Australian Government

Department of Education, Employment and Workplace Relations

BSBHRM511A Manage expatriate staff

Revision Number: 1

ISC INDUSTRY SKILLS COUNCILS
Creating Australia's Future

BSBHRM511A Manage expatriate staff

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to manage Australian staff working in other countries. It covers planning for offshore work, supporting expatriate staff and arranging for the repatriation of expatriate staff.
	No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Application of the Unit

Application of the unit	This unit applies to individuals working in a managerial role who direct the work of others. They may work in any industry context and with teams of variable sizes.
	The unit applies to the management of Australian staff who are expatriated to work in overseas offices.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	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 performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.

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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Plan for offshore work	1.1. Review type of work to be conducted offshore and record **roles**, **tasks and responsibilities** of team members
	1.2. Research cultural, linguistic and regulatory differences of offshore work site
	1.3. Evaluate Australian and host country taxation law as it affects offshore work
	1.4. Review and select options for employment contracts and remuneration arrangements
	1.5. Develop selection procedures ensuring **employee adaptability**
	1.6. Create team and individual work plans and timeframes
	1.7. Ensure that necessary work permits, visas and immunisations are obtained and that travel and accommodation arrangements are made
	1.8. Plan for required **technology** and equipment for offshore team
2. Support expatriate staff to achieve goals	2.1. Arrange for the provision of cultural awareness training and orientation to new work site and living situation
	2.2. Provide relevant **organisational information** and clarify performance expectations
	2.3. Establish clear procedures for open and honest communication
	2.4. Manage team dynamics and support team performance
	2.5. Review individual and group performance and provide development opportunities
	2.6. Assist in the management of conflict and address disputes and grievances
	2.7. Recognise and reward contributions of team members
3. Arrange and evaluate repatriation	3.1. Support staff to plan for repatriation
	3.2. Assign work roles and responsibilities to returning staff
	3.3. Provide mentoring through transition following return to Australia
	3.4. Evaluate effectiveness of management strategies and support for expatriated staff

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Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE
This section describes the skills and knowledge required for this unit.

Required skills

- communication skills to:
    - clarify performance expectations
    - debrief and mentor repatriated staff
    - liaise effectively, establish expectations and address differences between staff in other locations
    - provide cultural information
- initiative and enterprise skills to deal with new situations and challenges that emerge with staff in other countries
- learning skills to contribute to learning within the organisation so that staff can effectively operate offshore
- literacy skills to:
    - evaluate taxation law as it affects offshore work
    - review and select options for employment contracts and remuneration arrangements
    - develop supporting documentation, such as selection procedures and work plans
    - oversee the completion of necessary work permits and visas
- planning and organising skills to:
    - schedule work
    - make necessary arrangements for staff to relocate

Required knowledge

- cross-cultural understanding and understanding of host country regulatory environment
- performance management systems
- range of technology for offshore communication
- recruitment processes
- requirements for sending staff offshore, including visa requirements
- taxation law in relation to expatriate work

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Evidence Guide

EVIDENCE GUIDE	
The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.	
Overview of assessment	

Critical aspects for assessment and evidence required to demonstrate competency in this unit	Evidence of the following is essential:
	• development of a:
	  • plan for managing staff who work offshore
	  • strategy for providing support and managing team conflict to staff working offshore
	  • plan for repatriating staff.

Context of and specific resources for assessment	Assessment must ensure access to: • a workplace or simulated work environment • office equipment and resources • relevant organisational documentation.
Method of assessment	The following assessment methodsare appropriate for this unit: • analysis of responses to case studies and scenarios • review of a portfolio of evidence documenting research, planning and implementation of a strategy for managing staff working offshore • oral or written questioning around the management of staff working offshore • observation of presentation of reports to relevant personnel • assessment of reports.
Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

Range Statement

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. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.	
Roles, *tasks and responsibilities* may involve:	• accountabilities • goals and targets • key performance indicators • performance targets or measures • quality standards • reporting lines • task lists.
Employee adaptability may include:	• family circumstances • intercultural sensitivity • language and communication skills • psychopathology • religious beliefs, values and attitudes.
Technology may include:	• computers • digital conferencing systems and software • internet • telecommunications devices.
Organisational information may include:	• organisational chart • annual reports • requirement for protection of intellectual property and trade secrets.

Unit Sector(s)

Unit sector	

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Competency field

Competency field	Management and leadership - management

Co-requisite units

Co-requisite units		

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