



Australian Government

MARG6001A Manage a vessel and its crew

Release 1

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Modification History

Release 1

This is the first release of this unit.

This unit replaces and is equivalent to TDMML407A Manage administration of the vessel and its personnel.

Unit Descriptor

This unit involves the skills and knowledge required to use leadership and managerial skills to manage the operations of a vessel and its crew.

Application of the Unit

This unit applies to maritime workers working in the maritime industry as a Master Unlimited.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.

Performance criteria describe the required performance needed to demonstrate achievement of the element. Assessment of performance is to be consistent with the evidence guide.

Elements and Performance Criteria

- 1 Take command**
- 1.1 Command is exercised according to organisational authority and guidelines
 - 1.2 Command structure is established appropriate to vessel
 - 1.3 Command structure is communicated to crew and external authorities who have a regulatory interest in vessel
 - 1.4 Command *information management system* is implemented
 - 1.5 Communication mechanisms and procedures are implemented between levels of command according to organisational procedures
 - 1.6 Liaison is established and maintained to meet control and command requirements
- 2 Manage operations**
- 2.1 Operational plan is developed in consultation with *relevant personnel*
 - 2.2 Key performance indicators (KPIs) are developed, detailed and included in operational plan
 - 2.3 *Contingency plans* are developed and implemented at appropriate stages of operational planning
 - 2.4 *Resource acquisition* is planned and managed according to organisational procedures
 - 2.5 Standard operating procedures are developed in an *appropriate format*
 - 2.6 Performance systems and processes to assess progress in achieving profit and productivity plans and targets are developed, monitored and reviewed
 - 2.7 Areas of under-performance are identified and prompt action is taken to rectify the situation
 - 2.8 Recommendations for variations to operational plans are negotiated according to organisational procedures
 - 2.9 Systems to ensure procedures and records associated with documenting performance are managed according to organisational procedures
- 3 Apply task and workload management**
- 3.1 Workload of crew members is planned taking into account time and resource constraints
 - 3.2 Crew are assigned workload priority and *performance expectations*

- are communicated clearly
- 3.3 Workload of crew is coordinated according to agreed objectives and timelines
- 3.4 Performance of crew and individuals is systemically monitored against defined measurable performance criteria to ensure satisfactory completion of assigned tasks and workloads
- 3.5 **Potential and current issues and problems** arising in relation to task and workload management are identified and acted on according to organisational and legislative requirements
- 4 Support and participate in development activities**
- 4.1 Training needs of crew and individuals are identified and assessed on a regular basis according to organisational procedures
- 4.2 Action plan to meet crew and individual training and development needs is developed, agreed and implemented
- 4.3 On-the-job training is provided to the required organisational standard and to meet crew needs
- 4.4 Crew members are encouraged and supported to attend training and to undertake **development opportunities**
- 4.5 Coaching and mentoring are utilised as developmental tools
- 5 Communicate objectives and required standards**
- 5.1 Crew members are provided with up-to-date information concerning organisational objectives and standards
- 5.2 Crew member understanding of objectives and standards is checked
- 5.3 Organisational standards and values are modelled and promoted to crew members
- 6 Provide leadership to crew and individuals**
- 6.1 Link between function of crew and organisational goals is understood and communicated to crew
- 6.2 Participative decision making is used to develop, implement and review work of crew and to allocate responsibilities
- 6.3 Opportunities are given to crew and individuals to develop new and innovative work practices and strategies
- 6.4 Delegation to crew and individuals is appropriate and relevant to crew objectives and goals according to organisational policy and procedures
- 6.5 Allocated tasks are within the competence of crew members and supported with appropriate authority, autonomy and training

- 6.6 Procedures for emergency responses are developed and communicated to crew members
- 7 Make effective decisions**
- 7.1 *Team-building strategies* are applied to achieve strengthened crew and individual commitment to organisational vision and goals
- 7.2 Range of *consultative methods* are used to involve crew in decisions and vessel risk assessment
- 7.3 Use of problem-solving strategies and techniques to identify and generate options is promoted
- 7.4 Decisions and actions are evaluated for their effectiveness and positive outcomes
- 7.5 Decisions and actions are documented and reported according to organisational procedures

Required Skills and Knowledge

This section describes the skills and knowledge required for this unit.

