

The background of the slide is a photograph of two construction workers on a yellow piece of heavy machinery. The worker in the foreground is wearing a yellow hard hat, a grey jacket, and an orange high-visibility vest. He is pointing his right index finger towards the left side of the frame. The worker in the background is also wearing a yellow hard hat and a grey jacket, and is looking down at a clipboard he is holding. The machinery is yellow with black accents and has a large, perforated metal grille on the left side. The overall scene is set outdoors, with a clear sky in the background.

COMMUNICATE INFORMATION (S3)

RIICOM301E

Welcome

- Introductions
- Walk Around
 - Emergencies
 - Toilets
 - Phones
 - Crib area
 - Common room
 - Smoking
- Course Outline
- Outstanding course administration

Introduction

The training course you will complete today is based on the unit of competency RIICOM301E Communicate information.

Training will cover:

- Plan and prepare to communicate information
- Communicate information to achieve work activity outcomes
- Develop and perform work activity presentation
- Participating in resolving conflicts

Assessment:

- Theory
- Toolbox talk

Introduction



Concept



What's
Approved



What the
engineers
design



What's
delivered



What
customer
needed



Plan and prepare to communicate information

- Purpose of the communication
- Access and interpret information and data
- Communication methods
- Barriers to effective communication
- Prepare and organise information

Plan and prepare to communicate information

Purpose of communication

- Prior to accessing information/data you must clarify the purpose
- Consider the communication in relation work activity
- Develop the aim by using a clarifying question or statement
- This will help by eliminating sources of information not needed and help define what information / systems need to be accessed to gain the relevant information or data
- It will also help identify a communication method/style for delivery

Plan and prepare to communicate information

Access and interpret information and data

- Compliance Documentation.

Legislation / Acts	Acts of Parliament and laws to protect the health, safety and welfare of people at work.
Regulations	More details or information on particular parts of the Act.
Australian Standards	The minimum levels of performance or quality for a hazard, work process or product.
Codes of Practice / Compliance Codes	Practical instructions on how to meet the terms of the law.
Site Policies and Procedures	Rules which must be followed on site, usually developed as a way of working safely and to meet legal obligations
Manufacture Specifications	These may be operator and maintenance manuals (OMM) that contain specifications and specific ways of using and maintaining a particular piece of equipment

Plan and prepare to communicate information

Access and interpret information and data

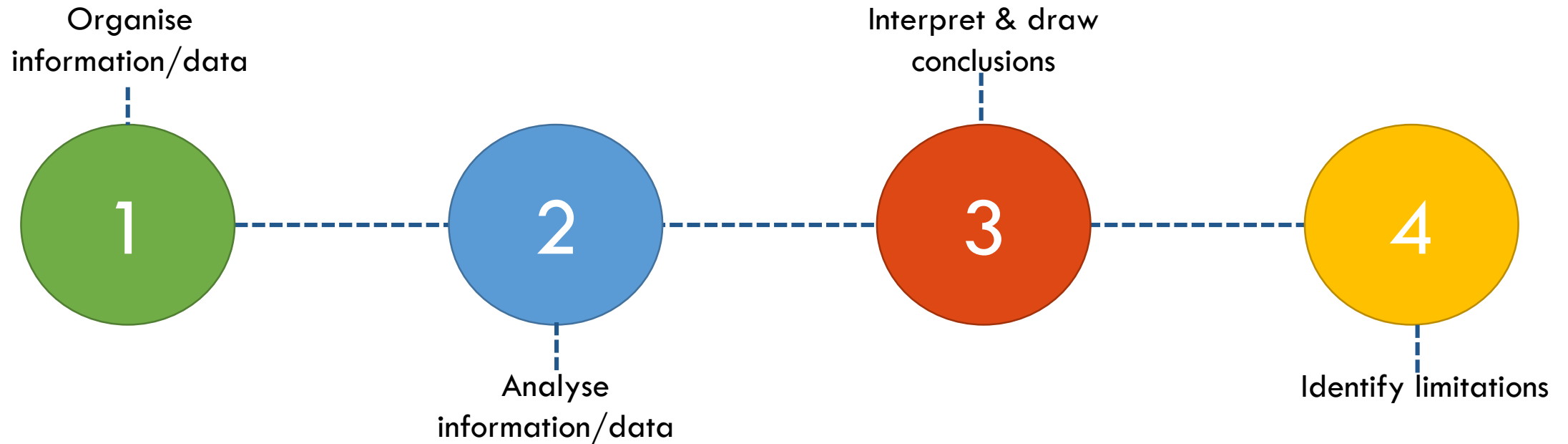
- Communication Systems.
 - Infrastructure i.e.
 - Environmental monitoring
 - Vital Information Management Systems VIMS (used in most mining equipment)
 - The system you access or use is dependant on the information or data you want to use.



Plan and prepare to communicate information

Access and interpret information and data

- Interpret information/data.



Plan and prepare to communicate information

Communication methods

- Each communication method has its positives and negatives and are suited to different occasions.
- Understanding how you communicate is the first step to communicating more effectively.
- There are four main categories or communication styles

Verbal

Non- Verbal

Written

Visual

Plan and prepare to communicate information

Communication methods - Examples

Verbal	Non-verbal	Written	Visual
Face to face conversations	Waving	Letters	Signs
Telephone conversations	Crossing your arms	Emails	Diagrams
Voice mail	Frowning	Texts	Plans and drawings
Teleconferences	Tone of voice	Reports	Video
Meetings	Touching	Faxes	Photos
Interviews	Dancing	Notes	Symbols
Lectures	Appearance	Notices	
	Facial expressions	Instructions	

Plan and prepare to communicate information

Communication methods: Verbal

- Use of language to transfer information through speaking or sign language.
- One of the most common because it is efficient.
- Can be useful to support verbal with non-verbal and written
- Verbal points:
 - Use a strong, confident speaking voice
 - Use active listening
 - Avoid filler words i.e. 'um', 'like', 'so', 'yeah'

Verbal

Plan and prepare to communicate information

Communication methods: Non-Verbal

- Use of body language, gestures and facial expressions to convey information
- Can be both used both intentionally and unintentionally
- Closed body language - they may be feeling anxious, angry or nervous
- Open body language – feeling positive and open to information
- Non-Verbal points:
 - Notice how your emotions feel physically
 - Be intentional about your non-verbal communications
 - Mimic non-verbal communications you find effective

