 Identify formats for written information according to organisational policies and procedures</li> <li>3.2 Draft written information and submit to supervisor for approval</li> <li>3.3 Seek and respond to feedback on written communication</li> </ul>

## Apply Communication Strategies in The Workplace

This course provides managers or aspiring managers with the skills and knowledge to effectively facilitate and implement communication strategies within the workplace, ensuring clear and efficient information exchange in any industry. Focusing on the communication needs of those with supervisory responsibilities, it covers preparing for communication, providing work instructions, facilitating respectful interaction, and supporting team communication to meet organisational and legislative requirements.

<p>1. Prepare for communication</p>	<p>1.1 Identify work activities requiring communication</p> <p>1.2 Establish communication requirements for identified work activities</p> <p>1.3 Identify communication roles for self and others to complete activity</p> <p>1.4 Seek assistance or clarification regarding communication objectives as required</p> <p>1.5 Select appropriate method of communicating information internally and externally based on organisational requirements</p>
<p>2. Use communication strategies to provide work instruction</p>	<p>2.1 Use appropriate presentation methods to communicate information or instruction based on the requirements of audience</p> <p>2.2 Use appropriate method of communication to communicate information or instruction based on the requirements of audience</p>



	2.3 Negotiate expected work requirements with others and clarify that instructions have been understood
3. Facilitate workplace communication	<p>3.1 Use interpersonal skills to build relationships with team members and clients and facilitate respectful interaction</p> <p>3.2 Facilitate respectful communication amongst others, considering the needs of those from diverse backgrounds</p> <p>3.3 Use problem solving and decision making skills to resolve any communication challenges</p> <p>3.4 Obtain confirmation on outcomes of communication challenges to ensure issues have been resolved</p>
4. Monitor and support team communication	<p>4.1 Ensure all communication is consistent with legislative and organisational requirements</p> <p>4.2 Provide performance feedback and additional support to others when required</p> <p>4.3 Seek feedback and assistance from others to improve own communication techniques</p> <p>4.4 Collate and report any important information and unresolved issues to relevant superiors</p>

## Apply Critical Thinking for Complex Problem Solving

This course equips individuals with the skills and knowledge to apply critical thinking for developing innovative solutions to complex workplace issues. Ideal for autonomous professionals responsible for a team or work area, this unit emphasizes structured problem-solving, decision-making, and the refinement of solutions to address high-risk, non-standard tasks effectively.

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

	3.3 Seek necessary approvals to implement solution
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## Apply Critical Thinking Skills in A Team Environment

This course develops the skills and knowledge required to apply critical thinking in a team environment to generate effective solutions to workplace problems. Ideal for individuals looking to enhance their problem-solving, evaluation, and analytical skills, this unit focuses on collaborative approaches to resolve issues through creative and structured thinking.

<p>1. Prepare to address workplace problem</p>	<p>1.1 Identify and select workplace problem to address within scope of job role of team members</p> <p>1.2 Identify organisational and legislative frameworks applicable to selected problem</p> <p>1.3 Develop questions to identify key issues and challenges of selected problem</p> <p>1.4 Consult key stakeholders using questions to gather information on selected problem</p>
<p>2. Evaluate solutions for workplace problem</p>	<p>2.1 Identify a range of critical thinking techniques to generate solutions to selected problem</p> <p>2.2 Develop solutions using knowledge and experience of team members</p> <p>2.3 Explain development process for individual solutions generated to team members</p> <p>2.4 Apply agreed criteria for selecting most suitable option in consultation with team members</p> <p>2.5 Critically evaluate solutions generated and select solution to be implemented</p>

<p>3. Finalise and review solution development process</p>	<p>3.1 Present solution to relevant stakeholders with explanation of critical thinking processes involved</p> <p>3.2 Respond to challenges and questions from stakeholders</p> <p>3.3 Evaluate critical thinking processes with team members and using feedback received</p> <p>3.4 Identify critical thinking learnings to apply to individual and team situations</p>
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## Apply Critical Thinking to Work Practices

This course equips individuals with advanced critical thinking skills necessary for analysing, synthesising, and evaluating work practices in a workplace context. Ideal for those responsible for reviewing or developing work processes, products, or services, this unit focuses on leading critical thinking initiatives and fostering a mindset geared toward continuous improvement and innovative problem-solving.

1. Establish role of critical thinking in workplace	<p>1.1 Identify key characteristics of critical thinking processes</p> <p>1.2 Evaluate situations in which critical thinking concepts are applied in work practices</p> <p>1.3 Articulate benefits of applying critical thinking practices in the workplace</p>
2. Lead critical thinking process	<p>2.1 Analyse existing and proposed work practices and identify limitations</p> <p>2.2 Locate information on selected work practices for the development of solutions</p> <p>2.3 Determine solutions for workplace limitations using critical thinking concepts</p> <p>2.4 Develop a proposal for solutions using a decision-making framework according to organisational policies and procedures</p> <p>2.5 Present ideas for solutions and justify decision making process to relevant stakeholders</p>
3. Develop critical thinking mindset	3.1 Review decision making practices in the work area



	<p>3.2 Seek feedback from relevant stakeholders on use of critical thinking from relevant stakeholders</p> <p>3.3 Identify areas for self-development in relation to own job role</p> <p>3.4 Develop plan for future process evaluations and incorporate improvements identified</p>
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## Apply Project Cost Management Techniques

This course equips project practitioners with the skills and knowledge to assist in creating project budgets, monitoring expenditures, and contributing to cost finalisation processes. Ideal for those in project support roles, the unit focuses on cost estimation, budget management, and continuous improvement in cost management strategies throughout the project lifecycle.

<p>1. Assist in developing project budget</p>	<p>1.1 Identify project objectives, duration, deliverables and resource requirements</p> <p>1.2 Apply cost-estimating methods and calculate costs of project resource requirements</p> <p>1.3 Identify estimated costs for tasks and activities</p> <p>1.4 Communicate cost estimates to relevant staff and confirm accuracy and obtain input for project budget and cash flow management</p> <p>1.5 Contribute to finalisation of project budget and costs</p> <p>1.6 Contribute to developing cost management strategies and processes</p>
<p>2. Monitor project costs</p>	<p>2.1 Monitor income and expenditure against project budget and established cost estimates at predetermined intervals</p> <p>2.2 Identify and report variations in budget using established project cost methods, techniques and tools</p> <p>2.3 Assist in managing budget and costs using established cost management strategies and processes</p> <p>2.4 Confirm cost objectives remain achievable throughout project life cycle</p>

	2.5 Update cost estimates and budget according to income and expenditure
3. Contribute to cost-finalisation process	<p>3.1 Assist relevant personnel to review final project outcomes, budget and costs</p> <p>3.2 Seek feedback and identify cost-management improvements</p> <p>3.3 Document cost-management improvements based on feedback received</p>

## Apply Project Human Resources Management

### Approaches

This course provides project practitioners with the skills and knowledge to manage human resources for a project, including establishing HR requirements, identifying and facilitating learning and development needs, and resolving team conflicts. Ideal for those in project support roles, this unit emphasises effective team relationship management, monitoring HR tasks, and evaluating HR practices to ensure project success.

<p>1. Establish human resource requirements</p>	<p>1.1 Identify human resource and project task requirements</p> <p>1.2 Create work breakdown structure including human resources according to task requirements</p> <p>1.3 Prepare a skills analysis of project stakeholders against project task requirements</p> <p>1.4 Assist in identifying and discussing learning and development needs, goals, desired outcomes and relationships with relevant staff</p> <p>1.5 Assist in assigning responsibilities to staff members for achieving project deliverables according to goals and desired outcomes</p>
<p>2. Maintain team relationships</p>	<p>2.1 Facilitate a team environment for staff members learning and development needs to be met</p> <p>2.2 Confirm that key stakeholders in teams are establishing relationships and achieving desired outcomes</p> <p>2.3 Identify challenges and conflict within teams</p>

	<p>2.4 Assist in communicating with individuals and teams to resolve conflict where required</p> <p>2.5 Communicate with staff members and identify barriers to achieving desired outcomes</p>
3. Monitor human resources	<p>3.1 Monitor task completion by relevant stakeholders against assigned roles and responsibilities</p> <p>3.2 Assist in reviewing skill levels against allocated tasks and recommend solutions according to organisational requirements</p> <p>3.3 Communicate with relevant stakeholders when assigned responsibilities are not met</p> <p>3.4 Assist in offering human resource development opportunities to individuals with skill gaps</p>
4. Evaluate human resource practices	<p>4.1 Assist in reviewing the effectiveness of project human resources management</p> <p>4.2 Seek and discuss feedback from relevant stakeholders</p> <p>4.3 Make changes to human resource practices based on feedback received</p>

## Apply Project Information Management and Communications Techniques

This course equips project practitioners with the skills and knowledge to facilitate communication throughout the project life cycle, ensuring a seamless flow of information between stakeholders. Participants will learn to assist in planning communications, convey project-related information effectively, and review the effectiveness of communication strategies, making them invaluable in project support roles.

1. Contribute to communication procedures planning	<p>1.1 Identify project needs and organisational objectives</p> <p>1.2 Contribute to developing project communications plan networks and techniques</p> <p>1.3 Agree on and document communication procedures</p> <p>1.4 Seek feedback on communication plan, networks and techniques from clients and other relevant stakeholders</p> <p>1.5 Modify communication plan according to feedback</p>
2. Conduct information-management activities	<p>2.1 Identify, gather and analyse project information</p> <p>2.2 Communicate procedures for storing stakeholder information to relevant stakeholders according to organisational policies and procedures</p> <p>2.3 Store information and confirm data is secure and auditable</p>
3. Communicate project information	<p>3.1 Communicate with clients and other stakeholders according to agreed communication plan, networks and techniques and confirm flow of necessary information</p>

	<p>3.2 Seek feedback from relevant project authorities on information management</p> <p>3.3 Confirm reports are prepared and released according to organisational policies and procedures</p>
<p>4. Contribute to assessing effectiveness of communication</p>	<p>4.1 Assist in ongoing review of project outcomes and determine effectiveness of communications-management activities</p> <p>4.2 Seek feedback and advice from relevant stakeholders on communications-management activities</p> <p>4.3 Document communications-management issues and responses</p> <p>4.4 Communicate issues and responses to higher project authorities</p>

## Apply Project Life Cycle Management Processes

This course equips project practitioners with the skills and knowledge to support implementing project life cycle management processes. Participants will learn to assist in establishing, planning, controlling, and finalising projects, making them essential contributors in project support roles.

<p>1. Assist in establishing project</p>	<p>1.1 Identify project scope</p> <p>1.2 Identify relevant project stakeholders and team members</p> <p>1.3 Identify project initiation documentation</p> <p>1.4 Assist in negotiating and documenting project objectives, outcomes and benefits</p> <p>1.5 Identify relationship between the project and broader organisational strategies and goals</p> <p>1.6 Assist in establishing the project governance structure</p>
<p>2. Support project planning and design processes</p>	<p>2.1 Assist in drafting a project charter for approval</p> <p>2.2 Assist in developing a project budget</p> <p>2.3 Support relevant personnel in breaking down project objectives into deliverables</p> <p>2.4 Identify project milestones and map clearly against time and objectives</p> <p>2.5 Assist in compiling relevant plans and project baselines for project management plan</p>
<p>3. Assist with project control and execution</p>	<p>3.1 Prepare, maintain and update status reports on project progress and identified challenges</p>



	<p>3.2 Seek feedback and changes required to the project from relevant stakeholders</p> <p>3.3 Assist with undertaking an impact analysis of proposed changes to the project</p> <p>3.4 Update associated plans and reflect project progress against baselines and approved changes</p>
<p>4. Assist with project finalisation</p>	<p>4.1 Prepare finalised project products and associated documentation for handover to client</p> <p>4.2 Assist in completing financial, legal and contractual obligations</p> <p>4.3 Provide feedback and suggestions for improvement to project performance</p> <p>4.4 Review project performance, assessments and document lessons learned</p>

## Apply Project Procurement Procedures

This course provides project practitioners with the skills and knowledge to assist in project procurement, including identifying requirements, aiding in supplier selection, conducting procurement activities, and finalising procurement processes. Ideal for those in project support roles, participants will learn to contribute effectively to procurement management, ensuring smooth and efficient project operations.

1. Assist with procurement planning	<p>1.1 Contribute to establishing procurement requirements according to project objectives</p> <p>1.2 Contribute to developing procurement-management plan and documentation</p>
2. Contribute to supplier selection process	<p>2.1 Gather and evaluate information on potential suppliers</p> <p>2.2 Make recommendations and assist in selection of preferred suppliers</p> <p>2.3 Contribute to establishing agreed terms and conditions with preferred suppliers</p> <p>2.4 Assist relevant personnel in establishing and checking relevant stakeholders perform agreed terms</p> <p>2.5 Assist in developing contractual documentation</p>
3. Conduct procurement activities	<p>3.1 Test and accept supplies and confirm fit for purpose in both quality and suitability</p> <p>3.2 Undertake procurement activities and maintain information according to reporting, confidentiality and audit requirements</p>

	<p>3.3 Receive, reconcile and register supplies according to established procedures</p> <p>3.4 Monitor and control suppliers and contractual supply documentation</p>
<p>4. Assist in finalising procurement activities</p>	<p>4.1 Assist in finalising procurement activities</p> <p>4.2 Assist in review of project outcomes using available records to determine effectiveness of procurement activities</p> <p>4.3 Contribute to making changes to project procurement procedures based on feedback received</p>

## Apply Project Quality Management Techniques

This course equips project practitioners with the skills and knowledge to enhance project outcomes by contributing to quality planning, implementing quality policies and procedures, and fostering continuous improvement. Ideal for those in project support roles, participants will learn to ensure project deliverables meet stakeholder expectations through effective quality management practices.

<p>1. Contribute to project quality planning</p>	<p>1.1 Contribute to determining quality requirements of project stakeholders</p> <p>1.2 Contribute to identifying quantifiable quality criteria for project deliverables</p> <p>1.3 Locate and interpret policy and procedures for project quality</p> <p>1.4 Contribute to developing quality requirements in the project plan and processes</p>
<p>2. Apply quality policies and procedures</p>	<p>2.1 Implement quality assurance in the project according to agreed quality standards and guidelines</p> <p>2.2 Select and apply quality management tools and techniques to project processes according to organisational policy</p> <p>2.3 Maintain quality-control records and audit documentation according to agreed procedures</p> <p>2.4 Identify and maintain records against agreed quality requirements</p> <p>2.5 Communicate shortfalls in quality outcomes to others to enable appropriate action to be initiated</p>

3. Contribute to project continuous improvement process	3.1 Participate in a continuous improvement processes and review project outcomes 3.2 Report quality management issues and responses to others for application to future projects
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## Apply Project Risk Management Techniques

This course equips project practitioners with the skills and knowledge to assist in risk management within a project setting. Participants will learn to plan, control, and review risks, contributing to the development and implementation of effective risk management strategies and contingency plans.

<p>1. Assist with risk analysis and planning</p>	<p>1.1 Identify project deliverables, objectives and resources</p> <p>1.2 Identify and prioritise potential and actual risks of project, and advise project manager</p> <p>1.3 Establish with relevant personnel risk-analysis methods, techniques and tools</p> <p>1.4 Contribute to developing risk management strategies, approaches and plans according to organisational policies and procedures</p> <p>1.5 Contribute to developing and implementing risk-reporting mechanisms</p>
<p>2. Review risks and execute risk-control activities</p>	<p>2.1 Monitor actual and potential risks according to agreed project and risk management plans and advise project manager of changing circumstances</p> <p>2.2 Identify opportunities and changing environment for project activities, and advise project manager</p> <p>2.3 Contribute to amending project and risk management plans and confirming plans reflect the changing environment</p> <p>2.4 Contribute to reporting opportunities for risk control</p>

<p>3. Develop contingency plan</p>	<p>3.1 Contribute to corrective action on risks according to risk management plan and delegated authority</p> <p>3.2 Contribute to review of contingency plans on an ongoing basis</p> <p>3.3 Confirm tasks allocated to individuals and teams are agreed with supervisor before implementation</p> <p>3.4 Apply and monitor risk-contingency measures</p>
<p>4. Contribute to assessing risk management outcomes</p>	<p>4.1 Contribute to ongoing review of project outcomes and determine effectiveness of risk management activities</p> <p>4.2 Seek feedback and identify risk management issues</p> <p>4.3 Report risk management issues and responses to relevant stakeholders</p> <p>4.4 Make changes to project management techniques based on feedback received</p>

## Apply Project Scope Management Techniques

This course provides the skills and knowledge needed to assist in defining and managing a project's scope, including identifying objectives, deliverables, and outcomes. Participants will learn to apply and review scope controls, ensuring effective project performance and adherence to established guidelines.

<p>1. Assist with risk analysis and planning</p>	<p>1.1 Identify project deliverables, objectives and resources</p> <p>1.2 Identify and prioritise potential and actual risks of project, and advise project manager</p> <p>1.3 Establish with relevant personnel risk-analysis methods, techniques and tools</p> <p>1.4 Contribute to developing risk management strategies, approaches and plans according to organisational policies and procedures</p> <p>1.5 Contribute to developing and implementing risk-reporting mechanisms</p>
<p>2. Review risks and execute risk-control activities</p>	<p>2.1 Monitor actual and potential risks according to agreed project and risk management plans and advise project manager of changing circumstances</p> <p>2.2 Identify opportunities and changing environment for project activities, and advise project manager</p> <p>2.3 Contribute to amending project and risk management plans and confirming plans reflect the changing environment</p> <p>2.4 Contribute to reporting opportunities for risk control</p>



<p>3. Develop contingency plan</p>	<p>3.1 Contribute to corrective action on risks according to risk management plan and delegated authority</p> <p>3.2 Contribute to review of contingency plans on an ongoing basis</p> <p>3.3 Confirm tasks allocated to individuals and teams are agreed with supervisor before implementation</p> <p>3.4 Apply and monitor risk-contingency measures</p>
<p>4. Contribute to assessing risk management outcomes</p>	<p>4.1 Contribute to ongoing review of project outcomes and determine effectiveness of risk management activities</p> <p>4.2 Seek feedback and identify risk management issues</p> <p>4.3 Report risk management issues and responses to relevant stakeholders</p> <p>4.4 Make changes to project management techniques based on feedback received</p>

## Apply Project Stakeholder Engagement Techniques

This course equips project assistants with the skills to manage stakeholder relationships effectively, ensuring key individuals and groups are involved throughout the project. Participants will learn to identify and address stakeholder interests, support communication efforts, and engage stakeholders to meet project objectives.

1. Assist in identifying and addressing stakeholder interests	<p>1.1 Assist in identifying stakeholders relevant to project objectives</p> <p>1.2 Divide stakeholder interests and assist in determining forms of engagement</p> <p>1.3 Assist in identifying and supporting ways to address differing stakeholder interests</p>
2. Assist stakeholder communications	<p>2.1 Assist in negotiating agreement on project communication method, and content and timing of stakeholder engagement</p> <p>2.2 Provide support for communication of information within authority levels, by identifying and addressing variances</p>
3. Participate in stakeholder engagement	<p>3.1 Establish and confirm stakeholder behaviour expectations and communication needs</p> <p>3.2 Confirm and conduct stakeholder engagement according to project objectives and roles</p>
4. Review stakeholder communication	<p>4.1 Discuss with stakeholders relevant staff and own performance review according to project expectations, objectives and roles</p>

	4.2 Identify and document relevant staff and own development needs and opportunities
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## Apply Project Time Management Techniques

This course gives project practitioners the skills to assist in project scheduling, including developing, applying, and monitoring schedules and evaluating time management effectiveness. Participants will learn to contribute to work breakdown structures, estimate task durations, track progress, and analyse schedule impacts to ensure project success.

1. Assist in developing project schedule	<p>1.1 Contribute to developing work breakdown structure</p> <p>1.2 Contribute to estimating duration and effort, sequence and dependencies of tasks to achieve project deliverables</p> <p>1.3 Contribute to identifying schedule impact on project time management, resource requirements, costs and risks using project scheduling tools and techniques</p> <p>1.4 Contribute to achieving an agreed schedule baseline and communicating the schedule to stakeholders</p>
2. Maintain project schedule	<p>2.1 Record and report progress of activities in relation to agreed schedule using selected tool</p> <p>2.2 Record baseline variance between actual and planned progress</p> <p>2.3 Contribute to forecasting impact of change on the schedule and analysing options</p> <p>2.4 Update task status and agreed changes to maintain currency and accuracy of schedule</p>
3. Participate in assessing time-management outcomes	<p>3.1 Participate in determining effectiveness of time management from review of project performance</p>

	3.2 Contribute to document scheduling and time-management issues and responses to assist in project evaluation
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## Apply The Principles of Confidentiality Privacy, and Security Within the Medical Environment

This course provides individuals in a medical environment with the skills and knowledge to uphold confidentiality, privacy, and security in their work. Participants will learn to follow accepted codes of conduct, apply confidentiality and privacy procedures, and maintain security protocols in compliance with legislation and workplace policies.

<p>1. Work within accepted codes of conduct</p>	<p>1.1 Ensure work is reviewed and approved by a health practitioner or senior administrator who has delegated tasks</p> <p>1.2 Keep records up-to-date and complete tasks as required, neatly, accurately and in a timely manner</p> <p>1.3 Seek clarification with relevant personnel of unclear or ambiguous procedures</p> <p>1.4 Treat patients, colleagues and health practitioners with respect</p> <p>1.5 Refer health related matters raised by patients back to medical practitioners</p> <p>1.6 Act with honesty and integrity at all times</p> <p>1.7 Communicate conflict of interest or potential conflict of interest promptly to manager or supervisor</p>
<p>2. Follow confidentiality and privacy procedures</p>	<p>2.1 Assess information and requests for information with regard to what is and what is not disclosable</p> <p>2.2 Use discretion and judgement in all communications</p>

	<p>2.3 Discuss patient-related matters within the confines of the facility and with appropriate personnel only</p> <p>2.4 Seek advice and clarification with relevant personnel where potential confidentiality issues arise in dealings with patients, their families and others</p>
<p>3. Follow security procedures</p>	<p>3.1 Store and appropriately secure patient records and other confidential documentation</p> <p>3.2 Clearly label and store securely according to organisational policies and procedures, all documents required by legislation to be stored for certain periods</p> <p>3.3 Ensure drugs, equipment and other materials potentially posing a work health and safety (WHS) threat to others are stored securely at all times</p>

## Articulate, Present and Debate Ideas

This course equips individuals with the skills to articulate, present, and debate ideas using creative techniques, fostering critical discussion and response. Participants will learn to communicate complex ideas persuasively, provoke thoughtful reactions, and engage in meaningful debates on new products, services, processes, or creative works.

