UNIT CODE	**PSPGEN054**
UNIT TITLE	**Use complex workplace communication strategies**
APPLICATION	This unit describes the performance outcomes, skills and knowledge required to use complex workplace communication for working at middle management level with internal and external clients, colleagues and other staff.
	This unit applies to those working in generalist and specialist roles within the public sector. Those undertaking this unit work autonomously with management responsibilities performing complex tasks, in a range of familiar 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. Prepare for complex communication	1.1 Clarify communication objectives and identify the communication mode. 1.2 Undertake analysis to anticipate the likely positions to be taken by those present on the matters under discussion. 1.3 Research and organise subject matter, identify and record key points to be conveyed, and summarise information to counter other positions. 1.4 Identify and incorporate requirements of legislation, policy and guidelines relevant to the discussion.

2. Analyse and respond to opinions	2.1 Evaluate discussion to identify impartiality, bias or unsupported argument. 2.2 Record points of view of other speakers and present information to counter opposing views. 2.3 Analyse reaction to speakers and their point of view to identify and manage emotional reactions and maintain objectivity. 2.4 Examine opposing or challenging views for their value in achieving the same ends. 2.5 Use active listening and questioning to clarify own understanding, challenge or justify other points of view.
3. Present a convincing argument	3.1 Choose communication approach to suit the given audience. 3.2 Assert prepared position with conviction and purpose. 3.3 Adjust verbal and non-verbal behaviour to maintain listener interest. 3.4 Use questions to elicit feedback and check audience understanding. 3.5 Respond to audience questions and arguments and support answers by reasoned explanation. 3.6 Negotiate agreement where possible, concluding with a summary of agreed items.
4. Develop a range of communication strategies	4.1 Use feedback to modify communication strategy. 4.2 Record and use lessons learnt to underpin future interactions. 4.3 Develop and practise language structures and features that influence audiences. 4.4 Explore and practise communication strategies for workplace applications.

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.	
SKILLS	**DESCRIPTION**
Oral communication skills to:	■ interact professionally with others on sometimes complex matters. ■ respond to a diverse audience that has varying expressions of emotion.
	■ write summaries, briefing papers and reports requiring clarity, accuracy and formality.
Teamwork skills to	■ collaborates with others to achieve joint outcomes, playing an active role in facilitating effective group interaction, influencing direction and taking a leadership role on occasion.
Problem solving skills to:	■ uses analytical techniques to identify issues and generate possible solutions, seeking input from others, as required, before making decisions or implementing solutions ■ draws on the diverse perspectives of others to gain insights into issues and establish a common purpose.

UNIT MAPPING INFORMATION	Release 1: Supersedes and is equivalent to PSPGEN054 Use complex workplace communication strategies.
LINKS	Companion Volume Implementation Guide

TITLE	**Assessment Requirements for PSPGEN054 Use complex workplace communication strategies**
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 on at least one occasion: ■ apply legislation, regulations and policies relating to communication in the public sector ■ analyse and use language structures and features that influence the interpretation of spoken communication ■ interact confidently with groups on familiar topics in formal and informal workplace situations ■ clarify meaning, explore issues and problem solve.

| KNOWLEDGE EVIDENCE | Demonstrated knowledge required to complete the tasks outlined in elements and performance criteria of this unit:

■ public sector legislation, regulations, policies, procedures and guidelines relating to communication in the public sector
■ the power and effect of spoken language
■ knowledge of organisation processes and hierarchy
■ techniques to deal with opposing views and positions
■ emotional intelligence techniques
■ organisational protocols and etiquette for communication in meetings
■ communication strategies to suit different audiences
■ ways to influence the interpretation of spoken communication. |

ASSESSMENT CONDITIONS	Skills must be demonstrated in either a:
	- workplace environment or - simulated environment. 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 public sector communication - current theory and practice on influencing skills for the public sector. Assessors must satisfy the Standards for Registered Training Organisations' requirements for assessors.
LINKS	Companion Volume Implementation Guide

ASSESSMENT CONDITIONS

Skills must be demonstrated in either a: