UNIT CODE	**PSPGEN053**
UNIT TITLE	**Provide leadership**
APPLICATION	This unit describes the performance outcomes, skills and knowledge required to achieve operational results and effective working relationships through leadership, feedback and support of individuals in a workgroup that may exist in the workplace, be formed for a special purpose or project, or consist of community members, volunteers and/or interagency members.
	This unit applies to those working in generalist and specialist roles within the public sector. Those undertaking this unit would work autonomously with management responsibilities performing complex tasks in a range of familiar and unfamiliar contexts.
	The skills in this unit must be applied in accordance with Commonwealth and State or Territory legislation, Australian standards and industry codes of practice.
	No occupational licensing, certification or specific legislative or certificate requirements apply to this unit at the time of publication.
PREREQUISITE UNIT	Nil
COMPETENCY FIELD	General
UNIT SECTOR	

ELEMENTS	PERFORMANCE CRITERIA
Elements describe the essential outcomes	*Performance criteria describe the performance needed to demonstrate achievement of the element.*
1. Develop commitment and shared purpose to work group objectives and required standards	1.1 Discuss and clarify the organisation's vision, strategic objectives and required standards of performance with others in accordance with the needs, communication and learning styles of workgroup members. 1.2 Establish the purpose, objectives, roles and responsibilities of the workgroup. 1.3 Model commitment to objectives and standards to provide leadership and develop workgroup commitment. 1.4 Model and promote equal employment opportunity, workplace health and safety, diversity management and participative work practices within the workgroup.

2. Facilitate the development of a cooperative, high performance workgroup	2.1 Encourage, acknowledge and consider work contributions and suggestions. 2.2 Support workgroup members to use, share and develop their skills according to work requirements. 2.3 Facilitate work allocation within the group on the basis of current skills and development needs. 2.4 Consult with workgroup members in the implementation of new work practices. 2.5 Resolve conflict and other issues which affect performance within the workgroup.
3. Give and receive feedback on performance	3.1 Seek feedback from others outside the workgroup on personal and workgroup performance and give open and constructive responses to feedback. 3.2 Gather and provide regular constructive feedback on all aspects of work performance from and to the workgroup. 3.3 Assess and address performance, and recognise notable performance. 3.4 Support the workgroup in identifying and resolving work performance problems. 3.5 Address under performance of self and others. 3.6 Use feedback to continuously improve performance.
4. Coordinate and participate in development activities	4.1 Develop, agree and implement an action plan to meet individual and group learning and development needs. 4.2 Support individuals to identify their specific learning and development needs. 4.3 Encourage and support workgroup members to take advantage of development opportunities. 4.4 Provide on-the-job learning opportunities in accordance with individual needs. 4.5 Encourage and support workgroup members in applying new skills and knowledge in the workplace. 4.6 Access learning and development opportunities to continuously improve own leadership needs.
5. Provide leadership, direction and guidance in the workgroup	5.1 Develop strategies for facilitating team member input into planning, decision making and operational aspects of team tasks. 5.2 Use participative decision making in developing, implementing and reviewing the work of the group and the distribution of responsibilities. 5.3 Give opportunities and encouragement to workgroup members to develop new and innovative work practices and strategies. 5.4 Provide workgroup members with the leadership, support, advice and policy direction necessary to perform work. 5.5 Allocate tasks in accordance with the competencies of workgroup members, and delegate autonomy and authority. 5.6 Adjust leadership and guidance strategies to meet changing priorities and situations and consider the differing needs and skills of individuals and the requirements of the tasks and workplace.

FOUNDATION SKILLS
Foundation skills essential to performance in this unit, but not explicit in the performance criteria are listed here, along with a brief context statement.

Oral communication skills to:	- communicate with a diverse workplace - translate organisation policies and procedures into meaningful actions for the workgroup.
Planning and organising skills to:	use interpersonal skills to establish effective working relationships.
UNIT MAPPING INFORMATION	This unit supersedes and is equivalent to PSPGEN053 Provide leadership.
LINKS	Companion Volume Implementation Guide

TITLE	**Assessment Requirements for PSPGEN053 Provide leadership**
PERFORMANCE EVIDENCE	Evidence of the ability to complete tasks outlined in elements and performance criteria of this unit in the context of the job role, and: - plan and implement an initiative to achieve operational results with at least one workgroup - for the above initiative evidence must include: - the stated purpose, objectives, roles and responsibilities of the workgroup - the shared understanding of purpose, roles and responsibilities - the use of transparent decision making - at least one example of how feedback was used to improve workgroup performance - at least one example of a necessary change in strategies to address changes in priorities.

KNOWLEDGE EVIDENCE	Demonstrated knowledge required to complete the tasks outlined in elements and performance criteria of this unit:
	
	■ public sector legislation including WHS and environment, regulations, policies, procedures and guidelines relating to the work group function
	■ principles of effective team operation
	■ principles of facilitation and empowerment
	■ communication techniques including active listening, facilitating, negotiating, mentoring
	■ group processes
	■ group dynamics
	■ the potential affects of the following issues on work group performance:
	  ○ legislation
	  ○ plans
	  ○ industrial awards and agreements
	  ○ organisation policies, plans, procedures and protocols
	  ○ performance management systems
	  ○ quality standards
	  ○ efficiency indicators
	  ○ measurable outcomes
	
	■ leadership styles and the application of these to suit different groups and tasks
	■ learning and development in the workplace.

ASSESSMENT CONDITIONS	Skills must be demonstrated in the workplace or in a simulated environment that reflects workplace conditions. Simulated assessment environments must simulate the real-life working environment where the skills and knowledge within this unit would be utilised, with all the relevant equipment and resources of that working environment. Assessment must ensure access to: ■ legislation, policy, procedures and protocols relating to the public sector. Assessors must satisfy the Standards for Registered Training Organisations' requirements for assessors.
LINKS	Companion Volume Implementation Guide