1. Establish framework for communication	<p>1.1 Assess purpose of, and audience for communication according to task requirements</p> <p>1.2 Evaluate advantages and disadvantages of various methods of communication according to task requirements</p> <p>1.3 Research organisational or legislative frameworks applicable to communication</p>
2. Develop ideas for communication	<p>2.1 Assess persuasive communication techniques against objectives of communication</p> <p>2.2 Identify specific ways to provoke and encourage response in individuals or groups in consultation with others</p> <p>2.3 Consider potential communication challenges and strategies for mitigation</p> <p>2.4 Research and document selected key ideas for presentation according to objectives of communication</p>
3. Debate and discuss ideas	<p>3.1 Present substantiated communication to audience</p> <p>3.2 Facilitate conversations that challenge existing, and explore new, approaches to idea generation</p>



	<p>3.3 Respond to questions about communication with relevant information</p> <p>3.4 Use feedback to refine communication</p>
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## Assess Marketing Opportunities

This course provides individuals with the skills to identify, analyse, and evaluate marketing opportunities in line with organizational objectives. Participants will learn to perform market segmentation, review market segments, and select and document preferred marketing opportunities for strategic planning.

<p>1. Identify marketing opportunities</p>	<p>1.1 Select target market according to task requirements and in consultation with required personnel</p> <p>1.2 Establish marketing objectives, organisational structure, and business and marketing plans according to task and organisational requirements</p> <p>1.3 Review existing marketing clients and external environment for gaps and opportunities</p> <p>1.4 Research and document marketing opportunities according to target market</p>
<p>2. Analyse opportunities</p>	<p>2.1 Perform a market segmentation according to task requirements</p> <p>2.2 Identify relevant marketing factors for analysis of market segmentation according to task requirements</p> <p>2.3 Review market segments against identified marketing factors</p> <p>2.4 Identify opportunities for focus of marketing efforts</p>
<p>3. Evaluate opportunities</p>	<p>3.1 Analyse opportunities against marketing objectives</p> <p>3.2 Select preferred marketing opportunities in consultation with relevant personnel</p>

	3.3 Document opportunities for presentation to management
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## Assist In Controlling Stocks and Supplies

This course equips individuals with the skills to assist in stock control within a medical environment, including maintaining stock levels, storing stock, conducting stocktakes, and disposing of out-of-date stock. Participants will learn to manage stock control processes in accordance with legislative requirements, industry standards, and organisational policies, ensuring the efficient and compliant handling of medical supplies.

<p>1. Determine own role in stock control processes</p>	<p>1.1 Determine own role in stock control processes by consulting with manager or supervisor</p> <p>1.2 Access documented procedures for stock control and read for understanding</p> <p>1.3 Seek clarification with relevant personnel of unclear or ambiguous procedures</p>
<p>2. Assist in maintaining stock levels</p>	<p>2.1 Monitor stock levels against required levels</p> <p>2.2 Order stock in a timely manner or in accordance with ordering cycles, to ensure continuity of supplies</p> <p>2.3 Identify potential shortfalls in stock levels and take action to ensure stock is replenished in a timely manner</p> <p>2.4 Check orders against enterprise documentation and take appropriate actions where any shortfall is identified</p> <p>2.5 Complete and store documentation for maintenance of stock levels</p>
<p>3. Store stock</p>	<p>3.1 Unpack stock and check against order for condition and currency</p>

	<p>3.2 Identify damaged or missing stock and take action to replace it</p> <p>3.3 Store stock according to established storage systems</p> <p>3.4 Identify and store stock requiring specialised storage</p> <p>3.5 Rotate stock to minimise stock reaching expiry or use-by-date</p>
<p>4. Assist in stocktaking</p>	<p>4.1 Provide assistance in stocktaking to identify, count, move and locate items</p> <p>4.2 Complete and store stocktaking documentation</p> <p>4.3 Assist with other stocktaking actions as directed</p>

## Collect Analyse and Record Information

## Collect and Record Data

This course provides individuals with the skills and knowledge to collect and record data according to organisational policies and procedures. Participants will learn to perform routine data collection tasks under supervision, ensuring accuracy and compliance with established guidelines.

<p>1. Prepare to collect data</p>	<p>1.1 Confirm task requirements</p> <p>1.2 Identify source of data</p> <p>1.3 Identify method of data collection and recording procedures according to organisational policies and procedures</p>
<p>2. Collect data</p>	<p>2.1 Access data at source</p> <p>2.2 Use identified data collection methods according to task requirements</p> <p>2.3 Action data source difficulties within scope of own role, or escalate to required personnel</p>
<p>3. Finalise data collection</p>	<p>3.1 Record data in database according to organisational policies and procedures using safe work practices</p> <p>3.2 Identify and action issues encountered within scope of own role, or escalate to required personnel</p> <p>3.3 Record issues encountered according to organisational policies and procedures</p> <p>3.4 Check work against task requirements and amend database where required</p>

## Communicate Effectively as A Workplace Leader

This course equips managers, supervisors, and team leaders with the skills to communicate effectively in the workplace, including understanding context, selecting appropriate methods, and following up. Participants will learn to overcome barriers, use respectful and positive communication approaches, and continuously improve their leadership communication processes.

1. Prepare for communication	<p>1.1 Identify purpose and audience for communication</p> <p>1.2 Identify the desired outcome of the communication</p> <p>1.3 Evaluate available methods of communication according to task requirements and organisational business policies and procedures</p> <p>1.4 Identify potential barriers to effective communication and develop solutions to minimise impact</p>
2. Engage in communication	<p>2.1 Communicate using media and format relevant to the context</p> <p>2.2 Use respectful and positive approaches to communications</p> <p>2.3 Employ two-way processes to ensure receipt and acknowledgement of message</p> <p>2.4 Provide opportunities to clarify and confirm understanding</p>
3. Review communication	<p>3.1 Maintain record of the communication process and outcomes according to organisational policies and procedures</p>



	<p>3.2 Identify follow up actions and communicate to relevant persons</p> <p>3.3 Seek feedback on communication processes from all parties</p> <p>3.4 Identify and incorporate opportunities to improve leadership communication processes</p>
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## Communicate With Influence

This course provides managers and leaders with the skills to present and negotiate persuasively, lead and participate in meetings, and deliver effective presentations to stakeholders. Participants will learn to analyse and synthesise information, handle unpredictable problems, and use initiative and judgment to coordinate team efforts and achieve organisational goals.

<p>1. Identify communication requirements</p>	<p>1.1 Confirm authority to present material on behalf of an organisation or work area, according to organisational policies and procedures</p> <p>1.2 Identify information that may be subject to confidentiality and manage appropriately</p> <p>1.3 Identify information needs of audience and prepare a position in line with purpose of communication</p>
<p>2. Negotiate to achieve agreed outcome</p>	<p>2.1 Identify objectives of negotiation, and needs and requirements of stakeholders</p> <p>2.2 Identify and document potential issues and problems</p> <p>2.3 Prepare positions and supporting arguments according to objectives</p> <p>2.4 Communicate with stakeholders, and establish areas of common ground and potential compromise</p> <p>2.5 Confirm and document outcomes of negotiation</p>
<p>3. Participate in and lead meetings</p>	<p>3.1 Identify the need for meeting and schedule according to stakeholder availability</p> <p>3.2 Prepare meeting materials and distribute to stakeholders</p>

	<p>3.3 Conduct meeting and contribute to discussions</p> <p>3.4 Seek consensus on meeting objectives</p> <p>3.5 Summarise outcomes of meetings and distribute to stakeholders</p>
<p>4. Make presentations</p>	<p>4.1 Identify forums to present according to organisational objectives</p> <p>4.2 Determine tone, structure, style of communication and presentation according to target audience</p> <p>4.3 Prepare presentation according to desired outcomes</p> <p>4.4 Provide an opportunity for audience to ask questions</p> <p>4.5 Follow up with stakeholders following presentation</p> <p>4.6 Evaluate presentation and identify areas for improvement</p>

## Conduct E-Marketing Communications

This course provides individuals with the skills to create and evaluate electronic advertisements for digital media marketing communications, ensuring alignment with marketing objectives. Participants will learn to use e-marketing platforms effectively, monitor ad performance, and plan improvements based on measured effectiveness.

<p>1. Prepare for e-marketing</p>	<p>1.1 Identify legal, ethical and organisational frameworks related to task requirements</p> <p>1.2 Identify existing electronic advertisement methods according to task requirements</p> <p>1.3 Select media for electronic advertisements according to organisation's e-marketing strategy</p> <p>1.4 Select e-marketing platforms for advertisement according to task requirements and organisational policy</p>
<p>2. Perform e-marketing</p>	<p>2.1 Use e-marketing platform for electronic advertisement according to e-marketing objectives</p> <p>2.2 Confirm that e-marketing meets all task specifications</p> <p>2.3 Present electronic advertisement on e-marketing platform to management prior to finalisation</p>
<p>3. Evaluate use of e-marketing</p>	<p>3.1 Monitor transmission of electronic advertisement and rectify errors or omissions</p> <p>3.2 Evaluate e-marketing advertisements against measures of effectiveness and record outcomes according to organisational requirements</p> <p>3.3 Plan for improvements to e-marketing strategies</p>

## Contribute To Developing, Implementing and Maintaining an Organisation’s WHS Management System

This course equips individuals with the skills to contribute to the development, implementation, and maintenance of a Work Health and Safety Management System (WHSMS). Participants will learn to manage WHS risks, support compliance with legal requirements, and promote continuous improvement in workplace safety across various industries.

<p>1. Contribute to developing WHSMS</p>	<p>1.1 Access and analyse sources of information to determine required form, content, purposes and functions of WHSMS</p> <p>1.2 Identify duty holders and their roles and responsibilities in WHSMS, according to WHS laws</p> <p>1.3 Document organisational WHSMS that meets legal and organisational requirements</p> <p>1.4 Consult with individuals and parties about what the WHSMS should include and integrate their feedback as required</p> <p>1.5 Communicate information about WHSMS to required personnel</p>
<p>2. Contribute to developing WHSMS implementation plan</p>	<p>2.1 Identify key components of plan that meet legal and organisational requirements</p> <p>2.2 Facilitate and support consultation with, and participation of, required personnel in plan development</p>

	<p>2.3 Contribute to developing draft plan according to organisational policies and procedures</p> <p>2.4 Seek feedback on draft plan</p> <p>2.5 Finalise and record plan according to organisational policies and procedures</p>
3. Support implementation of WHSMS	<p>3.1 Consult with colleagues on WHSMS implementation and agree on required timeframe and resources</p> <p>3.2 Communicate benefits of WHSMS and agree on management roles and responsibilities in supporting its implementation</p> <p>3.3 Identify and address potential barriers to WHSMS implementation according to organisational policies and procedures</p>
4. Contribute to measuring and evaluating WHSMS performance	<p>4.1 Communicate requirements for measuring and evaluating WHSMS performance to required personnel according to organisational requirements</p> <p>4.2 Facilitate and support consultation with, and participation of, required personnel in measuring and evaluating WHSMS performance</p> <p>4.3 Evaluate WHSMS performance outcomes according to established protocols</p> <p>4.4 Analyse and document outcomes of evaluation process</p>
5. Contribute to review of WHSMS	<p>5.1 Gather and analyse required review documentation according to organisational policies and procedures</p>

	<p>5.2 Facilitate and support consultation with, and participation of, required personnel to identify opportunities to improve WHSMS</p> <p>5.3 Contribute to identifying required changes to WHSMS</p> <p>5.4 Contribute to adjusting WHSMS as required according to organisational policies and procedures</p> <p>5.5 Seek approval of updated WHSMS from required personnel</p> <p>5.6 Distribute information about approved updated WHSMS according to organisational policies and procedures</p>
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## Contribute To Managing a WHS Information System

This course equips individuals with the skills to manage a Work Health and Safety Information System (WHSIS), focusing on collecting, analyzing, and communicating WHS data to improve workplace safety. Participants will learn to evaluate the effectiveness of the WHSIS, support system users, and contribute to the continuous improvement of WHS management processes.

<p>1. Facilitate collection of workplace information and data</p>	<p>1.1 Access sources of WHS information and data according to organisational policies and procedures</p> <p>1.2 Collect and record WHS information and data according to WHS laws, and organisational policies and procedures</p> <p>1.3 Meet legislative requirements for reporting to external bodies within required timeframes</p> <p>1.4 Record and store collected WHS information and data according to WHS laws, and organisational policies and procedures</p>
<p>2. Contribute to operating the WHSIS</p>	<p>2.1 Provide advice and support to users to enable them to use the WHSIS, and meet their WHS responsibilities and objectives</p> <p>2.2 Identify training and development needs of WHSIS users, and take action as required to facilitate the required training within scope of own role</p>
<p>3. Contribute to reviewing WHSIS effectiveness</p>	<p>3.1 Determine required frequency, method and scope of WHSIS review in consultation with users</p> <p>3.2 Facilitate user participation and consultation during WHSIS monitoring, evaluation and improvement activities</p>



	<p>3.3 Review and analyse accuracy, currency and relevance of WHS information and data in consultation with users</p> <p>3.4 Apply knowledge of WHSIS requirements to assist with identifying WHSIS elements needing improvement</p>
<p>4. Contribute to improving WHS management</p>	<p>4.1 Make recommendations for system improvements based on analysis of WHS information and data</p> <p>4.2 Assist with developing measures to improve WHSIS and seek required approval</p> <p>4.3 Communicate changes to WHSIS according to WHS laws, and organisational policies, procedures and systems</p> <p>4.4 Assist with implementing improvement measures</p>

## Contribute to Strategic Workforce Planning

This course equips human resource practitioners with the skills to develop, implement, and maintain a strategic workforce plan, ensuring the organisation has the right structure and staff to meet current and future objectives. Participants will learn to analyse strategic plans, identify workforce needs, consult with managers, and support the implementation and continuous improvement of workforce strategies.

<p>1. Research planning requirements</p>	<p>1.1 Analyse strategic plans to determine strategic workforce direction, objectives and targets</p> <p>1.2 Analyse organisational environment and identify emerging practices and trends that may impact on human resource management in the organisation</p> <p>1.3 Identify future labour needs, skill requirements and sources of labour supply</p> <p>1.4 Identify new technology and its impact on job roles and job design</p> <p>1.5 Review recent and potential changes to industrial and legal requirements</p>
<p>2. Contribute to development of strategic workforce plan</p>	<p>2.1 Consult relevant managers about their workforce preferences</p> <p>2.2 Agree on workforce philosophies, values and policies with relevant managers</p> <p>2.3 Develop strategic objectives and targets for workforce services</p>

	<p>2.4 Examine options for the provision of workforce services and analyse costs and benefits</p> <p>2.5 Identify appropriate technology and systems to support agreed workforce programs and practices</p> <p>2.6 Contribute input from consultation into strategic workforce plan and obtain senior management support for plan</p> <p>2.7 Analyse risks associated with strategic workforce plan and develop risk mitigation strategies</p>
<p>3. Support implementation of strategic workforce plan</p>	<p>3.1 Work with relevant stakeholders and ensure that plan is implemented according to organisational objectives</p> <p>3.2 Monitor and review the plan</p> <p>3.3 Recommend adaptations to plan to account for changing circumstances</p> <p>3.4 Evaluate and review performance against plan objectives</p>

## Control Records

This course gives individuals the skills to classify, register, and track records within an information management system, ensuring effective information governance across an organisation. Participants will learn to categorise information, apply classification schemes, register records, and conduct audits, working under supervision to support best practices in information management.

<p>1. Identify records for capture</p>	<p>1.1 Categorise incoming information into published and unpublished information and identify records, metadata and formats for capture</p> <p>1.2 Identify information, format and metadata that requires capture</p> <p>1.3 Circulate material which does not need to be registered or captured</p>
<p>2. Classify records</p>	<p>2.1 Match identified record to organisation's classification scheme</p> <p>2.2 Select full classification and sentencing of records according to the system's rules and organisational procedures</p> <p>2.3 Relate and reference classified or sentenced records to other records in information management systems</p> <p>2.4 Select indexing points and terms for records in accordance with system's rules and organisational procedures</p>

<p>3. Register records</p>	<p>3.1 Select and record unique identifiers for records in accordance with information management system's rules and procedures, where required</p> <p>3.2 Register records into information management systems</p> <p>3.3 Document and distribute records to relevant locations or stakeholders according to special handling requirements of the record format</p>
<p>4. Track records</p>	<p>4.1 Determine unique identifiers of records requested</p> <p>4.2 Collect storage location, history and information of records from information management systems</p> <p>4.3 Complete all record transactions according to organisational policies and procedures</p> <p>4.4 Complete and collect relevant documentation and reports</p>
<p>5. Audit records</p>	<p>5.1 Locate records according to relevant stakeholders' instructions and requirements</p> <p>5.2 Audit records against predetermined criteria in accordance with organisational procedures and quality program</p> <p>5.3 Document and report any discrepancies</p>

## Coordinate Business Operational Plans

This course equips individuals with the skills to implement operational plans, including planning and acquiring resources, monitoring performance, and reporting on outcomes. Participants will learn to achieve team and organisational objectives through effective planning, evaluation, leadership, and guidance within both routine and non-routine contexts.

<p>1. Prepare to implement operational plan</p>	<p>1.1 Consult with stakeholders to identify resource requirements relevant to operational plan</p> <p>1.2 Collate, analyse and document details of resource requirements</p> <p>1.3 Develop operational plan and determine implementation method</p> <p>1.4 Plan for contingencies</p> <p>1.5 Develop and present proposals for resource requirements</p>
<p>2. Implement operational plan</p>	<p>2.1 Assist in recruiting and onboarding employees required to implement operational plan according to organisational policies and procedures</p> <p>2.2 Acquire physical resources and services according to organisational policies and procedures</p> <p>2.3 Support efficient, cost-effective and safe use of resources</p> <p>2.4 Adjust implementation of the operational plan in consultation with others to manage contingencies</p>

<p>3. Monitor operational performance</p>	<p>3.1 Collate relevant information and determine operational and productivity performance</p> <p>3.2 Identify and use key performance indicators (KPIs) and assess operational performance</p> <p>3.3 Identify unsatisfactory performance and take action to rectify the situation according to organisational policies</p>
<p>4. Review operations based on performance</p>	<p>4.1 Develop recommendations for variation to operational plans</p> <p>4.2 Present recommendations to the designated persons or groups to gain approval</p> <p>4.3 Maintain records related to operational performance according to organisational policies and procedures</p> <p>4.4 Report information on operational performance to management</p>

## Coordinate Business Resources

This course equips individuals with the skills to determine, analyse, and manage business resources effectively, ensuring their optimal application and accountability. Participants will learn to identify resource needs, acquire and allocate resources, and evaluate their usage, providing guidance and delegation as necessary to support organisational objectives.

<p>1. Establish required resources</p>	<p>1.1 Identify resource requirements according to business and operational plans and organisational requirements</p> <p>1.2 Create opportunities for individuals and workgroups to contribute to the identification of resource requirements</p> <p>1.3 Assess proposed efficiency of resource expenditure according to budget resources</p> <p>1.4 Present recommendations on resource requirements using business equipment and technology</p>
<p>2. Acquire and allocate resources</p>	<p>2.1 Acquire physical resources and services according to organisational requirements</p> <p>2.2 Check resources and confirm quality and quantity are in line with service agreements</p> <p>2.3 Allocate resources according to operational plans</p> <p>2.4 Consult with individuals and teams on allocation of resources</p>
<p>3. Evaluate resource allocation and usage</p>	<p>3.1 Assess resource planning against actual costs, identified shortfalls and surpluses</p>



	<p>3.2 Identify potential improvements in resource planning through consultation and feedback</p> <p>3.3 Develop methods of monitoring and reporting resource use against business and operational plans</p>
<p>4. Improve resource allocation and usage</p>	<p>4.1 Implement improvements in resource planning according to organisational requirements</p> <p>4.2 Implement identified methods of monitoring resource use</p> <p>4.3 Maintain records concerning equipment and resource purchases according to organisational requirements</p>

## Coordinate Health and Wellness Programs

This course empowers individuals to coordinate health and wellness programs effectively, addressing various issues such as stress management, smoking cessation, and exercise promotion. Participants will learn to research employee health concerns, plan comprehensive programs, coordinate their implementation, and evaluate their effectiveness, making significant contributions to organisational health and wellbeing initiatives.

<p>1. Research and analyse employee health issues</p>	<p>1.1 Identify and collect information on employee health issues from relevant sources</p> <p>1.2 Review findings and their implications for the organisation and business objectives</p> <p>1.3 Consult relevant stakeholders and develop options for addressing identified health issues</p> <p>1.4 Agree preferred options with required stakeholders</p>
<p>2. Plan health and wellness program</p>	<p>2.1 Develop program scope and objectives in consultation with relevant industry consultants, colleagues and managers</p> <p>2.2 Plan and create administrative structures and resources for program</p> <p>2.3 Establish program responsibilities and clearly communicate to all stakeholders</p> <p>2.4 Consult relevant stakeholders and plan communications and marketing strategies</p>

	2.5 Establish evaluation methods, develop a program management plan and communicate this plan to stakeholders
3. Coordinate program	<p>3.1 Prepare policy documents and coordinate strategies in conjunction with program team members</p> <p>3.2 Coordinate support, assistance and mentorship to relevant stakeholders</p> <p>3.3 Monitor tracking systems according to program guidelines</p> <p>3.4 Reach program milestones according to program management plan and provide regular progress reports to stakeholders</p>
4. Evaluate and improve program	<p>4.1 Use agreed evaluation methods to assess effectiveness of program at specific stages</p> <p>4.2 Communicate information from program evaluation process to stakeholders</p> <p>4.3 Incorporate evaluation process and outcomes into continuous improvement strategies, enterprise agreements and future corporate plans</p>

## Coordinate Human Resource Functions and Processes

This course equips participants with the skills to effectively coordinate human resource functions while integrating ethical principles into business practices. Learners will analyse business strategies, consult stakeholders, and develop action plans to ensure compliance with legislative requirements and organisational goals, fostering a culture of ethical conduct across the organisation.

