BSBSBM407A Manage a small team

Release: 1

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Modification History

Not applicable.

Unit Descriptor

This unit covers planning and managing staff. It involves industrial relations, staff selection, staff records, induction, training and team development to enhance business operations. It is suitable for existing micro and small businesses or a department in a larger organisation. This unit covers planning and managing staff. It involves industrial relations, staff selection, staff records, induction, training and team development to enhance business operations. It is suitable for existing micro and small businesses or a department in a larger organisation

Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

Not applicable.

Elements and Performance Criteria Pre-Content

Not applicable.

Elements and Performance Criteria

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Element		Performance Criteria	
1	Develop staffing plan	1.1	Staffing requirements to allow the business to run effectively are determined in accordance with business requirements as outlined in the business plan
		1.2	Existing skills/competencies of self and staff are identified and compared with business requirements to identify any gaps
		1.3	Policies and procedures are developed to address recruitment, performance measures, induction, training and professional development needs of owner/s and staff in accordance with the business plan
2	Recruit, induct and train the team	2.1	Job description and competencies required, clearly identified in accordance with business requirements, and employment vacancies advertised
		2.2	Information obtained from each candidate judged against specified selection criteria and selection decided in accordance with business and legal requirements
		2.3	New staff members inducted
		2.4	Team members made aware of their responsibilities and performance requirements as soon as practicable and opportunities taken to coach team members who are unfamiliar with business procedures
		2.5	Systematic approach to training is taken, including demonstration and explanation, as appropriate to the skill or job being taught
3	Address industrial relations issues	3.1	Workplace rights and obligations of employers and employees are clarified in accordance with legal requirements
		3.2	Staff counselled if required, in a positive and constructive manner, and outcomes recorded

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accurately

4	Maintain staff records	4.1	Staff records system developed to provide timely and accurate information in accordance with confidentiality and legal requirements
		4.2	System for recording and retrieving personnel and payroll information monitored, accurately maintained and specialist advice sought where required
5	Manage staffing issues	5.1	Contribution and skills of self and other team members are regularly reviewed to ensure performance is in line with agreed performance measures
		5.2	Staffing requirements are noted, monitored and adjusted especially in regard to the balance between operational and support personnel according to changing business requirements
		5.3	Allocation of staff to particular tasks/functions is continually monitored and reviewed in the light of business requirements and corrective action taken promptly as required
		5.4	Opportunities for staff to discuss work related issues regularly provided
		5.5	Contingency plan developed to cope with unexpected or extreme situations and appropriate corrective action taken as required
6	Review team performance	6.1	Positive and constructive relationships developed with and between team members
		6.2	Team objectives in support of business goals are reviewed and updated on a regular basis in consultation with team members
		6.3	Strengths and weaknesses of team identified against current and expected work requirements
		6.4	Time is scheduled on regular basis, for team members to review work operations to maintain and improve operational efficiency
		6.5	Team members are encouraged to monitor their own performance, suggest improvements and to identify professional development needs in

accordance with personal and business
requirements

Required Skills and Knowledge

Not applicable.

Evidence Guide

The Evidence Guide identifies the critical aspects, knowledge and skills to be demonstrated to confirm competence for this unit. This is an integral part of the assessment of competence and should be read in conjunction with the Range of Variables.

Critical Aspects of Evidence

ability to manage a small team including staff selection, staff records, induction, training and develop and maintain team performance to enhance business operations

Underpinning Knowledge*

*At this level the learner must demonstrate understanding of specialised knowledge with depth in some areas

National, State/Territory and Local Government legislative requirements affecting business operation, especially in regard to Occupational Health and Safety and environmental issues, EEO, industrial relations and anti-discrimination

OHS responsibilities and procedures for managing hazards

Relevant industry awards/enterprise agreements

Equal opportunity, anti-discrimination legislation

Staff counselling, grievance and disciplinary procedures

Unfair dismissal legislation and procedures

Underpinning Skills

Literacy skills to interpret legal requirements and compile reports

Conflict resolution

Communication skills including ability to relate to staff

Team building and motivation skills

Training/coaching skills

Ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities

Resource Implications

The learner and trainer should have access to appropriate documentation and resources normally used in the workplace

Consistency of Performance

In order to achieve consistency of performance, evidence should be collected over a set period of time which is sufficient to include dealings with an appropriate range and variety of situations

Context/s of Assessment

Competency is demonstrated by performance of all stated criteria, including paying particular attention to the critical aspects and the knowledge and skills elaborated in the Evidence Guide, and within the scope as defined by the Range of Variables

Assessment must take account of the endorsed assessment guidelines in the Business Services Training Package

Assessment of performance requirements in this unit should be undertaken in an actual workplace or simulated environment Add in additional industry requirements if appropriate

Assessment should reinforce the integration of the key competencies and the business services common competencies for the particular AQF level. Refer to the Key Competency Levels at the end of this unit

Key Competency Levels

Collecting, **analysing and organising information** (Level 2)- to plan for and manage a small team

Communicating ideas and information (Level 3) - to aid team development
Planning and organising activities (Level 2)- to manage staffing issues
Working with teams and others (Level 3) - to develop and train a team
Using mathematical ideas and techniques (Level 2)- to plan, record and report on staffing issues
Solving problems (Level 3) - to reduce conflict and maximise productivity
Using technology (Level 2) - to optimise business performance
Please refer to the Assessment Guidelines for advice on how to use the Key Competencies
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Range Statement

The Range Statement provides advice to interpret the scope and context of this unit of competence, allowing for differences between enterprises and workplaces. It relates to the unit as a whole and facilitates holistic assessment. The following variables may be present for this particular unit:

Legislation, **codes and national standards relevant to the workplace which may include**:

award and enterprise agreements and relevant industrial instruments

national, State/Territory and Local Government legislative requirements affecting business operation, especially in regard to Occupational Health and Safety and environmental issues, EEO, industrial relations and anti-discrimination

relevant industry codes of practice

Staffing requirements may include:

self only, family and/or friends

number of staff

time commitment, performance expectations

responsibilities, competencies required

full-time, part-time, permanent, temporary or casual

sub-contractors or external advisors/consultants

Staff policies must include:

recruitment and selection

training, induction

occupational health and safety

employment conditions, equal opportunity, anti-discrimination, cultural diversity

Industrial relations matters may include:

awards and/or industrial agreements and relevant industrial instruments

counselling, dismissal procedures

Staff Records system must include:

job/position descriptions

employee records (including tax file number, remuneration, leave and training records etc)

disciplinary and grievance procedures

records of taxation and superannuation payments made

occupational health and safety record

Performance measures may include:

performance of key people

overall productivity of the staff

staff morale, work ethic, work satisfaction

ratio of direct workers to those who support, supervise or manage them

ratio of sales dollars per employee

percentage of chargeable hours/days per week

Contingency plan may include:

occupational health and safety

environmental issues

unpredicted staff shortages

unpredicted customer demand/busy periods

fluctuating workloads

accidents or emergencies

Team members may include:

owner/s, partners, family members, staff

people with varying competencies and training

people with varying culture and language

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Unit Sector(s)

Not applicable.