Non-Verbal

Plan and prepare to communicate information

Communication methods: Written

- Act of writing, typing or printing symbols like letters and numbers to convey information
- Helpful because it provides a record of information for reference
- Commonly used to share information through books, pamphlets, blogs, letters, memos and more. Emails and chats are a common form of written communication in the workplace.
- Written points:
 - Strive for simplicity
 - Don't rely on tone
 - Take time to review your written communication
 - Keep a file of writing you find effective or enjoyable

Written

Plan and prepare to communicate information

Communication methods: Visual

- Act of using photographs, art, drawings, sketches, charts and graphs to convey information
- Often used as an aid during presentations to provide helpful context alongside written and/or verbal communication
- Because people have different learning styles, visual communication might be more helpful for some to consume ideas and information
- Visual points:
 - Ask others before including visuals
 - Consider your audience

Visual

Plan and prepare to communicate information

Barriers to effective communication

- There are many barriers to effective communication, if we don't communicate effectively we put ourselves and others at risk !
- Barriers and solutions can include:

Barrier	Possible Solution
Use of Jargon - VIMS, CRIB,	Only use commonly known abbreviations and in written documents use the full version first and then the abbreviation bracketed i.e. Vital Information Management Systems (VIMS)
Emotional & Taboos - Politics, religion, disabilities, sexuality, sex, racism	Some people may find it difficult to express their emotions and some topics may be completely 'off-limits' or taboo. Steer away from these topics if at all possible
Physical disabilities such as hearing problems or speech difficulties	Know your audience and factor in this in the planning, seating arrangements, asking questions

Plan and prepare to communicate information

Barriers to effective communication

Barrier	Possible Solution
Physical barriers to non-verbal communication - Not being able to see the non-verbal cues, gestures, posture and general body language	Ensure everyone can see, be aware that some people do not see or understand non-verbal cues
Language differences and the difficulty in understanding unfamiliar accents	Choose the right communication method to deliver the message – Use more visual aids to assist in explaining
Dissatisfaction or Disinterest With One's Job - your heart is not in it	Hardest to overcome, difficult to change mindset. May not be able to overcome
Inability to Listen to Others – Active listening	Engage with the audience/person, let them have their say. Don't finish sentences or jump to conclusions
Lack of Transparency & Trust	Don't lie, must build a rapport with the audience/person. They must feel comfortable to trust you.

Plan and prepare to communicate information

Barriers to effective communication

Barrier	Possible Solution
Communication Styles (when they differ)	Understand the audience and how they like to receive their information. Generational differences, Gen 'Y' vs Gen 'X'.
Conflicts in the Workplace	Conflicts must be resolved otherwise it causes a divide in the workforce. The issue of the conflict may not be as important as working to resolve it.
Cultural Differences & Language	Understand the audience, prepare and select the correct communication format and style.

Learner Assessment Record

COMPLETE ASSESSMENT QUESTIONS

1 to 8

Plan and prepare to communicate information

Prepare and organise information

- You must prepare organise your information in a logical and structured manner according to the purpose, audience and context of what you want to achieve.
- Common considerations in preparing include:
 - 1. Purpose** – what outcome are we trying to achieve? How can results be measured? What will success look like?
 - 2. Topic** – Novelty? Complexity? Technical?
 - 3. People** – Who should attend? What do they already know? How are they going to help?
 - 4. Timing** – When will it happen and how long will the meeting take?

Plan and prepare to communicate information

Prepare and organise information

5. Location – Where will the meeting be held? Do you have access to the correct facilities for the meeting?

6. Papers – Who is keeping minutes? Do you need to send out an agenda before the meeting?
Background information required?

7. Visual aids – Is a projector required? Boards?

8. Style – Structure or unstructured, discussion style? How assertive should you be? How should the meeting items be organised?

Plan and prepare to communicate information

Prepare and organise information

- There are five common ways to organise information 'LATCH':

