



Australian Government

Department of Education, Employment and Workplace Relations

BSBFLM514A Manage people

Release: 1

BSBFLM514A Manage people

Modification History

Not applicable.

Unit Descriptor

This unit specifies the outcomes required to manage and lead team members within an organisation. This includes determining work allocations; implementing performance management processes; addressing issues related to own personal leadership style and performance within the work team; demonstrating leadership; building commitment within the team; and analysing, reviewing and evaluating the effectiveness of human resource management processes in line with the objectives of the work team and the organisation. Frontline managers have a key role in managing and leading individuals within work teams. They play a prominent part in managing the performance of people who report to them directly and in providing leadership to teams.

At this level, work will normally be carried out within complex and diverse methods and procedures which require the exercise of considerable discretion and judgement, using a range of problem solving and decision making strategies.

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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

Elements and Performance Criteria

Element	Performance Criteria
1 Manage performance of individuals in teams	<p>1.1 Performance management systems/plans are developed and/or implemented in consultation with relevant personnel in accordance with documented processes, timelines and legal requirements, particularly OHS regulations</p> <p>1.2 Work and resources required by the operational plan are allocated in consultation with relevant personnel</p> <p>1.3 Strategies including mentoring and coaching are developed to ensure that team members are actively encouraged and supported in assessing their own competence, identifying their own learning needs and identifying a range of learning opportunities</p>
2 Address performance related issues	<p>2.1 Systems are established to ensure that the efforts of team members are monitored and that formal and informal feedback is provided in a constructive manner</p> <p>2.2 Performance above expectations is identified and reinforced through recognition and continuous feedback</p> <p>2.3 Performance below expectations is identified and a development plan for improved performance is negotiated, agreed on and documented in accordance with organisational and legal requirements</p> <p>2.4 Action plans for improving performance are established, monitored, documented and reported</p>

- in accordance with organisational and legal requirements
- 3 Address issues and problems of individuals in teams
 - 3.1 Potential and current issues and problems arising within the work team are identified and acted on in accordance with organisation policies and legal requirements and, as appropriate, in consultation with concerned parties
 - 3.2 Advice, support and expertise is sought from specialised human resource services as required, to resolve issues and problems
 - 3.3 Issues and problems that impact on individual team members are followed through and resolved with concerned individuals/parties
 - 4 Build support and commitment within the work team
 - 4.1 Management performance and behaviour meets the organisation's requirements, provides leadership and serves as a positive role model for others
 - 4.2 Personal performance supports organisation policies, codes of conduct and values and contributes to the development of an organisation which has integrity and credibility
 - 4.3 Own performance is monitored and adjusted to ensure it aligns with key performance indicators and organisational goals
 - 4.4 Team members are treated in a fair and equal manner and individual differences and abilities are identified and accommodated
 - 4.5 Effective communication channels and processes with management and between relevant stakeholders are developed and maintained
 - 5 Review and evaluate management of individuals within the work team
 - 5.1 Data and information on the effectiveness of performance management systems/plans for individuals within the work team are collected, analysed, reported and evaluated to aid future planning
 - 5.2 Advice and recommendations for performance management systems/plans for individuals within the work team are provided to management
 - 5.3 Improvements and changes agreed with individual team members are implemented and monitored in

line with objectives of the work team and the organisation

Required Skills and Knowledge

Not applicable.

Evidence Guide

The Evidence Guide provides advice to inform and support appropriate assessment of this unit. It contains an overview of the assessment requirements followed by identification of specific aspects of evidence that will need to be addressed in determining competence. The Evidence Guide is an integral part of the unit and should be read and interpreted in conjunction with the other components of competency. Assessment must reflect the endorsed Assessment Guidelines of the parent Training Package.

Overview of Assessment Requirements

A person who demonstrates competence in this unit must be able to provide evidence that they have taken responsibility for managing team members directly reporting to them. This will include evidence of managing issues arising within the work team; managing different levels of performance; and providing advice and input into decisions taken by management in relation to human resources within the team. More specifically it requires evidence of determining work allocations; implementing performance management processes; addressing issues related to own personal leadership style and performance within work teams; and analysing, reviewing and evaluating the effectiveness of human resource management processes.

