

Competency mapping grid

CHAPTER	UNIT OF COMPETENCE	ELEMENT OF COMPETENCE	LOCATION OF THE ELEMENT
Part 1 Understanding management			
Chapter 1 Foundations of management			
Part 2 Managing interactions			
Chapter 2 Managerial communication	BSBWRK403A Communicate with workers	1. Build relationship with workers	Section 2.1, Section 2.2 and throughout the chapter
		2. Motivate workers	Section 2.1, Section 2.2 and throughout the chapter
		3. Make presentations	Chapter 3
	BSBFLM303C Contribute to effective workplace relationships	1. Seek, receive and communicate information and ideas	Throughout the chapter
		2. Encourage trust and confidence	Throughout the chapter
		3. Identify and use networks and relationships	Throughout the chapter
		4. Contribute to positive outcomes	
Chapter 3 Presentations, public speaking and meetings	BSBADM502B Manage meetings	1. Prepare for meetings	Section 3.3, Section 3.4 and throughout the chapter
		2. Conduct meetings	Section 3.3, Section 3.4 and throughout the chapter
		3. Follow up meetings	Section 3.3, Section 3.4 and throughout the chapter
	BSBCMM401A Make a presentation	1. Prepare a presentation	Section 3.1, Section 3.2 and throughout the chapter
		2. Deliver a presentation	Section 3.1, Section 3.2 and throughout the chapter
		3. Review the presentation	Section 3.1, Section 3.2 and throughout the chapter
Chapter 4 Managing personal work priorities and professional development	BSBWOR501B Manage personal work priorities and professional development	1. Establish personal work goals	Section 4.1 and throughout the chapter
		2. Set and meet own work priorities	Section 4.2, Section 4.3 and throughout the chapter
		3. Develop and maintain professional competence	Section 4.5, Section 4.6 and throughout the chapter
	BSBWOR404A Develop work priorities	1. Plan and complete own work schedule	Section 4.2 and throughout the chapter
		2. Monitor own work performance	Section 4.3, Section 4.4 and throughout the chapter
		3. Coordinate professional development	Section 4.5 and throughout the chapter
	BSBWOR301B Organise personal work priorities and development	1. Organise and complete own work schedule	Section 4.2 and throughout the chapter
		2. Monitor own work performance	Section 4.3, Section 4.4 and throughout the chapter
		3. Coordinate personal skill development and learning	Section 4.5 and throughout the chapter

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Chapter 5 Managing effective workplace relationships	BSBATSIL503B Manage conflict	1. Identify existing and potential conflict	Section 5.3 and throughout the chapter
		2. Consider the conflict situation	Section 5.3 and throughout the chapter
		3. Use strategies to resolve conflict	Section 5.3 and throughout the chapter
	BSBWOR401A Establish effective workplace relationships	1. Collect, analyse and communicate information and ideas	Throughout the chapter
		2. Develop trust and confidence	Throughout the chapter
		3. Develop and maintain networks and relationships	Throughout the chapter
		4. Manage difficulties into positive outcomes	Throughout the chapter
	BSBWRK408A Undertake negotiations	1. Prepare for negotiations	Section 5.2, Section 5.3 and throughout the chapter
		2. Participate in negotiations	Section 5.2, Section 5.3 and throughout the chapter
3. Finalise and monitor outcomes of negotiations			
Part 3 Understanding teams			
Chapter 6 Ensure team effectiveness	BSBWOR502B Ensure team effectiveness	1. Establish team performance plan	Section 6.1, Section 6.2 and throughout the chapter
		2. Develop and facilitate team cohesion	Section 6.1, Section 6.2 and throughout the chapter
		3. Facilitate teamwork	Section 6.3 and throughout the chapter
		4. Liaise with stakeholders	Section 6.4 and throughout the chapter
	BSBWOR402A Promote team effectiveness	1. Plan to achieve team outcomes	Section 6.1, Section 6.2 and throughout the chapter
		2. Develop team cohesion	Section 6.1, Section 6.2 and throughout the chapter
		3. Participate in and facilitate work team	Section 6.3 and throughout the chapter
		4. Liaise with management	Section 6.4 and throughout the chapter
Chapter 7 Non-traditional teams	BSBWOR402A Promote team effectiveness	1. Plan to achieve team outcomes	Throughout the chapter
		2. Develop team cohesion	Throughout the chapter
		3. Participate in and facilitate work team	Throughout the chapter
		4. Liaise with management	Throughout the chapter
Chapter 8 Develop teams and individuals in a workplace learning environment	BSBLED501A Develop a workplace learning environment	1. Create learning opportunities	Section 8.3 and throughout the chapter
		2. Facilitate and promote learning	Section 8.4 and throughout the chapter
		3. Monitor and improve learning effectiveness	Section 8.5 and throughout the chapter
	BSBLED401A Develop teams and individuals	1. Determine development needs	Section 8.1, Section 8.2 and throughout the chapter
		2. Develop individuals and teams	Section 8.3, Section 8.4 and throughout the chapter
		3. Monitor and evaluate workplace learning	Section 8.5 and throughout the chapter
Part 4 Leading and managing operations			
Chapter 9 Leadership	BSBMGT605B Provide leadership across the organisation	1. Communicate organisational mission and goals	
		2. Influence groups and individuals	Throughout the chapter
		3. Build and support teams	Throughout the chapter
		4. Demonstrate personal and professional competence	
	BSBMGT401A Show leadership in the workplace	1. Model high standards of management performance and behaviour	Section 9.1, Section 9.2 and throughout the chapter
		2. Enhance organisation's image	Section 9.2, Section 9.3 and throughout the chapter
3. Make informed decisions		Section 9.4, Section 9.5 and throughout the chapter	