Required Skills:

- Apply decision-making techniques including situation and risk assessment, identifying and generating options, selecting a course of action and evaluating outcome effectiveness
- Apply effective resource management including allocation, assignment and prioritisation of resources; effective communication onboard and ashore; decisions reflecting consideration of team experiences; assertiveness and leadership; obtaining and maintaining situational awareness
- Apply task and workload management including planning and coordination, personnel assignment, time and resource constraints, and prioritisation
- Develop, implement and oversee standard operating procedures

Required Knowledge:

- Decision-making techniques
- KPIs as measures for monitoring or evaluating the efficiency or effectiveness of a system which may be used to demonstrate accountability and to identify areas for improvements
- Organisational safety management system requirements
- Relevant international maritime conventions and recommendations, and national legislation
- Shipboard personnel management and training
- Work health and safety (WHS)/occupational health and safety (OHS) requirements and work practices

Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, the required skills and knowledge, the range statement and the Assessment Guidelines for the Training Package.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

The evidence required to demonstrate competence in this unit must be relevant to and satisfy all of the requirements of the Elements, Performance Criteria, Required Skills, Required Knowledge and include:

- informing crew of expected standards of work and behaviour in a manner appropriate to the individual concerned
- assessing current competence and capabilities and operational requirements to determine training objectives and activities
- giving and receiving communication clearly and unambiguously.

Context of and specific resources for assessment

Performance is demonstrated consistently over time and in a suitable range of contexts.

Resources for assessment include access to:

- industry-approved marine operations site where managing a vessel and its crew can be conducted
- tools, equipment and personal protective equipment currently used in industry
- relevant regulatory and equipment documentation that impacts on work activities
- range of relevant exercises, case studies and/or other simulated practical and knowledge assessments
- appropriate range of relevant operational situations in the workplace.

In both real and simulated environments, access is required to:

- relevant and appropriate materials and equipment
- applicable documentation including workplace procedures, regulations, codes of practice and operation manuals.

Method of assessment

Practical assessment must occur in an:

- appropriately simulated workplace environment and/or
- appropriate range of situations in the workplace.

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate to this unit:

- direct observation of the candidate managing a vessel and

its crew

- direct observation of the candidate applying relevant WHS/OHS requirements and work practices.

Guidance information for assessment

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

In all cases where practical assessment is used it should be combined with targeted questioning to assess Required Knowledge.

Assessment processes and techniques must be appropriate to the language and literacy requirements of the work being performed and the capacity of the candidate.

Range Statement

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below.

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| Information management system may include: | <ul style="list-style-type: none"> • Data receipt • Procedures and protocols • Recording • Recording and documenting incidents • Security and authority assignment • Storage and despatch modes • Types of technology – electronic data exchange devices |
| Relevant personnel may include: | <ul style="list-style-type: none"> • Crew supervisors • Masters of other vessels • Senior crew members • Senior management • Union or employee representatives • WHS/OHS committee/s and other people with specialist responsibilities |
| Contingency plans may include: | <ul style="list-style-type: none"> • Allocating functions or tasks • Recycling and re-using materials • Risk identification, assessment and management processes • Strategies for reducing costs, wastage, stock or consumables |
| Resource acquisition may include: | <ul style="list-style-type: none"> • Current and projected human, physical and financial resources • Goods and services to be purchased and ordered • Stock requirements and requisitions |
| Appropriate format may include: | <ul style="list-style-type: none"> • Details of administrative requirements prior to commencing workplace operation • Details in a procedural way of individual activities required to be carried out and completed • Location and conditions where workplace operation is to be undertaken • Procedural operations of tools, equipment and technology relevant to the workplace operation • Specific safety information and instructions for the safe conduct of the workplace operation |
| Performance expectations may include: | <ul style="list-style-type: none"> • Documented KPIs developed by Master for: <ul style="list-style-type: none"> • individuals • individuals and crew • Informal KPIs developed by Master for: <ul style="list-style-type: none"> • individuals • individuals and crew |

- Potential and current issues and problems may include:
- Appeals against formal decisions such as assessments
 - Bullying
 - Discrimination and harassment
 - Dispute between individuals or parties
 - Grievances
 - Injury rehabilitation
 - Perceived or actual issues relating to work:
 - roles, job design and allocation of duties
 - performance of self and others
 - Prejudice or racial vilification
 - Promotions
 - Stress or personal problems
- Development opportunities may include:
- Career pathways
 - Coaching
 - External study
 - Formal course participation
 - Induction
 - In-house training programs
 - Job rotation
 - Mentoring
 - On-the-job training
- Team-building strategies may include:
- Clarifying ground rules and behavioural expectations
 - Defining and clarifying objectives and work area plans
 - Ensuring input into the review of the safety management system is encouraged
 - Fostering creativity
 - Offering constructive feedback
 - Recognising achievements
 - Strengthening communication processes
- Consultative methods may include:
- Email/intranet communications, newsletters or other processes and devices that ensure all employees have the opportunity to contribute to team and individual operational plans
 - Mechanisms used to provide feedback to work team in relation to outcomes of consultation
 - Meetings, interviews, brainstorming sessions

Unit Sector(s)

Not applicable.

Competency Field

Teamwork