Required knowledge and understanding includes:

relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety and environmental issues, equal opportunity, industrial relations and anti-discrimination

organisational policies and procedures related to human resources

relevant awards and certified agreements

legislation impacting on people management such as equal opportunity, OHS, industrial relations, anti-discrimination and unfair dismissal

key result areas of the team and the organisation

range of support services and expertise available within and through the organisation

requirements of the operational plan

the principles and techniques involved in:

- performance management system
 - problem identification and resolution
 - record keeping and management
 - leadership and mentoring
 - learning and development options or expertise to be able to refer team members to such expertise
 - identifying the cultural and social environment
 - developing trust and confidence
 - consistent behaviour in work relationships
- consultation and communication techniques and strategies:
- counselling
 - identifying and assessing interpersonal styles
 - conflict resolution
 - strategies to obtain and address individual and team feedback
 - developing networks to source specialist advice, support and expertise
 - managing relationships with all stakeholders
- processes for monitoring team and own performance
- strategies that contribute to the elimination of discrimination/bias

Required skills and attributes include:

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

communication and negotiation

leadership and personnel management

planning and organising skills

problem solving skills

monitoring and review skills

training skills

counselling skills, including providing feedback

attributes:

- empathic

- assertive

- communicative

- show positive leadership

- self-aware

- supportive

- trusting

- open

- flexible

- accommodating

- initiating

- loyal

- recognising achievement

- fair

- adaptable

Key competencies or generic skills relevant to this unit

The seven key competencies represent generic skills considered essential for effective work participation. Innovation skills represent a further area of generic competence. The bracketed numbering indicates the performance level required in this unit:

Level (1) represents the competence to undertake tasks effectively

Level (2) represents the competence to manage tasks

Level (3) represents the competence to use concepts for evaluating and reshaping tasks. The bulleted points provide examples of how the key competencies can be applied for this unit.

Communicating ideas and information (3)

communicating to lead a team including negotiating, counselling and providing feedback using written communication skills including those involved in report writing

Collecting, analysing and organising information (3)

tracking, monitoring and controlling human resource data and information

reviewing people management within team

Planning and organising activities (3)

planning own work and that of team members to achieve team outcomes

Working in a team (3)

leading and representing the work team

consulting the work team on a wide range of issues

working with others including management and other stakeholders, employees outside the work team, and external parties/clients

Using mathematical ideas and techniques (1)

using calculation skills associated with data manipulation involved in managing data
Solving problems (3)

applying problem solving skills as required to address issues and problems arising in
managing the team

assisting others within team to solve problems arising

Using technology (1)

using word processing packages, spreadsheets, databases and other packages to produce
written correspondence and reports, and for data collation

Innovation skills (3)

using review process to improve people management and to explore alternatives to build
support and commitment within the team

Products that could be used as evidence include:

documentation produced in managing people within the work team, such as:

- rosters and staff allocation
- timesheets
- learning and development plans for team members
- materials developed for coaching, mentoring and training
- induction programs developed and/or delivered
- actions taken to address poor, unsafe or excellent performance
- actions taken to address issues and problems within work team
- reviews of people management
- advice and input into management decisions related to the work team
- records of people management lessons learned

Processes that could be used as evidence include:

how resource allocation has been managed

how work was allocated within work team, and rationale for allocations

how financial plans and budgets were formulated

how the operational plan was managed

how team members were guided and supported in performing their role, including induction
process for new team members

how individual learning and development pathways were developed

how performance management system was implemented within work team

how problems and issues within the work team have been addressed

how input and advice was provided to management in relation to human resource

management of the work team

how own people management processes were reviewed and evaluated, and improvements
identified, reported and acted upon

Resource implications for assessment include:

access by the learner and trainer to appropriate documentation and resources normally used in
the workplace

Validity and sufficiency of evidence requires:

that this unit can be assessed in the workplace or in a closely simulated work environment

that where assessment is part of a learning experience, evidence will need to be collected over
a period of time, involving both formative and summative assessment

that examples of actions taken by the candidate to manage people across the work team are
provided

Integrated competency assessment:

that this unit should be assessed with other frontline management units taken as part of this qualification, as applicable to the candidate's management role in work team and as part of an integrated assessment activity

The Evidence Guide provides advice to inform and support appropriate assessment of this unit. It contains an overview of the assessment requirements followed by identification of specific aspects of evidence that will need to be addressed in determining competence. The Evidence Guide is an integral part of the unit and should be read and interpreted in conjunction with the other components of competency. Assessment must reflect the endorsed Assessment Guidelines of the parent Training Package.

