
Life Insurance Competency Framework – Distribution

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Introduction

For the past 20 years or more, competency frameworks, which are based on global best practice, have underpinned most industries approach to training, hiring and professional development. Introducing a competency framework for the Life Insurance industry will support the industry by setting standards for job roles at different levels which can be implemented in a clear, consistent, practical and sustainable way for the Life Insurance industry. The competency framework also underpins the establishment of professional standards for Life Insurance.

An Insurance Professional

- Possesses specialist knowledge and skills to a defined standard;
- Applies their specialist knowledge and skills in the most efficient and effective ways;
- Is personally responsible and accountable for maintaining the profession's standards.
- Is committed to lifelong learning;
- Adheres to industry regulations and compliance requirements;
- Abides by the profession's Code of Ethics and behaves ethically; and
- Always puts the interests of the customer and the public first.

Definition

This competency framework

- Stipulates the technical and business competencies required by individual professionals to successfully accomplish the role tasks and responsibilities; and
- Aligns those competencies with role levels within the industry, specifically focusing on claims, underwriting, product management and distribution.

Where *technical competencies* are industry specific knowledge, expertise and skills, *business competencies* are broader, general expertise and skills.

Benefits

This competency framework for the Life Insurance industry delivers significant benefits.

Life Industry

- A nationally and internationally recognized professional standards and accreditation scheme will ensure the industry operates with consistently high levels of professionalism, effectiveness, integrity and business success;
- Alignment to a nationally consistent and standardised framework for professional training programs and qualifications;
- Enables the articulation of specific professional standards for the Life Industry;
- Supports obligations in the Life Insurance Code of Practice; and
- Collaboration across the industry to establish the framework is more efficient and effective than companies developing frameworks in isolation.

Companies

- Confidence that employees have the required knowledge, skills and ability to complete the requirements of their jobs consistently and to adequate levels of professional competence.
- A systematic approach to recruiting and training of staff, career progression and succession planning;
- Ability to attract and retain staff; and
- Investing in the capability of their people, which along with culture, builds trustworthiness

Individual professionals

Professional training requirements, qualifications and career progression pathways that are easy to understand; and

- Confidence that they have the ability to fulfil the requirements of their jobs.

Industry clients and customers

- Confidence that the industry, companies and individual insurance professionals are capable of providing the required services to the highest professional standards and integrity.

Process for development

The Australian and New Zealand Institute of Insurance and Finance (ANZIIF) has been partnering with the insurance and finance industry for over 130 years. As a not-for-profit-industry-based organization, ANZIIF's purpose is to work with the industry to lead and engage people in learning and development and to promote professional standards.

The Life Insurance Professional Standards Working Group (LIPSWG) was established in 2019, representing the major retail life insurance companies with the primary purpose to improve the professional standing of the Life Insurance industry. These member companies are AIA Australia, AMP Life Limited, Clearview Life Assurance Ltd, MLC Ltd, TAL Life Ltd, Westpac Life Insurance Services Ltd and Zurich Financial Services Australia Ltd.

LIPSWG and ANZIIF have partnered on several initiatives for the benefit of industry, one of which was to establish this Competency Framework and associated Professional Standards through extensive industry collaboration and validation processes. This Framework reflects current practice and provides an open source document for Companies to apply within the context of their organisation.

The Framework will be reviewed periodically based upon stakeholder feedback once industry has had an opportunity to implement the Framework.

Acknowledgements

We would like to express our sincere appreciation to the following members of the Distribution Working Group, who through their support and feedback contributed to the development of the Framework for the Distribution job family.

Company	Member	Title
AIA Australia	Keristi Price	Head of Strategic Partnerships
AMP Life	Jim Gulli	Senior Distribution Strategy Manager
ClearView	Kathryn Williamson	Head of Distribution Strategy
Zurich (One Path)	Rob McNeill	State Manager
BT Life Insurance (Westpac)	Ian Harpley	State Manager

This document is structured in three parts:

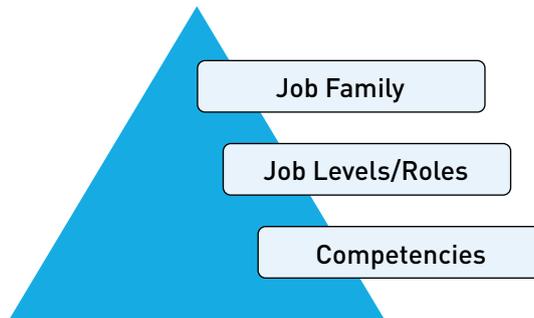
- [Part A](#) **Competency Framework Overview**
- [Part B](#) **Competencies for Distribution at Job Level**
- [Appendix](#) **Detailed Competency Wordings**

PART A: COMPETENCY FRAMEWORK OVERVIEW

How the Competency Framework is used:

User	Purpose
Industry regulators	To define: <ul style="list-style-type: none"> • professional standards • educational standards
Education providers (universities, colleges, professional associations)	To design and produce: <ul style="list-style-type: none"> • certified education programs and qualifications • ongoing professional development programs
Industry	<ul style="list-style-type: none"> • to refine company job descriptions and align them with national standards; • to define technical and business competency requirements by job role; • as a tool and reference to recruit staff; • to measure staff performance; • to create/source professional development and training programs; and • to create/improve career progression pathways within the company.

The Distribution competency framework can be represented as follows:



The nature of the framework is to:

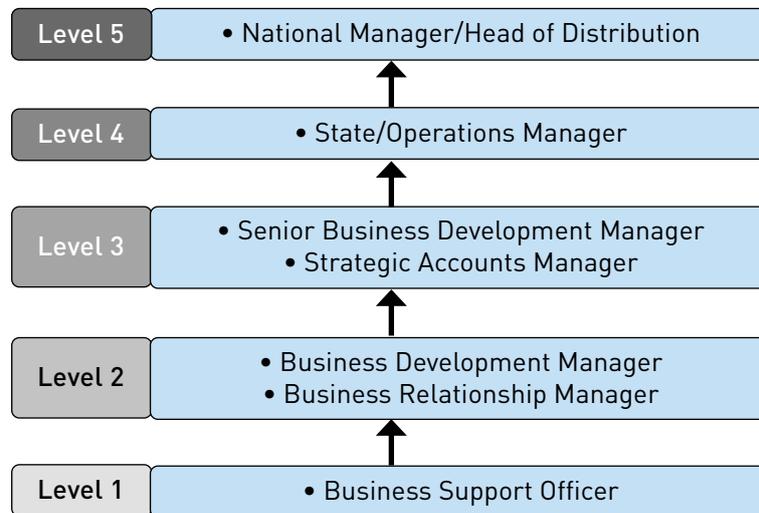
- be significantly generic at the job level to allow amendment by companies to suit their particular business needs and circumstances; and
- provide sufficient detail at competency level to ensure that all knowledge, skills and behaviours required of particular job levels are sufficiently reflected.

Distribution Job Family

Overall responsibility for the relationship management with advisers, corporates and other business partners for the distribution and retention of products in line with the business' engagement plan.

Distribution Job Levels / Roles

Recognising the diversity of size and structure across the industry, the Distribution Working Group identified five job levels, and the need to identify both Business Development and Business Relationship managers, which reflects the different models of the participating companies. It is intended that this framework can be used by both Retail and Group.



It is important to note that:

- Depending on their size and nature of their business, some companies will not necessarily have the generic job levels listed. Some may have only two or three levels, and some may have up to five or six. With each level, some companies may have sub-levels to support career progression for staff within their company.
- The job titles/levels listed above are indicative only. Different companies will have different job titles, with varying responsibilities, and/or a different emphasis on their competencies which are critical to each role and their operations generally. Therefore, companies may choose to remove or add competencies to suit their business as they see fit.
- While the Competency Framework is intended to operate generically throughout the Life Insurance industry, it can be amended and adapted to suit the particular needs and circumstances of each company.

Competencies

Competency is the ability to do something correctly and efficiently.

The competencies listed in **Competencies for Distribution** and in the **Appendices** are typically referenced from the Australian Qualification Framework, across various training packages.

This approach was taken as the national competencies are well structured and provide guidance as to how each competence can be demonstrated. It also provides companies with options on whether or not they have the competencies formally assessed and part of a national qualification.

Through this project, the Working Group members reviewed and updated the wordings within identified competencies to current industry practices, particularly focusing on the Technical competencies.

Each of the competencies has two components

- Elements – describe the essential outcomes required to demonstrate competence; and
- Performance criteria – describe the performance needed to demonstrate achievement of the element.

In addition to this, each competency has Performance and Knowledge Evidence. The units of competency will differ in terms of **performance evidence**, but **knowledge evidence** will often be similar between related competencies. This is because the base knowledge required to support performance of the tasks is the same.

An example of a competency is below.

Develop an engagement plan

Element	Performance Criteria
1. Identify organisational strategic direction	1.1 Obtain and analyse assessment of market needs and strategic planning documents 1.2 Review previous engagement performance and approaches to identify factors affecting performance 1.3 Analyse information on market needs, new opportunities, client profiles and requirements as a basis for decision making
2. Establish performance targets	2.1 Determine practical and achievable engagement metrics 2.2 Establish realistic time lines for achieving goals 2.3 Determine measures to allow for ongoing monitoring of performance 2.4 Ensure objectives of the engagement plan and style of the campaign are consistent with organisational strategic objectives and corporate image
3. Etc.	Etc.

It is important to note that:

- For some job levels, a particular Performance Criteria within a competency may not be currently performed by an individual in that particular role, or that Performance Criteria may be performed in a different department (such as Risk and Compliance or Legal). Each company is able to adapt the competencies as they see fit, so it is reflective of what an individual is expected to be capable of performing in that role, given their current expertise.
- Whilst the competencies have been split into job levels, companies may find they have roles or individual within roles, who perform some of the competencies above, or below, the indicated job level. Again, the competencies selected for each role is indicative, and each company is able to adapt the structure to reflect their current practices.
- For Distribution competencies, broad phrases such as 'engagement' have been used in place of 'sales' so the same competency may be utilised by both development and relationship job roles. 'Client' has also been used in place of 'advisor' and 'customer/member', so it can be utilised by both Retail and Group.

Implementation of the Competency Framework

Key steps in the implementation of the Distribution Competency Framework:

1. Map existing roles to the Framework at both competency and Performance criteria level;
2. Decide which competencies are required for the roles
3. Identify gaps to roles;
4. Identify gaps to incumbents (for example, the competency or performance criteria is expressed as part of the role however the incumbent is yet to be fully competent); and
5. Create development plans focused on closing the gaps identified.

Part B: COMPETENCIES FOR DISTRIBUTION

It is a general principle of Competency Frameworks that the higher role levels incorporate the competencies of the levels below.

Level 1 – Business Support Officer

<p>Business Competencies</p>	<p><u>Organise personal work priorities and development</u> <u>Design and produce business documents</u> <u>Engage in workplace communication</u> <u>Work in a team</u> <u>Deliver a professional service to customers</u> <u>Use multiple information systems</u> <u>Use simple relational databases</u> <u>Conduct market research</u> <u>Make a presentation</u> <i>[only competence in some of the Performance Criteria is expected at this level]</i> <u>Apply codes and standards of ethical practice to own role*</u></p>
<p>Technical Competencies</p>	<p><u>Develop and maintain in-depth knowledge of products and services used by the life insurance sector.</u> <i>[only competence in some of the Performance Criteria is expected at this level]</i> <u>Conduct work according to professional practices in the financial services industry.</u> <u>Participate in negotiations</u> <u>Use medical terminology in an insurance context.</u> <u>Work effectively and sustainably in the life insurance industry*</u></p>

* competency to be finalised by the Australian Industry Skills Committee

Level 2 – Business Development/Relationship Manager

<p>Business Competencies</p>	<p><u>Analyse and present research information</u> <u>Apply communication strategies in the workplace</u> <u>Write complex documents</u> <u>Promote innovation in a team environment</u> <u>Monitor market opportunities</u> <u>Build client relationships and business networks</u> <u>Present, secure and support engagement solutions</u> <u>Develop an engagement plan</u> <u>Identify situations requiring complex ethical decision making</u></p>
<p>Technical Competencies</p>	<p><u>Develop and maintain in-depth knowledge of products and services used by the life insurance sector</u> <u>Determine risk rating for investment and insurance products</u> <u>Comply with financial services legislation</u> <u>Determine client requirements and expectations</u> <u>Record and implement client instructions</u> <u>Implement and manage the distribution plan</u></p>

Level 3 – Senior Business Development Manager/Strategic Accounts Manager

Business Competencies	Lead communication in the workplace Identify and evaluate marketing opportunities Provide workplace coaching Lead and facilitate a team Apply ethical frameworks and principles to make and act upon decisions
Technical Competencies	Comply with financial services legislation Determine client requirements and expectations Record and implement client instructions

Level 4 – State/Operations Manager

Business Competencies	Manage finances Monitor and supervise work practices to meet financial services regulatory requirements Provide leadership Plan, organise and facilitate learning in the workplace Facilitate people management Review business performance Apply ethical frameworks and principles to make and act upon decisions
Technical Competencies	Develop and maintain in-depth knowledge of products and services used by the life insurance sector Use medical terminology in an insurance context Comply with financial services legislation Prepare a distribution plan

Level 5 – National Manager/Head of Distribution

Business Competencies	Manage finances Provide leadership Facilitate people management Review business performance Develop a marketing strategy Lead and manage organisational change Apply ethical frameworks and principles to make and act upon decisions
Technical Competencies	Develop and maintain in-depth knowledge of products and services used by the life insurance sector Comply with financial services legislation Resource a distribution plan

APPENDICES

Links have been provided to the national competencies which the competencies within this Appendices are based upon. Please note the national competencies are subject to periodic review and updates.