<p>1. Determine strategies for delivery of human resource functions and processes</p>	<p>1.1 Analyse business strategy and operational plans and determine human resource requirements</p> <p>1.2 Review external business environment and likely impact on organisation's human resource requirements</p> <p>1.3 Consult relevant stakeholders to identify relevant human resource requirements</p> <p>1.4 Review organisation's requirements for diversity in the workforce</p> <p>1.5 Develop options for delivery of human resource functions and processes that comply with legislative requirements, organisational policies and business goals</p> <p>1.6 Develop and agree on strategies and action plans for delivery of human resource functions and processes</p> <p>1.7 Agree and document roles and responsibilities of human resource team, line managers, and external contractors</p> <p>1.8 Coordinate systems for gathering and storing information needed to provide human resource functions and processes</p>
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<p>2. Coordinate the delivery of human resource functions and processes</p>	<p>2.1 Communicate information about human resource strategies, functions and processes to internal and external stakeholders</p> <p>2.2 Negotiate service agreements with the human resource team, service providers and client groups</p> <p>2.3 Document and communicate human resources requirements, performance standards and timeframes</p> <p>2.4 Identify and coordinate relevant support, where required</p> <p>2.5 Agree and coordinate monitoring of relevant quality assurance processes for human resource functions</p> <p>2.6 Ensure that functions and processes are delivered by appropriate providers, according to organisation policies and procedures</p> <p>2.7 Identify and rectify underperformance of human resource team or service providers</p>
<p>3. Evaluate human resource functions and processes</p>	<p>3.1 Coordinate survey of clients to determine level of satisfaction</p> <p>3.2 Collect client feedback and use in review processes</p> <p>3.3 Recommend changes to human resource functions and processes</p> <p>3.4 Obtain approvals to variations in service delivery from relevant managers</p> <p>3.5 Support agreed change processes across the organisation</p>

<p>4. Coordinate integration of business ethics in human resource practices</p>	<p>4.1 Ensure code of conduct is observed across the organisation, and its expectations are incorporated in human resource policies and practices</p> <p>4.2 Identify confidentiality requirements in dealing with all human resource information</p> <p>4.3 Handle unethical behaviour according to organisational policies and procedures</p> <p>4.4 Ensure all persons responsible for human resource functions understand requirements regarding their ethical behaviour</p>
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## Coordinate Recruitment and Onboarding

This comprehensive course equips HR professionals and others responsible for recruitment with the skills to develop and implement effective candidate sourcing and assessment strategies. Participants will learn to plan recruitment, conduct screenings and interviews, assess candidate suitability, manage outcomes, and facilitate successful onboarding, ensuring alignment with organisational policies and legislative requirements.

1. Plan for recruitment	<p>1.1 Establish recruitment requirements and authority to fill position</p> <p>1.2 Consult with relevant stakeholders about job descriptions, selection criteria and workforce strategy</p> <p>1.3 Contribute to development of job descriptions that accurately reflect the role requirements according to relevant policies, procedures and legislative requirements</p> <p>1.4 Implement strategies to assist in sourcing candidates according to organisational policies and procedures</p>
2. Screen and interview potential candidates	<p>2.1 Conduct preliminary screening with candidates according to legislative requirements</p> <p>2.2 Organise and conduct interviews and selection activities according to organisational policies and procedures</p> <p>2.3 Carry out skills assessment relevant to the position</p> <p>2.4 Obtain relevant additional information from candidates</p>
3. Assess and select candidates	<p>3.1 Consult with relevant stakeholders to conduct assessment and selection process according to organisational policy and legislative requirements</p>

	<p>3.2 Assess candidates against specified selection criteria and referee reports</p> <p>3.3 Prepare recommendations for relevant stakeholders and document according to organisational procedures</p>
4. Manage candidate outcomes	<p>4.1 Inform all candidates of selection decisions</p> <p>4.2 Provide feedback to candidates according to organisational policies and procedures</p> <p>4.3 Secure preferred candidate's agreement</p> <p>4.4 Coordinate necessary documentation according to organisational procedures, observing confidentiality and privacy requirements</p>
5. Onboard successful candidate	<p>5.1 Advise relevant stakeholders of new appointment, including start date</p> <p>5.2 Make necessary administrative arrangements for pay and employee record keeping</p> <p>5.3 Coordinate successful candidate's onboarding according to organisational policies and procedures</p>



## Coordinate Rehabilitation and Return to Work Programs

<p>1. Coordinate claims</p>	<p>1.1 Ensure that the organisation has and maintains a current Workers' Compensation insurance policy according to required legislation</p> <p>1.2 Process claims according to organisational policies, procedures and legal and insurance requirements</p> <p>1.3 Notify rehabilitation provider according to organisational policies and procedures</p> <p>1.4 Advise claimants as to whether their claim has been accepted, where required</p> <p>1.5 Analyse claims to identify the nature of the illness and prepare required reports</p> <p>1.6 Identify projected period of absence and where rehabilitation assistance is required and ensure arrangements are made in the work team to deal with absence</p>
<p>2. Coordinate rehabilitation or return to work process</p>	<p>2.1 Ensure consultation occurs between rehabilitation provider and treating doctor, relevant managers and employee</p> <p>2.2 Coordinate job redesign, reduced hours and alternative according to medical advice</p> <p>2.3 Design a return to work program</p> <p>2.4 Obtain approval for return to work program by relevant managers</p> <p>2.5 Coordinate return to work program with employee</p>

	<p>2.6 Coordinate risk analysis in relation to proposed program and mitigate risk where appropriate</p> <p>2.7 Commence program as close to the time of the accident or illness, as possible</p>
<p>3. Monitor rehabilitation return to work program</p>	<p>3.1 Encourage regular communication between provider, supervising manager and employee</p> <p>3.2 Coordinate regular contact and support between provider and employee</p> <p>3.3 Identify breaches of the return to work program and suggest remedial action</p> <p>3.4 Refer return to work program to workers compensation authorities where breaches occur</p> <p>3.5 Modify return to work program, where required</p> <p>3.6 Evaluate each rehabilitation or return to work program at its conclusion and suggest recommendations for system improvement</p>

## Coordinate Separation and Termination Processes

In this course, individuals will learn how to coordinate various forms of employment separation, from redundancy to retirement, with sensitivity and professionalism. They will learn to navigate legal requirements, develop effective policies, conduct exit interviews, and ensure smooth transitions for both employees and the organisation, fostering a positive workplace culture throughout the process.

<p>1. Assist development of policies and procedures</p>	<p>1.1 Research features of best practice systems of separation and termination and the legal requirements</p> <p>1.2 Consult relevant stakeholders prior to introduction of new policies, procedures and supporting documentation</p> <p>1.3 Assist in determining policies, procedures and supporting documentation for all forms of separation and termination</p> <p>1.4 Ensure procedures for dismissal or termination are according to legislative requirements and organisational policies and procedures</p> <p>1.5 Obtain support for separation and termination policies and procedures from relevant stakeholders</p> <p>1.6 Communicate policies and procedures, and provide supporting documents to relevant stakeholders</p> <p>1.7 Seek and use feedback to refine policies, procedures and supporting documents for separation and termination</p>
<p>2. Coordinate separation and termination</p>	<p>2.1 Facilitate the development of a redundancy or redeployment plan</p>

	<p>2.2 Coordinate management of redundancies and redeployment and provide relevant information about processes</p> <p>2.3 Provide outplacement or other assistance according to organisational policies and legal requirements</p> <p>2.4 Ensure dismissals for incapacity to perform or misconduct comply with legislative requirements and organisational policies and procedures</p> <p>2.5 Ensure human resource staff, managers and supervisors have necessary skills and knowledge to take disciplinary action</p> <p>2.6 Review workforce data for predicted numbers of people retiring and make necessary plans</p> <p>2.7 Review and evaluate separation and termination procedures and suggest improvements</p>
<p>3. Coordinate exit interview process</p>	<p>3.1 Provide separating employees opportunity to participate in exit interviews</p> <p>3.2 Create clear process for exit interviews and that staff are skilled to conduct them</p> <p>3.3 Record and depersonalise data from exit interviews</p> <p>3.4 Establish trends and patterns and suggest improvements across the organisation according to data from exit interviews</p>

## Coordinate The Learning and Development of Teams and Individuals

In this course, individuals will learn to coordinate the development of both teams and individuals, fostering a dynamic learning environment where growth is nurtured and monitored. Through strategic implementation of learning plans and continuous improvement initiatives, participants will discover how to integrate work and learning, ensuring organisational goals are met with excellence.

<p>1. Coordinate creation of learning opportunities</p>	<p>1.1 Identify potential formal and informal learning opportunities</p> <p>1.2 Identify learning requirements of teams and individuals according to requirements of organisation and available learning opportunities</p> <p>1.3 Coordinate implementation of learning plans and ensure that learning plans reflect diversity of needs</p> <p>1.4 Review relevant organisational procedures and ensure they support individual and team access to learning opportunities, where required</p> <p>1.5 Consult with training and development specialists and use their advice to contribute to learning opportunities</p>
<p>2. Coordinate learning</p>	<p>2.1 Coordinate strategies to ensure workplace learning opportunities are used by teams and individuals</p> <p>2.2 Coordinate implementation of policies and procedures to encourage team members to assess their own competencies and identify their own learning and development needs</p>

	<p>2.3 Communicate benefits of learning with others in the team and organisation</p> <p>2.4 Recognise workplace achievement by relevant recognition, feedback and rewards</p>
<p>3. Monitor and improve learning effectiveness</p>	<p>3.1 Monitor team and individual learning performance to determine type and extent of any additional work-based support required</p> <p>3.2 Use feedback from individuals and teams to identify and recommend improvements in future learning arrangements</p> <p>3.3 Suggest adjustments, negotiated with training and development specialists, for improvements to learning</p> <p>3.4 Record and report learning and development of teams and individuals</p>

## Coordinate Workforce Plan Implementation

In this course participants will learn how to effectively coordinate workforce planning initiatives. Participants will explore strategies for recruitment, retention, and diversity management while monitoring trends and evaluating outcomes. This course is ideal for human resource practitioners and staff members involved in policy or planning units focused on workforce planning.

1. Research workforce requirements	<p>1.1 Review current data on staff turnover and demographics</p> <p>1.2 Assess factors impacting workforce supply</p> <p>1.3 Establish organisation's requirements for a skilled and diverse workforce</p>
2. Coordinate workforce objectives and strategies	<p>2.1 Consult relevant stakeholders on organisational strategy and establish aligned objectives for modification or retention of the workforce</p> <p>2.2 Confirm objectives for workforce diversity and cross-cultural management with relevant stakeholders</p> <p>2.3 Assist determination of strategies to address high staff turnover</p> <p>2.4 Assist determination of objectives to retain relevant skilled labour</p> <p>2.5 Assist determination of strategies to source skilled labour</p> <p>2.6 Communicate plan objectives to relevant stakeholders</p> <p>2.7 Obtain agreement and endorsement for objectives and establish targets</p>

<p>3. Coordinate implementation of initiatives</p>	<p>3.1 Support implementation of agreed objectives for recruitment, training, redeployment and redundancy</p> <p>3.2 Identify strategies to assist workforce to deal with organisational change and coordinate implementation</p> <p>3.3 Identify strategies to assist in meeting the organisation's workforce diversity goals and coordinate implementation</p> <p>3.4 Coordinate implementation of succession planning system and ensure workers are developed and retained</p>
<p>4. Monitor and evaluate workforce trends</p>	<p>4.1 Review workforce plan against patterns in existing employee and workforce changes</p> <p>4.2 Monitor labour supply trends for areas of over and under supply in the external environment</p> <p>4.3 Monitor effects of labour trends on the demand for labour within own organisation</p> <p>4.4 Coordinate survey of organisational climate and collect worker satisfaction results</p> <p>4.5 Consult with relevant stakeholders and refine objectives and strategies in response to internal and external changes</p> <p>4.6 Monitor government policy on labour demand and supply</p> <p>4.7 Evaluate effectiveness of change processes against agreed objectives</p>



## Coordinate Workplace Information Systems

In this course, participants will learn how to implement and evaluate workplace information systems. Learn to identify information needs, collect, and analyse data, and recommend improvements to enhance decision-making processes. This course is designed for individuals whose work involves planning, evaluation, leadership, and guidance within established methods and procedures.

1. Identify and review information needs	<p>1.1 Identify information required by relevant stakeholders</p> <p>1.2 Review information requirements to determine suitability, accessibility, currency and reliability of information according to organisational policies and procedures</p>
2. Collect, analyse and report information	<p>2.1 Collect information which is adequate and relevant to the requirements of relevant stakeholders</p> <p>2.2 Confirm information is in a format suitable for analysis, interpretation and distribution</p> <p>2.3 Analyse information, identify and report relevant trends according to the requirements for which it was collected</p>
3. Implement information systems	<p>3.1 Implement information systems effectively to store, retrieve and regularly review information for decision making purposes</p> <p>3.2 Use technology available in the work area to manage information effectively</p> <p>3.3 Recommend improvements to information system to relevant stakeholders</p>

<p>4. Support information system continuous improvement</p>	<p>4.1 Collect data about information system future needs in consultation with relevant stakeholders</p> <p>4.2 Confirm identified information system future needs reflect the organisation's business plans</p> <p>4.3 Assist development of proposals for continuous improvement of information system</p> <p>4.4 Distribute information to relevant stakeholders on information system changes, where required</p>
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## Deliver a Service to Customers

Master essential customer service skills with this course. Participants will learn to initiate contact, identify needs, deliver exceptional service, and handle feedback effectively. From greeting customers to processing feedback, participants will gain the tools to build rapport, address concerns, and enhance customer satisfaction, setting a solid foundation for success in any customer-facing role.

<p>1. Establish contact with customers</p>	<p>1.1 Greet customers according to organisational requirements</p> <p>1.2 Share relevant information with customers</p> <p>1.3 Identify and respond to specific customer requirements</p> <p>1.4 Express interest in customer needs and develop rapport with customer</p>
<p>2. Identify customer needs</p>	<p>2.1 Ask questions to identify customer needs</p> <p>2.2 Assess customer needs for urgency and identify priorities for service delivery</p> <p>2.3 Provide customer with information about available options</p> <p>2.4 Assess limitations in addressing customer needs and seek assistance from designated persons, where required</p>
<p>3. Provide service to customers</p>	<p>3.1 Confirm details of service and delivery with customer according to organisational requirements</p> <p>3.2 Convey information regarding problems and delays, and follow-up within appropriate timeframes, where required</p>

	<p>3.3 Identify opportunities to enhance the quality of service and products, and take action to improve the service</p>
<p>4. Process customer feedback</p>	<p>4.1 Seek customer feedback and handle according to organisational and legislative requirements</p> <p>4.2 Record feedback and communication between customer and the organisation according to organisational requirements</p> <p>4.3 Identify any unmet customer needs and discuss suitability of alternative products or services</p> <p>4.4 Encourage customers to maintain contact with organisation for future needs</p>

## Deliver And Monitor a Service to Customers

This course equips participants with the skills to identify customer needs, deliver exceptional service, and evaluate customer satisfaction for continuous improvement. Designed for those operating in varied work contexts, this course will teach participants how to exercise discretion and judgment to provide support and advice, enhancing customer interactions and driving business success.

<p>1. Identify customer needs</p>	<p>1.1 Identify and clarify customer needs and expectations</p> <p>1.2 Evaluate customer needs and determine priorities for service delivery according to organisational requirements</p> <p>1.3 Inform customers about available choices for meeting their needs and assist selection of preferred options</p> <p>1.4 Identify limitations in addressing customer needs and seek assistance from designated individuals, where required</p>
<p>2. Deliver a service to customers</p>	<p>2.1 Provide service to meet identified customer needs according to organisational and legislative requirements</p> <p>2.2 Establish and maintain rapport with customers</p> <p>2.3 Manage customer complaints according to organisational and legislative requirements</p> <p>2.4 Provide assistance and respond to customers with specific needs according to organisational and legislative requirements</p> <p>2.5 Identify and use available opportunities to promote and enhance services and products to customers</p>

<p>3. Evaluate customer service delivery</p>	<p>3.1 Review customer satisfaction with service delivery using verifiable evidence according to organisational and legislative requirements</p> <p>3.2 Seek and respond to customer feedback according to organisational policies and procedures</p> <p>3.3 Identify opportunities to enhance the quality of customer service</p> <p>3.4 Document recommendations for customer service improvements</p> <p>3.5 Submit recommendations to relevant personnel according to organisational policies and procedures</p>
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## Demonstrate Leadership in The Workplace

This course focuses on developing leadership skills to effectively lead teams and individuals while upholding the organisation's standards and values. Aimed at individuals transitioning into leadership roles, this course will help participants foster a positive work culture, ethical conduct, and drive team performance.

<p>1. Prepare to demonstrate leadership</p>	<p>1.1 Identify organisation's requirements for management performance</p> <p>1.2 Identify qualities required for positive management performance according to organisational policies and procedures</p> <p>1.3 Develop and implement performance plans for individual and team according to organisation's business objectives</p> <p>1.4 Establish key performance indicators according to organisation's business objectives</p>
<p>2. Align behaviour with organisational values</p>	<p>2.1 Locate and assess organisation's standards and values for conducting business</p> <p>2.2 Identify how own performance will contribute to upholding organisational values</p> <p>2.3 Identify issues to be resolved according to organisational values</p> <p>2.4 Gather and organise information relevant to the issues under consideration</p>
<p>3. Model leadership behaviour</p>	<p>3.1 Facilitate individual's and team's active participation in team decision-making processes</p>

	<p>3.2 Examine options and assess associated risks to determine preferred course of action</p> <p>3.3 Develop plan to implement decisions agreed by relevant individuals and teams</p> <p>3.4 Use feedback processes to monitor the implementation and impact of decisions</p>
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## Design and Test Direct Marketing Activities

This course provides training in developing, testing, and evaluating direct marketing activities. Participants will learn to set objectives, target audiences, and goals, select appropriate marketing methods, conduct testing, analyse results using statistical techniques, and refine strategies based on findings.

<p>1. Develop direct marketing activity</p>	<p>1.1 Determine objectives, target audience and goals for direct marketing</p> <p>1.2 Identify types of direct marketing and select the most suitable form according to marketing objectives and goals</p> <p>1.3 Make a plan for layout of direct marketing activities</p>
<p>2. Prepare for testing marketing activity</p>	<p>2.1 Identify objectives and parameters for testing direct marketing activities</p> <p>2.2 Identify components of direct marketing for testing according to task objectives</p> <p>2.3 Analyse and select testing method according to task objectives</p> <p>2.4 Perform test according to parameters and task objectives</p>
<p>3. Evaluate test results</p>	<p>3.1 Collate results according to organisational policies and procedures</p> <p>3.2 Use statistical techniques to analyse results</p> <p>3.3 Refine direct response offers according to results obtained</p>

	3.4 Document and present results to relevant personnel according to organisational policies and procedures
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## Determine Resource Requirements for New Business Ventures

<p>1. Establish resource requirements of new business venture</p>	<p>1.1 Analyse business profile and consult with required personnel to determine business requirements for resources</p> <p>1.2 Analyse factors impacting type and quantity of required resources</p> <p>1.3 Record proposed type and quantity of required resources</p>
<p>2. Source resources required in new business venture</p>	<p>2.1 Research options for acquiring resources that meet business outcomes</p> <p>2.2 Evaluate identified options to determine reliability, risk, cost, and ease of access to service and support</p> <p>2.3 Engage with suppliers and other key people to negotiate supply of resources according to established workplace activities</p> <p>2.4 Select and document resources to be acquired and seek approval.</p>
<p>3. Prepare for use of selected resources in new business venture</p>	<p>3.1 Obtain or design procedures and systems for effective and efficient introduction and use of selected resources</p> <p>3.2 Ensure procedures are in place to monitor resource use and maintain, repair and replace resources</p>

## Develop Administrative Systems

<p>1. Plan administrative system</p>	<p>1.1 Identify requirements for update to the administrative system according to organisational and budgetary requirements</p> <p>1.2 Consult with stakeholders and verify identified requirements and modifications</p> <p>1.3 Obtain quotations from suppliers or developers to address system requirements according to organisational policy and procedures</p> <p>1.4 Select supplier or developer according to organisational policies and procedures</p>
<p>2. Implement administrative system</p>	<p>2.1 Identify and develop implementation strategies in consultation with staff</p> <p>2.2 Implement system according to organisational and legislative requirements</p> <p>2.3 Support staff and provide training on the use of the system</p> <p>2.4 Manage contingencies and support minimal impact on users</p>
<p>3. Monitor administrative system</p>	<p>3.1 Monitor system for usage, security and output according to organisational requirements</p> <p>3.2 Modify system to meet changing needs according to organisational requirements</p> <p>3.3 Identify further modifications and notify users</p>

## Develop And Apply Knowledge of The Communications Industry

<p>1. Research and analyse communications information</p>	<p>1.1 Identify and access sources of information on the communications industry</p> <p>1.2 Research identified sources of information and document outcomes</p> <p>1.3 Analyse the communications industry sectors, associations, networks and societal role and key stakeholders</p> <p>1.4 Analyse technological developments, trends and issues of the for communication industry</p>
<p>2. Develop communications deliverables</p>	<p>2.1 Identify resources and task requirements for developing deliverables, with relevant personnel</p> <p>2.2 Use research to prepare deliverable according to organisational policies and procedures</p> <p>2.3 Organise information included in the communications</p> <p>2.4 Establish criteria for assessing deliverable</p> <p>2.5 Share deliverable to relevant personnel</p>
<p>3. Finalise communications deliverables</p>	<p>3.1 Seek feedback on deliverable from relevant personnel</p> <p>3.2 Incorporate feedback to deliverable</p> <p>3.3 Implement procedures for ongoing monitoring of the communications industry</p> <p>3.4 Update information in the deliverable, as required</p>

## Develop and Apply Thinking and Problem-Solving Skills

<p>1. Investigate problem solving</p>	<p>1.1 Identify key features and role of problem solving in the workplace</p> <p>1.2 Identify different types of questions and styles of questioning</p> <p>1.3 Identify basic problem solving techniques</p> <p>1.4 Collaborate with relevant stakeholders and share ideas on different types of questions, styles of questioning and applicable problem solving techniques</p> <p>1.5 Identify challenges in the types of questions, styles of questioning and basic problem solving techniques</p>
<p>2. Prepare and ask questions</p>	<p>2.1 Select a basic workplace issue within job role to be resolved</p> <p>2.2 Identify ways to structure questions on identified issue in consultation with relevant stakeholders</p> <p>2.3 Develop questions to consolidate knowledge of selected issue</p> <p>2.4 Ask prepared questions to relevant personnel</p>
<p>3. Solve basic workplace issues</p>	<p>3.1 Document responses to questions asked according to organisational requirements</p> <p>3.2 Clarify responses given with further questions and comments</p> <p>3.3 Apply basic problem solving techniques and document responses to workplace issue</p>

<p>4. Seek feedback on questions and problem solving</p>	<p>4.1 Consult with relevant stakeholders and identify improvements for problem solving process</p> <p>4.2 Seek feedback on questions, questioning style and problem solving technique from relevant personnel</p>
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## Develop and Implement Business Plans

