MARG004 Provide leadership to crew

Release: 1

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Modification History

Release 1. New unit of competency.

Application

This unit involves the skills and knowledge required to apply leadership and team working skills.

This unit applies to a Watchkeeper Deck, Master up to 500 gross tonnage and Master up to 80 metres.

This unit has links to legislative and certification requirements.

Pre-requisite Unit

Not applicable.

Competency Field

G – Teamwork

Unit Sector

Not applicable.

Elements and Performance Criteria

Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1 Allocate duties	1.1 Workload is scheduled effectively to facilitate vessel operational efficiency
	1.2 Duties, rosters and responsibilities are assessed against and matched to crew capabilities and according to legislative and organisational requirements
	1.3 Crew are allocated workload priority and performance expectations are communicated clearly
	1.4 Workload of crew is continuously assessed according to agreed objectives and timelines
	1.5 Performance of crew and individuals is systemically monitored against defined measurable performance criteria to

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			ensure satisfactory completion of assigned workloads
		1.6	Performance above expectations is identified and reinforced through recognition and continuous feedback
		1.7	Performance below expectations is identified and development plan for improved performance is negotiated, agreed on and documented according to organisational requirements
		1.8	Potential and current issues and problems arising within the crew and/or individuals are identified and acted on according to organisational and legislative requirements
2	**Provide learning and development activities**	2.1	Action plan to meet individual and group learning and development needs is prepared
		2.2	Individuals are supported to identify their specific learning and development needs
		2.3	Crew members are encouraged and supported to take advantage of learning and development opportunities according to their needs and organisational requirements
		2.4	On-the-job learning opportunities are provided according to individual needs and to the required standard
		2.5	Crew members are encouraged and supported in applying new skills and knowledge in the workplace
3	**Communicate effectively with crew and stakeholders**	3.1	Interpersonal skills and communication techniques are used to facilitate open communication within crew, ensure understanding and encourage accurate exchange of information
		3.2	Meetings and briefings are conducted to maintain understanding and support with crew and stakeholders
		3.3	Barriers to effective cross-cultural communication are identified and addressed to maintain effective relationships
		3.4	Positive involvement and contributions are encouraged from all crew members
		3.5	Communications are clear and accurate to ensure that information can be easily understood and acted upon
		3.6	Strategies for resolving differences are used to negotiate issues and problems

		3.7	Communication is used to develop and maintain positive relationships, mutual trust and confidence
4	**Provide leadership within the crew**	4.1	Crew members are provided with the support, leadership and advice necessary to perform work safely and effectively
		4.2	Assistance is provided to crew members to accomplish teamwork and achieve organisational goals
		4.3	Conflict situations in crew are identified and conflict resolution strategies applied
		4.4	Leadership and guidance strategies are varied to meet changing priorities and situations, taking into account the differing needs and skills of individuals and the requirements of the tasks
5	**Make effective decisions**	5.1	Information is gathered and analysed to generate a range of options
		5.2	Decisions made are the most effective for the situation based on sufficient, valid and reliable information
		5.3	Decisions made are consistent with personal and professional values, ethics and regulatory obligations
		5.4	Consultative and participative decision making is used in implementing and reviewing the work of the crew and the distribution of responsibilities
		5.5	Needs and expectations of crew and the organisation are taken into account through decision making
		5.6	Decision making is undertaken according to risk management plans and within appropriate timeframes
		5.7	Effectiveness of decisions is evaluated to improve future decision making

Foundation Skills

This section describes those language, literacy, numeracy and employment skills that are essential to performance.

Foundation skills essential to performance are explicit in the performance criteria of this unit of competency.

Range of Conditions

Specifies different work environments and conditions that may affect performance. Essential operating conditions that may be present (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) are included.

Range is restricted to essential operating conditions and any other variables essential to the work environment.

Performance expectations include one or more of the following:	- documented key performance indicators (KPIs) for: - individuals - individuals and crew - informal KPIs developed by the Master for: - individuals - individuals and crew
Development plan includes one or more of the following:	- capacity for inserting ongoing evaluation, review and input - codes of conduct - crew competencies - crew roles and responsibilities - KPIs - learning opportunities - negotiated agreement with individual - performance standards - work allocation - work health and safety (WHS)/occupational health and safety (OHS) requirements - work outputs and processes
Potential and current issues and problems include one or more of the following:	- appeals against formal decisions such as assessments - bullying - discrimination and harassment - dispute between individuals or parties - grievances - injury rehabilitation - perceived or actual relating to work: - roles, job design and allocation of duties - performance of self and others

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	• prejudice or racial vilification
	• promotions
	• stress or personal problems

Learning and development opportunities include one or more of the following:	• career pathways
	• coaching
	• conference and seminar attendance
	• external study
	• formal course participation
	• induction
	• in-house training programs
	• job rotation
	• mentoring
	• on-the-job training
	• secondment

Interpersonal skills and communication techniques include one or more of the following:	• active listening
	• constructive feedback
	• control of voice and body language
	• flexibility and willingness to negotiate
	• non-verbal communication
	• presenting options and consequences
	• paraphrasing
	• reflecting and summarising
	• speaking clearly and concisely
	• seeking feedback to check understanding
	• showing awareness of cultural and social differences
	• using language sensitively
	• using positive, confident and cooperative language

Stakeholders include one or more of the following :	• coast stations
	• Master
	• other ships
	• vessel traffic service (VTS) centres

Barriers to effective cross-cultural communication include one or more of the	• assumptions
	• cultural
	• first or preferred language
	• level of skill and knowledge

following:	• power imbalance
	• racist and prejudiced attitudes
	• socioeconomic
	• stereotypes and generalisations
	• structural

Teamwork includes one or more of the following:	• advantages and disadvantages
	• individual and group behaviour
	• team building
	• team problem solving
	• types of groups

Organisational goals include one or more of the following:	• client service standards
	• environmental management
	• organisational service standards
	• WHS/OHS

Leadership and guidance strategies include one or more of the following:	• delegation
	• empowerment
	• job design
	• motivation
	• process theories

Unit Mapping Information

This is a new unit. This unit is equivalent to MARG5001A Provide leadership to crew.

Links

Companion Volume implementation guides are found in VETNet -
https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=772efb7b-4cce-47fe-9bbd-ee3b1d1eb4c2