The national competency listings contain further information on Assessment Conditions along with Companion Volumes.

Where Elements or Performance Criteria have been deleted from the national competencies, the original numbering has been retained in this document to highlight the variation.

Organise personal work priorities and development

<https://training.gov.au/Training/Details/BSBWOR301>

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Organise and complete own work schedule	1.1 Ensure that work goals, objectives or Key Performance Indicators (KPIs) are understood, negotiated and agreed in accordance with organisational requirements
	1.2 Assess and prioritise workload to ensure tasks are completed within identified timeframes
	1.3 Identify factors affecting the achievement of work objectives and incorporate contingencies into work plans
	1.4 Use business technology efficiently and effectively to manage and monitor scheduling and completion of tasks
2. Monitor own work performance	2.1 Accurately monitor and adjust personal work performance through self-assessment to ensure achievement of tasks and compliance with legislation and work processes or KPIs
	2.2 Ensure that feedback on performance is actively sought and evaluated from colleagues and clients in the context of individual and group requirements
	2.3 Routinely identify and report on variations in the quality of and products and services according to organisational requirements
	2.4 Identify signs of stress and effects on personal wellbeing
	2.5 Identify sources of stress and access appropriate supports and resolution strategies
3. Co-ordinate personal skill development and learning	3.1 Identify personal learning and professional development needs and skill gaps using self-assessment and advice from colleagues and clients in relation to role and organisational requirements
	3.2 Identify, prioritise and plan opportunities for undertaking personal skill development activities in liaison with work groups and relevant personnel
	3.3 Access, complete and record professional development opportunities to facilitate continuous learning and career development
	3.4 Incorporate formal and informal feedback into review of further learning needs

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> prepare a work plan according to organisational requirements and work objectives use business technology to schedule, prioritise and monitor completion of tasks in a work plan assess and prioritise own workload and deal with contingencies monitor and assess personal performance against job role requirements by seeking feedback from colleagues and clients identify personal development needs and access, complete and record skill development and learning.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> outline key provisions of legislation that relate to own work role describe goals, objectives or key performance indicators of own work role explain ways to elicit, analyse and interpret feedback when communicating with other people in the workplace explain the principles and techniques of goal setting, measuring performance, time management and personal assessment of learning and development needs explain signs and sources of stress and strategies to deal with stress in the workplace identify methods to identify and prioritise personal learning needs.

Design and produce business documents

<https://training.gov.au/Training/Details/BSBITU306>

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Select and prepare resources	1.1 Select and use appropriate technology and software applications to produce required business documents
	1.2 Select layout and style of publication according to information and organisational requirements
	1.3 Ensure document design is consistent with company and/or client requirements, using basic design principles
	1.4 Discuss and clarify format and style with person requesting document/publication
2. Design document	2.1 Identify, open and generate files and records according to task and organisational requirements
	2.2 Design document to ensure efficient entry of information and to maximise presentation and appearance of information
	2.3 Use a range of functions to ensure consistency of design and layout
	2.4 Operate input devices within designated requirements
3. Produce document	3.1 Complete document production within designated timelines according to organisational requirements
	3.2 Check document produced to ensure it meets task requirements for style and layout
	3.3 Store document appropriately and save document to avoid loss of data
	3.4 Use manuals, training booklets and/or help-desks to overcome basic difficulties with document design and production
4. Finalise document	4.1 Proofread document for readability, accuracy and consistency of language, style and layout prior to final output
	4.2 Make any modifications to document to meet requirements
	4.3 Name and store document in accordance with organisational requirements and exit application without data loss/damage
	4.4 Print and present document according to requirements

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> • select appropriate technology and software for design and production of business documents • adhere to organisational requirements when: <ul style="list-style-type: none"> ○ selecting layout and style ○ opening and generating files ○ producing documents within designated timelines ○ naming and storing documents ○ printing and presenting documents • adhere to task requirements when producing documents including: <ul style="list-style-type: none"> ○ applying basic design principles ○ applying consistent formatting ○ using appropriate styles ○ using correct layouts ○ proofreading as required • use appropriate data storage options • apply knowledge of functions and features of contemporary computer applications • print and present completed documents
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> • identify appropriate technology for production requirements • describe functions and features of contemporary computer applications • outline organisational policies, plans and procedures • list organisational requirements for document design e.g. style guide.

Engage in workplace communication

<https://training.gov.au/Training/Details/BSBXCM301>

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Plan workplace communication	1.1 Establish audience and purpose of workplace communication
	1.2 Identify information needs and communication requirements of intended recipients of workplace communication
	1.3 Establish methods of communication available to convey message or information based on work context
	1.4 Select appropriate method(s) of communication to convey messages or information
	1.5 Plan content of message or communication
2. Undertake routine communication	2.1 Communicate message or information according to organisational requirements and in a manner that is respectful and clear in meaning
	2.2 Adjust communication methods to enable effective communication with those from diverse backgrounds as required
	2.3 Receive workplace information and instructions, and interpret and clarify as needed
	2.4 Respond to communications according to requirements of the message
	2.5 Identify and report any communication challenges to appropriate person
3. Participate in workplace communication	3.1 Clearly contribute ideas and information to workplace discussions
	3.2 Support others to communicate in workplace discussions through courteous and professional behaviour
	3.3 Use active listening and questioning techniques to clarify issues in a group situation
	3.4 Seek feedback from others on effectiveness of communication

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> • identify the most appropriate method of communication for the intended audience • prepare written material that is clear in meaning and format according to organisational requirements • demonstrate active listening and questioning techniques in a workplace discussion • communicate information and ideas verbally in a workplace discussion, considering the needs of those from diverse backgrounds • identify and report any communication challenges to superiors • seek feedback from others on effectiveness of communication
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> • legislative requirements relevant to workplace communication • organisational requirements relevant to workplace communication (including digital form): <ul style="list-style-type: none"> ○ ethical behaviour guidelines from state or federal governments ○ workplace policies ○ codes of conduct ○ organisational reputation and culture • techniques to resolve communication challenges • methods and techniques to participate in workplace discussions, including active listening, questioning and providing feedback • key principles of cross-cultural communication and communication with individuals with special needs or disabilities communication methods suited to audience and workplace requirement: <ul style="list-style-type: none"> ○ verbal means: telephones, mobile devices, video conference ○ written means: email, SMS, social media ○ Internet of Things (IoT) • communication challenges relevant to performance evidence: <ul style="list-style-type: none"> ○ conflicts with clients or team members ○ potential risks or safety hazards ○ unethical or inappropriate communication • key relevant features of: <ul style="list-style-type: none"> ○ different communication styles ○ different communication methods ○ relevant cross cultural communication techniques

Work in a team

<https://training.gov.au/Training/Details/BSBXTW301>

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Identify individual work tasks within a team	1.1 Identify own responsibilities according to organisational policies and procedures
	1.2 Identify own role and task requirements within team
	1.3 Articulate team structure and roles of other team members
	1.4 Plan and prioritise own tasks according to given time frames and team requirements
2. Contribute effectively to team goals	2.1 Identify team goals and own responsibilities relevant to achieving team goals
	2.2 Contribute ideas and information in team planning discussions
	2.3 Share knowledge and skills with team members to enable effective teamwork and seek or offer support as required
3. Work effectively with team members	3.1 Communicate clearly and respectfully with team members, considering the needs of those from diverse backgrounds and roles
	3.2 Collaborate effectively with team members, including those who are working remotely on workplace issues
	3.3 Seek and provide assistance and feedback to team members where appropriate
4. Communicate effectively with team leaders	4.1 Receive and confirm understanding of task instructions or directions
	4.2 Communicate personal commitments in a timely manner
	4.3 Identify and report any issues preventing the completion of workplace tasks, according to organisational requirements
	4.4 Seek and act upon feedback to improve personal performance and/or behaviour

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> • identify individual and team roles and responsibilities • plan assigned tasks according to priorities and deadlines, and in accordance with organisational requirements • contribute to achievement of team goals • share knowledge, ideas and problems with team members • act on feedback in a constructive manner • collaborate with a remote team member on a workplace issue.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> • organisational requirements relevant to working in a workplace team: <ul style="list-style-type: none"> ○ workplace policies ○ codes of conduct ○ organisational reputation and culture • typical compositions of workplace teams, and the roles and responsibilities of team members within organisations • techniques for giving and receiving feedback in a constructive manner • methods to support team members • key principles of cross-cultural communication and communication with individuals with special needs or disabilities • methods and tools to work with others remotely: <ul style="list-style-type: none"> ○ collaboration via phone or mobile ○ collaboration via video conference ○ collaboration via other digital tools or software • issues that may impact team performance and outcomes • techniques to collaborate effectively with those working remotely.

Deliver a professional service to customers

<https://training.gov.au/Training/Details/FNSCUS403>

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Project positive organisational image	1.1 Communicate with customers in a courteous and helpful manner appropriate to relationship and purpose of interaction
	1.2 Follow organisation's standards and philosophy regarding presentation at all times
2. Identify customer needs and expectations	2.1 Clarify customers' needs and expectations
	2.2 Identify and consider special requirements of customers when providing service
3. Provide customer service	3.1 Provide information based on knowledge of products and/or services to satisfy customer needs
	3.2 Source information if not immediately available and/or refer customers to appropriate personnel
	3.3 Seek confirmation from customers that needs and, where practical, expectations have been met
	3.4 Record customer service feedback and provide to appropriate personnel to assist in evaluating if customer service needs have been met
4. Maintain customer confidentiality	4.1 Discuss customer related business only in context of workplace
	4.2 Refrain from releasing customer information except as indicated in organisational policy, procedures and relevant legislation

Performance Evidence

Evidence of the ability to:

- communicate effectively with customers to determine and satisfy their needs, giving consideration to any special requirements
- apply knowledge of products and services using a range of communication skills to interact with customers and provide good service
- follow organisational policy and procedures, and relevant legislative requirements relating to privacy and confidentiality

Knowledge Evidence

To complete the unit requirements safely and effectively, the individual must:

- describe the purpose and application of customer service principles and practice
- identify and interpret the key requirements of relevant legislation covering consumer rights and service, privacy and the delivery of financial services
- describe the organisation's key products and services
- describe key features of organisational policy, procedures and protocols that impact on delivering a professional service to customers
- discuss the scope of capacity to offer advice on *financial* life insurance products and services, and their benefits and applications within the requirements of relevant legislation

Use multiple information systems

<https://training.gov.au/Training/Details/BSBCUE301>

Return to Part B; Competencies for Distribution

ELEMENT	PERFORMANCE CRITERIA
1. Access a range of information systems	1.1 Efficiently logon to information systems
	1.2 Navigate screens efficiently to locate displays and information relevant to role
	1.3 Use a database management system (DBMS) to control data access, enforce data integrity, manage concurrency, and access information
	1.4 Manage use of information systems efficiently according to organisational requirements
2. Process customer information using multiple information systems	2.1 Analyse customer enquiry to identify information needs
	2.2 Identify information systems required to satisfy information needs
	2.3 Use information systems according to organisational processes to complete customer enquiry or transaction
	2.4 Record customer information in information systems to complete customer enquiry or transaction
	2.5 Use the shortest reasonable pathways to navigate between and within information systems
	2.6 Maintain contact and communication with customer while operating information systems
	2.7 Verify information with customer to complete transaction
3. Identify and rectify information system and processing errors	3.1 Identify errors in information system, relevant to role
	3.2 Analyse errors for impact on information system and customers
	3.3 Identify source of errors, where possible
	3.4 Consult with stakeholders to identify actions to rectify errors
	3.5 Arrange rectification and confirm amendments are accurate
	3.6 Inform customers of errors and take necessary action
	3.7 Identify information system faults and notify relevant personnel according to policy
	3.8 Recommend procedural change according to policy

Performance Evidence

Evidence of the ability to:

- access, use and manage information systems to organisational requirements
- navigate systems to locate information required to complete customer inquiry or transaction
- identify and rectify information system and processing errors to established procedures and policies
- provide service to customers in accordance with organisational and regulatory requirements.

Knowledge Evidence

To complete the unit requirements safely and effectively, the individual must:

- explain computer and system troubleshooting principles
- identify enterprise business systems and operating platforms relevant to role
- identify enterprise policies, procedures and guidelines regarding use and security of information systems
- explain operation of social networking websites
- explain escalation process for reporting information technology issues.