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



	3.4 Establish ongoing review processes
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## Develop and Monitor Processes for The Management of Breaches In Compliance Requirements

<p>1. Develop processes for responding to breaches</p>	<p>1.1 Collect and interpret information on current compliance requirements applicable to the organisation</p> <p>1.2 Develop and document procedures for identifying, classifying, investigating, rectifying and reporting breaches in compliance requirements</p>
<p>2. Monitor adherence to compliance requirements</p>	<p>2.1 Monitor and evaluate organisation's operations and compliance management information systems and identify breaches in compliance requirements</p> <p>2.2 Review and evaluate information on potential breaches in compliance requirements</p> <p>2.3 Discuss findings with relevant stakeholders and confirm accuracy of compliance assessment</p>
<p>3. Manage the identification and rectification of breaches in compliance</p>	<p>3.1 Assign stakeholders to identify, classify, investigate and rectify breaches in compliance requirements</p> <p>3.2 Inform senior stakeholders of all breaches in compliance requirements and corrective action according to organisational policies and procedures</p>
<p>4. Communicate with relevant stakeholders during breach management</p>	<p>4.1 Communicate breaches and rectification actions with relevant stakeholders</p> <p>4.2 Seek and action advice from relevant stakeholders on the management of breaches in compliance requirements</p>

<p>5. Evaluate the response to and rectification of breaches</p>	<p>5.1 Monitor action to manage and rectify identified breaches in compliance requirements according to organisational policies and procedures</p> <p>5.2 Confirm success in rectification of compliance breaches and notify relevant stakeholders</p> <p>5.3 Identify issues in the rectification of compliance breaches and initiate action, where required</p> <p>5.4 Refer reports of recurring breaches of compliance to relevant stakeholders</p>
<p>6. Document and distribute breach management activities and outcomes</p>	<p>6.1 Document and report identified breaches in compliance requirements in accordance with organisational policies and procedures</p> <p>6.2 Maintain and store records of breaches in compliance requirements</p> <p>6.3 Document and report the action to rectify identified breaches in compliance requirements and the outcomes of this action</p> <p>6.4 Distribute reports on breach management to relevant stakeholders</p>

## Develop and Present Business Proposals

<p>1. Evaluate business ideas</p>	<p>1.1 Identify ideas relating to business opportunities</p> <p>1.2 Research key factors influencing their financial viability</p> <p>1.3 Analyse business ideas to determine viability of business opportunity</p> <p>1.4 Record outcomes of evaluation according to workplace procedures</p>
<p>2. Manage risk associated with business proposal</p>	<p>2.1 Identify potential risks associated with opportunity ideas and viability of business</p> <p>2.2 Communicate with relevant stakeholders the potential risks</p> <p>2.3 Assist relevant stakeholders to develop risk management systems</p>
<p>3. Develop proposal for viable business idea</p>	<p>3.1 Identify audience for proposal, and required structure and content</p> <p>3.2 Establish budget according to financial viability</p> <p>3.3 Develop description of business idea according to identified budget and business opportunities</p> <p>3.4 Confirm that draft proposal meets requirements</p>
<p>4. Present business proposal</p>	<p>4.1 Determine presentation method suited to audience</p> <p>4.2 Provide customised business proposal to target audience</p> <p>4.3 Seek feedback to inform future proposals</p>

## Develop and Use Emotional Intelligence

<p>1. Prepare to develop emotional intelligence</p>	<p>1.1 Develop evaluation criteria for assessing emotional strengths and weaknesses</p> <p>1.2 Assess emotional strengths and weaknesses against evaluation criteria</p> <p>1.3 Identify and analyse potential emotional stressors in the workplace</p> <p>1.4 Identify methods for responding to emotional stressors</p> <p>1.5 Seek feedback from others to identify and confirm methods for responding to emotional stressors in the workplace</p>
<p>2. Develop emotional intelligence</p>	<p>2.1 Analyse and document emotional responses of co-workers</p> <p>2.2 Develop a plan for identifying and responding to a range of emotional expressions</p> <p>2.3 Apply techniques that indicate flexibility and adaptability in dealing with others in the workplace</p> <p>2.4 Apply techniques that show consideration for the emotions of others when making decisions</p> <p>2.5 Consult with relevant stakeholders and identify improvement areas for own emotional intelligence</p>
<p>3. Promote development of</p>	<p>3.1 Identify workplace opportunities for others to express their thoughts and feelings</p>

emotional intelligence in others	3.2 Develop tasks for assisting others to understand effect of personal behaviour and emotions on others in the workplace  3.3 Implement identified opportunities and tasks in the workplace according to organisational policy and procedures
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## Develop Critical Thinking in Others

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

## Develop Personal Work Priorities

<p>1. Plan personal work schedule</p>	<p>1.1 Identify task requirements</p> <p>1.2 Identify own accountabilities in line with task requirements</p> <p>1.3 Assess barriers for performance of personal accountabilities</p> <p>1.4 Develop a personal work schedule</p>
<p>2. Implement personal work schedule</p>	<p>2.1 Communicate personal work schedule to relevant personnel</p> <p>2.2 Monitor own performance according to personal work schedule</p> <p>2.3 Document variations between expected and actual work performance according to task requirements and communicate to relevant personnel</p>
<p>3. Review personal work priorities</p>	<p>3.1 Seek and evaluate feedback from relevant stakeholders on own work performance</p> <p>3.2 Analyse variations between expected and actual work performance</p> <p>3.3 Update personal work schedule according to internal and external feedback and changes in circumstances</p>



## Engage in Workplace Communication

<p>1. Plan workplace communication</p>	<p>1.1 Establish audience and purpose of workplace communication</p> <p>1.2 Identify information needs and communication requirements of intended recipients of workplace communication</p> <p>1.3 Establish methods of communication available to convey message or information based on work context</p> <p>1.4 Select appropriate method(s) of communication to convey messages or information</p> <p>1.5 Plan content of message or communication</p>
<p>2. Undertake routine communication</p>	<p>2.1 Communicate message or information according to organisational requirements and in a manner that is respectful and clear in meaning</p> <p>2.2 Adjust communication methods to enable effective communication with those from diverse backgrounds as required</p> <p>2.3 Receive workplace information and instructions, and interpret and clarify as needed</p> <p>2.4 Respond to communications according to requirements of the message</p> <p>2.5 Identify and report any communication challenges to appropriate person</p>

<p>3. Participate in workplace communication</p>	<p>3.1 Clearly contribute ideas and information to workplace discussions</p> <p>3.2 Support others to communicate in workplace discussions through courteous and professional behaviour</p> <p>3.3 Use active listening and questioning techniques to clarify issues in a group situation</p> <p>3.4 Seek feedback from others on effectiveness of communication</p>
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## Engage With Customers

<p>1. Establish customer demands</p>	<p>1.1 Identify personal targets and key performance indicators (KPIs) for customer engagement according to organisational policy and procedures</p> <p>1.2 Identify and confirm customer requirements</p> <p>1.3 Identify options to meet customer expectations according to organisational policies and procedures</p> <p>1.4 Adapt options to customer requirements according to organisational policies</p>
<p>2. Provide customer service</p>	<p>2.1 Select product or service in consultation with customer</p> <p>2.2 Explain relevant information and actions to customer and confirm all details</p> <p>2.3 Action customer orders and escalate queries that cannot be immediately satisfied according to organisational policies and procedures</p> <p>2.4 Record details of engagement according to organisational policy</p>
<p>3. Finalise customer engagement</p>	<p>3.1 Supply follow-up information to customer according to organisational policies and procedures</p> <p>3.2 Evaluate compliance with organisational policies and procedures</p> <p>3.3 Seek customer feedback and identify opportunities to enhance service on future engagements</p>

	3.4 Record and report opportunities for continuous improvement
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## Ensure A Safe Workplace for A Work Area

<p>1. Establish a WHS management system in a work area</p>	<p>1.1 Locate, adapt, adopt and communicate WHS policies that define the organisation's commitment to complying with WHS laws</p> <p>1.2 Identify duty holders and define WHS responsibilities for all workplace personnel in the work area according to WHS laws, policies, procedures and programs</p> <p>1.3 Identify and approve financial and human resources required by the WHS management system (WHSMS) according to organisational procedures</p>
<p>2. Establish and maintain effective and compliant consultative arrangements for managing WHS in a work area</p>	<p>2.1 Work with required personnel to set up and maintain consultative arrangements according to required WHS laws</p> <p>2.2 Resolve issues raised through participation and consultation arrangements according to required WHS laws and organisational protocols</p> <p>2.3 Provide information about consultation and participation outcomes to required personnel according to organisational policies and procedures</p>
<p>3. Establish and maintain procedures for effectively identifying hazards, and assessing and controlling risks in work area</p>	<p>3.1 Develop procedures for ongoing hazard identification, and assessment and control of associated risks</p> <p>3.2 Include hazard identification at the planning, design and evaluation stages of any workplace change to ensure that new hazards are not created by proposed changes and existing hazards are controlled</p>

	<p>3.3 Develop and maintain procedures for selecting and implementing risk controls according to the hierarchy of control measures and WHS legislative requirements</p> <p>3.4 Identify inadequacies in existing risk controls according to the hierarchy of control measures and WHS legislative requirements, and promptly provide resources to enable implementation of new measures</p> <p>3.5 Identify requirements for expert WHS advice, and request this advice as required, according to organisational procedures</p>
<p>4. Evaluate and maintain a work area WHS management system (WHSMS)</p>	<p>4.1 Develop and provide a WHS induction and training program for required personnel in a work area as part of organisation's training program</p> <p>4.2 Use a system for WHS recordkeeping to allow identification of patterns of occupational injury and disease in the organisation, and to maintain a record of WHS decisions made, including reasons for decisions</p> <p>4.3 Measure and evaluate the WHSMS according to organisation's quality systems framework</p> <p>4.4 Develop and implement improvements to WHSMS to achieve organisational WHS objectives according to organisational procedures</p> <p>4.5 Ensure compliance with WHS legislative framework to achieve, as a minimum, WHS legal requirements</p>

## Establish And Monitor the Marketing Mix

<p>1. Prepare marketing mix</p>	<p>1.1 Identify task requirements</p> <p>1.2 Analyse effects of pricing policy, promotional methods and channels of distribution on marketing outcomes</p> <p>1.3 Identify potential customer base and key pressure points</p> <p>1.4 Test effects of components of marketing mix on each other and relative importance to customer base</p> <p>1.5 Select suitable marketing mix</p>
<p>2. Implement marketing mix</p>	<p>2.1 Identify required resources</p> <p>2.2 Brief stakeholders of roles and responsibilities in implementation</p> <p>2.3 Establish communication and team building strategies</p> <p>2.4 Establish strategies for monitoring the marketing activities</p>
<p>3. Monitor marketing mix</p>	<p>3.1 Assess marketing performance against targets for task objectives</p> <p>3.2 Compare and record variances in marketing revenue and costs against budget</p> <p>3.3 Prepare and present marketing reports indicating ongoing progress towards marketing objectives</p>

## Establish Legal and Risk Management Requirements of New Business Ventures

<p>1. Identify legal and risk management requirements relating to business</p>	<p>1.1 Identify legal structure of business using reliable sources</p> <p>1.2 Identify legislative and regulatory requirements applicable to identified legal structure</p> <p>1.3 Analyse identified requirements and their relationship to business and workplace practices and processes</p>
<p>2. Implement procedures and processes to comply with legislative and regulatory requirements</p>	<p>2.1 Develop and implement procedures to ensure compliance with relevant legislative and regulatory requirements</p> <p>2.2 Develop and implement processes and procedures for storing and maintaining legal documents and business records</p> <p>2.3 Establish systems to identify areas of non-compliance and take corrective action where necessary</p>
<p>3. Negotiate and arrange contracts</p>	<p>3.1 Assess products and/or services to determine procurement rights and ensure protection of business interests</p> <p>3.2 Negotiate and secure contractual procurement rights for goods and/or services as required and according to business plan and workplace procedures</p> <p>3.3 Complete any contractual arrangements according to workplace procedures and business plan</p>



	3.4 Seek legal advice if required to confirm contractual rights and obligations
4. Mitigate business risks	<p>4.1 Analyse business activities and identify applicable risk management requirements</p> <p>4.2 Assess probability and impact of identified internal and external risks to business</p> <p>4.3 Develop a plan to prioritise and treat risks</p> <p>4.4 Implement procedures to mitigate risks according to risk treatment plan</p>

## Establish Operational Strategies and Procedures for New Business Ventures

<p>1. Review operational strategies and procedures for business or new business venture</p>	<p>1.1 Develop a detailed operational plan that sets out clear action points to fulfil on business goals and objectives</p> <p>1.2 Identify work health and safety (WHS) and environmental issues and implement strategies to minimise risk factors</p> <p>1.3 Review and evaluate, where appropriate, a quality assurance process for the business in line with industry standards, compliance requirements and cultural criteria</p> <p>1.4 Develop operational key performance indicators (KPIs) that align to business plan</p> <p>1.5 Align KPIs to business strategies, including utilisation of existing or new technologies, where practicable, to optimise business performance</p>
<p>2. Implement developed operational strategies and procedures</p>	<p>2.1 Implement systems to evaluate business performance and customer satisfaction, including by setting KPIs or targets</p> <p>2.2 Implement systems to control stock, expenditure or cost, wastage or shrinkage and risks to health and safety according to business plan, incorporating new digital technologies where applicable</p> <p>2.3 Identify and manage staffing requirements, considering a range of permanent and flexible arrangements, and adhering to budgetary constraints</p>

	<p>2.4 Provide products and/or services according to established legal, ethical cultural and technical standards</p> <p>2.5 Provide products and/or services according to time, cost and quality specifications, and customer requirements, incorporating new digital technologies where applicable</p> <p>2.6 Apply quality procedures to address product and/or service and customer requirements</p>
<p>3. Evaluate business performance</p>	<p>3.1 Use digital technologies to regularly evaluate and review achievement of operational targets to ensure optimum business performance, according to business goals and objectives</p> <p>3.2 Review and document systems and structures to support business performance</p> <p>3.3 Investigate and analyse operating problems to establish causes and implement changes as required, as part of business quality system</p> <p>3.4 Update operational policies and procedures to incorporate corrective action</p>
<p>4. Review business operations</p>	<p>4.1 Review and adjust business operations to increase business success, according to business goals and objectives</p> <p>4.2 Research and implement new and emerging digital technologies into business operations according to business goals and objectives and workplace procedures</p> <p>4.3 Research new business opportunities and adjust business goals and objectives as new opportunities arise</p>

## Facilitate Performance Development Processes

<p>1. Plan facilitation of performance development process</p>	<p>1.1 Identify relevant policies and objectives to be addressed in process</p> <p>1.2 Develop objectives for performance development processes</p> <p>1.3 Consult with relevant stakeholders about the processes and agree on process features</p>
<p>2. Coordinate performance development process</p>	<p>2.1 Train relevant groups and individuals in ways to monitor performance</p> <p>2.2 Work with line managers to ensure performance is monitored regularly and intervention occurs where relevant according to organisational policies and legal requirements</p> <p>2.3 Support line managers to coach and discipline employees who perform below standard</p> <p>2.4 Communicate dispute resolution processes where relevant, mediating between line managers and employees</p> <p>2.5 Provide support to terminate employees who fail to respond to interventions according to legislative requirements and organisational policies and procedures</p> <p>2.6 Ensure recorded outcomes of performance development sessions are stored securely and accessible to relevant stakeholders, according to organisational policy</p>

	<p>2.7 Evaluate and suggest improvements to all aspects of performance development processes according to organisational objectives, policies and procedures</p>
<p>3. Coordinate individual or group learning and development</p>	<p>3.1 Design and develop learning and development plans and strategies to encourage effective employee performance</p> <p>3.2 Deliver learning and development plans relevant to agreed timeframes, ensuring achievement of specified outcomes</p> <p>3.3 Contract relevant providers for performance development, as identified by plans and according to organisational policy</p> <p>3.4 Monitor learning and development activities to ensure compliance with quality assurance standards</p> <p>3.5 Negotiate remedial action with providers, where relevant</p> <p>3.6 Generate reports to advise relevant managers on progress and success rates of activities</p>

## Identify And Evaluate Marketing Opportunities

<p>1. Explore marketing opportunities</p>	<p>1.1 Analyse information on market and business needs for marketing opportunities</p> <p>1.2 Identify potential new markets</p> <p>1.3 Apply innovative approaches relevant to the development of potential marketing opportunities</p>
<p>2. Evaluate marketing opportunities</p>	<p>2.1 Identify and analyse opportunities for organisational fit according to organisational goals and capabilities</p> <p>2.2 Analyse the viability of each opportunity</p> <p>2.3 Determine probable return on investment and potential competitors</p> <p>2.4 Select marketing opportunities according to outcomes of viability analysis, return on investment and competition</p>
<p>3. Evaluate required changes to current operations</p>	<p>3.1 Seek feedback from relevant stakeholders</p> <p>3.2 Incorporate feedback received for current operations and take advantage of viable marketing opportunities</p> <p>3.3 Review current operations and document changes needed</p> <p>3.4 Identify resource requirements for marketing opportunities</p> <p>3.5 Document and communicate viability of marketing opportunities to key stakeholders</p>

## Implement Customer Service Strategies

<p>1. Advise on customer service needs</p>	<p>1.1 Identify organisational customer service objectives and customer needs</p> <p>1.2 Assess and clarify customer requirements</p> <p>1.3 Identify and diagnose problems with service delivery</p> <p>1.4 Develop options to improve customer service delivery according to organisational requirements</p> <p>1.5 Provide recommendations to promote improvement of customer service delivery</p>
<p>2. Support implementation of customer service strategies</p>	<p>2.1 Consult with relevant stakeholders to develop customer service strategies</p> <p>2.2 Assess customer service strategies and opportunities against customer service objectives</p> <p>2.3 Identify and allocate available budget resources to fulfil customer service objectives</p> <p>2.4 Action procedures to resolve customer difficulties and complaints according to organisational requirements</p>
<p>3. Evaluate and report on customer service</p>	<p>3.1 Review stakeholder satisfaction with service delivery according to organisational requirements</p> <p>3.2 Identify and report changes necessary to meet customer service objectives</p> <p>3.3 Prepare conclusions and recommendations on future directions of client service strategies</p>

	3.4 Monitor systems, records and reporting procedures for changes to customer satisfaction
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## Initiate Quality Audits

<p>1. Assess quality audit scope and objectives</p>	<p>1.1 Identify standards that impact on the environment in which audit operates</p> <p>1.2 Determine and agree on audit objectives and scope with auditee and other required stakeholders</p> <p>1.3 Identify risks within scope of quality audit</p>
<p>2. Communicate with auditee</p>	<p>2.1 Consult with auditee and determine relevant information</p> <p>2.2 Prepare audit notifications according to organisational protocols</p> <p>2.3 Confirm proposed audit methods and techniques to be applied with auditee</p> <p>2.4 Outline audit processes and establish sequence of audit activities, and the role of the audit team and auditee</p>
<p>3. Prepare resources for quality audit</p>	<p>3.1 Identify resources required to perform the quality audit</p> <p>3.2 Select audit team members on the basis of relevant expertise</p> <p>3.3 Identify resources required with auditee</p>
<p>4. Develop and submit quality audit plan</p>	<p>4.1 Develop quality audit plan according to established scope and objectives</p> <p>4.2 Assign roles and responsibilities to audit team members</p> <p>4.3 Assign timing, schedules and responsibilities for implementation of the audit plan</p>

	4.4 Document and submit audit plan to auditee for approval, where required
5. Prepare audit team	5.1 Inform audit team members of their responsibilities, audit objectives and scope  5.2 Communicate audit plan and schedules to all audit team members  5.3 Discuss and clarify audit methods and techniques with audit team members
6. Review auditee documentation	6.1 Determine auditee's previous quality audits as relevant and establish impact on the conduct of the current audit  6.2 Source organisational documentation from auditee, and check adequacy of documentation provided  6.3 Review documents, and determine and source any further documentation required
7. Prepare audit documentation	7.1 Develop checklist according to audit scope and objectives  7.2 Create entry and exit meeting agendas according to organisational templates

## Interpret And Apply Medical Terminology Appropriately

<p>1. Respond appropriately to instructions which contain medical terminology</p>	<p>1.1 Receive, interpret and document written and oral instructions using medical terminology</p> <p>1.2 Use checklists where appropriate</p> <p>1.3 Interpret abbreviations for specialised medical terminology</p> <p>1.4 Interpret and adhere to the policies and procedures of the workplace</p> <p>1.5 Seek clarification when necessary</p>
<p>2. Carry out routine tasks</p>	<p>2.1 Use medical terminology correctly in the completion of routine tasks</p> <p>2.2 Seek assistance from supervisor or experienced staff member as required</p>
<p>3. Use appropriate medical terminology in oral and written communication</p>	<p>3.1 Use appropriate medical terminology as directed, in oral communication with patients, fellow workers and health professionals</p> <p>3.2 Use appropriate medical terminology as directed, in written communication with patients, fellow workers and health professionals</p> <p>3.3 Present written communication to a designated person for verification if required</p> <p>3.4 Spell and pronounce medical terminology correctly</p>

## Interpret Compliance Requirements

<p>1. Clarify the scope of operations</p>	<p>1.1 Analyse organisational operations and identify the functions, products and services that may be subject to compliance requirements</p> <p>1.2 Develop and document plan for determining relevant compliance requirements</p> <p>1.3 Obtain approval of plans from relevant stakeholders</p>
<p>2. Identify compliance requirements</p>	<p>2.1 Research information on compliance requirements relevant to the organisation</p> <p>2.2 Analyse and document information from search according to organisational requirements</p> <p>2.3 Organise and store collected information on relevant compliance requirements according to organisation policies and procedures</p>
<p>3. Interpret and prioritise compliance requirements</p>	<p>3.1 Discuss and clarify with relevant stakeholders ambiguities and issues experienced in interpreting identified compliance information</p> <p>3.2 Prioritise compliance requirements according to organisational requirements</p>
<p>4. Document compliance requirements</p>	<p>4.1 Organise and document outcomes of the identification and interpretation activities</p> <p>4.2 Prepare and distribute reports of compliance requirements and assessment of implications to relevant stakeholders</p>