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organisational policies and procedures related to human resources

relevant awards and certified agreements

legislation impacting on people management such as equal opportunity, OHS, industrial relations, anti-discrimination and unfair dismissal

key result areas of the team and the organisation

range of support services and expertise available within and through the organisation

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the principles and techniques involved in:

- performance management system
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- learning and development options or expertise to be able to refer team members to such expertise

- identifying the cultural and social environment

- developing trust and confidence

- consistent behaviour in work relationships

consultation and communication techniques and strategies:

- counselling

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- strategies to obtain and address individual and team feedback

- developing networks to source specialist advice, support and expertise

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strategies that contribute to the elimination of discrimination/bias

Required skills and attributes include:

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Solving problems (3)

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how input and advice was provided to management in relation to human resource

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how own people management processes were reviewed and evaluated, and improvements identified, reported and acted upon

Resource implications for assessment include:

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Validity and sufficiency of evidence requires:

that this unit can be assessed in the workplace or in a closely simulated work environment

that where assessment is part of a learning experience, evidence will need to be collected over a period of time, involving both formative and summative assessment

that examples of actions taken by the candidate to manage people across the work team are provided

Integrated competency assessment:

that this unit should be assessed with other frontline management units taken as part of this qualification, as applicable to the candidate's management role in work team and as part of an integrated assessment activity

Range Statement

The Range Statement adds definition to the unit by elaborating critical or significant aspects of the performance requirements of the unit. The Range Statement establishes the range of indicative meanings or applications of these requirements in different operating contexts and conditions. The specific aspects which require elaboration are identified by the use of italics in the Performance Criteria.

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

award and enterprise agreements and relevant industrial instruments

relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety (OHS) and environmental issues, equal opportunity, industrial relations and anti-discrimination

relevant industry codes of practice

OHS considerations may include:

knowledge of OHS legislation, principles and practice within the context of the organisation's operations and plans

OHS practice as an ethical standard and legislative requirement

training of all employees in health and safety procedures

regular updating and review of the organisation's OHS systems, procedures and records

organisation's responsibilities to internal and external personnel

adjustment of communications and OHS approach to cater for social and cultural diversity and special needs

Performance management systems/plans may refer to:

documented systems for managing performance within the organisation - usually incorporating performance plans for individuals directly relating to team and organisation objectives

informal systems developed by frontline manager for individuals and/or the work team in the place of existing organisation-wide system

Relevant personnel may include:

management

team members

human resources manager and personnel

fellow frontline managers

union/employee representatives or groups

Mentoring and coaching may include:

team leaders, supervisors and leading hands

arrangements with training personnel

arrangements with skilled personnel outside the work team

Learning needs may include:

gaps between the competencies held by the employee and the skills and knowledge required to effectively undertake workplace tasks

developmental learning, for example the learning required to progress through an organisation and take on new tasks and roles

Learning opportunities may include:

learning activities outside the workplace such as:

training through an RTO leading to a nationally recognised Australian Qualifications Framework (AQF) qualification or Statement of Attainment, for example through a traineeship or New Apprenticeship

accredited training through an independent organisation such as a State OHS authority
workshops
short courses
workplace learning activities which may also lead to a recognised credential or be part of
structured training such as:
induction
mentoring
action learning
coaching
shadowing
exchange/rotation

A development plan may include:

work allocation
team competencies
team roles and responsibilities
performance standards
work outputs and process
learning opportunities
Key Performance Indicators (KPIs)
codes of conduct
OHS requirements
negotiated agreement with individual
capacity for inserting ongoing evaluation, review and input such as:
individual assessment of progress towards the KPIs
comments from manager, and team members as appropriate
review of the individual's workload
referral to specialist support services available either within the organisation or externally
through the organisation
progress towards identified learning opportunities
warnings and reporting of poor performance to management in accordance with
organisational policies and procedures
timelines for performance improvement including probationary period

Action plans for improving performance may include:

plans that specify:
areas requiring improved performance
specific actions expected of the employee
level of improvement required
timing of expected improvement
support provided