Use simple relational databases

<https://training.gov.au/Training/Details/BSBITU311>

[Return to Part B; Competencies for Distribution](#)

Some of the items within this national competency are not required for the competency framework

ELEMENT	PERFORMANCE CRITERIA
2. Create reports and queries	2.1 Identify information output, database tables to be used and report layout, in accordance with task requirements
	2.2 Identify data groupings, search and sort criteria, in accordance with task requirements
	2.3 Run reports and queries to check that results and formulae provide the required data
	2.4 Modify reports to include or exclude additional requirements, where necessary
3. Use database	3.1 Ensure data input meets designated timelines and organisational requirements for speed and accuracy
	3.2 Use help functions to overcome simple issues with database design and production
	3.3 Preview, adjust and produce database reports or forms in accordance with organisational and task requirements
	3.4 Name and store databases, in accordance with organisational requirements, and exit application without data loss or damage
	3.5 Prepare and distribute reports to appropriate personnel in a suitable format

Performance Evidence

Evidence of the ability to:

- adhere to organisational requirements when inputting, amending and storing data including:
 - correct naming conventions
- adhere closely to task requirements including:
 - following designated timelines
 - achieving speed and accuracy
- create simple relational databases including:
 - reports and queries
- adhere to designated timelines
- name and store data accurately and appropriately
- distribute reports to appropriate personnel in appropriate format.

Knowledge Evidence

To complete the unit requirements safely and effectively, the individual must:

- business technology
- workplace documentation and resources
- industry database applications/platforms.

Conduct market research

<https://training.gov.au/Training/Details/BSBMKG408>

Return to Part B; Competencies for Distribution

ELEMENT	PERFORMANCE CRITERIA
1. Conduct desk research to gather background market information	1.1 Conduct initial desk research using appropriate sources to gather background market information
	1.2 Identify options for information collection and collation tools and methods
	1.3 Determine and seek approval for reporting formats for market research documentation
	1.4 Report initial research findings in approved formats in accordance with organisational procedures
2. Develop research methodology and objectives	2.1 Develop hypotheses and research objectives for market research
	2.2 Identify options for quantifying data
	2.3 Identify market research methodology and determine, develop, test and amend required survey tools
	2.4 Determine and test methods of data extraction, collation and analysis
3. Recruit respondents	3.1 Interpret market research plans to identify potential respondents and their requirements
	3.2 Identify respondents in line with research and organisational requirements
	3.3 Recruit respondents in line with agreed research methodology and organisational requirements
4. Gather data and information from respondents	4.1 Prepare and arrange resources for data gathering
	4.2 Gather data and information using survey tools
	4.3 Record data and information gathered in approved formats, in accordance with organisational procedures
	4.4 Store and safeguard survey information and data in accordance with organisational procedures
5. Analyse research information	5.1 Conduct checks on quality of data and information collected
	5.2 Select appropriate techniques to summarise data and information
	5.3 Design software files for entering data and information
	5.4 Process data using a method appropriate to research design
	5.5 Interpret and aggregate data and information, including categorisation, to provide observations relevant to research objectives
6. Prepare research reports	6.1 Collate and assess findings for relevance and usefulness to research objectives
	6.2 Prepare research reports
	6.3 Communicate research findings to relevant personnel and stakeholders in accordance with organisational procedures

Performance Evidence

Evidence of the ability to:

- develop and implement a market research survey tool
- accurately record and securely store survey data in accordance with organisational procedures
- utilise a range of methodologies to analyse market research information
- document market research activities and findings in a research report.

Knowledge Evidence

To complete the unit requirements safely and effectively, the individual must:

- identify key provisions of legislation, codes of practice and national standards relevant to marketing roles
- outline relevant marketing communications concepts and processes
- explain relevant market research principles and practices including:
 - data processing methods and data analysis techniques
 - design of samples
 - development and use of hypotheses
 - research reporting formats
 - roles and uses of qualitative and quantitative research
 - use of survey instruments
- outline typical information contained in a market research report, as well as requirements of a house or other style manuals or protocols for written communication.

Make a presentation

<https://training.gov.au/Training/Details/BSBCMM401>

Return to Part B; Competencies for Distribution

ELEMENT	PERFORMANCE CRITERIA
1. Prepare a presentation	1.1 Plan and document presentation approach and intended outcomes
	1.2 Choose presentation strategies, format and delivery methods that match the characteristics of the target audience, location, resources and personnel needed
	1.3 Select presentation aids, materials and techniques that suit the format and purpose of the presentation, and will enhance audience understanding of key concepts and central ideas
	1.4 Brief others involved in the presentation on their roles/responsibilities within the presentation
	1.5 Select techniques to evaluate presentation effectiveness
2. Deliver a presentation	2.1 Explain and discuss desired outcomes of the presentation with the target audience
	2.2 Use presentation aids, materials and examples to support target audience understanding of key concepts and central ideas
	2.3 Monitor non-verbal and verbal communication of participants to promote attainment of presentation outcomes
	2.4 Use persuasive communication techniques to secure audience interest
	2.5 Provide opportunities for participants to seek clarification on central ideas and concepts, and adjust the presentation to meet participant needs and preferences
	2.6 Summarise key concepts and ideas at strategic points to facilitate participant understanding
3. Review the presentation	3.1 Implement techniques to review the effectiveness of the presentation
	3.2 Seek and discuss reactions to the presentation from participants or from key personnel involved in the presentation
	3.3 Utilise feedback from the audience or from key personnel involved in the presentation to make changes to central ideas presented

Performance Evidence

Evidence of the ability to:

- prepare and deliver presentations related to occupation or area of interest which demonstrate the use of:
 - effective presentation strategies and communication principles
 - aids and materials to support the presentation
- select and implement methods to review the effectiveness of own presentation and document any changes which would improve future presentations.

Knowledge Evidence

To complete the unit requirements safely and effectively, the individual must:

- identify information collection methods that will support review and feedback of presentations
- identify regulatory and organisational obligations and requirements relevant to presentations
- describe the principles of effective communication
- describe the range of presentation aids and materials available to support presentations.

Apply codes and standards of ethical practice to own role

https://training.gov.au/Training/Details/FNSINC413*

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Develop knowledge of ethical and professional issues	1.1 Identify current resources relating to ethical practice in own role
	1.2 Analyse identified codes and standards of ethical practice for applicability to own role
	1.3 Establish communication channels with professional networks to raise awareness of potential ethical issues according to organisational policies and procedures
2. Implement codes and standards in own role	2.1 Examine factors that impact ethical decision making in own role
	2.2 Apply identified codes and standards of ethical practice to own role
	2.3 Develop strategies for dealing with potential ethical dilemmas and conflicts according to organisational policies and procedures
	2.4 Demonstrate ethical standards and practice with clients, colleagues and other parties involved
3. Evaluate professional practices and knowledge related to ethical practice	3.1 Monitor and review own conduct and processes in relation to codes and standards of ethical practice
	3.2 Seek feedback from organisational peers and supervisors on own ethical practice and identify areas for improvement
	3.3 Participate in ethical practice development activities, associations and networks
	3.4 Address identified needs in own ethical practice according to organisational policies and procedures

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> identify, analyse and apply codes and standards of ethical practice applicable to at least three processes in own role within the organisation.
Knowledge Evidence
<i>The candidate must be able to demonstrate knowledge to complete the tasks outlined in the elements, performance criteria and foundation skills of this unit, including knowledge of:</i>
<ul style="list-style-type: none"> industry codes and standards of ethical behaviour relevant to own role associations and networks relevant to own role types and sources of professional resources and training ethical issues relating to own practice area and their implications for decisions roles and responsibilities of organisational peers and supervisors that relate to own role codes of ethics and conduct relating to own role types of: <ul style="list-style-type: none"> conflicts of interest between client requirements and ethical standards dilemmas relating to ethical considerations in own practice area conflict resolution strategies relating to ethical considerations measures of best practice for ethical conduct benefits of applying codes and standards of ethical practice and potential repercussions of not doing so for: <ul style="list-style-type: none"> own role clients colleagues.

Develop and maintain in-depth knowledge of products and services used by the life insurance sector

<https://training.gov.au/Training/Details/FNSILF403>

Return to Part B; Competencies for Distribution

ELEMENT	PERFORMANCE CRITERIA
1. Identify products and services used by organisation	1.1 Identify life insurance products and services offered by organisation
	1.2 Identify purpose and characteristics of products and services
	1.3 Access marketing collateral material for organisation's products and services
	1.4 Identify factors influencing life insurance industry that may impact products and services
2. Document and communicate product compliance implications to clients	2.1 Establish and document compliance implications of product
	2.2 Provide clients with required information and documentation as per legislative, regulatory and compliance requirements
4. Maintain own knowledge of products and services	3.1 Review products and services offered as required, and identify changes made to terms and conditions
	3.2 Compare organisation's products and services with those of competitors to understand market offerings
	3.3 Update and maintain knowledge of products and services through research and professional development offered by the organisation

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> • develop and apply in-depth knowledge of at least two life insurance products and at least two life insurance services in order to document accurate information for a client. • In the course of the above, the candidate must: <ul style="list-style-type: none"> ○ research competitor organisation offerings and identify differences between offerings.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> • legislative, regulatory and compliance requirements relating to life insurance industry • compliance implications of legislation and regulation in life insurance • types of promotional material for life insurance products and services • key characteristics of products and services, including: <ul style="list-style-type: none"> ○ strengths ○ weaknesses ○ terms and conditions ○ key features, purpose, application and benefits of the following life insurance products: <ul style="list-style-type: none"> ○ basic term life insurance (death cover) ○ total and permanent disability cover ○ disability income protection ○ trauma cover ○ life insurance annuities ○ life insurance investments ○ endowment policies ○ whole of life policies • methods for developing knowledge of current life insurance products and services • life insurance competitor organisations and their key products and services key considerations when accessing sources of current life insurance product information, including: <ul style="list-style-type: none"> ○ company websites ○ industry seminars ○ professional membership bodies ○ professional development and learning management systems ○ consumer reports ○ financial reviews ○ conferences ○ promotional events.

Conduct work according to professional practices in the financial services industry

<https://training.gov.au/Training/Details/FNSINC411>

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Prepare to provide financial services	1.1 Identify tasks, requirements and responsibilities involved in own job role
	1.2 Identify procedures, guidelines, policies, standards, codes of practice and ethical requirements relevant to own job role
	1.3 Consult with appropriate colleagues to identify position and responsibilities of own job role in wider organisation
2. Provide financial services within the professional practice framework	2.1 Apply relevant procedures, guidelines, policies, standards, codes of practice and ethical considerations to own job role
	2.2 Carry out work tasks according to organisational policies and procedures, and in accordance with industry, organisational and community expectations
	2.3 Communicate with colleagues and clients regarding stakeholder needs and expectations of own job role as required
3. Maintain professional practice	3.1 Identify and review personal professional development needs and goals on regular basis
	3.2 Clarify and comply with organisational, legislative, and regulatory requirements
	3.3 Consult with managerial staff to clarify ongoing expectations and goals of organisation and job role

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> complete at least two work tasks according to professional practices in the financial services industry. interpret and comply with organisational, legislative, and regulatory requirements.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> key features of documents related to own job role required to produce the performance evidence including: <ul style="list-style-type: none"> organisational policies and procedures guidelines legislation regulation industry codes of practice required to produce the performance evidence ethical considerations pertaining to own job role industry, organisational and community expectations of dealing with products, services and clients in the financial services industry communication pathways within financial services organisations key professional development opportunities in the financial services industry.

Participate in negotiations

<https://training.gov.au/Training/Details/FNSCUS401>

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Plan negotiation	1.1 Clarify purpose of negotiation, including content and desired outcomes
	1.2 Select approach to take based on analysis of strength and weakness of position, and most appropriate negotiating style
	1.3 Identify consequences of not reaching agreement and determine other alternatives
	1.4 Collect, analyse and organise all information relevant to negotiation
2. Conduct negotiation	2.1 Use effective presentation skills, speaking, listening and questioning techniques to put forward a strong argument to other parties
	2.2 Conduct negotiation in a professional manner, including showing respect for those with whom negotiations are conducted
	2.3 Use effective techniques for dealing with conflict and breaking deadlocks, where required
	2.4 Confirm final position, ensuring agreement and understanding by all parties
3. Finalise negotiation	3.1 Accurately document agreement including timelines for agreements to be implemented, if appropriate
	3.2 Evaluate outcome of negotiation and decide if further action is required

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> plan, conduct and finalise negotiations that result in mutually acceptable agreements for negotiating parties work cooperatively and treat all parties professionally and with respect during all stages of the negotiation document outcomes of negotiations following organisational procedures.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> identify and describe different negotiating styles describe the role of presentation skills and questioning techniques in conducting negotiations outline conflict resolution strategies and techniques that can be used to break deadlocks describe key features of organisational policy and procedures relating to negotiating outcomes identify and outline key requirements of relevant legislation and industry codes of conduct that apply to customer service negotiations in financial services work.

Use medical terminology in an insurance context

<https://training.gov.au/Training/Details/FNSISV407>

Return to Part B; Competencies for Distribution

ELEMENT	PERFORMANCE CRITERIA
1. Interpret insurance-based information containing medical terminology	1.1 Receive, interpret and follow written and verbal instructions containing medical terminology
	1.2 Read and interpret documentation containing medical terminology
	1.3 Seek clarification when necessary
2. Communicate using medical terminology	2.1 Use medical terminology in insurance-based communications with stakeholders
	2.2 Spell and pronounce medical terminology correctly
	2.3 Seek specialist advice from appropriate authority as necessary
	2.4 Use medical abbreviations where appropriate
	2.5 Explain medical terminology in simple language to stakeholders
	2.6 Effectively communicate duties and obligations relating to the provision of medical information in line with legal and regulatory requirements.