## Investigate Business Opportunities

<p>1. Identify potential opportunities for business</p>	<p>1.1 Source and analyse market information for potential opportunities</p> <p>1.2 Analyse information and list details of business ideas and opportunities</p> <p>1.3 Identify and describe products and/or services that match business ideas</p> <p>1.4 Identify and analyse available business, financial, digital technology and technical factors related to the potential opportunities</p> <p>1.5 Identify customers for the products and/or services</p>
<p>2. Investigate market needs and factors affecting market</p>	<p>2.1 Collect, investigate and analyse business and market information, trends and developments from primary and secondary sources to identify market needs related to business opportunities</p> <p>2.2 Identify ethical and cultural requirements of the market</p> <p>2.3 Identify projected changes in population, economic activity and other macro external factors that may impact business opportunities</p> <p>2.4 Review identified needs and factors and identify their potential impact on business opportunities</p> <p>2.5 Investigate marketing and promotion activities and strategies for identified products and/or services</p>

<p>3. Finalise investigation into business opportunities</p>	<p>3.1 Review personal factors against business opportunities and identify their impact on opportunities</p> <p>3.2 Examine options to address and minimise negative impact and strengthen positive impact of personal factors</p> <p>3.3 Document outcomes of investigation into business opportunity</p>
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## Lead And Facilitate a Team

<p>1. Plan team outcomes</p>	<p>1.1 Identify common objectives of workplace team, responsibilities</p> <p>1.2 Use performance plans to establish expected outcomes, goals team members in accordance with team objective and relevant po</p> <p>1.3 Select appropriate strategies to ensure team members are acc responsibilities</p> <p>1.4 Plan for contingencies that could impact the team</p>
<p>2. Coordinate team and individuals</p>	<p>2.1 Communicate common team objectives and responsibilities to</p> <p>2.2 Allocate tasks to team members based on staff expertise or de appropriate instructions</p> <p>2.3 Facilitate open and respectful communication and collaboratio considering the needs of those from diverse backgrounds</p> <p>2.4 Identify opportunities for cross collaboration amongst external</p>
<p>3. Support team</p>	<p>3.1 Provide coaching to staff to enhance workplace culture</p> <p>3.2 Support individuals according to organisational requirements to goals</p> <p>3.3 Facilitate team to identify, brainstorm, report and resolve task r</p> <p>3.4 Use problem solving skills to deal with any team, task or individ</p>
<p>4. Monitor team performance</p>	<p>4.1 Measure team member performance against agreed work plan</p> <p>4.2 Provide timely and constructive performance feedback to team organisational standards</p> <p>4.3 Identify specific learning and development opportunities to imp performance and behaviours</p>

	4.4 Implement action plans to address individual and team training
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## Lead and Manage Effective Workplace Relationships

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

## Lead and Manage Organisational Change

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

## Lead Communication in The Workplace

<p>1. Establish communication protocols</p>	<p>1.1 Analyse internal and external information needs relevant to workplace</p> <p>1.2 Develop or structure communication protocol(s) to meet organisational information needs and goals</p> <p>1.3 Identify ways to adapt communication protocols to suit various contexts</p> <p>1.4 Prepare materials to support and/or implement communication protocols</p>
<p>2. Coordinate effective communication</p>	<p>2.1 Direct others to communicate according to organisational requirements and goals</p> <p>2.2 Explain complex information to positively influence others</p> <p>2.3 Motivate others to communicate respectfully, considering the needs of all, including those from diverse backgrounds</p> <p>2.4 Identify and address any communication challenges to remove barriers to understanding</p>
<p>3. Present and negotiate persuasively</p>	<p>3.1 Identify and use a variety of communication styles relevant to varying audiences</p> <p>3.2 Present information in a succinct, clear and persuasive manner</p> <p>3.3 Evaluate differences in perspective and critically examine outcomes</p>

	<p>3.4 Negotiate towards a final outcome with a focus on key outcomes</p> <p>3.5 Confirm and implement outcomes of negotiation or communication using appropriate methods</p>
<p>4. Review communication practices</p>	<p>4.1 Provide mentoring to others to assist them in achieving communication goals</p> <p>4.2 Obtain feedback from a variety of sources to manage the outcomes of communications and negotiations</p> <p>4.3 Identify and document areas for improvement in communication for team or organisational practices</p> <p>4.4 Implement plans to improve communication processes</p>

## Lead Difficult Conversations

Lead Difficult Conversations is an online professional development course that provides the tools and insights necessary to master the art of handling challenging dialogues successfully in your professional and personal life.

In this communication course, you will learn the skills, strategies, and tools necessary to approach difficult conversations with confidence, empathy, and clarity. You will also learn to prepare, conduct, and follow up on difficult conversations to maintain relationships and foster a productive and respectful working environment.

<p>1. Prepare for conversation</p>	<p>1.1 Identify conversational requirements</p> <p>1.2 Identify, gather and develop materials required for the conversation according to organisational policies and procedures</p> <p>1.3 Organise the logistics and stakeholders required for the conversation</p> <p>1.4 Seek feedback from relevant personnel on conversational content</p> <p>1.5 Review conversational content and make changes according to feedback received</p> <p>1.6 Select delivery style according to conversational context and stakeholder requirements</p>
<p>2. Facilitate difficult conversation</p>	<p>2.1 Undertake conversation with relevant stakeholders</p> <p>2.2 Provide opportunity for stakeholder input</p> <p>2.3 Confirm relevant stakeholders understand conversation and outcomes</p>

	<p>2.4 Document relevant points of conversation</p> <p>2.5 Refer stakeholders to relevant support services, as required</p>
<p>3. Follow up and review conversation</p>	<p>3.1 Evaluate own effectiveness in the conversation</p> <p>3.2 Seek and respond to feedback from relevant personnel on personal performance</p> <p>3.3 Identify areas of improvement for undertaking difficult conversations according to feedback received</p>

## Lead Effective Workplace Relationships

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

## Lead Initial Response to And Investigate WHS Incidents

<p>1. Lead the initial response to incident</p>	<p>1.1 Identify required initial response to incident according to established organisational response plan</p> <p>1.2 Implement initial response according to plan, and organisational and legislative requirements</p> <p>1.3 Confirm sufficiency and suitability of implemented initial response</p> <p>1.4 Consult individuals and/or parties according to organisational policies and procedures</p>
<p>2. Develop and resource an incident investigation plan</p>	<p>2.1 Identify duty holders according to WHS laws and workplace policies, procedures and systems</p> <p>2.2 Define scope and purpose of investigation appropriate to nature and scope of incident</p> <p>2.3 Identify, document and secure required human and other resources appropriate to nature and scope of incident, including expert advice as required</p> <p>2.4 Ensure participation of, and consultation with, required stakeholders, and determine agreed processes for investigation</p> <p>2.5 Identify, address and document potential barriers to investigation according to organisational requirements</p> <p>2.6 Document incident investigation plan according to organisational and WHS legislative requirements</p>



<p>3. Collect incident information and data</p>	<p>3.1 Identify and access relevant and reliable sources of incident information and data according to organisational policies and protocols, suitable causation model and legislative requirements</p> <p>3.2 Inspect incident site, equipment and other evidence according to investigation plan, organisational procedures and legislative requirements</p> <p>3.3 Present collected information and data in required format</p>
<p>4. Lead an incident investigation that is not part of providing legal advice or preparing for legal proceedings</p>	<p>4.1 Brief investigation team on investigation requirements and incident causation model</p> <p>4.2 Construct and document timeline of events leading up to incident</p> <p>4.3 Coordinate investigation of key events, conditions and/or circumstances that contributed to incident</p> <p>4.4 Develop recommendations, interventions and practical measures for investigation report</p>
<p>5. Record and report WHS incident investigation</p>	<p>5.1 Document investigation evidence and basis for conclusions and recommendations</p> <p>5.2 Prepare investigation report according to organisational procedures and WHS legislative requirements</p> <p>5.3 Implement organisational and WHS legislative recordkeeping protocols and procedures in relation to investigation report</p>

	5.4 Communicate report to required individuals and/or parties according to organisational policies and procedures
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## Lead Quality Audits

1. Lead entry meeting	<p>1.1 Confirm agenda is prepared for entry meeting</p> <p>1.2 Review and confirm proposed audit plan with relevant stakeholders in entry meeting</p> <p>1.3 Make changes to audit plan, as required</p>
2. Identify and gather evidence	<p>2.1 Identify sources of information according to audit plan</p> <p>2.2 Interview relevant stakeholders</p> <p>2.3 Gather information and documentation</p>
3. Manage audit team resources	<p>3.1 Supervise activities of audit team members</p> <p>3.2 Re-assign team members, as required</p> <p>3.3 Instigate contingency actions, as required</p>
4. Lead exit meeting	<p>4.1 Review, assess, and reach agreement on audit team findings according to audit plan</p> <p>4.2 Prepare for exit meeting</p> <p>4.3 Examine results and findings against audit objectives and present to relevant stakeholders</p> <p>4.4 Confirm reporting arrangements for the quality audit with the auditee</p> <p>4.5 Explain context and consequences of audit and discuss follow-up</p> <p>4.6 Review and submit final audit report according to audit plan</p>

5. Lead team members in performance improvement	5.1 Provide feedback on performance to audit team 5.2 Encourage and support audit team to review their own work 5.3 Provide and document advice for individual improvement
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## Lead Team Effectiveness

<p>1. Plan team outcomes</p>	<p>1.1 Lead team to identify and establish team objectives and work processes</p> <p>1.2 Support team to document identified objectives and work processes according to organisational processes</p> <p>1.3 Encourage team members to incorporate innovation and productivity measures in work plans</p> <p>1.4 Lead and support team members to meet expected outcomes</p>
<p>2. Promote team cohesion</p>	<p>2.1 Provide opportunities for input of team members into planning, decision making and operational aspects of work team</p> <p>2.2 Support team members to take responsibility for own work and to assist each other in undertaking required roles and responsibilities</p> <p>2.3 Provide feedback to team members on their efforts and contributions</p> <p>2.4 Address or refer issues, concerns and problems identified by team members</p> <p>2.5 Model expected behaviours and approaches</p>
<p>3. Supervise team performance</p>	<p>3.1 Encourage team members to participate in and take responsibility for team activities and communication processes</p>

	<p>3.2 Support team to identify and resolve problems which impede performance</p> <p>3.3 Ensure own contribution to work team serves as a role model for others</p>
<p>4. Liaise with management</p>	<p>4.1 Establish open communication with line management</p> <p>4.2 Communicate information from line management to the team</p> <p>4.3 Communicate unresolved issues, concerns and problems raised by the team to line management to action</p> <p>4.4 Communicate issues raised by management to the team to action</p>

## Lead The Development and Use Of WHS Risk

### Management Tools

<p>1. Select and develop WHS risk management tools</p>	<p>1.1 Apply knowledge of risk management tools to address requirements of WHS laws and workplace</p> <p>1.2 Consult with required personnel about selecting suitable risk management tools</p> <p>1.3 Modify existing risk management tools and/or develop new ones to meet identified requirements</p> <p>1.4 Determine risk management tools to be used in workplace</p>
<p>2. Lead the use of WHS risk management tools</p>	<p>2.1 Consult and liaise with required personnel about logistical arrangements required in relation to risk management tools</p> <p>2.2 Facilitate required logistical arrangements for use of risk management tools in collaboration with required personnel</p> <p>2.3 Develop and conduct required training for personnel who will use risk management tools</p> <p>2.4 Use risk management tools according to organisational policies and procedures</p> <p>2.5 Provide support to required personnel to use risk management tools according to organisational requirements</p>
<p>3. Communicate outcomes of use of</p>	<p>3.1 Collect information about outcomes of risk management tool use</p>

<p>WHS risk management tools</p>	<p>3.2 Collate and analyse collected information</p> <p>3.3 Document analysis according to organisational policies and procedures</p> <p>3.4 Communicate documented results, findings and outcomes to required personnel according to organisational protocols and procedures</p>
<p>4. Review use of WHS risk management tools</p>	<p>4.1 Review usefulness and usability of risk management tools according to organisational requirements</p> <p>4.2 Modify or replace risk management tools based on review outcomes according to organisational requirements</p> <p>4.3 Modify consultation, liaison and logistical arrangements in relation to tools based on review outcomes according to organisational requirements</p>



## Lead The Development of Diverse Workforces

<p>1. Establish benefits of workforce diversity</p>	<p>1.1 Identify benefits of diversity in business and workplace contexts</p> <p>1.2 Qualify and quantify the source of workforce diversity</p> <p>1.3 Identify legislation and organisational policies and procedures that relate to workplace diversity</p> <p>1.4 Identify opportunities and barriers to inclusive engagement</p>
<p>2. Embed diversity into team plans and operations</p>	<p>2.1 Develop work plans to accommodate diversity</p> <p>2.2 Confirm that work plans incorporate contributions from diverse workforce members</p> <p>2.3 Adjust plans and operations to align with relevant diversity legislation and organisational policies and procedures</p> <p>2.4 Design processes to incorporate and maximise the benefits of diversity</p>
<p>3. Support development of a diverse workforce</p>	<p>3.1 Apply communication processes and behaviours according to diversity work plans and processes</p> <p>3.2 Identify biases and assumptions in communication and behaviour of self and others and adjust, as required</p> <p>3.3 Provide workplace support and access to diversity services</p>

## Lead WHS Risk Management

<p>1. Facilitate identification of WHS risk management requirements</p>	<p>1.1 Identify and review internal and external sources of WHS information and data that apply to risk management processes</p> <p>1.2 Identify legislative requirements for WHS risk management</p> <p>1.3 Identify duty holders, individuals and/or parties to consult about and participate in risk management processes, according to organisational and legislative requirements</p> <p>1.4 Identify and communicate roles and responsibilities of individuals and/or parties that impact on risk management</p> <p>1.5 Identify organisation-specific factors that will impact on hazard identification, risk assessment and risk controls</p> <p>1.6 Confirm that risk management scope is clearly defined according to organisational policies and procedures</p>
<p>2. Lead risk assessment</p>	<p>2.1 Lead hazard identification process according to organisational policies and procedures</p> <p>2.2 Identify and document risk factors as they apply to identified hazards according to organisational policies and procedures</p> <p>2.3 Apply knowledge of WHS laws, workplace WHS information and data, and identified hazards and risk factors to analyse and assess risk</p>

	<p>2.4 Document risk assessment according to organisational policies and procedures, and legislative requirements</p> <p>2.5 Communicate outcomes of risk assessment to required personnel according to organisational and legislative requirements</p>
<p>3. Lead risk control</p>	<p>3.1 Identify organisational risk control policies and procedures appropriate to identified hazards</p> <p>3.2 Select suitable risk controls according to assessed level of risk, organisational WHS hazard and risk control policies and procedures, and WHS laws</p> <p>3.3 Plan to implement selected risk controls according to organisation's WHS management system (WHSMS) and WHS information system (WHSIS)</p> <p>3.4 Implement selected risk controls according to organisational policies and procedures</p> <p>3.5 Document and communicate selected risk controls to required personnel, according to organisational and legislative requirements</p>
<p>4. Evaluate effectiveness of WHS risk management process</p>	<p>4.1 Establish nature and scope of evaluation process and key performance indicators</p> <p>4.2 Review effectiveness of implemented risk management process according to organisation's WHSMS and legislative requirements</p> <p>4.3 Modify risk management process as required in response to evaluation</p>

	<p>4.4 Document risk management process according to WHSIS requirements</p> <p>4.5 Communicate evaluation findings according to organisational requirements</p>
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## Maintain Financial Records

<p>1. Prepare journals required for posting to general ledger</p>	<p>1.1 Identify transactions required to be included in journal entries</p> <p>1.2 Identify general ledger accounts affected according to organisational policies, procedures and accounting standards</p> <p>1.3 Prepare and document the journal entries according to organisational policies, procedures and accounting standards</p> <p>1.4 Assess follow-up steps for journal entries</p>
<p>2. Post journal entries and reconcile discrepancies</p>	<p>2.1 Post journal entries into general ledger system according to organisational policies, procedures and accounting standards</p> <p>2.2 Reconcile accounts payable and accounts receivable subsidiary ledger systems with general ledger</p> <p>2.3 Rectify any discrepancies and escalate, where required if outside scope of individual authority</p> <p>2.4 Prepare adjusted journal entries and closing entries for general ledger</p>
<p>3. Maintain general ledger</p>	<p>3.1 Prepare closing and post-closing trial balance from general ledger system of the organisation</p> <p>3.2 Prepare trial balance</p> <p>3.3 Check general ledger for accuracy of information and despatch to relevant stakeholders, where required</p>

	3.4 Check trial balance meets accounting equation requirements
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## Maintain Patient Records

<p>1. Identify and clarify own role and procedures for patient recordkeeping</p>	<p>1.1 Determine own role and responsibilities within patient recordkeeping system through consultation with relevant personnel or via organisational policy and procedures manual</p> <p>1.2 Access documented procedures for patient recordkeeping system and read for understanding</p> <p>1.3 Seek clarification with relevant personnel of unclear or ambiguous procedures</p>
<p>2. Access patient records</p>	<p>2.1 Gain access to patient records to facilitate patient visit</p> <p>2.2 Check currency and accuracy of patient demographic and personal details</p> <p>2.3 Create new records according to enterprise protocols</p> <p>2.4 Check records following patient visits, for practitioners' instructions related to follow-up action</p> <p>2.5 Store patient records according to organisational policy and procedures</p>
<p>3. Help maintain records</p>	<p>3.1 Make required checks of patient records</p> <p>3.2 Carry out archiving of patient records as required</p> <p>3.3 Transfer patient records to another health facility upon appropriate request for patient information</p>
<p>4. Monitor and review own role</p>	<p>4.1 Monitor and review own role and responsibilities in maintaining patient records to identify opportunities for improvements to system and own work practices</p>

	4.2 Make recommendations to relevant personnel for improvements to the established procedures and processes for maintaining patient records
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## Make Presentations

<p>1. Prepare presentation</p>	<p>1.1 Plan presentation approach and intended outcomes</p> <p>1.2 Identify target audience, location and resources requirements</p> <p>1.3 Select presentation strategies, format and delivery methods according to presentation requirements</p> <p>1.4 Select techniques to evaluate presentation effectiveness</p>
<p>2. Deliver presentation</p>	<p>2.1 Summarise key concepts and ideas and present to target audience</p> <p>2.2 Provide opportunity for audience to seek clarification on presentation information</p> <p>2.3 Confirm target audience understand key concepts and ideas, and that identified presentation objectives have been achieved</p>
<p>3. Review presentation</p>	<p>3.1 Evaluate effectiveness of the presentation</p> <p>3.2 Seek and discuss feedback and any reactions to the presentation from participants and relevant stakeholders</p> <p>3.3 Make changes to presentation based on feedback received</p>

## Manage Budgets and Financial Plans

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

	<p>3.4 Implement agreed improvements according to financial objectives of work team and organisation</p> <p>3.5 Evaluate agreed improvements</p>
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## Manage Business Operational Plans

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

	3.4 Negotiate recommendations for variations to operational plans and gain approval from designated persons
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## Manage Business Resources

<p>1. Analyse resource requirements</p>	<p>1.1 Develop resource bids according to required outputs specified in business plans</p> <p>1.2 Consult with relevant stakeholders and determine the nature and level of resources required</p> <p>1.3 Analyse resource requirements and identify proposed costs and benefits</p> <p>1.4 Identify opportunities to share resources across business units within the organisation</p>
<p>2. Develop resource plans</p>	<p>2.1 Determine internal resourcing capabilities and external resourcing requirements</p> <p>2.2 Develop procedures for the evaluation of resource allocation and incorporate them in resource plans</p> <p>2.3 Identify risks and establish risk management processes</p> <p>2.4 Obtain required approvals from relevant personnel</p>
<p>3. Allocate resources</p>	<p>3.1 Identify and adhere to organisational policies and procedures for resource allocation</p> <p>3.2 Manage resource allocation according to business unit objectives</p> <p>3.3 Negotiate and obtain resources within required timeframe according to business unit objectives</p> <p>3.4 Develop and implement systems for monitoring resource usage</p>

<p>4. Review and report on resource usage</p>	<p>4.1 Develop and implement procedures to review resource allocation against business unit objectives</p> <p>4.2 Suggest improvements to work practices for the efficient use of resources</p> <p>4.3 Monitor compliance with program and project budgets and take corrective action where necessary</p> <p>4.4 Prepare report that indicates the level of performance achieved and any action taken to adjust or rectify procedures in meeting service and product delivery standards</p>
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## Manage Business Risk

<p>1. Establish risk context</p>	<p>1.1 Evaluate organisational processes, procedures and requirements and determine scope for risk management process</p> <p>1.2 Review strengths and weaknesses of existing arrangements</p> <p>1.3 Document critical success factors, goals and objectives for area included in scope</p> <p>1.4 Communicate risk management process to relevant stakeholders</p>
<p>2. Identify risks</p>	<p>2.1 Invite stakeholders to assist in the identification of risks</p> <p>2.2 Research risks that may apply to scope</p> <p>2.3 Document risks that apply to the scope, in consultation with relevant parties</p>
<p>3. Analyse risks</p>	<p>3.1 Assess likelihood of risks occurring</p> <p>3.2 Assess impact or consequence if risks occur</p> <p>3.3 Evaluate and prioritise risks for treatment</p>
<p>4. Select and implement treatments</p>	<p>4.1 Determine and select from options for treating risks</p> <p>4.2 Develop action plan for implementing risk treatment</p> <p>4.3 Communicate risk management processes to relevant parties</p> <p>4.4 Implement action plan according to organisational policies and procedures</p>



	4.5 Monitor and evaluate risk management process
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## Manage Finances for New Business Ventures

<p>1. Implement financial strategy</p>	<p>1.1 Identify financial information requirements and obtain specialist services, as required</p> <p>1.2 Produce financial budgets or projections for each forward period, and distribute to required people according to legal requirements and workplace procedures</p> <p>1.3 Develop a plan to negotiate and manage business capital to best enable implementation of the business plan</p> <p>1.4 Develop and maintain strategies and enable adequate financial provision for taxation according to legal requirements</p> <p>1.5 Develop, monitor and maintain client credit policies to maximise cash flow</p> <p>1.6 Select key performance indicators (KPIs) to enable ongoing monitoring of financial performance in line with business plan</p> <p>1.7 Record and communicate financial procedures to required personnel to facilitate implementation of business plan according to workplace procedures</p>
<p>2. Monitor financial performance</p>	<p>2.1 Use available systems to monitor and report on financial performance targets, and analyse data to establish extent to which financial goals have been met</p> <p>2.2 Monitor marketing and operational strategies for their effects on financial goals</p>

	2.3 Calculate and evaluate financial ratios according to own business and/or industry benchmarks
3. Review financial performance	<p>3.1 Assess financial strategy to determine whether variations or alternative plans are needed according to workplace procedures, and change as required</p> <p>3.2 Research and implement, with relevant personnel, new and emerging digital technologies to boost business profitability according to business plan</p>