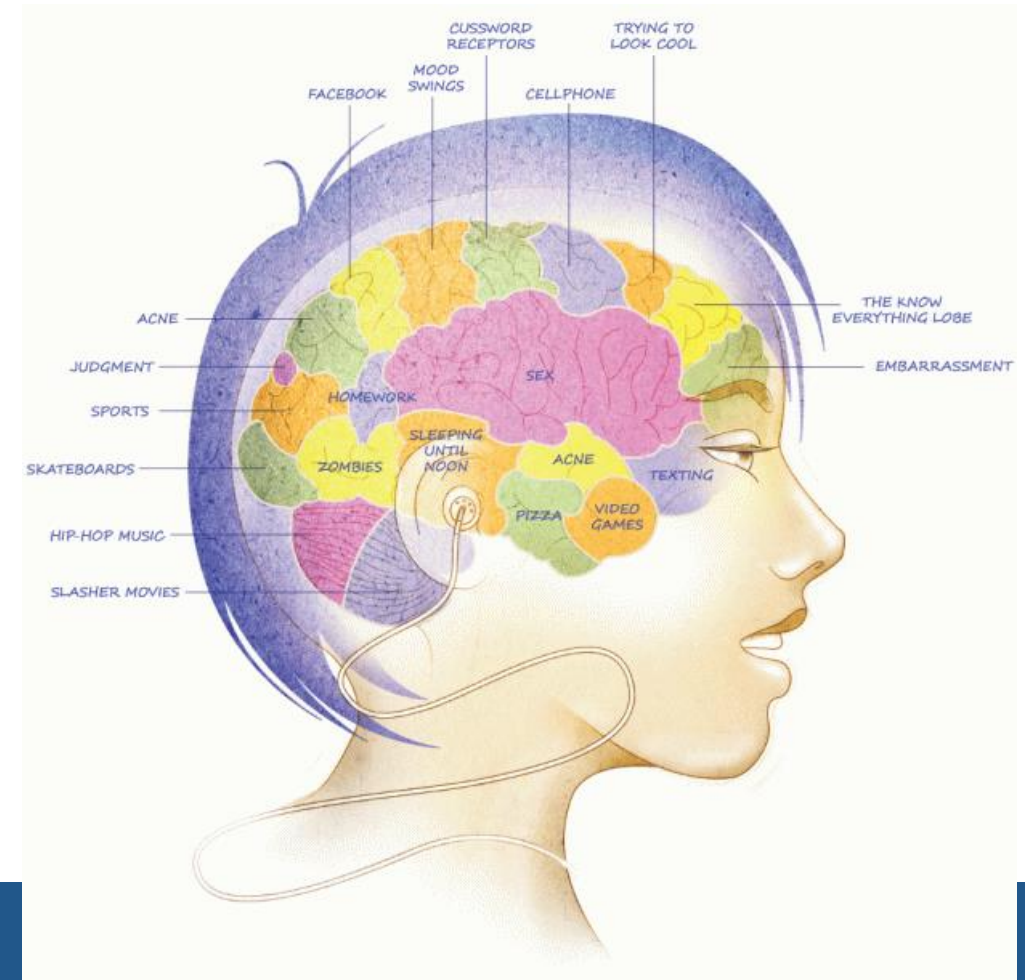
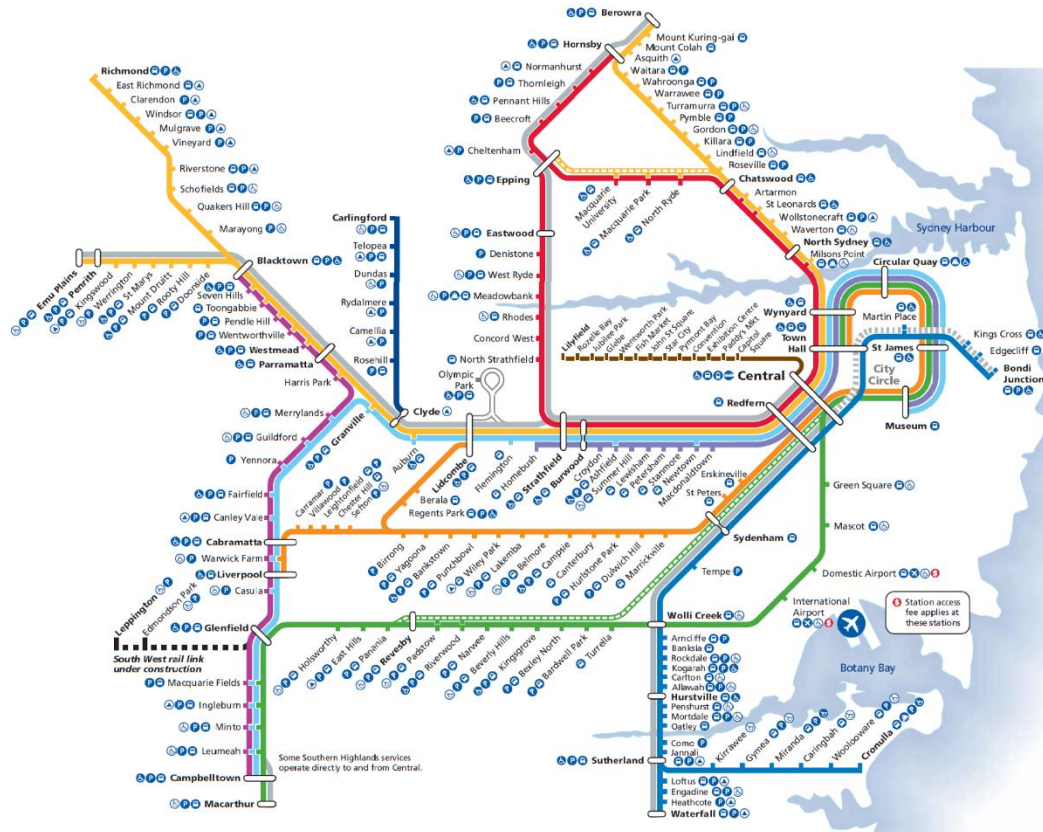
1. **L**ocation
2. **A**lphabetical
3. **T**ime
4. **C**ategory
5. **H**ierarchy

<https://thevisualcommunicationguy.com/2013/07/20/the-five-and-only-five-ways-to-organize-information/>