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> accurately interpret and respond to instructions containing commonly used medical terminology and abbreviations use medical terminology appropriately in: <ul style="list-style-type: none"> insurance contexts simple language.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> outline organisational policy, procedures and guidelines relevant to medical insurance terminology describe relevant organisational products that relate to medical insurance identify and describe relevant codes or compliance requirements that may refer to the medical insurance sector define what is meant by 'medical insurance terminology' explain procedures and practice in communicating medical terms in insurance outline ethical issues and good practice in communicating to clients about medical matters in insurance describe ways to maintain an up-to-date personal knowledge of medical terminology used in insurance contexts. Explain legal and regulatory obligations relating to the provision of medical information

Work effectively and sustainably in the Life insurance industry

https://training.gov.au/Training/Details/FNSILF409*

Return to Part B; Competencies for Distribution

ELEMENT	PERFORMANCE CRITERIA
1. Determine factors impacting work in and sustainability of the life insurance industry	1.1 Identify trends and organisational sustainability goals in the life insurance industry and confirm understanding with relevant personnel
	1.2 Apply regulatory requirements and other factors influencing the life insurance industry to own role
	1.3 Identify contribution of own role to the value chain and sustainability of organisation
2. Respond to key factors influencing each stage in the lifecycle of the life insurance product to inform own work practices	2.1 Analyse key elements of product design
	2.2 Review factors impacting pricing of life insurance
	2.3 Review various distribution channels used to provide customers with life insurance policies
	2.4 Review fundamental principles of underwriting and claims
	2.5 Apply review findings to life insurance work practices and own role in supporting sustainability
3. Apply and maintain industry knowledge to support organisational sustainability	3.1 Implement own work practices to ensure industry knowledge is updated and current
	3.2 Apply industry knowledge and sustainable practices to work duties according to organisational policies, regulatory requirements, protocols, guidelines and procedures, and codes of ethics and professional practice
	3.3 Share industry knowledge and sustainable practices with colleagues to support collective sustainability goals

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> complete at least three different life insurance processes in own role within the organisation; each time demonstrating practices that contribute to the sustainability of the organisation and life insurance industry. use effective communication techniques to discuss options and resolve complaints follow correct procedures when referring and following up complaints.
Knowledge Evidence
<i>The candidate must be able to demonstrate knowledge to complete the tasks outlined in the elements, performance criteria and foundation skills of this unit, including knowledge of:</i>
<ul style="list-style-type: none"> organisational policies and procedures relating to the life insurance industry organisational and life insurance industry sustainability goals factors influencing the sustainability of the organisation and life insurance industry legislative and regulatory requirements relating to the life insurance industry life insurance industry requirements, protocols and guidelines contribution of own role and work practices to value chain of the organisation and to sustainability of the organisation and life insurance industry processes and stages in the life insurance product life cycle key features and components of life insurance code of ethics, code of professional practice, and terminology applicable to activities described in performance evidence information management systems, sources of information and databases required for work activities and for maintaining industry knowledge. organisational policies and procedures relating to the life insurance industry

Analyse and present research information

<https://training.gov.au/Training/Details/BSBRES411>

Return to Part B; Competencies for Distribution

ELEMENT	PERFORMANCE CRITERIA
1. Identify reliable sources of research information	1.1 Identify potential sources for research information relevant to the organisation requirements
	1.2 Assess reliability of potential sources, considering accuracy, authority, audience, relevance and likelihood of bias
	1.3 Access research information and extract in a format suitable for analysis, interpretation and dissemination in accordance with organisational requirements
	1.4 Store research information, in accordance with organisational requirements
2. Analyse and synthesise research information	2.1 Clearly define objectives of research ensuring consistency with organisational requirements
	2.2 Ensure that information research strategies are relevant to the requirements of the research and aligned to organisational objectives
	2.3 Apply information research strategy to obtain relevant information, identifying themes and drawing conclusions in line with established objectives of research
	2.4 Demonstrate that assumptions and conclusions used in analyses are clear, justified, supported by evidence and consistent with research and business objectives
3. Present research information	3.1 Identify appropriate methods of reporting, considering the intended audience and relevant organisational requirements
	3.2 Report on findings in an appropriate format, style and structure within a pre-determined timeframe
	3.3 Report and distribute research findings in accordance with organisational requirements
	3.4 Obtain feedback and comments on suitability and sufficiency of findings in accordance with organisational requirements

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> • identify research requirements and objectives • gather, organise and present research information • communicate effectively with research stakeholders to clarify requirements • maintain and handle information and documents systematically and securely • preparing reports on research findings including: <ul style="list-style-type: none"> ○ recommendations based on the analysis of research information ○ clear and justified assumptions and conclusions ○ use of efficient and reliable research methods • analyse, evaluate and interpret research information to support organisational activities.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> • Key features of organisational policies and procedures relating to: <ul style="list-style-type: none"> ○ the access of digital information ○ the storage/transmission of information ○ legal and ethical obligations relating to workplace information • key concepts related to research and analysis including reliability and validity • key features of research processes and strategies to identify new sources (online and print) of information and efficient and effective use.

Apply communication strategies in the workplace

<https://training.gov.au/Training/Details/BSBXCM401>

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Prepare for communication	1.1 Identify work activities requiring communication
	1.2 Establish communication requirements for identified work activities
	1.3 Identify communication roles for self and others to complete activity
	1.4 Seek assistance or clarification regarding communication objectives as required
	1.5 Select appropriate method of communicating information internally and externally based on organisational requirements and industry codes.
2. Use communication strategies to provide work instruction	2.1 Use appropriate presentation methods to communicate information or instruction based on the requirements of audience
	2.2 Use appropriate method of communication to communicate information or instruction based on the requirements of audience
	2.3 Negotiate expected work requirements with others and clarify that instructions have been understood
3. Facilitate workplace communication	3.1 Use interpersonal skills to build relationships with team members and clients and facilitate respectful interaction
	3.2 Facilitate respectful communication amongst others, considering the needs of those from diverse backgrounds
	3.3 Use problem solving and decision making skills to resolve any communication challenges
	3.4 Obtain confirmation on outcomes of communication challenges to ensure issues have been resolved
4. Monitor and support team communication	4.1 Ensure all communication is consistent with legislative and organisational requirements
	4.2 Provide performance feedback and additional support to others when required
	4.3 Seek feedback and assistance from others to improve own communication techniques
	4.4 Collate and report any important information and unresolved issues to relevant superiors

continued overleaf

Performance Evidence
<p><i>Evidence of the ability to:</i></p> <ul style="list-style-type: none"> • identify the communication requirements for a work activity and assign roles to others to fulfil those requirements • select appropriate communication method for relevant audience and according to organisational requirements • articulate to others their roles in fulfilling the communication requirements and negotiate roles in response to feedback • present and convey information to others in a way that they can understand and demonstrate that the needs of all recipients, including those from diverse backgrounds have been considered • demonstrate problem solving techniques to negotiate and resolve communication challenges • evaluate the communication process and identify areas for improvement, reporting to relevant supervisors as required.
Knowledge Evidence
<p><i>To complete the unit requirements safely and effectively, the individual must:</i></p> <ul style="list-style-type: none"> • legislative requirements relevant to workplace communication • organisational requirements relevant to workplace communication (including digital form): <ul style="list-style-type: none"> ○ policies and protocols ○ codes of conduct ○ organisational reputation and culture • techniques to resolve communication challenges • methods and techniques to participate in workplace discussions, including active listening, questioning and providing feedback • key principles of cross-cultural communication and communication with individuals with special needs or disabilities presentation methods to present and convey workplace information or instructions: <ul style="list-style-type: none"> ○ formal presentation using visual aids and prompts ○ informal team meeting or instructional briefing ○ written work instruction for a process or procedure • communication methods suited to audience and workplace requirement: <ul style="list-style-type: none"> ○ verbal means: telephones, mobiles, video conference ○ written means: emails, SMS, social media • communication challenges relevant to performance evidence: <ul style="list-style-type: none"> ○ conflicts with clients or team members ○ potential risks or safety hazards ○ unethical or inappropriate communication ○ use of visual prompts and presentations ○ communication that falls outside of workplace policy • key relevant features of: <ul style="list-style-type: none"> ○ different communication styles ○ different communication methods ○ cross cultural communication techniques.

Write complex documents

<https://training.gov.au/Training/Details/BSBWRT401>

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Plan documents	1.1 Determine the purposes of documents
	1.2 Choose appropriate formats for documents
	1.3 Establish means of communication
	1.4 Determine requirements of documents
	1.5 Determine categories and logical sequences of data, information and knowledge to achieve document objectives
	1.6 Develop overview of structure and content of documents
2. Draft text	2.1 Review and organise available data, information and knowledge according to proposed structure and content
	2.2 Ensure data, information and knowledge is aggregated, interpreted and summarised to prepare text that satisfies document purposes and objectives
	2.3 Include graphics as appropriate
	2.4 Identify gaps in required data and information, and collect additional material from relevant enterprise personnel
	2.5 Draft text according to document requirements and genre
	2.6 Use language appropriate to the audience
3. Prepare final text	3.1 Review draft text to ensure document objectives are achieved and requirements are met
	3.2 Check grammar, spelling and style for accuracy and punctuation
	3.3 Ensure draft text is approved by relevant enterprise personnel
	3.4 Incorporate revisions in final copy
4. Produce document	4.1 Choose basic design elements for documents appropriate to audience and purpose
	4.2 Use word processing software to apply basic design elements to text
	4.3 Check documents to ensure all requirements are met

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> plan, draft and finalise complex documents that require review and analysis of a range of information sources use business technology to apply formatting, and incorporate graphics edit the draft text to ensure accuracy and clarity of information, obtain feedback on the draft and revise the draft apply the enterprise style guide/house style.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> identify the enterprise style guide/house style outline formatting styles and their impact on formatting, readability and appearance of documents explain rules and conventions for written English, as defined by general and specialist sources.

Promote innovation in a team environment

<https://training.gov.au/Training/Details/BSBINN301>

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Create opportunities to maximise innovation within the team	1.1 Evaluate and reflect on what the team needs and wants to achieve
	1.2 Check out information about current or potential team members' work in the context of developing a more innovative team
	1.3 Bring people into the team or make suggestions for team members based on what needs to be achieved and the potential for cross fertilising ideas
	1.4 Acknowledge, respect and discuss the different ways that people may contribute to building or enhancing the team
2. Organise and agree effective ways of working	2.1 Jointly establish ground rules for how the team will operate
	2.2 Agree and communicate responsibilities in ways that encourage and reinforce team-based innovation
	2.3 Agree and share tasks and activities to ensure the best use of skills and abilities within the team
	2.4 Plan and schedule activities to allow time for thinking, challenging and collaboration
	2.5 Establish personal reward and stimulation as an integral part of the team's way of working
3. Support and guide colleagues	3.1 Model behaviour that supports innovation
	3.2 Seek external stimuli and ideas to feed into team activities
	3.3 Proactively share information, knowledge and experiences with other team members
	3.4 Challenge and test ideas within the team in a positive and collaborative way
	3.5 Proactively discuss and explore ideas with other team members on an ongoing basis
4. Reflect on how the team is working	4.1 Debrief and reflect on activities and on opportunities for improvement and innovation
	4.2 Gather and use feedback from within and outside the team to generate discussion and debate
	4.3 Discuss the challenges of being innovative in a constructive and open way
	4.4 Take ideas for improvement, build them into future activities and communicate key issues to relevant colleagues
	4.5 Identify, promote and celebrate successes and examples of successful innovation

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> • apply practices that promote innovation within a team including: <ul style="list-style-type: none"> ○ modelling open and respectful communications ○ contributing to the make-up and rules of the team ○ planning and scheduling of activities ○ reflecting on activities, feedback and challenges to identify improvement options • encourage others to contribute to innovation in the team • implement improvements and communicate about them.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> • explain what innovation is, the different types of innovation and the benefits of innovation • describe the internal and external factors that contribute to a team becoming and remaining innovative including: <ul style="list-style-type: none"> ○ team characteristics ○ the role of group dynamics and diversity ○ broader environmental factors • explain how activities can encourage or hinder innovation in a team including: <ul style="list-style-type: none"> ○ allocation of time and activities ○ modelling behaviour ○ rewards and recognition ○ communications ○ feedback.

Monitor market opportunities

<https://training.gov.au/Training/Details/FNSSAM503>

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Maintain business information networks	1.1 Review identified business networks on a regular basis to ensure relevance and reliability
	1.2 Ensure information obtained through business networks is up to date, relevant and reliable
2. Identify changes in existing markets	2.1 Review existing markets within corporate policy and codes of practice constraints
	2.2 Identify and report significant changes in existing markets against known market conditions and formulate corrective action plan
3. Identify additional markets	3.1 Conduct research to identify additional markets
	3.2 Adopt strategies that meet corporate policy, industry and legislative requirements
	3.3 Formulate options that specify product opportunities and convey to underwriters and management
	3.4 Assess all relevant information to determine feasibility of opportunity
4. Monitor competitor activity	4.1 Continually benchmark product performance, image and range against that offered by competitors to determine market position
	4.2 Identify available market opportunities and refer to appropriate personnel and management, together with market information

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> conduct research and collate information relating to market opportunities monitor the opportunities for business based on maintaining networks, researching the markets, identifying changes in the market and locating new markets maintain a comprehensive knowledge of the products and services of the organisation.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> explain the key research techniques used to identify market opportunities describe the key requirements of relevant industry codes of practice explain the key aspects of organisational policy and operating procedures relevant to researching and identifying market opportunities compare and contrast relevant financial products and services describe the key features of distribution marketing discuss the key features and issues relating to relevant financial services industry legislation.