## Manage Implementation of Emergency Procedures

<p>1. Identify potential emergencies</p>	<p>1.1 Apply knowledge of WHS hazards and relevant standards to identify possible causes of potential emergencies</p> <p>1.2 Seek input from stakeholders in identifying potential emergencies</p> <p>1.3 Identify and liaise with appropriate specialist advisers and emergency services and/or specialist response teams to identify possible causes of potential emergencies</p> <p>1.4 Develop a risk register to identify potential emergencies and their possible causes</p>
<p>2. Identify options for initial response</p>	<p>2.1 Categorise major types of potential emergencies</p> <p>2.2 Identify actions required to contain or limit potential emergencies</p> <p>2.3 Identify actions required to limit impact of potential emergencies on personnel, property and the environment</p> <p>2.4 Identify requirements for liaison with emergency services and/or specialist response teams</p> <p>2.5 Prioritise initial response actions to be taken during emergencies</p>
<p>3. Plan initial response procedures</p>	<p>3.1 Identify resources available and required for initial response</p> <p>3.2 Ensure that emergency equipment is checked for serviceability, accessibility, cleanliness and correct location</p>

	<p>3.3 Document actions required for a range of major types of emergency, taking account of standards, current industry practice, specialist advice and input by emergency services and/or specialist response teams</p> <p>3.4 Identify training needs and appropriate providers</p>
4. Implement initial response procedures	<p>4.1 Document and display actions for initial response</p> <p>4.2 Outline own role in initial response</p> <p>4.3 Follow required procedures according to WHS laws, and organisational policies and procedures</p>
5. Review initial response procedures	<p>5.1 Monitor initial response for effectiveness, efficiency and timeliness in consultation with stakeholders and, specialist advisers and agencies as required</p> <p>5.2 Document results of response monitoring and promptly report to appropriate persons</p> <p>5.3 Identify areas for organisational and personal improvement and make recommendations based on analysis of response</p>
6. Manage post-emergency activities	<p>6.1 Identify and support other personnel involved in second response phase</p> <p>6.2 Facilitate debriefing processes</p>

## Manage Organisational Customer Service

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

## Manage Organisational Finances

<p>1. Prepare for financial management</p>	<p>1.1 Assess reasons for losses or profits identified from previous financial reports</p> <p>1.2 Analyse critical dates and initiatives in business plan and cash flow trends</p> <p>1.3 Review statutory requirements for compliance and liabilities for tax</p> <p>1.4 Analyse existing software and its suitability for financial management</p>
<p>2. Establish budgets and allocate funds</p>	<p>2.1 Develop budget from previous financial data according to compliance, organisational and statutory requirements</p> <p>2.2 Circulate budgets and confirm managers and supervisors understand budgets, reporting requirements and financial delegations</p> <p>2.3 Confirm there are no opportunities for misappropriation of funds</p> <p>2.4 Review profit and loss statements, cash flows and ageing summaries and revise, where required</p> <p>2.5 Identify discrepancies between agreed and actual allocations using audit trails</p>
<p>3. Report on finances</p>	<p>3.1 Identify organisational and statutory financial reporting requirements</p>

	<p>3.2 Identify and prioritise significant issues in statements for review and decision making</p> <p>3.3 Prepare financial recommendations</p> <p>3.4 Evaluate effectiveness of financial management processes</p>
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## Manage Patient Record Keeping System

<p>1. Clarify how patient records system operates</p>	<p>1.1 Access policies and procedures for patient records</p> <p>1.2 Consult relevant personnel about how the system operates</p> <p>1.3 Determine roles and responsibilities for the system operations</p> <p>1.4 Communicate roles and responsibilities for system operations to relevant personnel</p>
<p>2. Manage operation of patient records system</p>	<p>2.1 Supervise staff maintaining patient records</p> <p>2.2 Provide staff maintaining patient records with training as required</p> <p>2.3 Regularly consult staff using patient records about system efficacy</p> <p>2.4 Maintain integrity of patient records</p> <p>2.5 Maintain security of patient records</p> <p>2.6 Stress importance of confidentiality of patient records to all staff, who handle or have access to patient files</p> <p>2.7 Provide authorisation of transfer of records from the workplace according to policies and procedures</p> <p>2.8 Archive records as appropriate</p>
<p>3. Review and improve patient records system</p>	<p>3.1 Monitor and review implementation of the system to identify improvements</p>

	<p>3.2 Make recommendations to relevant personnel for system improvements</p> <p>3.3 Implement approved recommendations</p> <p>3.4 Supervise staff maintaining patient records to implement changes</p> <p>3.5 Plan and deliver any required training for staff to implement changes made to the system</p>
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## Manage People Performance

<p>1. Allocate work</p>	<p>1.1 Consult relevant groups and individuals on work to be allocated and resources available</p> <p>1.2 Develop work plans and allocate work according to organisational requirements and operational plans</p> <p>1.3 Develop and confirm performance standards and key performance indicators with relevant staff</p> <p>1.4 Conduct risk analysis according to organisational risk management plan and legal requirements</p>
<p>2. Assess performance</p>	<p>2.1 Review performance management and processes according to legislation, organisational objectives and policies</p> <p>2.2 Train participants in the performance management and review process</p> <p>2.3 Conduct performance management according to organisational policies procedures and relevant timelines</p> <p>2.4 Monitor and evaluate performance according to performance standards and key performance indicators</p>
<p>3. Provide feedback</p>	<p>3.1 Provide informal feedback and coaching to staff</p> <p>3.2 Advise relevant personnel, where performance is poor and take necessary actions</p> <p>3.3 Document feedback according to the organisational performance management system</p>

	3.4 Conduct formal structured feedback sessions as necessary and according to organisational policy
4. Manage follow up	<p>4.1 Develop performance improvement and development plans according to organisational policies</p> <p>4.2 Monitor underperforming individuals according to organisational policies</p> <p>4.3 Respond to underperforming individuals, as required</p> <p>4.4 Reinforce excellence in performance through recognition and continuous feedback</p>

## Manage Personal and Professional Development

<p>1. Manage work goal development</p>	<p>1.1 Document team member responsibilities and identify organisational framework for development of work goals</p> <p>1.2 Support others to develop work goals, plans and activities that align with their responsibilities</p> <p>1.3 Assess others' work goals, plans and activities for alignment with organisational goals and provide feedback to team members</p> <p>1.4 Facilitate access to personal and professional development opportunities that align to team member goals, plans and activities</p>
<p>2. Facilitate achievement of work priorities</p>	<p>2.1 Assess and prioritise personal, team and organisational demands</p> <p>2.2 Use technology to manage work priorities of the team</p> <p>2.3 Identify and implement techniques to manage team health and wellbeing in the workplace</p>
<p>3. Develop and maintain professional competence</p>	<p>3.1 Document own development needs, priorities and plans using applicable competency standards, where required</p> <p>3.2 Seek feedback from relevant personnel on own development needs</p> <p>3.3 Participate in personal and professional development activities that address identified needs, priorities and plans</p>

## Manage Personal Health and Wellbeing

<p>1. Review health and wellbeing framework</p>	<p>1.1 Identify factors in the work environment that may impact on own physical and mental health</p> <p>1.2 Research techniques for management of own physical health and mental wellbeing</p> <p>1.3 Assess available resources for inclusion as part of personal health and wellbeing strategy</p> <p>1.4 Review legislative and organisational policies and procedures relating to health and wellbeing</p>
<p>2. Develop and implement personal health and wellbeing strategy</p>	<p>2.1 Develop strategy for managing personal health and wellbeing</p> <p>2.2 Share personal health and wellbeing strategy with relevant personnel</p> <p>2.3 Schedule activities that align with personal health and wellbeing strategy</p>
<p>3. Review personal health and wellbeing strategy</p>	<p>3.1 Monitor own performance against key performance indicators</p> <p>3.2 Identify new circumstances impacting work requirements and impact on personal health and wellbeing strategy</p> <p>3.3 Review and update personal health and wellbeing strategy to reflect new circumstances</p>

## Manage Project Cost

<p>1. Determine project costs</p>	<p>1.1 Identify resource requirements for individual tasks identified in the work breakdown structure in consultation with relevant stakeholders</p> <p>1.2 Estimate project costs for project budget to be prepared within agreed tolerances</p> <p>1.3 Develop a project budget</p> <p>1.4 Develop a cost-management plan for project finances according to scope of responsibility</p>
<p>2. Monitor and control project costs</p>	<p>2.1 Implement agreed financial-management processes and procedures for monitoring actual expenditure against budget</p> <p>2.2 Identify cost variations and evaluate alternative actions</p> <p>2.3 Implement and monitor agreed actions for maintaining financial objectives</p> <p>2.4 Provide accurate and timely financial reports</p>
<p>3. Complete cost-management processes</p>	<p>3.1 Conduct activities to signify financial completion according to task and organisational requirements</p> <p>3.2 Review project outcomes using available records</p> <p>3.3 Review cost-management issues and document improvements</p>

## Manage Project Governance

<p>1. Identify project governance structure</p>	<p>1.1 Identify project scope, timeline, resources and budget</p> <p>1.2 Identify stakeholders required for project governance and decision-making</p> <p>1.3 Assign governance roles and responsibilities to relevant stakeholders and establish delegated authorities</p> <p>1.4 Develop and communicate governance plan to relevant stakeholders</p>
<p>2. Develop relevant documents and apply project governance</p>	<p>2.1 Create a decision-making framework</p> <p>2.2 Provide information on governance planning to team</p> <p>2.3 Identify potential risks and develop risk management plan</p> <p>2.4 Plan for any change and establish change management processes</p> <p>2.5 Develop processes to manage budget and resources</p> <p>2.6 Develop relevant documents related to communication, conflict management and stakeholder management</p> <p>2.7 Seek approval from relevant stakeholders on all project documentation</p>
<p>3. Monitor project governance</p>	<p>3.1 Develop knowledge management systems to capture progress, insights and experiences</p> <p>3.2 Track progress against established timeline and budget and confirm deadlines are being met</p>



	<p>3.3 Communicate to organisation and project authorities on performance and issues arising from governance arrangements</p>
<p>4. Review project governance</p>	<p>4.1 Analyse and review project governance impact on achieving project objectives</p> <p>4.2 Seek feedback from relevant stakeholders on project governance</p> <p>4.3 Document lessons learned, identified improvements and recommendations to assist future projects</p>

## Manage Project Human Resources

<p>1. Plan human resources relevant to projects</p>	<p>1.1 Identify resource requirements for each project task</p> <p>1.2 Match skills and knowledge of individuals and groups with project tasks</p> <p>1.3 Allocate personnel to the project according to planned work outputs and project timeline</p> <p>1.4 Support performance of personnel using human resources management (HRM) methods and tools</p>
<p>2. Implement project personnel training and development</p>	<p>2.1 Define and communicate clear project role descriptions to organisational personnel</p> <p>2.2 Plan and implement training and development of project team members</p> <p>2.3 Measure individuals' performance against agreed criteria and initiate actions for shortfalls in performance</p>
<p>3. Lead project team</p>	<p>3.1 Implement processes for improving individual performance and overall project effectiveness</p> <p>3.2 Monitor and report, for remedial action, internal and external influences on individual and project team performance and morale</p> <p>3.3 Implement procedures for interpersonal communication, counselling, and conflict resolution</p> <p>3.4 Identify and manage inter-project and intra-project resource conflict</p>

<p>4. Finalise human resource activities related to projects</p>	<p>4.1 Disband project team according to organisational policies and procedures</p> <p>4.2 Identify and document human resource issues and recommended improvements</p>
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## Manage Project Information and Communication

<p>1. Plan information and communication processes</p>	<p>1.1 Identify and analyse information requirements of the project</p> <p>1.2 Develop a communication management plan according to project objectives</p> <p>1.3 Establish a designated project-management information system</p>
<p>2. Implement project information and communication processes</p>	<p>2.1 Manage generation, gathering, storage, retrieval, analysis and dissemination of information by project staff and stakeholders</p> <p>2.2 Implement, modify, monitor and control designated information-validation processes</p> <p>2.3 Implement and maintain communication networks</p> <p>2.4 Identify and resolve communication and information-management system issues</p>
<p>3. Assess information and communication outcomes</p>	<p>3.1 Finalise and archive records according to agreed project information ownership and control requirements</p> <p>3.2 Review project outcomes for effectiveness of management information and communication processes and procedures</p> <p>3.3 Develop and document recommended improvements for application in future projects</p>

## Manage Project Integration

<p>1. Establish project</p>	<p>1.1 Identify, clarify and prepare project initiation documentation</p> <p>1.2 Identify stakeholders with decision making authority on project</p> <p>1.3 Establish client requirements and needs</p> <p>1.4 Identify relationship between the project and broader organisational strategies and goals</p> <p>1.5 Negotiate and document project objectives, outcomes and benefits</p> <p>1.6 Establish project governance structure with stakeholders and project authority</p> <p>1.7 Prepare and submit project charter for approval by relevant authorities</p>
<p>2. Undertake project planning and design processes</p>	<p>2.1 Establish project objectives</p> <p>2.2 Identify project stages and key requirements for stage completion against client requirements and project objectives</p> <p>2.3 Analyse project management functions to identify interdependencies and impacts of constraints</p> <p>2.4 Develop a project management plan that integrates all project-management functions with associated plans and baselines</p> <p>2.5 Establish tools to monitor and control planned activity</p>

	2.6 Negotiate approval of project plan with relevant stakeholders and project authority
3. Monitor project	<p>3.1 Implement and monitor project according to project scope, time and budget</p> <p>3.2 Resolve conflicts affecting attainment of project objectives with relevant stakeholders</p> <p>3.3 Confirm project records are updated against project deliverables at required intervals</p> <p>3.4 Analyse and submit status reports on project progress and identify issues with relevant stakeholders and project authorities</p> <p>3.5 Analyse and submit impact analysis of change requests for approval</p> <p>3.6 Maintain relevant project logs and registers for project audit</p>
4. Review project	<p>4.1 Identify and allocate project finalisation activities</p> <p>4.2 Confirm project products and associated documentation are prepared for handover to client in a timely manner</p> <p>4.3 Finalise financial, legal and contractual obligations</p> <p>4.4 Seek feedback from relevant stakeholder and project authorities on project implementation, management and integration</p> <p>4.5 Document feedback received to improve future projects</p>

## Manage Project Procurement

<p>1. Determine procurement requirements and processes</p>	<p>1.1 Identify project objectives, needs and budget</p> <p>1.2 Identify procurement requirements</p> <p>1.3 Establish agreed procurement management plan</p> <p>1.4 Identify potential suppliers</p> <p>1.5 Obtain information from potential suppliers capable of fulfilling procurement requirements</p> <p>1.6 Determine selection processes and selection criteria, and communicate to suppliers</p> <p>1.7 Obtain approvals from relevant stakeholders for procurement processes to be used</p>
<p>2. Conduct procurement activities</p>	<p>2.1 Communicate agreed proposals and specifications to potential suppliers and confirm understanding of project objectives</p> <p>2.2 Seek supplier responses and evaluate according to proposal requirements</p> <p>2.3 Select preferred supplier according to legal requirements and agreed selection criteria</p> <p>2.4 Negotiate with preferred supplier and agree on terms and conditions of supply</p>
<p>3. Monitor procurement</p>	<p>3.1 Implement procurement management plan and arrange regular meetings with supplier to track progress</p> <p>3.2 Maintain procurements records and documentation according to organisational policies and procedures</p>

	<p>3.3 Monitor completion of task against agreed terms and conditions</p> <p>3.4 Review progress and manage agreed variations</p> <p>3.5 Identify and report procurement management challenges and implement agreed remedial actions</p>
<p>4. Manage procurement finalisation procedures</p>	<p>4.1 Conduct finalisation activities and confirm deliverables meet contracted requirements</p> <p>4.2 Review project outcomes using procurement records and information and determine effectiveness of procurement processes and procedures</p> <p>4.3 Seek and respond to feedback from relevant stakeholders on management of project procurement</p> <p>4.4 Document lessons learned and recommended improvements for future projects</p>



## Manage Project Quality

<p>1. Determine quality requirements</p>	<p>1.1 Identify quality objectives and standards with input from relevant stakeholders</p> <p>1.2 Develop quality metrics for the project and any product output in a quality management plan</p> <p>1.3 Select quality management methods and tools for resolving quality issues</p> <p>1.4 Consult with project team and stakeholders on quality requirements</p>
<p>2. Implement quality processes</p>	<p>2.1 Perform quality assurance audit of project processes for compliance with agreed plans</p> <p>2.2 Assess quality control of project and product output according to agreed quality specifications</p> <p>2.3 Identify causes of variance to quality metrics and undertake remedial action</p> <p>2.4 Maintain a quality management system for timely recording of quality audit data</p>
<p>3. Implement project quality improvements</p>	<p>3.1 Review processes and implement agreed changes continually throughout the project life cycle</p> <p>3.2 Review project outcomes against performance requirements</p> <p>3.3 Identify and document lessons learned and recommended improvements</p>

## Manage Project Risk

1. Identify project risks	<p>1.1 Identify risk objectives and standards, with input from stakeholders</p> <p>1.2 Identify project risk context to inform risk management processes</p> <p>1.3 Identify project risks using valid and reliable risk identification methods</p>
2. Analyse project risks	<p>2.1 Identify risk analysis classification criteria and apply to agreed risk ranking system</p> <p>2.2 Use risk analysis processes, within delegated authority, to analyse and qualify any risks, threats and opportunities</p> <p>2.3 Identify risk priorities in agreement with project client and other stakeholders</p> <p>2.4 Document risk analysis outcomes for inclusion in risk register and risk management plan</p>
3. Establish risk treatments and controls	<p>3.1 Identify and document existing risk controls</p> <p>3.2 Analyse risk treatment options using agreed consultative methods</p> <p>3.3 Record and implement agreed risk treatments</p> <p>3.4 Update risk plans and allocate risk responsibilities to project team members</p>
4. Monitor and control project risks	<p>4.1 Establish risk review processes</p>

	<p>4.2 Monitor risk environment and identify changed circumstances impacting project risks</p> <p>4.3 Evaluate risk responses to changed environment</p> <p>4.4 Implement agreed risk responses and modify plans</p>
<p>5. Assess risk management outcomes</p>	<p>5.1 Review project outcomes for effectiveness of risk-management processes and procedures</p> <p>5.2 Develop recommended improvements for application in future projects</p> <p>5.3 Identify and document risk management issues and recommended improvements for application to future projects</p>

## Manage Project Scope

<p>1. Conduct project authorisation activities</p>	<p>1.1 Develop and confirm procedures for project authorisation with an appropriate authority</p> <p>1.2 Obtain authorisation to expend resources</p> <p>1.3 Confirm project delegations and authorities in project governance arrangements</p>
<p>2. Define project scope</p>	<p>2.1 Identify and negotiate project boundaries with relevant stakeholders</p> <p>2.2 Establish measurable project benefits, outcomes and outputs</p> <p>2.3 Establish a shared understanding of desired project outcomes with relevant stakeholders</p> <p>2.4 Document scope management plan</p>
<p>3. Manage project scope control process</p>	<p>3.1 Implement agreed scope management procedures and processes</p> <p>3.2 Monitor impact of scope changes within established time, cost and quality constraints according to change control procedures</p> <p>3.3 Identify and document scope management issues and recommend improvements for future projects</p>

## Manage Project Stakeholder Engagement

<p>1. Assess stakeholder interests</p>	<p>1.1 Identify project objectives and relevant stakeholders</p> <p>1.2 Establish stakeholder interests and expectations and determine their requirements</p> <p>1.3 Determine and agree with relevant stakeholders on form, methods, project content, budget and timelines</p> <p>1.4 Identify and apply actions to address differing interests</p> <p>1.5 Consider and advise stakeholders on project management</p>
<p>2. Monitor stakeholder engagement</p>	<p>2.1 Assign roles and responsibilities to team members according to project needs and confirm defined project roles are followed</p> <p>2.2 Develop knowledge management systems to capture team experiences</p> <p>2.3 Conduct and lead stakeholder performance reviews</p> <p>2.4 Identify and address team member development needs and opportunities</p> <p>2.5 Support development of interpersonal skills of the team for project success</p>
<p>3. Review and manage stakeholder engagement</p>	<p>3.1 Communicate information as planned and according to a communication plan, addressing variances</p> <p>3.2 Seek and respond to feedback from relevant stakeholders to improve stakeholder engagement</p> <p>3.3 Document identified improvements and feedback received from stakeholder engagements</p>

## Manage Project Time

<p>1. Determine project schedule</p>	<p>1.1 Develop work breakdown structure with sufficient detail to enable effective planning and control</p> <p>1.2 Estimate duration and effort, sequence and dependencies of tasks, to achieve project deliverables</p> <p>1.3 Use project scheduling tools and techniques to identify schedule impact on project time management, resource requirements, costs and risks</p> <p>1.4 Contribute to achieving an agreed schedule baseline and communication of the schedule to stakeholders</p>
<p>2. Implement project schedule</p>	<p>2.1 Implement mechanisms to measure, record and report progress of activities according to agreed schedule</p> <p>2.2 Conduct ongoing analysis to identify baseline variance</p> <p>2.3 Analyse and forecast impact of changes to the schedule</p> <p>2.4 Review progress throughout project life cycle and implement agreed schedule changes</p> <p>2.5 Develop responses to potential or actual schedule changes and implement them to maintain project objectives</p>
<p>3. Assess time management outcomes</p>	<p>3.1 Review schedule performance records to determine effectiveness of time management activities</p> <p>3.2 Identify and document time management issues and recommend improvements</p>

## Manage Recruitment and Onboarding

<p>1. Develop recruitment and onboarding policies and procedures</p>	<p>1.1 Identify existing recruitment and onboarding policies and procedures</p> <p>1.2 Assess options for technology to improve efficiency and effectiveness of recruitment process</p> <p>1.3 Update existing policies and procedures according to organisational requirements</p> <p>1.4 Obtain support for policies and procedures from relevant stakeholders</p> <p>1.5 Create forms and documents supporting policies and procedures and make adjustments, where required</p> <p>1.6 Communicate policies and procedures to relevant staff and provide training, where required</p>
<p>2. Manage recruitment process</p>	<p>2.1 Determine future human resource requirements in collaboration with relevant stakeholders</p> <p>2.2 Ensure current position descriptors for vacancies are used by relevant stakeholders involved in recruitment and onboarding processes</p> <p>2.3 Ensure advertising of vacant positions complies with legislation and organisational policies and procedures</p> <p>2.4 Consult and use specialists, where required</p> <p>2.5 Ensure selection procedures are according to legislation and organisational policies and procedures</p>