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Chapter 10 Staff recruitment, selection, induction and termination	BSBHRM402A Recruit, select and induct staff <i>(superseded by BSBHRM405A Support the recruitment, selection and induction of staff)</i>	1. Determine job descriptions	Section 10.1, Section 10.2 and throughout the chapter
		2. Plan for selection	Section 10.1, Section 10.2 and throughout the chapter
		3. Assess and select applicants	Section 10.3 and throughout the chapter
		4. Appoint and induct successful candidate	Section 10.4 and throughout the chapter
	BSBHRM405A Support the recruitment, selection and induction of staff	1. Plan for recruitment	Section 10.1, Section 10.2 and throughout the chapter
		2. Plan for selection	Section 10.1, Section 10.2 and throughout the chapter
		3. Support selection process	Section 10.3 and throughout the chapter
		4. Induct successful candidate	Section 10.4 and throughout the chapter
	BSBHRM506A Manage recruitment selection and induction process	1. Develop recruitment, selection and induction policies and procedures	Section 10.1, Section 10.2 and throughout the chapter
		2. Recruit and select staff	Section 10.3 and throughout the chapter
		3. Manage staff induction	Section 10.4 and throughout the chapter
Chapter 11 Assign duties and appraise performance	BSBMGT502B Manage people performance	1. Allocate work	Section 11.1, Section 11.2 and throughout the chapter
		2. Assess performance	Section 11.3, Section 11.4 and throughout the chapter
		3. Provide feedback	Section 11.5 and throughout the chapter
		4. Manage follow up	Section 11.6 and throughout the chapter
	BSBHRM503B Manage performance management systems <i>(superseded by BSBHRM512A Develop and manage performance-management processes)</i>	1. Develop performance management systems	
		2. Implement performance management systems	
		3. Coordinate formal feedback processes	Section 11.4, Section 11.5 and throughout the chapter
		4. Coordinate individual or group learning development plans	Section 11.6 and throughout the chapter
Chapter 12 Manage and implement operational plans	BSBMGT515A Manage operational plan	1. Develop operational plan	Section 12.1, Section 12.2 and throughout the chapter
		2. Plan and manage resource acquisition	Section 12.3, Section 12.4 and throughout the chapter
		3. Monitor and review operational performance	Section 12.5 and throughout the chapter
	BSBMGT402A Implement operational plan	1. Implement operational plan	Section 12.1, Section 12.2 and throughout the chapter
		2. Implement resource acquisition	Section 12.3, Section 12.4 and throughout the chapter
		3. Monitor operational performance	Section 12.5 and throughout the chapter