Build client relationships and business networks

<https://training.gov.au/Training/Details/BSBREL402>

Return to Part B; Competencies for Distribution

ELEMENT	PERFORMANCE CRITERIA
1. Initiate interpersonal communication with clients	1.1 Identify and use preferred client communication styles and methods
	1.2 Establish rapport with clients using verbal and non-verbal communication processes
	1.3 Investigate and act upon opportunities for constructive feedback
	1.4 Use open questions and listen effectively to promote two-way communication
	1.5 Identify and overcome potential barriers to effective communication with clients
	1.6 Initiate communication processes which relate to client needs, preferences and expectations
2. Establish client relationship management strategies	2.1 Identify client needs and implement strategies which focus on sustainable business partnerships
	2.2 Assess client profile information to determine approach
	2.3 Develop client relationship strategies to attract and retain clients in accordance with the overall business objectives
	2.4 Identify and apply client care and client service standards
3. Maintain and improve ongoing relationships with clients	3.1 Develop strategies that encourage continuous two way feedback that strengthens relationships with clients and improves the overall business
4. Build and maintain networks	4.1 Allocate time to establish and maintain business contacts
	4.2 Participate in business associations and/or professional development activities to establish and maintain a network of support for the business and to enhance personal knowledge of the market
	4.3 Create an industry specific network for the exchange of ideas and best practice

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> identify clients' preferred communication styles and methods and potential barriers to communications and use appropriate communication styles and strategies apply communication techniques to establish rapport and promote two-way communication develop and implement client loyalty strategies and service standards based on business objectives and client information develop and implement strategies to elicit feedback from clients and use it to improve relationships and customer satisfaction maintain contacts and participate in formal and informal networks that support the business and enhance personal knowledge of the market.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> give examples of strategies that can build client loyalty including those that focus on: <ul style="list-style-type: none"> financial incentives and special offers premium services and private/dedicated facilities loyalty programs, rewards and recognition outline issues that are commonly addressed in client care/service standards in the industry outline typical barriers to communicating with clients and possible strategies to address them give examples of strategies for feedback describe the principles and techniques for effective communication and networking outline networking opportunities relevant to the business with reference to: <ul style="list-style-type: none"> government, industry and professional associations trade shows, conferences, briefings and other professional development activities existing groups or networks businesses and individuals outline aspects of organisational policies, procedures and processes that are relevant to communicating with clients and participating in networks.

Present, secure and support engagement solutions

<https://training.gov.au/Training/Details/BSBSLS408>

Return to Part B; Competencies for Distribution

ELEMENT	PERFORMANCE CRITERIA
1. Prepare for an engagement presentation	1.1 Obtain and organise products, ideas and services for use within engagement presentation
	1.2 Review product information to ensure familiarity with products and services.
	1.3 Identify engagement tactics, and assess and choose options that meet needs and preferences of the customer.
	1.4 Consider variety of variety of engagement solutions and prepare to meet the customers' needs.
	1.5 Identify and select engagement tools.
	1.6 Identify alternatives for customers and assess in relation to anticipated customer needs
2. Present an engagement solution	2.1 Use gestures, posture, body language, facial expressions and voice to create a supportive selling environment
	2.2 Use listening skills and open-ended questions to identify customer needs, preferences, motives and objections
	2.3 Adjust presentation to match needs and preferences of the customer
	2.4 Use communication techniques to secure customer interest
	2.5 Ensure presentation demonstrates and communicates key features of product and services, and emphasises benefits in relation to identified customer needs
	2.6 Obtain and present proof of benefits through product purchase
	2.7 Use engagement tools to build customer understanding of how the product and service aligns with needs of the customer
3. Respond to customer signals	3.1 Identify and assess verbal and non-verbal buying signals
	3.2 Use questioning techniques to identify and understand customer objections
	3.3 Identify strengths and limitations of customer objection strategies
	3.4 Select and implement strategy for managing customer objections
	3.5 Use role plays strategically during different stages of engagement process
4. Negotiate and finalise the engagement	4.1 Initiate formal close process following one or more role play closes.
	4.2 Select the strategy to close and use supportive confirming language, verbal and non-verbal, to support closure
	4.3 Negotiate conditions of agreement, outline a summary of agreement to customer, and confirm customer's decision
	4.4 Provide advice on financing arrangements, if required and appropriate
	4.5 Prepare and complete documentation, and process and monitor customer order
	4.6 Identify and present cross engagement opportunities to customer where appropriate
5. Support post engagement activities	5.1 Ensure contact is made with the customer post engagement presentation to ensure agreed expectations have been met
	5.2 Provide technical assistance and assist customer with access to appropriate support
	5.3 Obtain and implement feedback regarding engagement process and engagement satisfaction
	5.4 Address and resolve service problems and difficulties identified through customer feedback
	5.5 Develop and implement client loyalty strategies to secure customer loyalty and advocacy and facilitate ongoing customer contact
	5.6 Offer and implement additional support, solutions and benefits to customers when opportunities arise

continued overleaf

Performance Evidence

Evidence of the ability to:

- identify principles of effective engagement presentation
- identify customer needs and present solution
- manage customer objections
- finalise the engagement
- implement support for post-engagement activities.

Knowledge Evidence

To complete the unit requirements safely and effectively, the individual must:

- demonstrate detailed product knowledge, including product:
 - advantages and disadvantages
 - features
 - service and process benefits
- identify materials and tools that support presentations
- identify principles for achieving an effective engagement presentation mix
- describe statistical methods used to demonstrate engagement performance
- describe strategies used to:
 - manage customer accounts
 - build customer goodwill and advocacy
 - develop and maintain customer loyalty and advocacy

Develop an engagement plan

<https://training.gov.au/Training/Details/BSBSLS501>

Return to Part B; Competencies for Distribution

ELEMENT	PERFORMANCE CRITERIA
1. Identify organisational strategic direction	1.1 Obtain and analyse assessment of market needs and strategic planning documents
	1.2 Review previous engagement performance and approaches to identify factors affecting performance
	1.3 Analyse information on market needs, new opportunities, client profiles and requirements as a basis for decision making
2. Establish performance targets	2.1 Determine practical and achievable engagement metrics
	2.2 Establish realistic time lines for achieving goals
	2.3 Determine measures to allow for ongoing monitoring of performance
	2.4 Ensure objectives of the engagement plan and style of the campaign are consistent with organisational strategic objectives and corporate image
3. Develop a sales plan for a product	3.1 Determine approaches to to meet engagement objectives
	3.2 Identify additional expertise requirements and allocate budgetary resources accordingly
	3.3 Identify risks and develop risk controls
	3.4 Develop advertising and promotional strategy for product
	3.5 Identify appropriate distribution channels for product
	3.6 Prepare a budget for the engagement plan
	3.7 Present documented engagement plan to appropriate personnel for approval
4. Identify support requirements	4.1 Identify and acquire staff resources to implement sales plan
	4.2 Develop an appropriate engagement approach
	4.3 Train staff in the engagement approach selected
	4.4 Develop and assess staff product knowledge
5. Monitor and review sales plan	5.1 Monitor implementation of the engagement plan
	5.2 Record data measuring performance versus engagement targets
	5.3 Make adjustments to engagement plan as required to ensure required results are obtained

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> analyse information from a range of sources to develop an engagement plan for a product and sales territory that meets organisational strategic direction including: resource requirements and budget <ul style="list-style-type: none"> achievable engagement targets performance measures approaches to be used to meet objectives risk management advertising and promotional strategy product distribution channels acquire staff, develop engagement approach and provide training support on product knowledge and engagement approach monitor and evaluate performance and adjust the plan as appropriate.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> outline principles and techniques for engaging outline methods for monitoring engagement outcomes explain the statistical techniques for analysing engagement and market trends outline internal and external sources of information that are relevant to identifying organisational strategic direction and developing a product engagement plan.

Identify situations requiring complex ethical decision making

<https://training.gov.au/Training/Details/FNSINC503>

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Identify ethical principles	1.1 Identify personal and professional ethical principles relevant to own role, and their effect on actions and behaviour in the workplace
	1.2 Analyse the impact that financial rewards and other incentives may have on an individual's actions
	1.3 Analyse the impact of context, group dynamics, and cognitive biases on conduct and behaviour
	1.4 Analyse how psychological tendencies and decision-making biases can prevent individuals from perceiving ethical issues in the decisions that they make
	1.5 Analyse the difference between ethical conduct and compliant or legal conduct
2. Apply ethical frameworks in the workplace	2.1 Identify workplace situation where complex ethical decisions are required
	2.2 Source and access ethical frameworks that can be applied to workplace situation
	2.3 Assess factors that may prevent application of ethical frameworks to workplace situation
3. Analyse legal and organisational protection that apply to ethical decision making	3.1 Identify legal protection for ethical actions in workplace situation
	3.2 Identify organisational and industry policies and procedures for escalating ethical issues
	3.3 Identify sources of advice and guidance that can be used to apply ethical frameworks in the workplace

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> • identify three workplace situations that require ethical decisions to be made, and: <ul style="list-style-type: none"> ○ analyse the ethical frameworks that apply to each situation ○ determine the legal requirements and ethical dimensions of each situation including: • identifying variances between legal requirements and ethical dimensions • evaluating the impact of variances between legal and ethical requirements on decision making <ul style="list-style-type: none"> ○ evaluate the factors in each situation that could inhibit ethical decision making ○ determine the legal and organisational protections available when responding to each ethical situation.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> • Industry context in which the unit is being delivered, and common job roles in that industry • Impact of remuneration and incentives, organisational culture and situational contexts on an individual's actions and behaviours in the workplace • Theories of group dynamics in social psychology in relation to how people respond when confronted with an ethical situation that is inconsistent with their values • Frameworks for ethical decision making, problem solving and policy setting • Organisational artefacts relating to ethics, values and standards • Key principles of industry legislation, regulations, codes, and other instruments required to perform work described in the performance evidence • Procedures, strategies or protocols to identify and address unethical conduct

Determine risk rating for investment and insurance products

<https://training.gov.au/Training/Details/FNSISV505>

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Monitor and collect information on risk factors	1.1 Identify product type so that nature of risk can be identified and handled accordingly
	1.2 Identify, monitor and collect relevant information
2. Analyse data collected	2.1 Establish reliability and validity of data
	2.2 Assess risk factors associated with product against known exposure factors
	2.3 Analyse all information collected on risk factors for product using appropriate methods and documentation
	2.4 Identify need for additional information to further evaluate risk
3. Determine risk rating for product	3.1 Determine acceptability of risk using all available information in accordance with organisational policy and procedures, and underwriting guidelines
	3.2 Establish risk rating that minimises risk liability within delegated authority
	3.3 Document basis for risk rating decision
	3.4 Consider compliance with relevant legislation and organisational policy
	3.5 Document risk rating information in format that may be used to guide underwriting and product or policy amendment decisions
4. Communicate results to appropriate personnel	4.1 Present results of research and analysis to appropriate personnel in a clear, concise format
	4.2 Review risk rating recommendations against existing products and organisational policy
	4.3 Finalise risk rating recommendations and notify relevant personnel

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> • collect, analyse and interpret information relevant for assessing risk • accurately determine acceptable risk rating for the organisation's products • effectively document, communicate and monitor the risk ratings • comply with organisational policy, procedures, legislation, regulations and industry codes of practice • present research findings in a suitable format to enable assessment of liabilities.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> • describe basic actuarial principles used to assess risk and return on investment • identify the key features of relevant legislation, regulatory guidelines and industry sector codes of practice • explain industry market position relative to product or line of business • outline organisational information technology systems required for determining risk • describe organisational policy, procedures, underwriting guidelines and authorities covering: <ul style="list-style-type: none"> ○ best underwriting guides (BUG) ○ loss control guides • identify and describe insurance and investment products and the risks associated with these products • define the difference between treaty and facultative reinsurance as it applies to risk • explain the relationship between underwriting and rate making • identify and apply relevant legislation, regulatory guidelines and industry sector compliance requirements as they apply to: <ul style="list-style-type: none"> ○ insurance contracts ○ privacy ○ consumer protection ○ financial services ○ corporations • describe risk analysis and prevention methods and their application • explain types of risk and identify the probability of occurrence.