	<p>2.6 Ensure processes for advising applicants of selection outcome are followed</p> <p>2.7 Ensure job offers and contracts of employment are prepared and provided promptly, and new appointments are provided with relevant advice</p>
<p>3. Manage staff onboarding</p>	<p>3.1 Provide access to training and support to relevant stakeholders</p> <p>3.2 Ensure onboarding processes are followed across the organisation</p> <p>3.3 Oversee management of probationary employees and provide feedback until employment is confirmed or terminated</p> <p>3.4 Collect feedback from participants and relevant stakeholders on onboarding process according to its objectives</p> <p>3.5 Update onboarding policies and procedures according to feedback</p>



## Manage WHS Consultation and Participation Processes

<p>1. Identify requirements for WHS consultation and participation</p>	<p>1.1 Review WHS laws to identify duty holders and legal requirements for WHS consultation and participation processes</p> <p>1.2 Review organisational policies, procedures, processes and systems to identify requirements and opportunities for WHS consultation and participation</p> <p>1.3 Consult with required personnel according to organisational procedures to identify specific requirements for WHS consultation and participation</p>
<p>2. Review existing WHS consultation and participation processes</p>	<p>2.1 Review effectiveness of existing WHS consultation and participation processes, in consultation with required personnel</p> <p>2.2 Identify inconsistencies between existing processes and identified requirements for WHS consultation and participation processes</p> <p>2.3 Consult with required personnel to identify specific areas for improvement in WHS consultation and participation processes</p>
<p>3. Develop WHS consultation and participation processes</p>	<p>3.1 Identify factors that may impact on design of WHS consultation and participation processes</p> <p>3.2 Design new or modify existing processes to achieve required improvements, in consultation with required personnel</p>

	<p>3.3 Ensure improvements integrate with existing WHS and other systems and are appropriate to organisation</p> <p>3.4 Plan how improvements will be implemented and identify resourcing requirements, roles and responsibilities, and training needs required for implementation</p> <p>3.5 Develop action plans with allocated responsibilities and timelines</p> <p>3.6 Determine priorities for implementation, in consultation with required personnel</p>
<p>4. Facilitate implementation of WHS consultation and participation arrangements</p>	<p>4.1 Clarify individual roles and responsibilities in WHS consultation and participation arrangements</p> <p>4.2 Provide advice and support to required personnel during implementation according to organisational procedures</p> <p>4.3 Monitor and facilitate implementation, in consultation with required personnel</p> <p>4.4 Recommend and facilitate changes to action plan as required according to organisational procedures</p>
<p>5. Monitor and evaluate WHS consultation and participation processes</p>	<p>5.1 Develop evaluation protocol, in consultation with required personnel</p> <p>5.2 Develop and implement plan for collecting information</p> <p>5.3 Analyse and evaluate information according to organisational policies and procedures</p> <p>5.4 Make recommendations for improvement based on evaluation</p>

	<p>5.5 Document action plan to address recommended improvements according to organisational policies and procedures</p> <p>5.6 Communicate outcomes of monitoring and evaluation to required personnel according to organisational policies and procedures</p>
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## Manage WHS Hazards Associated with Maintenance and Use of Plant

<p>1. Identify WHS hazards associated with plant</p>	<p>1.1 Access sources of WHS information, data and advice relating to items of workplace plant</p> <p>1.2 Inspect items of plant and identify how they are to be used, according to organisational policies and procedures</p> <p>1.3 Determine WHS hazards arising from plant use, condition, suitability, location and potential abnormal situations</p> <p>1.4 Consult with others to confirm hazard identification</p> <p>1.5 Record and report identified hazards according to organisational policies and procedures</p>
<p>2. Assess WHS risks associated with plant</p>	<p>2.1 Access sources of information, data and advice to assist with assessing WHS risks associated with identified plant hazards</p> <p>2.2 Consult with others to inform WHS risk assessment according to organisational policies and procedures</p> <p>2.3 Record and report on WHS risk assessment according to WHS laws and organisational policies and procedures</p>
<p>3. Control WHS risks associated with maintenance and use of plant</p>	<p>3.1 Access sources of information, data and advice to inform development of risk controls for safe maintenance and use of plant</p>

	<p>3.2 Develop risk controls to be implemented according to the hierarchy of control measures, WHS legislative requirements and organisational policies and procedures</p> <p>3.3 Consult with, and report to, required internal and specialist personnel in relation to risk controls to be implemented</p> <p>3.4 Communicate rights, obligations and duties of workplace personnel in relation to identified hazards and risk controls associated with plant</p> <p>3.5 Monitor effectiveness of implemented risk controls</p> <p>3.6 Record and report on implemented risk controls according to WHS legislative requirements and organisational policies and procedures</p>
<p>4. Advise on registration, licensing and certification issues associated with plant</p>	<p>4.1 Identify types of plant requiring registration and tasks requiring operator licensing and/or certification according to WHS legislative requirements</p> <p>4.2 Document registration, licensing and certification requirements according to organisational procedures</p> <p>4.3 Monitor and report compliance with WHS regulatory requirements for registration, licensing and certification according to organisational procedures</p> <p>4.4 Communicate registration, licensing and certification requirements to required personnel</p>
<p>5. Manage training requirements for plant</p>	<p>5.1 Identify WHS-related training needs associated with plant items, and applicable registration, licensing and certification requirements</p>

maintenance and operation	<p>5.2 Identify skill gaps of those maintaining and using plant, and determine and communicate their associated training needs</p> <p>5.3 Ensure training is undertaken and completed prior to commencing work with new plant and/or new system of work</p> <p>5.4 Maintain training records according to WHS requirements and organisational policies and procedures</p>
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## Manage WHS Risks

<p>1 Access information and data on WHS hazards and risk management</p>	<p>1.1 Identify sources of information and data</p> <p>1.2 Obtain information and data to determine the nature and scope of hazards, the range of harms they may cause, and how these harms are caused</p> <p>1.3 Obtain information and data to determine techniques, tools and processes to assess risk associated with identified hazards, and identify risk control options</p>
<p>2 Prepare to manage WHS risks</p>	<p>2.1 Apply knowledge of the organisation's WHSMS and WHSIS to identify WHS risk management requirements</p> <p>2.2 Apply knowledge of WHS legislation to identify duty holders and legislative requirements for WHS risk management</p>
<p>3 Develop and implement WHS risk-management processes</p>	<p>3.1 Apply techniques, tools and processes to identify hazards, assess associated risks and identify risk control options</p> <p>3.2 Apply knowledge of hazards and risks to select appropriate risk controls</p> <p>3.3 Develop and implement a risk control plan and evaluate risk controls</p> <p>3.4 Carry out hazard identification and risk management according to organisational and legal requirement</p>

## Market New Business Ventures

<p>1. Develop marketing strategy for business venture</p>	<p>1.1 Identify focus of marketing activities according to business plan objectives and products and/or services being provided</p> <p>1.2 Establish marketing objectives in consultation with required people and according to business plan and workplace procedures</p> <p>1.3 Identify customer base, target market and competitors according to identified marketing objectives</p> <p>1.4 Establish and evaluate strategy to ensure ethical and cultural appropriateness and alignment with customer and industry expectations</p>
<p>2. Establish marketing mix for the business venture</p>	<p>2.1 Assess product mix, volumes and pricing opportunities according to marketing focus and business plan objectives</p> <p>2.2 Research and evaluate costs and benefits of available distribution channels and customer service strategies</p> <p>2.3 Select marketing and promotional activities to suit target market and according to marketing strategies</p> <p>2.4 Analyse customer journey to evaluate marketing mix</p>
<p>3. Implement marketing strategy</p>	<p>3.1 Plan marketing activities according to marketing objectives and strategy and budgetary requirements</p> <p>3.2 Communicate roles and responsibilities to required people according to marketing plan and workplace procedures</p>



	<p>3.3 Monitor implementation of marketing activities according to marketing plan</p> <p>3.4 Assess use of digital devices, platforms and technologies for effectiveness in implementing marketing activities</p>
<p>4. Evaluate marketing performance</p>	<p>4.1 Assess business performance according to business plan objectives</p> <p>4.2 Develop a plan to address performance gaps</p> <p>4.3 Analyse stakeholder response to all aspects of marketing mix to improve targeting and outcomes</p> <p>4.4 Assess changes in customer requirements in both online and offline environments, where applicable, and identify opportunities for improvement</p>

## Organise Business Meetings

<p>1. Prepare meeting documentation and details</p>	<p>1.1 Identify type and purpose of meeting being organised</p> <p>1.2 Identify and comply with legal, ethical and organisational requirements for business meetings</p> <p>1.3 Make meeting arrangements according to meeting and participants requirements</p> <p>1.4 Prepare notice of meeting, agenda and meeting papers according to organisational requirements</p> <p>1.5 Distribute documentation and meeting details to participants within designated timelines</p> <p>1.6 Confirm presence of required resources prior to meeting commencement</p>
<p>2. Record meeting outcomes</p>	<p>2.1 Take notes of the meeting</p> <p>2.2 Outline key decisions and actions for implementation</p> <p>2.3 Review minutes for accuracy and submit for approval by the nominated person</p> <p>2.4 Distribute relevant post-meeting materials to attendees within designated timelines</p>

## Organise Finances for New Business Ventures

<p>1. Prepare to organise finances for new business venture</p>	<p>1.1 Establish current financial situation, showing funds available and commitments already incurred</p> <p>1.2 Identify equity finance and assets from available sources</p> <p>1.3 Identify business mix and forecast expected business activity over a year</p>
<p>2. Determine required finances for new business venture</p>	<p>2.1 Estimate start-up costs for business venture according to established business activities</p> <p>2.2 Estimate income and expenses for first year of operation</p> <p>2.3 Project cash flow for first year of operation</p> <p>2.4 Seek specialist financial advice as required according to workplace procedures</p> <p>2.5 Record cash flow and budget and required finances</p>
<p>3. Plan to access finances for new business venture</p>	<p>3.1 Investigate and source suitable types of finances</p> <p>3.2 Establish methods of accessing finances and servicing any repayment schedule</p> <p>3.3 Complete required documentation</p>

## Organise Personal Work Priorities

<p>1. Organise and complete own work schedule</p>	<p>1.1 Develop work goals and key performance indicators (KPIs) according to task and organisational requirements</p> <p>1.2 Prioritise workload according to task timeframes</p> <p>1.3 Identify factors affecting achievement of work objectives</p> <p>1.4 Develop personal work plans</p>
<p>2. Evaluate own work performance</p>	<p>2.1 Identify variations between expected and actual work performance according to task requirements and KPIs</p> <p>2.2 Report variations to relevant personnel</p> <p>2.3 Seek feedback from relevant personnel for solutions to minimise variations in expected and actual work outputs</p> <p>2.4 Research sources of stress and access appropriate supports according to organisational policies and procedures</p>
<p>3. Coordinate personal skill development and learning</p>	<p>3.1 Identify personal and professional development needs for job role</p> <p>3.2 Identify opportunities to undertake personal skill development activities in consultation with supervisor</p> <p>3.3 Access professional development opportunities</p> <p>3.4 Record professional development undertaken for continuous learning and career development process</p> <p>3.5 Incorporate feedback into review of further learning needs</p>

## Organise Schedules

<p>1. Establish schedule requirements</p>	<p>1.1 Identify organisational requirements and protocols for staff planning tools</p> <p>1.2 Identify organisational procedures for different types of appointments</p> <p>1.3 Establish schedule management requirements of relevant personnel</p> <p>1.4 Identify task items for individuals according to requirements</p> <p>1.5 Develop appointment schedule and priorities and clarify in discussion with individual personnel</p>
<p>2. Manage schedules</p>	<p>2.1 Schedule recurring appointments and deadlines according to individual and organisational requirements</p> <p>2.2 Schedule new appointments according to timelines and diary commitments</p> <p>2.3 Negotiate alternative arrangements to established appointments and confirm changes</p> <p>2.4 Record appointments and manage schedules according to organisational policy and procedures</p>
<p>3. Evaluate effectiveness of schedule</p>	<p>3.1 Seek feedback on schedule from organisational personnel</p> <p>3.2 Assess effectiveness of schedule in meeting task requirements</p>

	3.3 Identify areas for improvement in appointment scheduling system
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## Participate In Quality Audits

<p>1. Review own role and documentation</p>	<p>1.1 Review own role and responsibilities within quality audit team</p> <p>1.2 Review previous quality audits and determine impact on conduct of current audit, where required</p> <p>1.3 Source required organisational documentation from lead auditor, and check the adequacy of the documentation</p> <p>1.4 Review documents, and determine and request further documentation required</p> <p>1.5 Identify and resolve documentation issues with lead auditor and relevant stakeholders, within scope of own role</p> <p>1.6 Identify aspects of the audit that require the use of specialists and refer to lead auditor</p>
<p>2. Participate in audit preparation</p>	<p>2.1 Access or prepare checklists, tools and audit related documentation</p> <p>2.2 Confirm schedule and required resources with lead auditor</p> <p>2.3 Prepare for possible issues and outline mitigation strategies</p> <p>2.4 Confirm that preparation activities and documentation align with the audit plan with required personnel</p> <p>2.5 Determine appropriate methods and techniques in consultation with auditing team</p>

	<p>2.6 Create entry and exit meeting agendas according to organisational templates, and present to required audit team member, where required</p> <p>2.7 Participate in entry meeting</p>
3. Gather and analyse information	<p>3.1 Access a range of sources of information relevant to task</p> <p>3.2 Collect, and make an initial assessment of, documentation</p> <p>3.3 Communicate with relevant parties in relation to documentation</p> <p>3.4 Analyse patterns, trends, interrelationships and areas of risk, and communicate to team according to own role and responsibilities</p>
4. Evaluate information	<p>4.1 Evaluate information against prescribed benchmarks</p> <p>4.2 Form an objective decision regarding the level of compliance found</p> <p>4.3 Check decision is formed from and supported by available information</p>
5. Report findings	<p>5.1 Formulate findings and prepare recommendations on corrective actions if discrepancies or non-compliances are detected</p> <p>5.2 Examine results and findings against audit objectives and present to lead auditor</p> <p>5.3 Report recommendations for improvements to lead auditor according to agreed documentation</p>



6. Participate in exit meeting process	6.1 Prepare for exit meeting using exit meeting agenda 6.2 Confirm context and consequences of audit are explained, and follow-up is discussed
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## Plan And Apply Time Management

<p>1. Organise work schedule</p>	<p>1.1 Discuss and agree on work goals and plans with assistance from relevant personnel</p> <p>1.2 Identify relationship between own work goals and plans, and organisational goals and plans</p> <p>1.3 Research time management techniques and strategies</p> <p>1.4 Plan and prioritise work tasks within allocated timeframes</p>
<p>2. Complete work tasks</p>	<p>2.1 Perform tasks according to designated timelines and instructions</p> <p>2.2 Seek assistance from colleagues when difficulties arise in achieving allocated tasks</p> <p>2.3 Identify factors affecting work plan</p> <p>2.4 Communicate progress on work plan to relevant personnel according to organisational policies and procedures</p>
<p>3. Review work performance</p>	<p>3.1 Seek feedback on time management from relevant personnel</p> <p>3.2 Record changes to time management approach according to task instructions</p> <p>3.3 Identify and plan opportunities for improvement in discussion with colleagues</p>

## Plan Finances for New Business Ventures

<p>1. Prepare to plan finances</p>	<p>1.1 Identify costs associated with production and delivery of business products and/or services</p> <p>1.2 Set profit targets according to business venture requirements and workplace procedures</p> <p>1.3 Calculate prices based on costs and profit targets, as a charge-out rate for labour or unit price for products and/or services</p> <p>1.4 Calculate break-even sales point to assess viability of business venture</p> <p>1.5 Evaluate and select pricing strategies in relation to market conditions to meet profit targets and according to workplace procedures</p> <p>1.6 Prepare projected profit statement to supplement business plan</p>
<p>2. Develop a financial plan</p>	<p>2.1 Identify working capital requirements necessary to attain profit projections</p> <p>2.2 Identify non-current asset requirements and consider alternative asset management strategies</p> <p>2.3 Prepare cash flow projections to enable business operation according to business plan and legal requirements</p> <p>2.4 Identify capital investment requirements accurately for each operational period</p>

	2.5 Select budget targets to enable ongoing monitoring of financial performance
3. Plan to acquire finance	<p>3.1 Identify start-up and ongoing financial requirements according to financial plan and budget</p> <p>3.2 Identify sources of finance for required liquidity according to business goals and objectives and workplace procedures</p> <p>3.3 Research and assess cost of securing finance on optimal terms</p> <p>3.4 Develop strategies to obtain finance as required to ensure financial viability of business venture</p>

## Process Customer Complaints

<p>1. Receive complaints</p>	<p>1.1 Assess complaint according to organisational policy</p> <p>1.2 Inform relevant stakeholders that complaint has been received</p> <p>1.3 Document customer complaints according to organisational policies and procedures</p>
<p>2. Process complaints</p>	<p>2.1 Identify complaints requiring escalation according to organisational policy, and escalate as required</p> <p>2.2 Identify additional information requirements to resolve complaints that do not require escalation</p> <p>2.3 Prepare information for resolving complaint</p>
<p>3. Resolve complaints</p>	<p>3.1 Identify implications of complaint for customer and organisation</p> <p>3.2 Analyse options to resolve customer complaints according to legislation, organisational policies and codes of practice</p> <p>3.3 Propose options according to legislative requirements and organisational policies</p> <p>3.4 Escalate matters for which a solution cannot be determined to relevant personnel</p>

## Process Financial Transactions

<p>1. Prepare financial transactions</p>	<p>1.1 Identify errors in source documents for escalation</p> <p>1.2 Enter total transactions into organisational journal system according to organisational policies, procedures and accounting requirements</p> <p>1.3 Identify any discrepancies between cash journals and bank statements</p> <p>1.4 Refer discrepancies according to organisational escalation procedures</p>
<p>2. Process financial transactions</p>	<p>2.1 Enter transaction as a journal entry according to organisational policies, procedures and accounting requirements</p> <p>2.2 Prepare schedules of financial transaction for reconciliation according to organisational requirements</p> <p>2.3 Reconcile schedules with general ledger according to organisational requirements</p> <p>2.4 Rectify original journal entry and escalate, where required</p>
<p>3. Reconcile outstanding accounts</p>	<p>3.1 Prepare reconciliation reports from cash journals to cash receipts</p> <p>3.2 Identify any discrepancies between cash journals and bank statements</p> <p>3.3 Refer discrepancies to management</p>

	3.4 Maintain general ledger system to reflect current credit situation according to organisational requirements
4. Determine outstanding debt processes	<p>4.1 Identify outstanding accounts and collection procedures according to organisational requirements</p> <p>4.2 Report or follow up outstanding accounts according to organisational policies and procedures</p> <p>4.3 Monitor and review credit terms according to credit policies and procedures</p>

## Process Payroll

This unit equips individuals with the skills and knowledge required to process payroll using both manual and computerised systems. Ideal for those responsible for payroll functions within an organisation, it covers recording payroll data, preparing payroll, and handling payroll inquiries, ensuring accuracy and compliance with organisational policies and procedures.

<p>1. Record payroll data</p>	<p>1.1 Check payroll data and clarify discrepancies with relevant stakeholder</p> <p>1.2 Enter employee pay period details in payroll system according to organisational requirements</p> <p>1.3 Calculate individual employee's payment according to employee source data</p>
<p>2. Prepare payroll</p>	<p>2.1 Prepare payroll according to organisational policy and procedures and designated timelines</p> <p>2.2 Reconcile total wages for pay period, check and correct irregularities or refer to relevant stakeholder for resolution</p> <p>2.3 Make arrangements for payment according to organisational and individual requirements</p> <p>2.4 Obtain authorisation of payroll and individual pay advice according to organisational requirements</p> <p>2.5 Produce, check and store payroll records according to organisational policy and security procedures</p> <p>2.6 Follow security procedures for processing payroll and for maintaining payroll records</p>



<p>3. Handle payroll enquiries</p>	<p>3.1 Respond to payroll enquiries according to organisational and legislative requirements</p> <p>3.2 Provide payroll information according to organisational and legislative requirements</p> <p>3.3 Ensure all enquiries outside area of responsibility and knowledge are referred to designated persons for resolution</p> <p>3.4 Complete additional information or follow-up action within designated timelines according to organisational policy and procedures</p>
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## Promote Products and Services

This unit equips individuals with the skills and knowledge required to coordinate and review the promotion of an organisation's products and services. Ideal for those with broad expertise in marketing, the unit focuses on establishing, managing, and evaluating promotional activities, emphasising providing guidance and delegating tasks to achieve organisational goals.

<p>1. Establish promotional activities</p>	<p>1.1 Identify need for promotion of product or service according to organisational and market requirements</p> <p>1.2 Identify overall promotional objectives in consultation with relevant stakeholders</p> <p>1.3 Analyse and select promotional activity options for meeting promotional objectives</p> <p>1.4 Determine contingency strategies for selected activity options</p>
<p>2. Coordinate promotional activities</p>	<p>2.1 Allocate roles and responsibilities for delivery of promotional services and communicate to relevant personnel</p> <p>2.2 Monitor progress of promotional activities according to action plan</p> <p>2.3 Identify and address potential issues during implementation within scope of own responsibility</p> <p>2.4 Apply determined contingency strategies, if required</p>
<p>3. Review promotional activities</p>	<p>3.1 Analyse effectiveness of planning processes using feedback and data</p>

	<p>3.2 Identify possible improvements in future activities</p> <p>3.3 Collect feedback and provide to others involved in promotional activity</p> <p>3.4 Analyse costs and timelines for benefits accruing from the promotional activities</p> <p>3.5 Prepare conclusions and recommendations relating to effectiveness of promotional activities</p>
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## Promote Products and Services to International Markets

This unit provides individuals with the skills and knowledge required to promote products and services to international markets, aligning with organisational marketing plans and strategies. Ideal for those with managerial responsibilities, it focuses on planning, coordinating, and reviewing promotional activities, leveraging advanced problem-solving skills to address unpredictable challenges and achieve marketing objectives.