Issues and problems may include:

perceived or actual issues and problems relating to:
work roles, job design and allocation of duties
work performance of self and others
stress or personal problems that may be referred to specialist human resources personnel or
external service providers
injury rehabilitation
prejudice or racial vilification
bullying

dispute between individuals or parties

grievances

appeals against formal decisions such as assessments, promotion

discrimination and harassment

Acted on (in relation to organisation policies and legal requirements) may include but is not limited to:

bringing parties together to seek clarification of the issue and plan for action to resolve it
formal or informal processes including discussions and meetings to resolve the issue
involving a mediator

referral to specialist human resources support services/personnel

making 'reasonable adjustments' to work procedures and facilities where required, for example in the case of a person with a disability

referral to more senior management

coaching

counselling

disciplinary procedures

Organisation policies and legal requirements may include, but are not limited to:

workplace policies and procedures such as those covering:

grievances

complaints

appeals

Equal Employment Opportunity

sexual/workplace harassment

privacy

workplace standards

legislation such as anti-discrimination legislation, OHS, WorkCover

mission, vision and values statements or similar

Concerned parties may include:

individuals, other employees outside team, employee groups and management

Specialised human resource services may include:

management

human resources specialists

organisational resources outside immediate team

rehabilitation coordinator

OHS practitioners

external service providers

employee assistance program providers

counsellors

ministers of religion

medical practitioners

paraprofessional health related services

Relevant stakeholders may be:

within the work team

the organisation's clients/customers

Board members

business or government contacts

funding bodies

professional associations

unions/employee groups

Data and information may include:

employee turnover figures

employee satisfaction surveys or 'climate' surveys

records of performance management system implementation across work team

records of participation in learning opportunities

productivity data

human resource records, such as absenteeism and lateness

benchmarking exercises against relevant data for other work teams or other organisation

industry standards

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organisation's responsibilities to internal and external personnel

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human resources manager and personnel

fellow frontline managers

union/employee representatives or groups

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team leaders, supervisors and leading hands

arrangements with training personnel

arrangements with skilled personnel outside the work team

Learning needs may include:

gaps between the competencies held by the employee and the skills and knowledge required to effectively undertake workplace tasks
developmental learning, for example the learning required to progress through an organisation and take on new tasks and roles

Learning opportunities may include:

learning activities outside the workplace such as:

- training through an RTO leading to a nationally recognised Australian Qualifications Framework (AQF) qualification or Statement of Attainment, for example through a traineeship or New Apprenticeship
- accredited training through an independent organisation such as a State OHS authority
- workshops
- short courses

workplace learning activities which may also lead to a recognised credential or be part of structured training such as:

- induction
- mentoring
- action learning
- coaching
- shadowing
- exchange/rotation

A development plan may include:

- work allocation
- team competencies
- team roles and responsibilities
- performance standards
- work outputs and process
- learning opportunities
- Key Performance Indicators (KPIs)
- codes of conduct
- OHS requirements

negotiated agreement with individual

capacity for inserting ongoing evaluation, review and input such as:

- individual assessment of progress towards the KPIs
- comments from manager, and team members as appropriate
- review of the individual's workload
- referral to specialist support services available either within the organisation or externally through the organisation
- progress towards identified learning opportunities
- warnings and reporting of poor performance to management in accordance with organisational policies and procedures
- timelines for performance improvement including probationary period

Action plans for improving performance may include:

- plans that specify:
 - areas requiring improved performance
 - specific actions expected of the employee
 - level of improvement required
 - timing of expected improvement
 - support provided

Issues and problems may include:

perceived or actual issues and problems relating to:

- work roles, job design and allocation of duties
- work performance of self and others

stress or personal problems that may be referred to specialist human resources personnel or external service providers

injury rehabilitation

prejudice or racial vilification

bullying

dispute between individuals or parties

grievances

appeals against formal decisions such as assessments, promotion

discrimination and harassment

Acted on (in relation to organisation policies and legal requirements) may include but is not limited to:

bringing parties together to seek clarification of the issue and plan for action to resolve it

formal or informal processes including discussions and meetings to resolve the issue

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Specialised human resource services may include:

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- human resources specialists

- organisational resources outside immediate team

- rehabilitation coordinator

- OHS practitioners

- external service providers

- employee assistance program providers

- counsellors

- ministers of religion

medical practitioners
paraprofessional health related services

Relevant stakeholders may be:

within the work team

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records of performance management system implementation across work team

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productivity data

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benchmarking exercises against relevant data for other work teams or other organisation

industry standards

Unit Sector(s)

Not applicable.