Comply with financial services legislation

<https://training.gov.au/Training/Details/FNSCMP501>

Return to Part B; Competencies for Distribution

ELEMENT	PERFORMANCE CRITERIA
1. Identify and apply organisational requirements of legal principles and regulatory obligations	1.1 Source and access documents for legislation, regulations and policies relevant to provision of financial products and services
	1.2 Interpret and analyse legal principles and organisational implications relating to provision of financial products and services
	1.3 Identify organisational requirements of these documents and their impact on work practices in terms of procedural requirements
	1.4 Execute the procedural requirements relating to operational aspects of laws and regulations, and codes of practice in line with organisational policy
	1.5 Comply with role authorities and restrictions as identified in position profiles
	1.6 Implement internal monitoring/audit program according to organisational and role requirements
	1.7 Establish mechanisms to ensure maintenance and currency of regulatory literature
2. Identify changes and implications of laws, regulations, rules and circulars	2.1 Access changed legislation, regulations and policies in a timely manner
	2.2 Identify and communicate changes to regulatory requirements in line with organisational policy
	2.3 Review operational procedures to reflect changes to regulation and legislation
	2.4 Identify implications for products and services and implement changes in accordance with client, legislative and organisational requirements
3. Comply with any relevant industry or professional codes	3.1 Source, access and apply relevant industry and professional codes of practice to own work in accordance with industry and organisational requirements
	3.2 Interpret key principles and responsibilities in accordance with industry codes of practice
	3.3 Confirm and clarify own interpretation and application of industry codes of practice as required with relevant persons
	3.4 Understand and implement impact of codes of practice on work practices
	3.5 Demonstrate a commitment to comply with industry and professional codes of practice through own ethical behaviour
4. Maintain statutory records	4.1 Maintain copies of relevant records
	4.2 Keep copies of any relevant agreements on file
	4.3 Maintain evidence of current authorisation, training and relevant licences in accordance with organisational, legal and regulatory requirements available

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> comply with operational aspects of industry codes, laws, regulations, rules and circulars while undertaking duties in the relevant financial services sector comply with the agency/broker agreement and professional indemnity obligations in the performance of a range of tasks maintain statutory records for a range of financial products and services.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> analyse and explain changes and implications of key requirements of law, regulations, rules and circulars relevant to the sector or the work performed analyse compliance requirements of legislation, regulation and codes of practice relevant to the financial services industry sector describe internal compliance monitoring or audit programs define and explain duty of care principles outline the general obligations of a financial services adviser, and ethical requirements outline legislative and industry codes of practice to be complied with when: <ul style="list-style-type: none"> marketing or selling the organisation's products and services handling client complaints analyse relevant agency agreements and/or broker authority identify relevant associations in the financial services industry that can provide advice on codes of practice.

Determine client requirements and expectations

<https://training.gov.au/Training/Details/FNSCUS505>

[Return to Part B; Competencies for Distribution](#)

Some of the items within this national competency are not required for the competency framework

ELEMENT	PERFORMANCE CRITERIA
1. Develop awareness of clients' situation	1.1 Obtain relevant facts and information courteously and professionally to determine clients' situation prior to defining their expectations, requirements and objectives
	1.2 Encourage clients to disclose relevant information to determine their requirements
	1.3 Develop summary analysis of clients' situation and what is needed
	1.4 Liaise with the relevant stakeholders within the business to address the client's situation
3. Determine client expectations and requirements	3.1 Encourage clients to express and clarify their requirements, expectations and concerns, and respond promptly and appropriately to any identified concerns
	3.2 Determine clients' needs and preferences with respect to their situation
	3.4 Analyse all information and facts provided by clients and determine appropriate risk or effort in accordance with client requirements, organisational policy and guidelines, and relevant legislation or industry codes of practice
4. Prepare and update necessary documentation	
	4.2 Create or update client records in appropriate systems and file client documentation and information in a format and location in accordance with organisational policy and guidelines.

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> obtain comprehensive information about clients to establish an overview of their financial situation and analyse to determine risk profile build rapport with clients to determine their expectations and requirements with respect to financial product or portfolio advice accurately prepare documentation and update client records according to organisational procedures and legislative requirements.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> common office equipment an integrated client contact and information system and data financial services product information.

Record and implement client instructions

<https://training.gov.au/Training/Details/FNSCUS506>

[Return to Part B; Competencies for Distribution](#)

Some of the items within this national competency are not required for the competency framework

ELEMENT	PERFORMANCE CRITERIA
1. Execute instructions to satisfy client requirements	1.1 Identify clients adequately, obtain client requirements and confirm instructions
	1.2 Document client instructions promptly and accurately in accordance with organisational policy and guidelines, confidentiality requirements, and with relevant legislation or industry codes of practice
	1.3 Action client instructions with relevant stakeholders in accordance with client requirements, organisational policy and guidelines, confidentiality requirements, and relevant legislation or industry codes of practice
2. Review and monitor implementation of client instructions	
	2.4 Advise clients of changes to products, legislative or organisational requirements or guidelines where appropriate

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> record and implement client instructions accurately in accordance with organisational, industry and legislative requirements monitor and review implemented strategies against client instructions
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> explain the terms and conditions of financial product services offered by the organisation explain the application of general engagement and marketing techniques to provision of after sales service describe key requirements of organisational policy and procedures relating to documenting client instructions describe fraud detection and prevention procedures and practices relevant to implementing client instructions describe the relevant financial association's business rules describe key requirements of relevant financial services industry legislation and codes of practice describe the relevance of the following to reviewing and monitoring client instructions: <ul style="list-style-type: none"> key characteristics of local and international financial markets and investments current economic climate and outlook to the financial services industry influence of tax factors on financial services clients.

Implement and manage the distribution plan

<https://training.gov.au/Training/Details/FNSILD504>

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Communicate plan	1.1 Identify stakeholders of distribution plan according to enterprise strategies and policies, and regulatory requirements
	1.2 Determine methods of communication appropriate to audience
	1.3 Establish feedback processes and undertake communication processes within timeframes
2. Action plan	2.1 Establish project steps according to plan
	2.2 Establish enterprise structure to deliver distribution plan
	2.3 Action plan within established parameters
3. Monitor actions	3.1 Analyse feedback on plan results within timeframes, following enterprise procedures
	3.2 Identify problems and opportunities from analysed feedback and undertake corrective action expediently on any divergence from plan
4. Review and revise plan	4.1 Establish review process and secure feedback on all elements of plan
	4.2 Identify discrepancies between performance required and plan, and prioritise change actions
	4.3 Communicate revisions to plan to stakeholders according to enterprise strategies and policy
5. Measure ongoing results	5.1 Monitor key performance indicators (KPIs)
	5.2 Prepare performance reports and communicate to relevant stakeholders following enterprise procedures

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> effectively communicate the distribution plan action the plan and monitor the actions take corrective action to ensure adherence to the distribution plan review and revise the plan after measuring ongoing results.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> identify key stakeholders in the management of a distribution plan interpret key features evident in a range of data relevant to distribution plans identify and categorise relevant information sources and their availability compare and contrast performance analysis techniques and tools.

Lead communication in the workplace

<https://training.gov.au/Training/Details/BSBXCM501>

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Establish communication protocols	1.1 Analyse internal and external information needs relevant to workplace
	1.2 Develop or structure communication protocol(s) to meet organisational information needs and goals
	1.3 Identify ways to adapt communication protocols to suit various contexts
	1.4 Prepare materials to support and/or implement communication protocols
2. Coordinate effective communication	2.1 Direct others to communicate according to organisational requirements and goals
	2.2 Explain complex information to positively influence others
	2.3 Motivate others to communicate respectfully, considering the needs of all, including those from diverse backgrounds
	2.4 Identify and address any communication challenges to remove barriers to understanding
3. Present and negotiate persuasively	3.1 Identify and use a variety of communication styles relevant to varying audiences
	3.2 Present information in a succinct, clear and persuasive manner
	3.3 Evaluate differences in perspective and critically examine outcomes
	3.4 Negotiate towards a final outcome with a focus on key outcomes
	3.5 Confirm and implement outcomes of negotiation or communication using appropriate methods
4. Review communication practices	4.1 Provide mentoring to others to assist them in achieving communication goals
	4.2 Obtain feedback from a variety of sources to manage the outcomes of communications and negotiations
	4.3 Identify and document areas for improvement in communication for team or organisational practices
	4.4 Implement plans to improve communication processes

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> collate research on internal and external communication needs develop and implement communication protocols in accordance with organisational requirements present information in a persuasive and professional manner apply negotiation techniques to reach desired outcomes address communication challenges for continuous improvement.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> legislative requirements relevant to workplace communication organisational requirements relevant to workplace communication (including digital form): <ul style="list-style-type: none"> workplace policies codes of conduct organisational reputation and culture techniques to resolve communication challenges methods to mentor and coach others key principles of cross-cultural communication and communication with individuals with special needs or disabilities communication protocols relevant to organisational information needs: <ul style="list-style-type: none"> Internal and external communication guides risk based/emergency communication guides style/formatting of communication guides processes for allocation of responsibilities for standard communication communication challenges relevant to performance evidence: <ul style="list-style-type: none"> conflicts with clients or team members potential risks or safety hazards unethical or inappropriate communication appropriately framing organisational messaging key relevant features of: <ul style="list-style-type: none"> different communication styles different communication methods relevant cross cultural communication techniques negotiation and conflict resolution techniques.

Identify and evaluate marketing opportunities

<https://training.gov.au/Training/Details/BSBMKG501>

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Identify marketing opportunities	1.1 Analyse information on market and business needs to identify marketing opportunities
	1.2 Research potential new markets and assess opportunities to enter, shape or influence each market, and the likely contribution to the business
	1.3 Explore entrepreneurial, innovative approaches and creative ideas for their potential business application, and develop into potential marketing opportunities
2. Investigate marketing opportunities	2.1 Identify and analyse opportunities in terms of their likely fit with organisational goals and capabilities
	2.2 Evaluate each opportunity to determine its impact on current business and customer base
	2.3 Collaborate with stakeholders, including pricing and actuarial, to determine the risks and viability of opportunities
	2.4 Determine probable return on investment and potential competitors
	2.5 Describe and rank marketing opportunities on their viability, and likely contribution to the business

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> identify and evaluate marketing opportunities to determine whether they can meet organisational objectives
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> outline key provisions of relevant legislation, codes of practice and national standards affecting marketing operations explain principles of marketing and marketing mix

Provide workplace coaching

<https://training.gov.au/Training/Details/PSPGEN036>

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Prepare for coaching	1.1 Confirm the need for coaching.
	1.2 Identify specific coaching needs through discussion with the colleague to be coached.
	1.3 Undertake self-assessment of own competencies and coaching style and confirm compatibility with colleague's needs and learning style.
	1.4 Obtain approval for coaching arrangement.
	1.5 Negotiate coaching agreement with the colleague.
2. Provide coaching	2.1 Explain and agree upon the principles and application of coaching.
	2.2 Explain and demonstrate specific competencies to be coached.
	2.3 Communicate any required underpinning knowledge and skills in a manner suited to the person's specific needs.
	2.4 Check the understanding of the person being coached.
	2.5 Provide the opportunity to practise and ask questions.
	2.6 Provide feedback and review goals with the person being coached and adjust as necessary.
3. Follow up coaching	3.1 Monitor progress with new competencies in the workplace and provide supportive assistance as required.
	3.2 Report progress.
	3.3 Identify and rectify performance problems or difficulties with the coaching or refer for follow up.
	3.4 Maintain confidentiality regarding coaching arrangements.
	3.5 Manage the perceptions of those outside the coaching arrangement.

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> • providing supportive on-the-job coaching with constructive and supportive feedback • planning coaching content, reviewing and adjusting goals • seeking out and reviewing information related to work activities in which coaching is to occur • giving instructions to others being coached • seeking and providing feedback on coaching session • self-assessing coaching sessions and modifying techniques as a result • questioning about aspects of skills learnt • dealing with situations where there is a communication breakdown due to language, cultural or other barriers
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> • current competency in the area being coached • basic principles and theory of coaching (explanation, demonstration, review, trainee explanation, trainee demonstration, feedback)

Lead and facilitate a team

<https://training.gov.au/Training/Details/BSBXTW401>

Return to Part B; Competencies for Distribution

ELEMENT	PERFORMANCE CRITERIA
1. Plan team outcomes	1.1 Identify common objectives of workplace team, responsibilities and required outcome(s)
	1.2 Use performance plans to establish expected outcomes, goals, and behaviours for individual team members in accordance with team objective and relevant policies
	1.3 Select appropriate strategies to ensure team members are accountable for their roles and responsibilities
	1.4 Plan for contingencies that could impact the team
2. Coordinate team and individuals	2.1 Communicate common team objectives and responsibilities to team members
	2.2 Allocate tasks to team members based on staff expertise or development potential and provide appropriate instructions
	2.3 Facilitate open and respectful communication and collaboration between team members, considering the needs of those from diverse backgrounds
	2.4 Identify opportunities for cross collaboration amongst external and internal teams and individuals
3. Support team	3.1 Provide coaching to staff to enhance workplace culture
	3.2 Support individuals according to organisational requirements to work towards common team goals
	3.3 Facilitate team to identify, brainstorm, report and resolve task related issues and inefficiencies
	3.4 Use problem solving skills to deal with any team, task or individual challenges
4. Monitor team performance	4.1 Measure team member performance against agreed work plans
	4.2 Provide timely and constructive performance feedback to team members according to expected organisational standards
	4.3 Identify specific learning and development opportunities to improve team and individual performance and behaviours
	4.4 Implement action plans to address individual and team training needs

Performance Evidence

Evidence of the ability to:

- assign tasks to team members with appropriate instruction and considering any required contingencies
- provide feedback and assistance to team members
- collate feedback on individual and team performance
- identify and implement development opportunities for others
- manage conflicts and challenges according to organisational requirements.

Knowledge Evidence

To complete the unit requirements safely and effectively, the individual must:

- organisational requirements relevant to workplace teams:
 - workplace policies
 - codes of conduct
 - organisational reputation and culture
- legislative requirements relevant to the workplace
- facilitation techniques to encourage team cohesion and effectiveness
- mentoring and coaching techniques to support team members
- strategies for conflict resolution and negotiation
- different methods and styles of communication
- key principles of cross-cultural communication and communication with individuals with special needs or disabilities professional behaviours to role model as a leader
- typical workplace contingencies that can impact teams:
 - unplanned leave or absence of workers
 - re-allocation of work tasks
 - succession planning for important team roles
- teamwork challenges relevant to performance evidence:
 - difficulties performing tasks
 - conflicts with clients or team members
 - potential risks or safety hazards
 - unethical or inappropriate behaviour.

Apply ethical frameworks and principles to make and act upon decisions

<https://training.gov.au/Training/Details/FNSINC504>

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Frame the ethical question applicable to the situation	1.1 Analyse the facts of the ethical situation
	1.2 Identify the ethical principles at issue in the situation
	1.3 Analyse the influence of psychological tendencies and decision-making biases on how a situation is understood
	1.4 Identify regulatory requirements that may be breached if situation is not addressed
	1.5 Analyse ethical situation in the context of the organisation's purpose and values
	1.6 Evaluate impact on the organisation's reputation if response to situation was in the public domain
2. Determine ethical response to the situation	2.1 Identify key stakeholders and analyse what is at stake for them
	2.2 Analyse situation using an ethical decision-making framework and determine preferred course of action
	2.3 Identify situational and/or psychological barriers impeding the analysis of, and response to, ethical situation
	2.4 Seek advice on proposed actions from trusted adviser in the case of highly complex or sensitive matters
	2.5 Formulate strategies and processes for responding to situational and psychological barriers
3. Develop implementation plan and carry out ethical response to the situation	3.1 Develop an implementation plan for ethical response, including what data to gather, with whom to communicate, and in what sequence
	3.2 Identify reasons and rationalisations that may be encountered when speaking up on ethical issues, and analyse how to respond to them
	3.3 Identify risks and stakeholder concerns, and communication strategies that acknowledge and mitigate them
	3.4 Decide whether to proceed independently or with the support of a trusted colleague and carry out planned ethical response
4. Evaluate the outcomes of the ethical response	4.1 Evaluate outcomes of response to ethical situation, including whether the issue has been resolved and whether other courses of action could or should have been taken
	4.2 Determine consequences of action for self and affected parties
	4.3 Analyse what the outcomes of the course of action reveal about own and organisational values
	4.4 Identify improved approaches for responding to future ethical situations

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> • identify a workplace ethical situation and frame the corresponding ethical question, including: <ul style="list-style-type: none"> ○ defining the associated facts ○ identifying and addressing biases and psychological tendencies ○ determining legislative, regulatory, industry and enterprise requirements • determine the most appropriate response to the situation by applying an ethical decision-making framework • respond to the workplace ethical situation, applying interpersonal skills that support a positive outcome • evaluate the outcomes of the response, and identify what could be done differently in future similar situations, including: <ul style="list-style-type: none"> ○ individual actions ○ organisational policies and practices.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> • Industry context in which the unit is being delivered, and common job roles in that industry • Frameworks for ethical decision making, problem solving and policy setting • Reasons and rationalisations for unethical behaviour and strategies for responding to them • Industry legislation, regulations, codes and other relevant instruments required to perform the work described in the performance evidence • Procedures, strategies or protocols to identify and address unethical conduct

Manage finances

<https://training.gov.au/Training/Details/BSBFIM601>

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Plan for financial management	1.1 Review and analyse previous financial data to establish areas which have generated a profit or loss
	1.2 Undertake research to review reasons for previous profit and loss
	1.3 Review business plan to establish critical dates and initiatives that will require or generate resources in the next financial cycle
	1.4 Analyse cash flow trends
	1.5 Review statutory requirements for compliance and liabilities for tax
	1.6 Review existing software and its suitability for financial management
2. Establish budgets and allocate funds	2.1 Use previous financial data to determine allocations for resources
	2.2 Make informed estimates of new items for inclusion in budget
	2.3 Prepare budgets in accordance with organisational requirements and statutory requirements
3. Implement budgets	3.1 Circulate budgets and ensure managers and supervisors are clear about budgets, reporting requirements and financial delegations
	3.2 Manage risks by checking there are no opportunities for misappropriation of funds and that systems are in place to properly record all financial transactions
	3.3 Review profit and loss statements, cash flows and ageing summaries
	3.4 Revise budgets, as required, to deal with contingencies
	3.5 Maintain audit trails to ensure accurate tracking and to identify discrepancies between agreed and actual allocations
	3.6 Ensure compliance with due diligence
4. Report on finances	4.1 Ensure structure and format of reports are clear and conform to organisational and statutory requirements
	4.2 Identify and prioritise significant issues in statements, including comparative financial performances for review and decision making
	4.3 Prepare recommendations to ensure financial viability of the organisation
	4.4 Evaluate the effectiveness of financial management processes

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> plan for financial management read and review profit and loss statements, cash flows and aging summaries prepare, implement and revise a budget which aligns with the business plan, is based on research and analysis of previous financial data and cash flow trends, and meets all compliance requirements contribute to financial bids and estimates establish a budget and allocate funds in accordance with statutory and organisational requirements communicate with other people including: <ul style="list-style-type: none"> reporting on financial activity and making recommendations identifying and prioritising significant issues ensuring managers and supervisors are clear about budgets. analyse the effectiveness of existing financial management approaches including reviewing financial management software, managing risks of misappropriation of funds, ensuring systems are in place to record all transactions, maintaining an audit trail and complying with due diligence.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> identify the requirements for financial probity describe the principles of accounting and financial systems explain Australian, international and local legislation and conventions that are relevant to financial management in the organisation outline the requirements of the Australian Tax Office, including Goods and Services Tax, Company Tax, Pay As You Go.

Monitor and supervise work practices to meet financial services regulatory requirements

<https://training.gov.au/Training/Details/FNSORG504>

Return to Part B; Competencies for Distribution

ELEMENT	PERFORMANCE CRITERIA
1. Communicate knowledge of relevant products and services offered	1.1 Inform staff on financial products and services offered by organisation, and roles and requirements of industry organisations and service providers
	1.2 Define features and processes of specific products and services clearly so staff can promote them effectively
	1.3 Conduct research and continual professional development to maintain current knowledge of industry product and service developments
2. Monitor work for compliance with financial services regulatory framework	2.1 Monitor work practices to ensure compliance with legislation relevant to financial services industry
	2.2 Supervise client interaction to ensure adherence to advisory limitations regulated by Australian Securities and Investments Commission (ASIC)
	2.3 Maintain compliance with government body information and regularly access sources of information involved in regulation of financial products and services
	2.4 Establish, maintain and monitor work systems with relevant documentation to ensure compliance with legislative guidelines
3. Supervise work within organisational policy, procedures and guidelines, and accepted industry codes of conduct	3.1 Review organisational policy, procedures and guidelines for effectiveness
	3.2 Monitor work conducted for compliance with organisational policy, procedures and guidelines
	3.3 Implement organisational policy and procedures, and promote philosophy and objectives of organisation with cooperative peer work practices
	3.4 Monitor all work for adherence to accepted codes of conduct
4. Assess workplace procedures	4.1 Identify processes and procedures within area of responsibility and review implementation of procedures
	4.2 Assess implementation of procedures for efficiency in attaining organisational goals
	4.3 Identify areas for improvement in procedures and make recommendations to appropriate personnel
5. Implement organisational quality assurance procedures	5.1 Implement organisational quality assurance measures and systems as required
	5.2 Monitor quality assurance measures and outcomes, and document results regularly

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> interpret and comply with government regulatory requirements and codes of conduct for industry organisations maintain continual professional development monitor work practices to ensure compliance with relevant legislative and regulatory requirements, and assess the effectiveness of workplace procedures implement effective organisational quality assurance procedures.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> describe the main industry roles of financial representatives explain fraud deterrence practices explain the function of key government bodies and representatives involved in regulating financial products and services describe the requirements of financial services industry codes of practice identify and explain the main features, benefits and practices of different types of financial products describe organisational policy, procedures, objectives and guidelines identify and describe a range of appropriate professional development activities explain the key intentions of relevant legislation, regulation and compliance requirements for the financial services industry, including privacy obligations provide detail of the supervisory responsibilities for ensuring compliance within the relevant financial services area.

Provide leadership

<https://training.gov.au/Training/Details/PSPGEN053>

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Facilitate commitment to 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 in 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. Contribute to the development of a cooperative, high performance workgroup	2.1 Encourage, acknowledge and consider work contributions or 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 wherever possible, or refer.
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 and/or reward notable performance.
	3.4 Address under performance of self and others.
	3.5 Use feedback to continuously improve performance and outcomes.
4. Support and participate in development activities	4.1 Develop, agree upon and implement an action plan to meet individual and group learning and development needs.
	4.2 Support individuals to identify their specific learning and/or development needs.
	4.3 Encourage and support workgroup members to take advantage of development opportunities in accordance with their needs.
	4.4 Access learning and development opportunities to continuously improve own leadership skills and other identified development needs.
	4.5 Provide on-the-job learning opportunities in accordance with individual needs and to the required standard.
	4.6 Encourage and support workgroup members in applying new skills and knowledge in the workplace.
5. Provide leadership, direction and guidance in the workgroup	5.1 Use participative decision making in developing, implementing and reviewing the work of the group and the distribution of responsibilities, where appropriate.
	5.2 Give opportunities and encouragement to workgroup members to develop new and innovative work practices and strategies.
	5.3 Provide workgroup members with the support, leadership, advice and policy direction necessary to perform work.
	5.4 Allocate tasks in accordance with the competencies of workgroup members, and delegate autonomy and authority as appropriate.
	5.5 Vary leadership and guidance strategies to meet changing priorities and situations, and take into account the differing needs and skills of individuals and the requirements of the tasks and workplace.

continued overleaf

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> • applying legislation, regulations, policies, procedures and guidelines • undertaking problem solving in a team environment • using transparent decision making • communicating with a diverse workplace including listening, facilitating, negotiating, mentoring
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> • public sector legislation including WHS and environment, regulations, policies, procedures and guidelines relating to the public sector • principles of effective team operation • principles of facilitation and empowerment • group processes • group dynamics • range of leadership styles and the application of these to suit different groups and tasks • learning and development in the workplace

Plan, organise and facilitate learning in the workplace

<https://training.gov.au/Training/Details/TAEDEL402>

Return to Part B; Competencies for Distribution

ELEMENT	PERFORMANCE CRITERIA
1. Establish effective work environment for learning	1.1 Establish, and agree upon, the objectives and scope of the work-based learning
	1.2 Analyse work practices and routines to determine their effectiveness in meeting established learning objectives
	1.3 Identify, and address any workplace health and safety (WHS) implications of using work as the basis for learning
2. Develop a work-based learning pathway	2.1 Address contractual requirements and responsibilities for learning at work
	2.2 Arrange for the integration and monitoring of external learning activities with the work-based learning pathway
	2.3 Obtain agreement from relevant personnel to implement the work-based learning pathway
3. Establish the learning-facilitation relationship	3.1 Identify the context for learning and the individual's learning style
	3.2 Select an appropriate technique or process to facilitate learning, and explain the basis of the technique to the learner
	3.3 Develop, document and discuss an individualised learning plan with the learner
	3.4 Access, read and interpret documentation outlining the WHS responsibilities of the various parties in the learning environment
	3.5 Monitor supervisory arrangements appropriate to learner's levels of knowledge, skill and experience to provide support and encouragement and ensure learner's health and safety
4. Implement the work-based learning pathway	4.1 Explain the objectives of work-based learning, and the processes involved, to the learner
	4.2 Sequence the introduction of workplace tasks, activities and processes to reflect the agreed work-based learning pathway
	4.3 Encourage learner to take responsibility for learning and to self-reflect
	4.4 Develop techniques that facilitate the learner's transfer of skills and knowledge
5. Maintain and develop the learning-facilitation relationship	5.1 Prepare for each session
	5.2 Structure learning activities to support and reinforce new learning, build on strengths, and identify areas for further development
	5.3 Observe learner cues, and change approaches where necessary, in order to maintain momentum
	5.4 Practise ethical behaviour at all times
	5.5 Monitor the effectiveness of the learning/facilitation relationship through regular meetings between the parties
6. Close and evaluate the learning-facilitation relationship	6.1 Carry out the closure smoothly, using appropriate interpersonal and communication skills
	6.2 Seek feedback from the learner on the outcomes achieved, and the value of the relationship
	6.3 Evaluate effectiveness of the work-based pathway against the objectives, processes and techniques used
	6.4 Recommend improvements to work-based practice in light of the review process

continued overleaf

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> • preparing and facilitating work-based learning • providing a minimum of two examples of developing work-based learning pathways, that include: <ul style="list-style-type: none"> ○ identifying needs for learning ○ analysing work practices, work environment and work activities ○ organising and allocating work in a way that reflects learning needs, and provides effective learning opportunities through work processes • conducting a learning facilitation relationship: <ul style="list-style-type: none"> ○ with at least two individuals ○ demonstrating communication skills and flexibility ○ demonstrating one or more of the processes, or techniques, identified.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> • systems, processes and practices within the organisation where work-based learning is taking place • systems for identifying skill needs within the workplace • different learning styles, and how to encourage learning for those who learn in different ways • workplace health and safety (WHS) relating to the work role, including: <ul style="list-style-type: none"> ○ hazards relating to the industry and specific workplace ○ reporting requirements for hazards and incidents ○ specific procedures for work tasks ○ safe use and maintenance of relevant equipment ○ emergency procedures ○ sources of WHS information.