1. Plan promotion	<p>1.1 Identify and confirm task objectives and requirements, budget timeline, and target market with relevant stakeholders</p> <p>1.2 Access relevant information for assistance in planning</p> <p>1.3 Develop a potential range of promotional activities for international target market according to regulatory and organisational guidelines, international requirements and promotional plans</p> <p>1.4 Select activities according to task requirements</p> <p>1.5 Document selected promotional activities for approval for implementation</p>
2. Coordinate promotion	<p>2.1 Identify and prepare personnel and resources for implementation of promotional activity</p> <p>2.2 Implement marketing activity according to legal, regulatory and organisational requirements</p> <p>2.3 Assign responsibilities for ongoing evaluation of promotional activity</p>

	<p>2.4 Monitor and address variations between expected and actual performance of promotion according to marketing objectives and organisational policy</p>
<p>3. Review promotion</p>	<p>3.1 Gather feedback on marketing mix for improvements in target and outcomes</p> <p>3.2 Analyse promotional outcomes against costs and timelines</p> <p>3.3 Identify process improvements for future international marketing opportunities</p> <p>3.4 Prepare recommendations for future direction of internationally based promotional activities</p>

## Provide Leadership Across the Organisation

This unit equips individuals with the skills and knowledge to demonstrate senior leadership behaviour, personal and professional competence, and ethical conduct. Ideal for those who model professionalism and inspire others to achieve organisational goals, this unit emphasises leadership within the context of the organisational mission and strategic direction.

<p>1. Communicate organisational mission and goals</p>	<p>1.1 Confirm objectives, values and standards according to organisation's strategic direction</p> <p>1.2 Establish links between organisational objectives, values and standards and the responsibilities of relevant groups and individuals</p> <p>1.3 Confirm that media and language used for communicating organisational mission and goals meets the needs of individuals and group</p> <p>1.4 State expectations of internal groups and individuals</p> <p>1.5 Investigate incidents and communicate results to relevant groups and individuals according to organisational policies and procedures</p>
<p>2. Influence groups and individuals</p>	<p>2.1 Make decisions according to organisational policies and procedures and work task timeframes</p> <p>2.2 Facilitate improvements to organisational and workplace policies and procedures</p> <p>2.3 Facilitate integration of global environment and new technology into work activities</p> <p>2.4 Represent organisation in the media and community</p>

<p>3. Build and support teams</p>	<p>3.1 Assign accountabilities and responsibilities to teams according to competencies and operational plans</p> <p>3.2 Resource teams to allow them to achieve their objectives</p> <p>3.3 Create and maintain a positive work environment</p> <p>3.4 Encourage teams and individuals to develop innovative approaches to work tasks</p>
<p>4. Demonstrate personal and professional competence</p>	<p>4.1 Model ethical conduct in own work and encourage others to adopt business ethics</p> <p>4.2 Adapt interpersonal and leadership styles to meet circumstances and situations</p> <p>4.3 Set and aim to achieve personal objectives and work program outcomes</p> <p>4.4 Engage in professional development activities and industry and professional networks and groups</p>

## Report on Financial Activity

<p>1. Compile and analyse financial data</p>	<p>1.1 Prepare a register of assets from fixed asset transactions according to accounting, legislative and organisational requirements</p> <p>1.2 Calculate depreciation according to legislative and organisational requirements</p> <p>1.3 Make, record and disclose asset and liability valuations in compliance with accounting standards</p> <p>1.4 Refer discrepancies, unusual features or queries to appropriate authority where they cannot be resolved</p> <p>1.5 Identify and record effects of taxation</p>
<p>2. Report general journal entries for balance day adjustments</p>	<p>2.1 Record all general ledger accounts and prepare a trial balance</p> <p>2.2 Adjust expense accounts and revenue accounts for prepayments and accruals</p> <p>2.3 Make adjustments in general ledger system to close any discrepancies for balance day adjustments according to organisational policies, procedures and accounting requirements</p> <p>2.4 Review data for errors and compliance with statutory requirements and organisational procedures, and amend as required</p>
<p>3. Prepare end of period financial reports</p>	<p>3.1 Prepare revenue statement for reporting periods according to organisational requirements</p>



	<p>3.2 Prepare a balance sheet to reflect financial position of business at end of reporting period</p> <p>3.3 Prepare and post revenue and expense account to final general ledger accounts to reflect gross and net profits for reporting period</p> <p>3.4 Correct or refer errors for resolution according to statutory and ethical requirements and organisational procedures</p>
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## Report on Quality Audits

<p>1. Prepare to report audit results</p>	<p>1.1 Compile audit results</p> <p>1.2 Analyse compiled audit results against agreed audit plan and identify non-compliances</p> <p>1.3 Consult with team members, if required</p>
<p>2. Prepare final audit report</p>	<p>2.1 Produce draft audit report according to audit plan</p> <p>2.2 Provide draft report to relevant stakeholders and seek feedback</p> <p>2.3 Finalise audit report, integrating stakeholder feedback, as required</p> <p>2.4 Present final audit report to auditee and other relevant stakeholders</p>
<p>3. Agree on follow up process with auditee</p>	<p>3.1 Determine timeframes for any corrective action required to deal with non-conformance, in consultation relevant stakeholders, including the auditee</p> <p>3.2 Confirm corrective action follow-up procedures are agreed with relevant stakeholders</p>

## Research and Develop Business Plans

<p>1. Prepare to develop business plan</p>	<p>1.1 Identify purpose and required components of business plan</p> <p>1.2 Identify and document business goals, objectives and budget</p> <p>1.3 Research market needs and estimate market size</p>
<p>2. Draft business plan</p>	<p>2.1 Establish resource, legal and compliance requirements according to identified business goals and objectives</p> <p>2.2 Assess product mix, volumes and pricing opportunities relevant to the identified target market and according to business goals and objectives</p> <p>2.3 Plan marketing activities relevant to the product mix and according to marketing objectives and strategies and budgetary requirements</p> <p>2.4 Develop draft plan according to identified business goals, objectives and market needs</p> <p>2.5 Analyse draft plan and identify, assess and prioritise internal and external risks according to workplace procedures</p> <p>2.6 Research specialist services and sources of advice and cost according to available resources</p>
<p>3. Create a business plan</p>	<p>3.1 Identify costs associated with production and delivery of business products and/or services</p>

	<p>3.2 Calculate prices based on costs and profit targets, as a charge-out rate for labour or unit price for products and/or services</p> <p>3.3 Prepare cash flow projections to enable business operation according to business plan and legal requirements</p> <p>3.4 Select budget targets to enable ongoing monitoring of financial performance</p> <p>3.5 Identify sources of finance for required liquidity according to business goals and objectives and workplace procedures</p>
<p>4. Finalise business planning and plan for risk</p>	<p>4.1 Develop risk management strategies according to business goals and objectives, and legal and compliance requirements, and established business activities</p> <p>4.2 Assess likelihood of non-conformance with each component of business plan</p> <p>4.3 Develop a contingency plan to address possible areas of non-conformance according to workplace procedures</p> <p>4.4 Identify specific interests and objectives of key stakeholders and confirm their support of planning outcomes</p>

## Support Effective Workplace Relationships

<p>1. Gather information and ideas</p>	<p>1.1 Identify information on work roles and objectives of work</p> <p>1.2 Locate and communicate to work team organisational pro teamwork</p> <p>1.3 Establish scope of own role</p> <p>1.4 Seek contributions for refining ideas and approaches to t according to organisational processes</p> <p>1.5 Identify and consult with team members on potential wor</p>
<p>2. Develop team relationships and networks</p>	<p>2.1 Encourage communication within team according to orga business policies and procedures</p> <p>2.2 Adjust interpersonal styles and methods in relation to the environment</p> <p>2.3 Identify and use workplace networks to help build relation</p> <p>2.4 Identify and describe the value of networks and other wo the organisation</p>
<p>3. Contribute to positive team outcomes</p>	<p>3.1 Identify issues to be rectified within own level of responsi organisational and legal requirements</p> <p>3.2 Support colleagues in resolving work difficulties related to according to organisational and legal requirements</p> <p>3.3 Review team outcomes and implement improvements in personnel</p> <p>3.4 Contribute constructively to conflict resolution according processes</p>

## Support Employee and Industrial Relations

<p>1. Support preparation of Employee and Industrial Relations processes</p>	<p>1.1 Source and share applicable legislation, agreements, policies and procedures with relevant stakeholders</p> <p>1.2 Identify sources of specialist information</p> <p>1.3 Support implementation of organisational agreements, policies and procedures according to relevant organisation, enterprise and statutory requirements</p> <p>1.4 Communicate the organisation's ER and IR procedures to relevant stakeholders according to relevant organisation, enterprise and statutory requirements</p>
<p>2. Support industrial relations</p>	<p>2.1 Identify relevant terms and conditions of employment, employee entitlements, awards, agreements, and individual work contracts</p> <p>2.2 Provide support to relevant stakeholders in simple IR disputes</p> <p>2.3 Provide support to relevant stakeholders in negotiation of employee awards, agreements, and workplace conditions</p> <p>2.4 Record and maintain relevant documents</p>
<p>3. Support employee relations</p>	<p>3.1 Identify relevant grievance and conflict resolution processes</p> <p>3.2 Provide support to relevant stakeholders in resolution of simple ER conflicts</p> <p>3.3 Record and maintain relevant documents</p>

<p>4. Contribute to continuous improvement</p>	<p>4.1 Assist required stakeholders to identify issues in ER and IR processes</p> <p>4.2 Contribute to development of continuous improvement activities</p> <p>4.3 Record and maintain documentation relating to continuous improvement</p>
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## Support Human Resources Functions and Processes

<p>1. Identify human resources functions</p>	<p>1.1 Identify business strategy and human resource strategy</p> <p>1.2 Identify different human resource networks for human resource professionals</p> <p>1.3 Identify information sources to obtain human resource data and information</p>
<p>2. Review policy and procedures frameworks</p>	<p>2.1 Identify policies and procedures relevant to the organisation</p> <p>2.2 Analyse strengths and weaknesses of organisation's policies and procedures</p> <p>2.3 Identify sustainability issues that relate to human resource functions</p>
<p>3. Apply ethical framework</p>	<p>3.1 Review ethical requirements associated with the human resource function</p> <p>3.2 Apply ethical obligations to own role and decisions</p> <p>3.3 Document behaviours associated with working ethically in the area</p>
<p>4. Analyse human resource metrics</p>	<p>4.1 Select relevant technology to gather workforce data and information to review human resource functions</p> <p>4.2 Identify and use different sources of workforce data</p> <p>4.3 Collate and analyse data and establish key trends and critical information</p>



<p>5. Report outcomes of review and analysis</p>	<p>5.1 Identify options for change relevant to organisation's culture</p> <p>5.2 Identify and evaluate possible change barriers</p> <p>5.3 Collate, analyse and document key findings relating to policy and procedure frameworks</p> <p>5.4 Write report on outcomes of review and analysis</p> <p>5.5 Develop recommendations for change</p>
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## Support Personal Well-Being In The Workplace

1. Recognise factors that impact personal wellbeing	<p>1.1 Identify personal factors that may impact on wellbeing</p> <p>1.2 Identify workplace factors that may impact on wellbeing</p> <p>1.3 Recognise relationship between personal wellbeing and identified workplace factors relevant to own role</p>
2. Plan communication with supervisor	<p>2.1 Select appropriate communication approach</p> <p>2.2 Identify appropriate method for communication about wellbeing</p> <p>2.3 Plan relevant content for communication including strategy for dealing with a negative response</p>
3. Communicate with supervisor	<p>3.1 Arrange communication with supervisor</p> <p>3.2 Conduct communication according to developed plan</p> <p>3.3 Review effectiveness of communication</p>
4. Investigate available wellbeing resources	<p>4.1 Identify and review wellbeing resources</p> <p>4.2 Select appropriate wellbeing resources applicable to own workplace</p> <p>4.3 Document method for accessing selected resources</p>

## Support The Learning and Development of Teams And Individuals

<p>1. Contribute to needs development</p>	<p>1.1 Collect information on performance of team members from relevant sources</p> <p>1.2 Identify individual and team learning and development needs in line with organisational requirements</p> <p>1.3 Confirm learning plans meet individual and group training and development needs</p> <p>1.4 Provide opportunities to individuals to self-evaluate performance and identify areas for improvement</p>
<p>2. Support implementation of learning and development</p>	<p>2.1 Develop collaborative learning plans to match skill needs of individuals and groups and match the competency standards relevant to the industry</p> <p>2.2 Ensure learning delivery methods are relevant to the participants</p> <p>2.3 Identify and coordinate workplace learning opportunities to facilitate individual and team achievement of competencies</p> <p>2.4 Identify and manage resources and timelines relevant for learning activities according to organisational requirements</p>
<p>3. Monitor and evaluate workplace learning</p>	<p>3.1 Monitor learning plans to improve the efficiency and effectiveness of learning</p>

	<p>3.2 Seek feedback from individuals or teams to identify and implement improvements in future learning arrangements</p> <p>3.3 Assess and record outcomes and performance of individuals and teams to determine the effectiveness of development programs and the extent of additional development support</p> <p>3.4 Document and maintain records and reports of competency according to organisational requirements</p>
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## Undertake Marketing Activities

<p>1. Prepare to undertake marketing activity</p>	<p>1.1 Identify task requirements according to organisation's marketing plan and relevant policies and procedures</p> <p>1.2 Review marketing activities according to industry trends and competitive activity</p> <p>1.3 Develop and document action plan for marketing activities according to task requirements</p> <p>1.4 Seek approval of action plans from relevant personnel</p>
<p>2. Co-ordinate marketing activities</p>	<p>2.1 Identify and access resources required for marketing activities according to action plan</p> <p>2.2 Contribute to assigning responsibilities and functions to relevant marketing personnel</p> <p>2.3 Assist required personnel in managing marketing activities</p> <p>2.4 Monitor implementation of marketing activities according to activity plan, as required</p>
<p>3. Review marketing activities</p>	<p>3.1 Measure and record outcomes of marketing activities against marketing plan</p> <p>3.2 Review results of activities against expected marketing plan outcomes</p> <p>3.3 Prepare report of marketing activities and share with relevant personnel</p>

## Undertake Project Work

This unit equips individuals with the skills and knowledge to undertake and manage a minor project or a section of a larger project, covering planning, administration, monitoring, finalisation, and review to identify lessons for future projects. Ideal for those responsible for meeting project timelines, quality standards, budget limits, and other requirements, this unit ensures effective project management and continuous improvement.

<p>1. Establish project parameters</p>	<p>1.1 Identify project scope</p> <p>1.2 Define project stakeholders</p> <p>1.3 Seek clarification from delegating authority of issues related to project and project parameters</p> <p>1.4 Identify responsibilities of relevant stakeholders and reporting requirements</p> <p>1.5 Clarify relationship of project to other projects and to the objectives of the organisation</p> <p>1.6 Identify availability and access of resources for undertaking the project</p>
<p>2. Develop project plan</p>	<p>2.1 Identify risks and develop a risk management plan for project, including Work Health and Safety (WHS)</p> <p>2.2 Develop project budget and timeframe and seek approval from relevant stakeholders</p> <p>2.3 Consult team members and apply their views in planning the project</p> <p>2.4 Identify and access appropriate project management tools</p>

	<p>2.5 Develop project plan according to project parameters and deliverables</p> <p>2.6 Finalise project plan and gain necessary approvals to commence project according to documented plan</p>
3. Administer and monitor project	<p>3.1 Communicate to project team members their responsibilities and project requirements</p> <p>3.2 Establish and maintain required recordkeeping systems throughout the project</p> <p>3.3 Implement and monitor plans for managing the project</p> <p>3.4 Undertake risk management as required</p>
4. Finalise and review project	<p>4.1 Complete financial recordkeeping associated with project and confirm according to agreed budget</p> <p>4.2 Complete project documentation and obtain sign-offs for concluding project</p> <p>4.3 Review project outcomes and processes against the project scope and plan</p> <p>4.4 Document feedback and suggested improvements</p>

## Use Business Resources

This unit equips individuals with the skills and knowledge to identify, use, and maintain business resources to complete various tasks under direct supervision. Ideal for those working with business resources in supervised settings, it emphasises efficient resource preparation, operation, and maintenance to meet organisational requirements.

1. Prepare resources	<p>1.1 Identify business resources according to task requirements</p> <p>1.2 Estimate quantities of resources required to complete the task</p> <p>1.3 Access business resources with supervision</p> <p>1.4 Check resources for usability according to task and organisational requirements</p>
2. Operate resources	<p>2.1 Use resource according to task requirements and under direct instruction</p> <p>2.2 Identify resource shortages or faults and take action to ensure issue is resolved</p> <p>2.3 Report issues outside area of own responsibility to appropriate personnel</p>
3. Maintain resources	<p>3.1 Identify maintenance requirements of resources</p> <p>3.2 Undertake maintenance for resource according to organisational requirements</p> <p>3.3 Maintain records relating to resources under direct instructions</p>



	3.4 Store resources under direct instructions
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## Use Human Resources Information Systems

This unit equips individuals with the skills and knowledge to effectively use human resource information systems (HRIS) for data management, payroll, recruitment, and retention. Ideal for those with theoretical HR knowledge, it emphasizes technical and managerial techniques to plan, execute, and evaluate both personal and team tasks, ensuring optimal use of HRIS in various organizational contexts.

1. Identify and collect required HRIS data inputs	<p>1.1 Identify HRIS data requirements</p> <p>1.2 Collect, and collate data of relevant stakeholders</p> <p>1.3 Document and input collated data into HRIS</p>
2. Use HRIS information and functions	<p>2.1 Access HRIS database and retrieve relevant information</p> <p>2.2 Use payroll function in HRIS</p> <p>2.3 Use recruitment and retention functions in HRIS</p> <p>2.4 Use other required functions in HRIS according to organisational policies and procedures</p>
3. Monitor and evaluate own use of HRIS	<p>3.1 Monitor own use of HRIS</p> <p>3.2 Obtain feedback from relevant stakeholder about the system performance</p> <p>3.3 Identify performance gaps and recommend improvements</p>

## Use Knowledge Management Systems

This unit provides the skills and knowledge to effectively access and utilise a knowledge management system, employing strategies to enhance work practices and organisational productivity. Ideal for individuals in various work contexts, it focuses on inputting, retrieving, and analysing knowledge to improve quality and recognise organisational benefits.

1. Access and use knowledge management system	<p>1.1 Identify requirements for use of knowledge management system</p> <p>1.2 Access knowledge management system according to legislative, regulatory and organisational policies and procedures</p>
2. Input to knowledge management system	<p>2.1 Collect, analyse and prepare inputs for contribution to system, according to organisational policies and procedures</p> <p>2.2 Check inputs for clarity, accuracy, currency and relevance</p> <p>2.3 Make inputs to system according to organisational policies and procedures</p> <p>2.4 Analyse requirements of the system and make suggestions for improvements to relevant stakeholders</p>
3. Review and improve work practices	<p>3.1 Provide feedback about clarity, accuracy, currency and relevance of system's output to relevant personnel</p> <p>3.2 Document learning resulting from use of the system</p> <p>3.3 Improve work practices as a result of learning from use of the system</p>

## Work Effectively in Business Environments

This unit equips individuals with the skills and knowledge to work effectively in business environments, focusing on meeting organisational standards, managing workloads, and collaborating within a team. Ideal for those working under supervision in various settings, it emphasises understanding roles, adhering to standards, and developing efficient work habits.

<p>1. Identify the business context</p>	<p>1.1 Identify organisational requirements and responsibilities and confirm understanding with relevant personnel</p> <p>1.2 Identify legal rights and responsibilities of employees and employers</p> <p>1.3 Identify requirements for duty of care and organisational objectives, standards and values</p> <p>1.4 Identify and distinguish between roles and responsibilities of staff within organisational structure</p> <p>1.5 Identify own role and task requirements within a team</p>
<p>2. Work in a team</p>	<p>2.1 Identify and follow requirements for a safe work environment</p> <p>2.2 Communicate and collaborate with relevant personnel in a courteous and non-discriminatory manner</p> <p>2.3 Complete allocated tasks according to organisational requirements</p> <p>2.4 Use questioning techniques to clarify instructions and responsibilities</p> <p>2.5 Seek assistance when difficulties arise and escalate issues to team leaders, as required</p>

<p>3. Develop effective work habits</p>	<p>3.1 Identify work and personal priorities</p> <p>3.2 Apply time management strategies to work duties</p> <p>3.3 Communicate workload issues to team leaders in a timely manner</p> <p>3.4 Seek and act upon feedback from relevant personnel</p>
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## Work In a Team

This unit provides the skills and knowledge required to work effectively in permanent or project-based teams within any industry, focusing on teamwork for workers with limited responsibility for others. It emphasises identifying individual tasks, contributing to team goals, and maintaining effective communication and collaboration with team members and leaders.

<p>1. Identify individual work tasks within a team</p>	<p>1.1 Identify own responsibilities according to organisational policies and procedures</p> <p>1.2 Identify own role and task requirements within team</p> <p>1.3 Articulate team structure and roles of other team members</p> <p>1.4 Plan and prioritise own tasks according to given time frames and team requirements</p>
<p>2. Contribute effectively to team goals</p>	<p>2.1 Identify team goals and own responsibilities relevant to achieving team goals</p> <p>2.2 Contribute ideas and information in team planning discussions</p> <p>2.3 Share knowledge and skills with team members to enable effective teamwork and seek or offer support as required</p>
<p>3. Work effectively with team members</p>	<p>3.1 Communicate clearly and respectfully with team members, considering the needs of those from diverse backgrounds and roles</p> <p>3.2 Collaborate effectively with team members, including those who are working remotely on workplace issues</p>

	3.3 Seek and provide assistance and feedback to team members where appropriate
4. Communicate effectively with team leaders	<p>4.1 Receive and confirm understanding of task instructions or directions</p> <p>4.2 Communicate personal commitments in a timely manner</p> <p>4.3 Identify and report any issues preventing the completion of workplace tasks, according to organisational requirements</p> <p>4.4 Seek and act upon feedback to improve personal performance and/or behaviour</p>

## Work Within Compliance Framework

This unit provides the skills and knowledge to identify and apply statutory, legislative, and regulatory requirements to individual work practices, ensuring adherence to the compliance framework. Ideal for professionals working within specific compliance parameters, the unit emphasises understanding and managing personal compliance to meet industry and organisational standards.

1. Identify compliance requirements	<p>1.1 Identify and document statutory, legislative and regulatory requirements relevant to job role and industry</p> <p>1.2 Identify and document organisational and industry requirements</p>
2. Interpret compliance requirements	<p>2.1 Map compliance requirements against position description and work practices</p> <p>2.2 Discuss ethical considerations with relevant stakeholders</p>
3. Manage personal compliance	<p>3.1 Consult with relevant stakeholders and identify procedures to be applied, applicable to work environment and own job role</p> <p>3.2 Evaluate own actions in the context of compliance requirements</p> <p>3.3 Record own compliance action according to organisational policies and procedures</p>
4. Review own compliance	<p>4.1 Seek feedback on personal compliance from relevant personnel</p> <p>4.2 Access and analyse documentation relating to changes in compliance requirements</p>



	<p>4.3 Discuss feedback and documentation with relevant personnel and check own ongoing compliance</p> <p>4.4 Identify required changes to own compliance practice</p>
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