Plan and prepare to communicate information

Prepare and organise information

1. Location



Plan and prepare to communicate information

Prepare and organise information

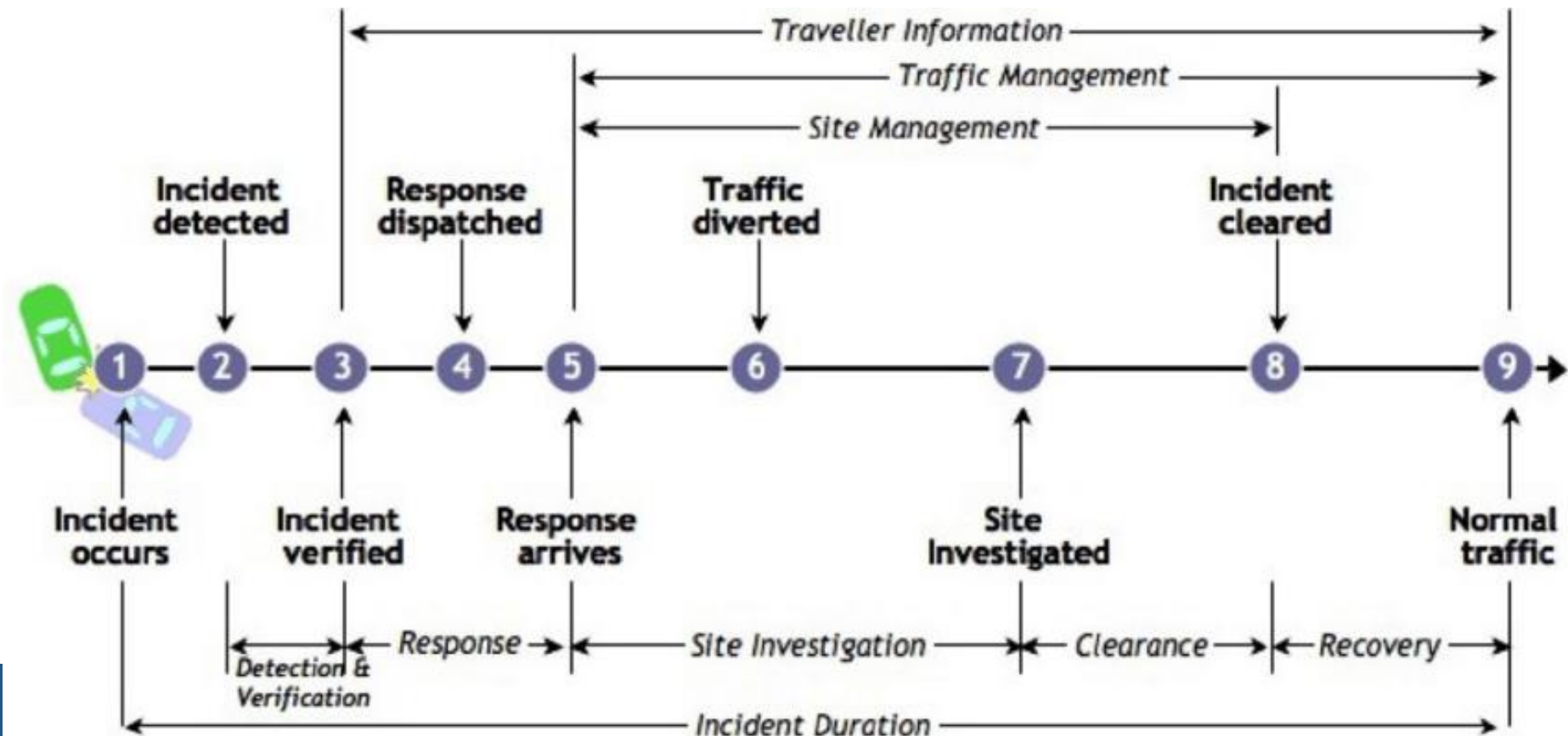
1. **A**lphabetical



Plan and prepare to communicate information

Prepare and organise information

1. Time



Plan and prepare to communicate information

Prepare and organise information

1. **C**ategory



'Jello molds aplenty' by flyheatherfly on Flickr (via Sprixi). CC BY licence.

Plan and prepare to communicate information

Prepare and organise information

1. Hierarchy

1. Eliminate

(remove the cause of the danger completely)

2. Substitute

(replace the hazardous work practice or machine with an alternative)

3. Isolate

(separate the hazard from the people at risk from injury)

4. Engineer Controls

(physical changes, e.g. redesign machine by adding safeguards)

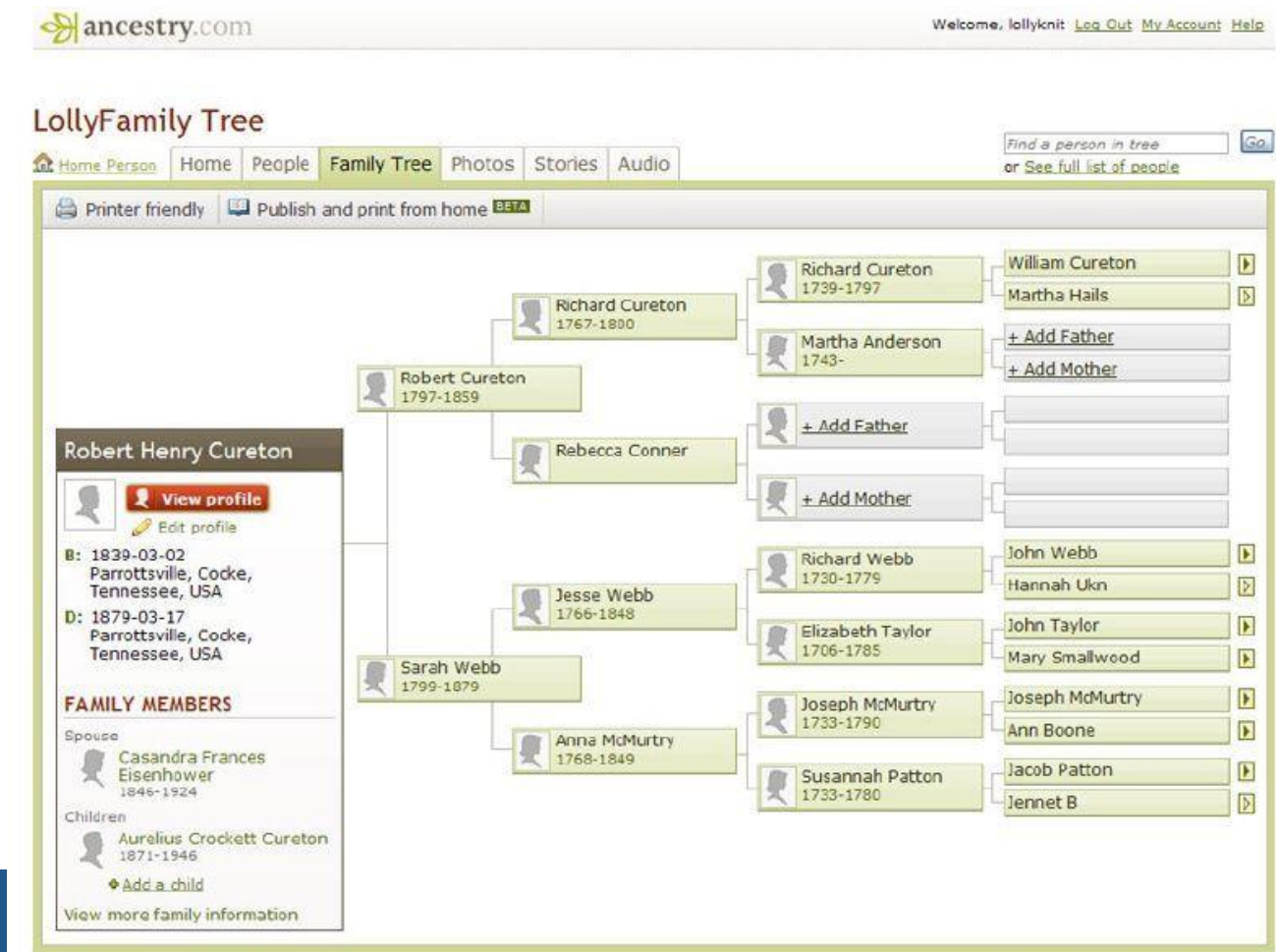
5. Administrative Controls

(install signs, rotate jobs, etc.)

6. PPE

(provide gloves, earplugs, etc.)

Do not simply choose a control method because it is easy and fast to implement



Learner Assessment Record

COMPLETE ASSESSMENT QUESTIONS

9 and 10

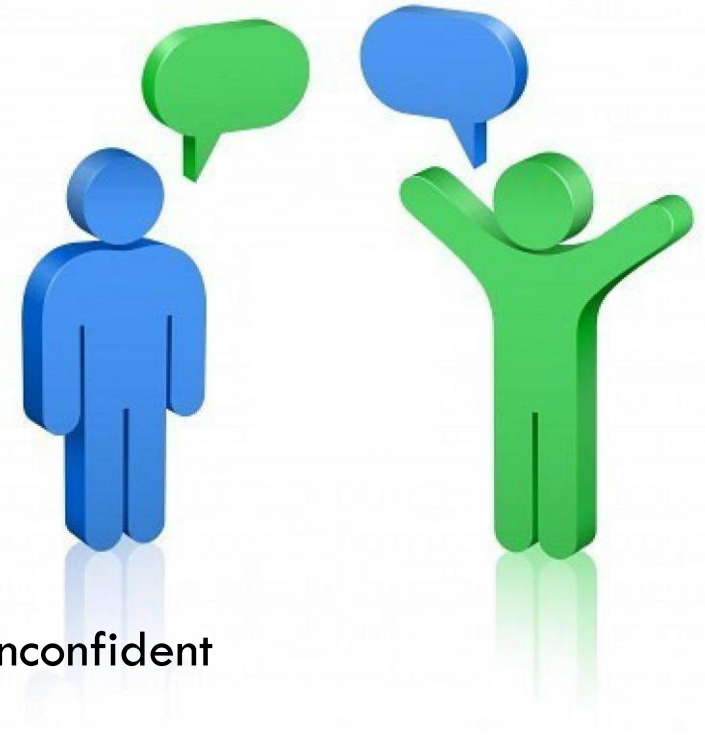
Communicate information to achieve work activity outcomes

- Delivery
- Follow policies and procedures
- Responses to questions, comments and feedback
- Document and communicate actions
- Review questions, comments, reactions, feedback and communicate responses

Communicate information to achieve work activity outcomes

Delivery

- Verbal
 - Be brief
 - Ask questions to keep the audience engaged
 - Speak to your demographic
 - Work on your tone
 - Avoid speaking softly or other speech patterns that make you seem unconfident
 - Avoid fill words
 - Don't use words like don't – Don't think about elephants (what are you thinking about?)



Communicate information to achieve work activity outcomes

Delivery

- Body Language
 - Stand at a comfortable distance
 - Eye contact
 - Appear confident

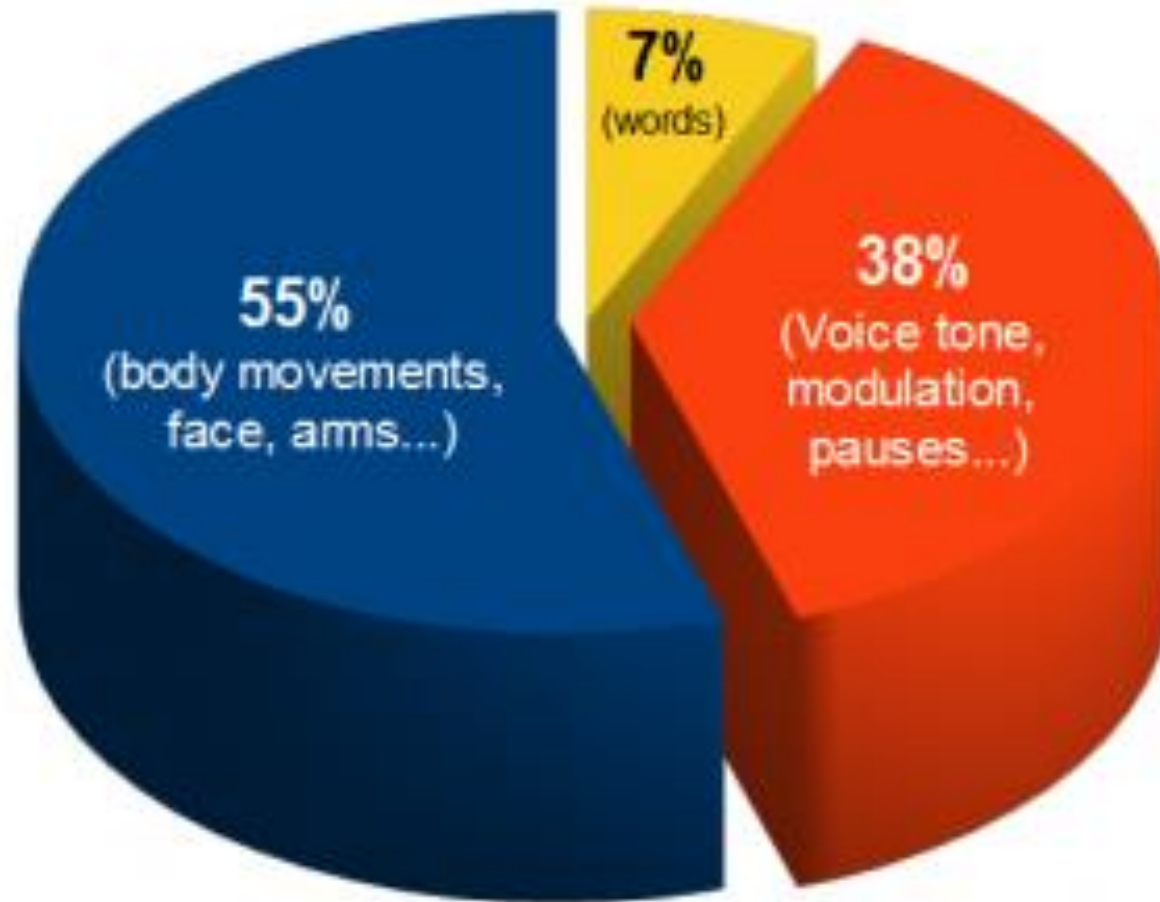


Communicate information to achieve work activity outcomes

	Passive	Aggressive	Assertive
Voice	Flat, monotonous, trails off, shaky, hesitant.	Sharp, cold, loud, shouts, abrupt, clipped, fast.	Controlled, firm, warm, rich, clear, even, loud.
Pace	Ers and ums, jerky, too slow, too fast.	Fast, emphatic, blameful, abrupt, erratic, hurried.	Steady and controlled, changes easily.
Eye Contact	Evasive, looking down, darting, low eye contact.	Stares and glaring, dominating, fixed gaze, threatening.	Firm not fixed, natural and relaxed.
Facial Gestures	Fixed smile, apology facial gestures, blinking, blushing, chewing lip.	Set face, few smiles, clenched jaw, frowning, chin forward, lips tight, gritted teeth.	Open, varied and congruent expressions, calm, jaw relaxed, few blinks, smiles.
Body language	Hunched, hand over mouth, arms crossed, head down, slumping, legs crossed, stands awkwardly, soft handshake.	Thumping, clenched fists, pointing, pacing, leaning forward, sharp and rapid movements, crushing handshake.	Open hand and arm movements, head upright, calm, emphatic gestures, relaxed, head nodding to show attention, <u>firm handshake</u> .

Communicate information to achieve work activity outcomes

Delivery



Communicate information to achieve work activity outcomes

Follow policies and procedures

- Each organisation may have their own policies and procedures for the passage of information or set documentation and forms that need to be completed for different work activities
- These have been developed to assist in the effective and timely passage of information
- Examples may include:
 - Pre-start meetings
 - Toolbox meetings
 - Incidents reports
 - Improvement notices
 - Shift handover's

Incident Report		
To be completed by staff within 12 hours of incident/accident		
Incident Date:	Incident Time:	
Injured Person Name:		
Address:		
Phone Numbers:		
Male/Female:	Date of Birth:	
Details	of	Incident:
Who was injured person?		
Injury Type:		
Does Injury require Hospital/Physician? Yes: No:		
Hospital Name:		
Address:		
Hospital Phone Numbers:		
Injured person/Party Signature/Date:		
Important Notes and Instructions:		



Learner Assessment Record

COMPLETE ASSESSMENT QUESTIONS

11 to 15

Communicate information to achieve work activity outcomes

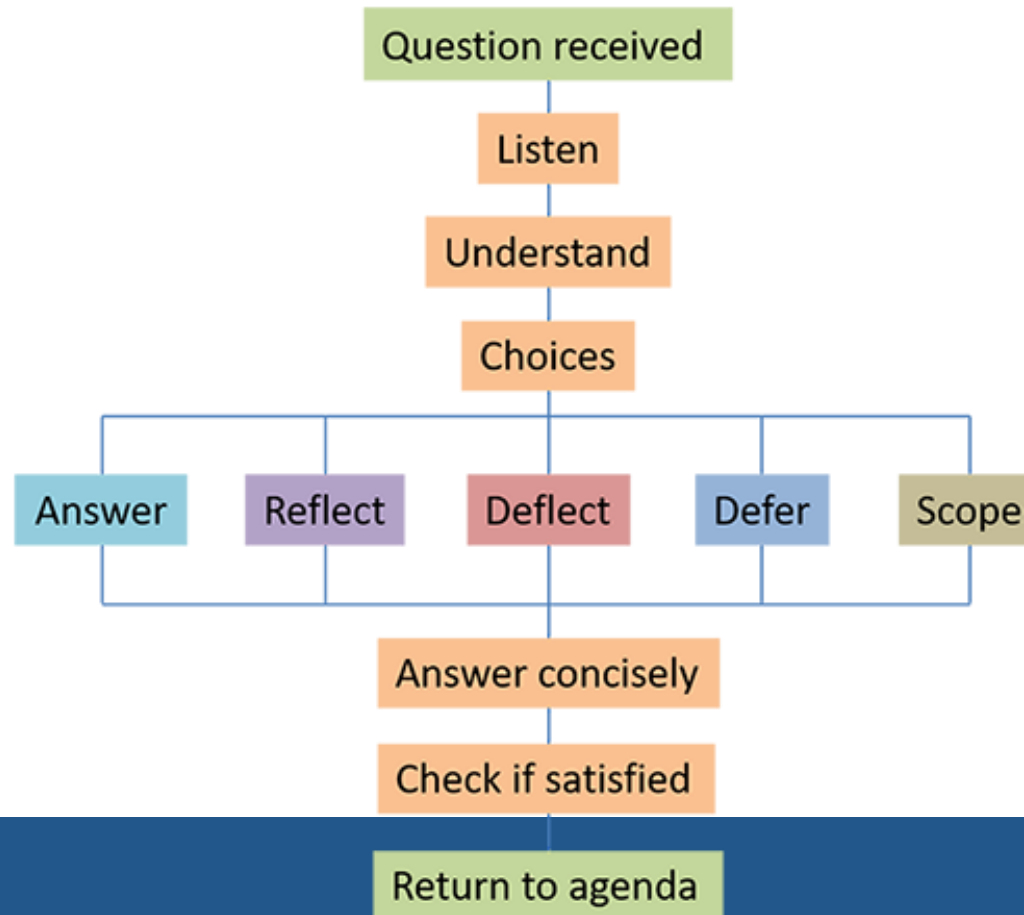
Responses to questions, comments and feedback

- There are 5 possible choices when answering questions, depending on how well you understand.
 1. Answer
 2. Reflect
 3. Deflect
 4. Defer
 5. Scope



Communicate information to achieve work activity outcomes

Responses to questions, comments and feedback



Communicate information to achieve work activity outcomes

Responses to questions, comments and feedback

- Things to avoid
 - Answering the question you wish you'd been asked
 - Giving a lengthy response
 - Passing the blame
 - Defensive answers



Communicate information to achieve work activity outcomes

Document and communicate actions

- All meetings/presentations need to be documented for several reasons:
 - Have a record of what has been delivered/said
 - Have a record as some may relate to legal obligations
 - Pre-start meetings
 - Incident notifications and communication
 - There also may be the need to update other systems to assign/track actions
 - For your review and personal improvement



Communicate information to achieve work activity outcomes

Review questions, comments, reactions, feedback and communicate responses

- Some questions will be answered at the time or delivery
- You always need to review the process, this ensures:
 - Objectives are met
 - Questions are answered
 - For your own review and personal/professional development improvement
 - From feedback during and after