Facilitate people management

<https://training.gov.au/Training/Details/PSPMGT002>

Return to Part B; Competencies for Distribution

ELEMENT	PERFORMANCE CRITERIA
1. Undertake human resource planning	1.1 Determine or review human resource needs in accordance with the organisation's short and long term needs, the anticipated business unit needs and the allocated budget.
	1.2 Compare existing competencies of staff with the needs of the business unit and develop plans to address shortfalls.
	1.3 Develop alternatives to staffing levels which meet key provisions of the human resource plan.
	1.4 Recruit, select and nominate staff in accordance with business needs.
	1.5 Translate the organisational strategy into performance goals and objectives.
2. Manage performance of individuals	2.1 Link performance management criteria to business unit and identify strategic and operational goals in accordance with the performance management system and obtain agreement in consultation with staff.
	2.2 Confirm performance requirements with staff and apply performance management processes in accordance with the performance management system.
	2.3 Implement equitable performance management processes.
	2.4 Conduct performance management meetings, interviews and discussions within the principles of industrial democracy and participative, consultative processes.
	2.5 Identify and respond to outstanding performance and performance below agreed standards to maximise the effectiveness of workplace performance.
	2.6 Motivate staff to improve their work performance through regular feedback, reflecting and acting on workplace experiences, coaching and mentoring arrangements, or through organisational reward and recognition strategies.
3. Manage learning and development	3.1 Develop performance improvement strategies that identify current learning needs and anticipate future requirements.
	3.2 Address areas identified for improvement through selection and implementation of learning and development strategies to suit a diverse workforce.
	3.3 Promote information about learning and development activities to staff.
4. Manage grievance procedures	4.1 Manage grievances and complaints in a manner which optimises the likelihood of a positive outcome.
	4.2 Document and communicate individuals rights and obligations under industrial awards and/or agreements and legislation in a clear and concise manner.
	4.3 Conduct meetings and interviews within the principles of industrial democracy and participative, consultative processes.
5. Counsel employees	5.1 Offer counselling to support employees in relation to work and/or personal difficulties, and career aspirations.
	5.2 Choose techniques and counselling styles that are appropriate to the situation and cater for a diverse workforce base.
	5.3 Use active listening skills to formulate responses to employees.
	5.4 Make referrals to appropriate support professionals and agencies to facilitate employee performance and well-being
	5.5 Document outcomes and maintain employee confidentiality.
6. Manage employee rehabilitation	6.1 Establish a return to work program for an injured employee in consultation with the employee and a rehabilitation specialist.
	6.2 Establish a system to monitor the return to work program.
	6.3 Engage with injured employee through all parts of the return to work program.
	6.4 Maintain records of the work program.

continued overleaf

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> • facilitating learning, coaching and mentoring • negotiating and counselling • using a variety of words and language structures to explain complex ideas to different audiences • preparing written advice and reports requiring reasoning and precision of expression • engaging in discussion using exchanges of complex oral information
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> • performance management processes • recruitment, selection and induction procedures • range of training and development strategies • principles of adult learning • range of facilitation techniques • development needs analysis techniques • the concept of rehabilitation • grievance procedures and strategies • counselling techniques • employee assistance services • organisational goals, policies and procedures • the concept of diversity and its integration within and across all human resource and management functions and areas • the relationship between effective human resource functions and the attainment of business unit objectives • knowledge of the organisation's career and human resource development strategies, programs and plans • jurisdictional legislation applicable to management and human resource management functions

Review business performance

<https://training.gov.au/Training/Details/FNSCUS503>

[Return to Part B; Competencies for Distribution](#)

Some of the items within this national competency are not required for the competency framework

ELEMENT	PERFORMANCE CRITERIA
2. Analyse performance data	2.1 Collate performance data and conduct a review against planned outcomes
	2.2 Conduct analysis to establish if planned outcomes have been achieved
	2.3 Identify and document variations of performance against planned outcomes
3. Determine action required	3.1 Assess variations in performance to determine degree of change required
	3.2 Implement procedures to determine effectiveness of any changes put into practice

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> establish data requirements, performance measures and service parameters to enable the review of business performance collate and analyse performance data using relevant techniques evaluate business performance and provide recommendations on change or action required.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> explain the role of performance measures, service targets and budgets in analysing business performance outline key features of organisational policy and procedures and industry compliance relating to collection and analysis of data and business performance review discuss the organisation's industry market position relative to product/line of business.

Prepare a distribution plan

<https://training.gov.au/Training/Details/FNSILD501>

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Determine business objectives	1.1 Identify distribution aspects of corporate strategic and business plans
	1.2 Analyse current situation to determine opportunities in accordance with corporate plans
	1.3 Identify and document desired financial resource and market parameters
	1.4 Develop objectives through consultation with stakeholders
2. Define markets and needs	2.1 Identify and assess potential markets within corporate strategy and philosophy, and clearly delineate market groups
	2.2 Ensure cost-benefit analysis results are within plan projections
3. Determine products and services	3.1 Assess likely future trends in selected markets
	3.2 Select a range of products or services to meet market needs and profit objectives
4. Identify and select distribution channels	4.1 Identify current distribution channels and assess their advantages and disadvantages
	4.2 Choose channels according to objective criteria
5. Determine and establish enterprise structure	5.1 Evaluate suitability of current structure for proposed distribution channels against business objectives, potential markets and services to be provided
	5.2 Assess alternatives against business objectives, potential markets and services to be provided
6. Establish performance measures	6.1 Identify and document financial measures
	6.2 Establish timeframes, and determine and document processes to monitor performance outcomes
7. Document plan	7.1 Integrate plan components into agreed format
	7.2 Document in logical, concise and conclusive manner and obtain sign-offs from authorised personnel

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> • conduct analysis of critical information required to develop a distribution plan including: <ul style="list-style-type: none"> ○ business objectives, products and services ○ markets and needs ○ distribution channels ○ performance measures • document distribution plan according to organisational requirements.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> • analyse and describe key client profiles • discuss key features of distribution and marketing approaches • identify expense ratios • identify financial metrics relevant to monitoring performance of the distribution network • identify and explain human resource trends in the context of the life insurance industry • identify and describe key markets to be served • outline organisational planning processes to service the life insurance business • analyse and describe key: <ul style="list-style-type: none"> ○ sales trends ○ sales relating to market mix ○ sales relating to products • outline opportunities and strategies for maintaining and updating knowledge of available products and services.

Develop a marketing strategy

<https://training.gov.au/Training/Details/SIRXMKT005>

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Analyse internal environment.	1.1 Review existing organisational marketing strategy and current organisational direction and objectives.
	1.2 Identify and analyse information on current and past marketing strategies and their outcomes.
	1.3. Consult with stakeholders on current and future marketing direction of the organisation and seek their input.
2. Analyse the external environment.	2.1 Research current marketing trends and determine trends relevant to organisational objectives and strategic marketing direction.
	2.2 Identify and analyse information on expected market growth or decline, and associated risk factors.
	2.3 Identify and analyse legal, ethical and sustainability requirements and potential business impacts.
3. Develop marketing strategy and plan.	3.1 Identify and analyse marketing opportunities based on internal and external analysis.
	3.2 Develop marketing strategies that are consistent with direction and objectives of the organisation.
	3.3 Develop strategies in consultation with key stakeholders, integrating legal, ethical and sustainability considerations.
	3.4 Develop and document a marketing plan outlining priorities, responsibilities, performance indicators, timelines and budgets.
	3.5 Communicate marketing strategy and plans to relevant personnel and seek required approval.
4. Implement marketing plan.	4.1 Implement and monitor marketing activities according to marketing plan.
	4.2 Produce marketing reports according to organisational policy.
	4.3 Share information on marketing activities with relevant personnel to maintain awareness of current organisational focus.
5. Review marketing plan.	5.1 Evaluate marketing activities against performance indicators to determine effectiveness of strategy and plan.
	5.2 Make adjustments to marketing strategy and plan based on findings.
	5.3 Communicate and implement agreed changes.

continued overleaf

Performance Evidence

Evidence of the ability to:

- determine a marketing strategy and develop a marketing plan for a product or service by:
 - researching and analysing internal and external business environments relevant to the product or service
- developing and implementing a marketing plan that details:
 - priorities
 - responsibilities
 - performance indicators
 - timelines
 - budgets
- evaluate the above marketing strategy and plan against performance indicators and report on overall effectiveness of marketing strategy.

Knowledge Evidence

To complete the unit requirements safely and effectively, the individual must:

- aspects of legal issues that impact on marketing activities:
 - Australian Consumer Law
 - copyright and intellectual property considerations
 - the Privacy Act 1988
 - specific issues arising from use of new technologies
- data collection tools and research methodologies as relevant to strategic marketing planning
- marketing planning techniques and formats and key features of a marketing plan
- internal and external issues that impact on market planning relevant to industry
- internal capabilities and resource considerations as relevant to marketing strategy and planning
- comparative market information relevant to marketing strategies:
 - benchmarking
 - best practice information
 - competitor information
- industry marketing and distribution networks in the relevant context
- new and innovative marketing strategies in the relevant industry
- marketing performance indicators:
 - exposure achieved
 - sales achieved
 - penetration of target market
 - cost-effectiveness
- recommendations for strategic responses based on evaluation.
- ethical considerations for marketing:
 - appropriate use of images and text
 - codes of practice
 - protection of children
 - targeting of particular groups in the community
- sustainability considerations, opportunities and constraints for marketing in the relevant context, and those related to:
 - cultural and social sustainability
 - economic sustainability of marketing initiatives
 - resource conservation and waste minimisation.

Lead and manage organisational change

<https://training.gov.au/Training/Details/BSBLDR601>

[Return to Part B; Competencies for Distribution](#)

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

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> develop and implement a change management plan to lead and manage organisational change. analyse and interpret information about the organisation's internal and external environment and consult with stakeholders to identify requirements and opportunities for changes that support organisational objectives prioritise opportunities for changes with input from relevant stakeholders develop a change management project plan for the priority changes incorporating resource requirements, risk management and timelines develop strategies to communicate or educate the changes and embed them obtain approvals and agree reporting protocols with relevant managers and implement the plan including addressing barriers to change review and evaluate the change management project plan and modify as needed to achieve objectives.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> events or trends that may impact on the achievement of organisational objectives existing policies and practices to guide organisational change methods for conducting cost-benefit analysis for high priority change requirements and opportunities methods for conducting risk analysis, including barriers to change and relevant mitigation strategies content of communication and education plans, including: <ul style="list-style-type: none"> promotion of benefits of organisational change change management processes or cycles and strategies for communicating and embedding change organisational behaviour and how the external environment can impact on change strategies components of a change management project plan.

Resource a distribution plan

<https://training.gov.au/Training/Details/FNSILD502>

[Return to Part B; Competencies for Distribution](#)

ELEMENT	PERFORMANCE CRITERIA
1. Satisfy human resource requirements	1.1 Determine human resource needs and requirements according to plan requirements
	1.2 Develop role specifications according to enterprise format and procedures
	1.3 Consider internal and external options with staff selected according to enterprise policy, role descriptions, procedures and legislative requirements
	1.4 Appoint staff following enterprise procedures
	1.5 Implement performance management systems
2. Provide technology requirements	2.1 Determine technology specifications within enterprise policy and budgets
	2.2 Install or contract technology within budget and timelines, and meet all legal requirements
	2.3 Regularly review technology performance against specifications and establish contingency plans
3. Provide infrastructure needs	3.1 Specify infrastructure needs and source within budget and timeframes, and according to enterprise's purchasing policies
	3.2 Regularly review needs to continuously support distribution plan

Performance Evidence
<i>Evidence of the ability to:</i>
<ul style="list-style-type: none"> organise and document human resource requirements for the distribution plan determine and organise suitable technology and infrastructure requirements for the organisation relating to the distribution plan determine and organise other infrastructure requirements for the distribution plan.
Knowledge Evidence
<i>To complete the unit requirements safely and effectively, the individual must:</i>
<ul style="list-style-type: none"> identify and describe key features of facilities and infrastructure required for servicing a distribution plan identify and explain human resource procedures and requirements, considering the relevant legislation <ul style="list-style-type: none"> identify key features and requirements of IT to service the distribution plan explain the role of logistics, and discuss procurement techniques and tools relating to distribution plans outline technology resources relating to distribution plans.



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