



**Australian Government**

# **MARG4001A Manage a small crew**

**Release 1**

## **MARG4001A Manage a small crew**

### **Modification History**

Release 1

This is the first release of this unit.

This unit replaces and is equivalent to TDMME1107A Contribute to effective communications and teamwork on a coastal vessel.

### **Unit Descriptor**

This unit involves the skills and knowledge required to lead and develop small crews.

### **Application of the Unit**

This unit applies to those working in the capacity of Master on a range of vessels up to 80 metres.

### **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

- |                                   |   |
|-----------------------------------|---|
| <b>1 Induct and train crew</b>    | <ul style="list-style-type: none"><li>1.1 Crew member is introduced to key personnel and areas on vessel</li><li>1.2 Performance requirements and responsibilities of the position are explained</li><li>1.3 Legislative requirements and <b><i>organisational policies and procedures</i></b> are explained</li><li>1.4 Initial training in relevant safety management systems, equipment and work practices is arranged and conducted</li><li>1.5 Training opportunities for development of the individual's job role are identified</li><li>1.6 <b><i>Relevant documentation</i></b> is completed and submitted to appropriate personnel</li></ul>         |
| <b>2 Allocate crew workload</b>   | <ul style="list-style-type: none"><li>2.1 Current workload of crew is assessed</li><li>2.2 Workload is scheduled effectively to facilitate operational efficiency of vessel</li><li>2.3 Duties, rosters and responsibilities are assessed against and matched to crew capabilities according to legislative and organisational requirements</li><li>2.4 Crew are allocated a workload priority</li><li>2.5 Workload of crew is continuously assessed according to agreed objectives and timelines</li></ul>   |
| <b>3 Monitor crew performance</b> | <ul style="list-style-type: none"><li>3.1 <b><i>Performance expectations</i></b> are communicated clearly to crew and individual crew members</li><li>3.2 Performance of crew and individuals is systemically monitored against defined measurable performance criteria to ensure satisfactory completion of assigned workloads</li><li>3.3 Performance expectations are assessed objectively against workloads and crew and individual capabilities</li><li>3.4 <b><i>Strategies</i></b> are developed to ensure crew and individuals are actively encouraged and supported in assessing their own competence and identifying their learning needs</li></ul> |

- |  |   |
|--|---|
| <b>4 Address performance related issues</b>                              | <ul style="list-style-type: none"><li>4.1 Systems are established to ensure efforts of crew are monitored, and formal and informal feedback is provided in a constructive manner</li><li>4.2 Performance above expectations is identified and reinforced through recognition and continuous feedback</li><li>4.3 Performance below expectations is identified and <i>development plan</i> for improved performance is negotiated, agreed on and documented according to organisational requirements</li><li>4.4 Action plans for improving performance are established and monitored according to organisational requirements</li></ul> |
| <b>5 Address issues and problems of crew and individual crew members</b> | <ul style="list-style-type: none"><li>5.1 <i>Potential and current, issues and problems</i> arising within crew and/or individuals are identified and acted on according to organisational and legislative requirements</li><li>5.2 Advice, support and expertise is sought from <i>appropriate personnel</i> as required, to resolve issues and problems</li><li>5.3 Issues and problems that impact on individual crew members are followed through and resolved with concerned individuals</li></ul>   |
| <b>6 Build support and commitment within crew</b>                        | <ul style="list-style-type: none"><li>6.1 Organisational requirements are met through personal performance and behaviour and leadership, which serves as a positive role model for other crew members</li><li>6.2 Own performance is monitored and adjusted to ensure it aligns with key performance indicators and organisational goals</li><li>6.3 Crew members are treated in a fair and equal manner and individual differences are identified and accommodated</li><li>6.4 Effective communication is developed and maintained with crew and management</li></ul>  |

## Required Skills and Knowledge

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

### Required Skills:

- Build and motivate teams
- Coach and mentor others
- Communicate and negotiate effectively
- Counsel others and provide feedback as required
- Lead others
- Manage personnel effectively
- Monitor and review activities, processes, performance and plans
- Plan and organise work and activities
- Relate to people from a range of social, cultural and ethnic backgrounds
- Resolve conflict
- Train others

### Required Knowledge:

- Consultation and communication techniques and strategies
- Key result areas of crew and organisation
- Organisational policies and procedures
- Principles and techniques involved in:
  - performance management systems
  - leadership and mentoring
- Processes for monitoring team and own performance
- Relevant industry awards and enterprise agreements
- Relevant legislation especially in relation to work health and safety (WHS)/occupational health and safety (OHS), environmental issues, equal opportunity, industrial relations, unfair dismissal and anti-discrimination
- Safety management systems
- Staff counselling, grievance and disciplinary procedures

## 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:

- developing and maintaining crew performance to enhance business operations
- developing effective planning documents
- communicating effectively with others as required
- producing accurate and reliable documentation.

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

### **Guidance information for**

Holistic assessment with other units relevant to the industry

**assessment**

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.

Organisational policies and procedures may include:

- Anti-discrimination
- Complaint and grievance procedures
- Culturally appropriate entitlements
- Employment conditions
- Equal opportunity
- Induction and training
- Performance measures
- Professional development
- Recruitment and selection
- WHS/OHS

Relevant documentation may include:

- Employee records
- Job/position descriptions
- Records of taxation and superannuation payments
- WHS/OHS records

Performance expectations may include:

- Documented key performance indicators (KPIs) for:
  - individuals
  - individuals and crew
- Informal KPIs developed by Master for:
  - individuals
  - individuals and crew

Strategies may include:

- Coaching
- Counselling
- Disciplinary procedures
- Discussions and meetings to resolve performance issues
- Making adjustments to KPIs
- Mentoring
- Referral to more senior management/human resources support services
- Shadowing
- Training

Development plan may include:

- Capacity for inserting ongoing evaluation, review and input
- Codes of conduct
- Crew competencies
- Crew roles and responsibilities



Potential and current, issues and problems may include:

- KPIs
- Learning opportunities
- Negotiated agreements with individual
- Performance standards
- WHS/OHS requirements
- Work allocation
- Work outputs and processes
- 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
  - work performance of self and others
- Prejudice or racial vilification
- Promotions
- Stress or personal problems
- Human resources manager and personnel
- Management
- Other crew members
- Other Masters in the organisation
- Union/employee representatives or groups

Appropriate personnel may include:

## Unit Sector(s)

Not applicable.

## Competency Field

Teamwork