Learner Assessment Record

COMPLETE ASSESSMENT QUESTIONS

16 to 21

Develop and perform work activity presentation

- Purpose of presentation
 - Organise information
 - Select communication media
 - Presentation aids
 - Present information
 - Evaluate and action outcomes
-
- Task Assignment



Toolbox Talk

Develop and perform work activity presentation

Task Assignment

- We have discussed in the previous slides a more in depth look at communication.
- On a day to day basis you will be required to give instructions for the completion of various tasks.
- A good way to ensure that you cover all points and your message gets across is to remember 6 letters 'CPQQRT'

C	Context
P	Purpose
Q	Quality
Q	Quantity
R	Resources
T	Time

Develop and perform work activity presentation

Task Assignment

Context

Requirement, why is this task required? does it have any background or are there any previous efforts which have been put into it, which created the need for this task? Are there any issues which need's to be addressed?

Develop and perform work activity presentation

Task Assignment

Purpose

Objective & Reason, what is the aim/ objective of this task and reason for doing it.

"Context actually provides historical information related to issue and explains the current situation, whereas Purpose looks ahead to achieve what is desirable or solve the issue".

Develop and perform work activity presentation

Task Assignment

Quality

Outcome, what are the required outcomes? what standards are required to perform the task and what key parameters are to be identified from the outcome to say we got the successful outcome. This is to make sure the outcome has desired standard and form you prefer.

Develop and perform work activity presentation

Task Assignment

Quantity

Measure, it is the physical measure of an outcome. This describes how many and how much measures does an outcome needed to have. Every outcome might not have this kind of measure.

"Quality is about the standard to which the task is completed and Quantity is about the physical measure".

Develop and perform work activity presentation

Task Assignment

Resources

Parameters, what does a person have to use and complete the assigned task. Is it the technology skill set, equipment, tools, workspace, vehicles, meeting rooms, budget, people for assistance and how much of their time have to be utilised for the task.

Develop and perform work activity presentation

Task Assignment

Time

(how long: effort & duration) how long does it take to complete a task and what milestones have to be achieved. Communication of their progress is needed all the way through reports or through regular discussions.

Develop and perform work activity presentation

Task Assignment

- You may not always be able to use 'CPQQRT' to the fullest but always consider each of the letters/headings prior to communicating.
- This applies in your day to day communication such as:
 - Emails
 - Radio
 - Telephone

Participate in resolving conflicts

- Identify and assess potential conflicts, common objectives and solutions
- Resolving conflict
- Seeking assistance
- Implementation, monitoring and review



Participate in resolving conflicts

Leadership and conflict go hand-in-hand. Leadership is a full-contact sport, and if you cannot or will not address conflict in a healthy, productive fashion, you should not be in a leadership role.

"Don't fear conflict; embrace it - it's your job."

Forbes – 5 Keys of dealing with workplace conflict

Participate in resolving conflicts

While conflict is a normal part of any social and organizational setting, the challenge of conflict lies in how one chooses to deal with it. Concealed, avoided or otherwise ignored, conflict will likely fester only to grow into resentment, create withdrawal or cause factional infighting within an organization.

Forbes – 5 Keys of dealing with workplace conflict

Participate in resolving conflicts

The challenge is in figuring out which conflicts are healthy and which ones are harmful. “Unhealthy conflict is when it becomes personal and emotional. Then your judgment gets clouded,” By contrast, good conflict can lead to higher levels of trust. If people see that it’s OK to challenge the boss, they can question the status quo, which is better for the company.

Michael Woodward, organizational psychologist

Participate in resolving conflicts

Identify and assess potential conflicts, common objectives and solutions

- The 5 most common workplace conflicts are:
 1. Leadership Conflicts
 2. Departmental Conflicts
 3. Personality clashes
 4. Work Style clashes
 5. 'Creative' idea conflict



Participate in resolving conflicts



Identify and assess potential conflicts, common objectives and solutions

1. Leadership Conflicts

- The leaders may themselves be involved in the conflict
- Can be the case, especially where inexperienced leaders are promoted rapidly into the position and are ill-equipped to cope with the extra pressures that the role entails.

Possible solution

- Work on longer-term succession strategies
- When hiring, hire the type of leadership style that fits into the workplace culture and organisational values you're building.

Participate in resolving conflicts



Identify and assess potential conflicts, common objectives and solutions

2. Departmental Conflicts

- Production is waiting on approval from 'SHET' before commencing development in new area
- Training is waiting on safety to approve the equipment, safety are waiting on environment to approve the clearing etc
- This problem is closely connected to the leadership one as departments without strong leadership may drag their heels.

Possible solution

- Make sure that employees' roles and responsibilities are clarified upfront and everyone is aware of what's expected of them- and why
- If leaders are not able to get their teams cooperating they may need extra training – or replacing.

Participate in resolving conflicts



Identify and assess potential conflicts, common objectives and solutions

3. Personality clashes

- People have different perceptions and behaviours, underpinned by different backgrounds, cultures, and belief systems.
- This can lead to different expectations of the work environment and conflicts with those who don't see eye to eye or behave differently.

Possible solution

- Take an independent stance and understand the needs of both employees, empathise with them, and put strong emotions to one side.
- Setting out clear policies and behavioural guidelines, clarify expectations of what's acceptable
- Training people in workplace diversity and emotional intelligence should help to grow tolerance and understanding of others.

Participate in resolving conflicts



Identify and assess potential conflicts, common objectives and solutions

4. Work style clashes

- If one employee likes to clear all their work on a daily basis but a colleague working on a different aspect of the same job (and who is otherwise proficient) tends to leave everything to the last minute on a Friday to ensure their part of the job gets done, the potential for conflict is obvious.

Possible solution

- Requires a strong mediator who can understand both sides of the coin and ensures that both employees feel that their opinion is important.
- A compromise can usually be reached.



Participate in resolving conflicts

Identify and assess potential conflicts, common objectives and solutions

5. 'Creative' idea conflict

- When conflict arises because of a difference in ideas, the result can be creativity and innovation.
- If this is handled well, it becomes positive for an organisation.