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Chapter 13 Manage projects	BSBPMG510A Manage projects <i>(superseded by BSBPMG522A Undertake project work)</i>	1. Define project	Section 13.1 and throughout the chapter
		2. Develop project plan	Section 13.2 and throughout the chapter
		3. Administer and monitor project	Section 13.3 and throughout the chapter
		4. Finalise project	Section 13.4 and throughout the chapter
		5. Review project	Section 13.4 and throughout the chapter
	BSBPMG522A Undertake project work	1. Define project	Section 13.1 and throughout the chapter
		2. Develop project plan	Section 13.2 and throughout the chapter
		3. Administer and monitor project	Section 13.3 and throughout the chapter
		4. Finalise project	Section 13.4 and throughout the chapter
		5. Review project	Section 13.4 and throughout the chapter
Chapter 14 Manage and monitor customer service	BSBCUS501C Manage quality customer service	1. Plan to meet internal and external customer requirements	Section 14.1 and throughout the chapter
		2. Ensure delivery of quality products and services	Section 14.2, Section 14.3 and throughout the chapter
		3. Monitor, adjust and review customer service	Section 14.4 and throughout the chapter
	BSBCUS401B Coordinate implementation of customer service strategies	1. Advise on customer service needs	Throughout the chapter
		2. Support implementation of customer service strategies	Throughout the chapter
		3. Evaluate and report on customer service	Throughout the chapter
Chapter 15 Problem solving and decision making	BSBWOR401A Establish effective workplace relationships	1. Collect, analyse and communicate information and ideas	
		2. Develop trust and confidence	Throughout the chapter
		3. Develop and maintain networks and relationships	
		4. Manage difficulties into positive outcomes	
Part 5 Implementing good workplace practice			
Chapter 16 Managing human resources and workforce planning	BSBHRM504A Manage workforce planning <i>(superseded by BSBHRM513A Manage workforce planning)</i>	1. Assess supply and demand	Section 16.1, Section 16.2, Section 16.3 and throughout the chapter
		2. Develop workforce objectives and strategies	Section 16.1, Section 16.2, Section 16.3 and throughout the chapter
		3. Implement initiatives to support workforce planning objectives	Section 16.1, Section 16.2, Section 16.3 and throughout the chapter
		4. Monitor and evaluate workforce trends	Section 16.4, Section 16.5 and throughout the chapter
	BSBHRM513A Manage workforce planning	1. Research workforce requirements	Section 16.1, Section 16.2, Section 16.3 and throughout the chapter
		2. Develop workforce objectives and strategies	Section 16.1, Section 16.2, Section 16.3 and throughout the chapter
		3. Implement initiatives to support workforce planning objectives	Section 16.1, Section 16.2, Section 16.3 and throughout the chapter
		4. Monitor and evaluate workforce trends	Section 16.4, Section 16.5 and throughout the chapter

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Chapter 17 Manage diversity in the workforce	BSBDIV501A Manage diversity in the workplace	1. Implement diversity policy	Throughout the chapter
		2. Foster respect for diversity in the work team	Throughout the chapter
		3. Promote the benefits of diversity	Throughout the chapter
	BSBDIV601A Develop and implement diversity in the workplace	1. Research diversity	Throughout the chapter
		2. Draft policy and plan for implementation	Throughout the chapter
		3. Implement diversity policy	Throughout the chapter
		4. Review diversity policy	Throughout the chapter
	BSBWRK404A Promote equality of opportunity and fair treatment for all workers	1. Promote involvement of diverse groups	Throughout the chapter
		2. Promote elimination of discrimination	Throughout the chapter
		3. Access and review policies to promote equality and fair treatment	Throughout the chapter
Chapter 18 Ensure and monitor a safe workplace	BSBOHS509A Ensure a safe workplace (superseded by BSBWHS501A Ensure a safe workplace)	1. Establish and maintain an OHS system	Section 18.1, Section 18.2 and throughout the chapter
		2. Establish and maintain participative arrangements for the management of OHS	Section 18.2, Section 18.3 and throughout the chapter
		3. Establish and maintain procedures for identifying hazards, and assessing and controlling risks	Section 18.4 and throughout the chapter
		4. Establish and maintain a quality OHS management system	Section 18.4, Section 18.5 and throughout the chapter
	BSBWHS501A Ensure a safe workplace	1. Establish and maintain a WHS management system	Section 18.1, Section 18.2 and throughout the chapter
		2. Establish and maintain effective and compliant participation arrangements for managing WHS	Section 18.2, Section 18.3 and throughout the chapter
		3. Establish and maintain procedures for effectively identifying hazards, and assessing and controlling risks	Section 18.4 and throughout the chapter
		4. Evaluate and maintain a WHS management system	Section 18.4, Section 18.5 and throughout the chapter
	BSBOHS407A Monitor a safe workplace (superseded by BSBWHS401A Implement and monitor WHS policies, procedures and programs to meet legislative requirements)	1. Provide information to the workgroup about OHS policies and procedures	Section 18.1, Section 18.2 and throughout the chapter
		2. Implement and monitor participative arrangements for the management of OHS	Section 18.2, Section 18.3 and throughout the chapter
		3. Implement and monitor the organisation's procedures for providing OHS training	Section 18.2, Section 18.3 and throughout the chapter
		4. Implement and monitor procedures for identifying hazards and assessing risks	Section 18.4 and throughout the chapter
		5. Implement and monitor the organisation's procedures for controlling risks	Section 18.4 and throughout the chapter
		6. Implement and monitor the organisation's procedures for maintaining OHS records for the team	Section 18.5 and throughout the chapter

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	BSBWHS401A Implement and monitor WHS policies, procedures and programs to meet legislative requirements	1. Provide information to the work team about WHS policies and procedures	Section 18.1, Section 18.2 and throughout the chapter
		2. Implement and monitor participation arrangements for managing WHS	Section 18.2, Section 18.3 and throughout the chapter
		3. Implement and monitor organisational procedures for providing WHS training	Section 18.2, Section 18.3 and throughout the chapter
		4. Implement and monitor organisational procedures and legal requirements for identifying hazards and assessing and controlling risks	Section 18.4 and throughout the chapter
		5. Implement and monitor organisational procedures for maintaining WHS records for the team	Section 18.5 and throughout the chapter
Chapter 19 Risk management	BSBRSK501B Manage risk	1. Establish risk context	Section 19.1, Section 19.2 and throughout the chapter
		2. Identify risks	Section 19.1, Section 19.2 and throughout the chapter
		3. Analyse risks	Section 19.2, Section 19.3 and throughout the chapter
		4. Select and implement treatments	Throughout the chapter
Part 6 Managing for sustainability			
Chapter 20 Sustainable development and policies	BSBINN501A Establish systems that support innovation	1. Research context for new system development	
		2. Generate system concepts and options	Section 20.4 and throughout the chapter
		3. Develop a plan for the system	Section 20.4 and throughout the chapter
		4. Trial the system	
	CPPCMN4001B Develop workplace policy and procedures for sustainability	1. Develop workplace sustainability policy	Throughout the chapter
		2. Communicate policy	Throughout the chapter
		3. Implement policy	Throughout the chapter
		4. Review policy implementation	
Chapter 21 Responding to change	BSBINN601B Manage organisational change	1. Identify change requirements and opportunities	Section 21.3 and throughout the chapter
		2. Develop change management strategy	Section 21.4 and throughout the chapter
		3. Implement change management strategy	Section 21.5 and throughout the chapter
	BSBMGT605B Provide leadership across the organisation	1. Communicate organisational mission and goals	
		2. Influence groups and individuals	Throughout the chapter
		3. Build and support teams	Throughout the chapter
		4. Demonstrate personal and professional competence	

CHAPTER	UNIT OF COMPETENCE	ELEMENT OF COMPETENCE	LOCATION OF THE ELEMENT
Chapter 22 Manage quality and continuous improvement	BSBMGT608C Manage innovation and continuous improvement	1. Review programs, systems and processes	Section 22.2, Section 22.3 and throughout the chapter
		2. Develop options for continuous improvement	Section 22.2, Section 22.3 and throughout the chapter
		3. Implement innovative processes	Section 22.3, Section 22.4 and throughout the chapter
	BSBMGT516C Facilitate continuous improvement	1. Lead continuous improvement systems and processes	Throughout the chapter
		2. Monitor and adjust performance strategies	Throughout the chapter
		3. Manage opportunities for further improvement	Throughout the chapter
	BSBMGT406A Plan and monitor continuous improvement	1. Plan continuous improvement systems and processes	Throughout the chapter
		2. Monitor and review performance	Throughout the chapter
		3. Provide opportunities for further improvement	Throughout the chapter
	BSBMGT403A Implement continuous improvement	1. Implement continuous improvement systems and processes	Throughout the chapter
		2. Monitor and review performance	Throughout the chapter
		3. Provide opportunities for further improvement	Throughout the chapter
Chapter 23 Strategic management	BSBMGT616A Develop and implement strategic plans	1. Confirm organisational vision and mission	Section 23.2 and throughout the chapter
		2. Analyse the internal and external environment	Section 23.2 and throughout the chapter
		3. Write strategic plan	Section 23.4 and throughout the chapter
		4. Implement strategic plan	Section 23.4 and throughout the chapter