Possible solution

- No solution needed! It can be encouraged within a healthy environment of trust and respect.
- Some workplace conflict should be expected – but it needs to be carefully managed if you want to avoid its potential negative effects on other employees, company culture, and productivity.
- Building an open culture with effective communication, where people are emotionally intelligent enough to understand their own emotional triggers and also consider the feelings of others is key.

Learner Assessment Record

COMPLETE ASSESSMENT QUESTIONS

22 to 25

Participate in resolving conflicts



Resolving conflict

- 10 Steps to Resolving Conflict

Schedule a meeting to address the problem, preferably at a neutral place

1. Set ground rules.
2. Ask each participant to describe the conflict, including desired changes.
3. Ask to restate what the other has said.
4. Summarise from what you have heard and gain acknowledgement from participants.
5. Brainstorm solutions.

Participate in resolving conflicts



Resolving conflict

- 10 Steps to Resolving Conflict

Schedule a meeting to address the problem, preferably at a neutral place

6. Rule out unworkable options
7. Summarise possible solutions
8. Assign and have participants analyse options
9. Gain agreement on next step.
10. Close meeting and set a follow up date if required

Note: You may be required to record and assist in the implementation of actions as per outcomes and company policies and procedures require.

Participate in resolving conflicts



Seeking assistance

- When should HR step in?
 - Employees are threatening to quit over the problem. Recruiting and training are expensive; it's often cheaper to work out a solution.
 - Disagreements are getting personal, and respect between employees is being lost.
 - Conflicts are affecting morale and organizational success.

Participate in resolving conflicts



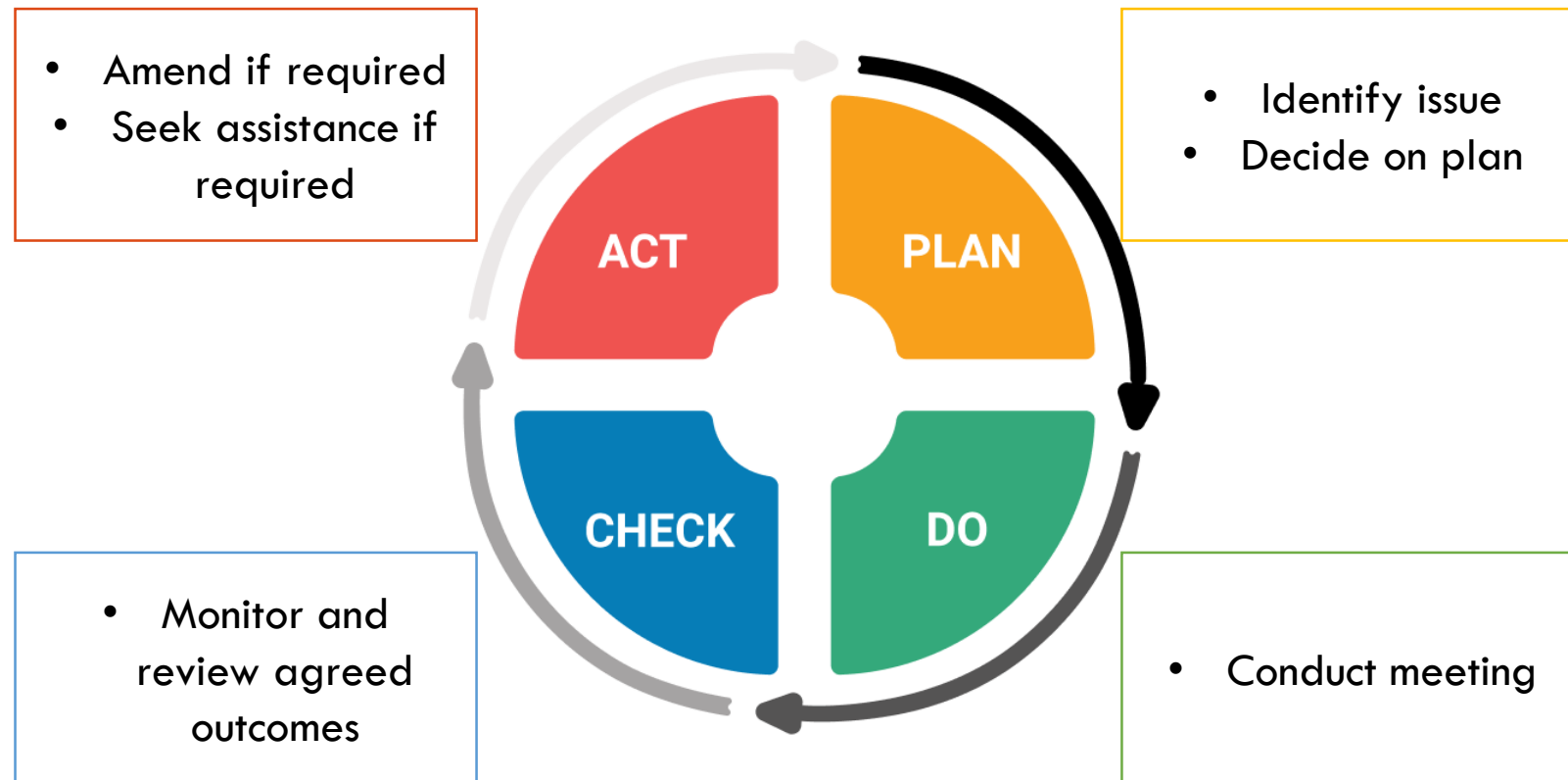
Seeking assistance

- When should you seek outside help?
 - When potential legal issues are involved, such as allegations of discrimination or harassment.
 - When the HR department doesn't have the time or training to provide the conflict resolution assistance needed.
 - When there are patterns of recurring issues.
 - When the flare-ups are becoming abusive or resemble bullying.
 - When a manager needs retraining that can't be done in-house.
 - When the environment is so toxic it's time to get everyone offsite so the office doesn't trigger continuing negative responses.

Note: Always follow your organisations procedures and process, your organisations HR department should be the one seeking and organising external help.

Participate in resolving conflicts

Implementation, monitoring and review



Learner Assessment Record

COMPLETE ASSESSMENT QUESTIONS

26 to 28

Learner Assessment Record

COMPLETE PRACTICAL ASSESSMENT - TOOLBOX TALK

QUESTIONS

