



Australian Government

PUATEA003B Lead, manage and develop teams

Release 3

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Modification History

Release	TP version	Comments
3	PUA12 V2.1	Editorial changes.
2	PUA12 V1	Layout adjusted. Application revised.
1	PUA00 V8.1	First release in TGA.

Unit Descriptor

This unit covers competency in achieving organisational objectives and effective working relationships through managing and developing individuals and teams.

Application of the Unit

This unit applies to Public Safety workers who have a management/leadership role that includes basic HR functions and responsibility for ongoing development of the team.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

PUATEA002B Work autonomously (Fire sector specific)

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. Where ***bold italicised*** text is used, further information is detailed in the Range Statement. Assessment of performance is to be consistent with the Evidence Guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Develop and maintain a team	1.1 Work contributions or suggestions from staff are continually sought and encouraged. 1.2 Contributions to team operations are acknowledged and suggestions are dealt with constructively. 1.3 Team members' skills are used and developed according to work requirements. 1.4 Team members are consulted about implementing new work practices.
2. Communicate objectives and required standards	2.1 Team members are provided with up-to-date information concerning the objectives and standards required by the organisation. 2.2 Team members' understanding of objectives and standards is checked. 2.3 Organisational standards and values relating to equal employment opportunity, anti discrimination and workplace harassment are modelled and promoted to team members.
3. Manage and improve performance of teams and individuals	3.1 Relevant and realistic team development plans are based on identified strengths and weaknesses of all team members. 3.2 Regular constructive feedback on all aspects of work performance is provided to individuals and the team. 3.3 Performance is assessed and addressed in a fair and timely manner in accordance with organisational guidelines and procedures.
4. Support and participate in development activities	4.1 Training needs of individuals and the team are identified and assessed on a regular basis in line with organisational guidelines and procedures. 4.2 An action plan to meet individual and team 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 team needs. 4.4 Team members are encouraged and supported to attend <i>training</i> and to undertake other <i>development opportunities</i> . 4.5 Coaching and mentoring are utilised as development tools.
5. Provide leadership to individuals and teams	5.1 The link between the function of the team and the goals of the organisation is understood and

ELEMENT	PERFORMANCE CRITERIA
	communicated to the team.
	5.2 Participative decision making is used to develop, implement and review work of the team and allocate responsibilities where appropriate.
	5.3 Opportunities are given to individuals and teams to develop new and innovative work practices and strategies.
	5.4 Delegation to individuals and team members is appropriate and relevant to team objectives and goals in accordance with organisational policy and procedures.
	5.5 Allocated tasks are within the competence of team members and supported with appropriate authority, autonomy and training.
6. Manage difficulties to achieve positive outcomes	6.1 Potential or actual conflict between team members or between self and other individuals is recognised and addressed.
	6.2 Difficulties in achieving required outcomes are identified, analysed and solutions developed and communicated to appropriate personnel.
	6.3 Individuals experiencing difficulties which cannot be addressed within the team are referred to <i>appropriate personnel</i> according to organisational policies and procedures.
7. Create and maintain conditions for productive work	7.1 Work environment is monitored to ensure it is maintained in line with organisational standards.
	7.2 Improvements to working environment are recommended and implemented where possible.
	7.3 Workplace hazards are identified or anticipated and managed to maintain safe working conditions.

Required Skills and Knowledge

This describes the essential skills and knowledge and their level, required for this unit.

Required Skills

- assessing training needs
- conflict resolution and negotiation
- consulting team members
- interpersonal skills
- leading and supervising individuals and teams
- problem solving
- providing constructive feedback

Required Knowledge

- all organisational policies
- anti discrimination and harassment
- industrial awards and agreements
- legislation relevant to work group activities
- occupational health and safety requirements
- organisational personnel practices and guidelines
- organisational policy relating to equal employment opportunity
- organisational quality standards and values
- principles of effective team operation and leadership
- principles of human resource management
- principles of leadership
- procedures
- protocols and standards affecting work group activities
- relevant training courses and development opportunities

Evidence Guide

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

It is essential for this unit that competence be demonstrated by team leader meeting objectives and performance requirements.

Consistency in performance

Evidence should be gathered over a period of time in a range of actual or simulated workplace environments.

Context of and specific resources for assessment

Context of assessment

A combination of oral or written presentations on the job and/or in a simulated scenario.

Specific resources for assessment

No special requirements.

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 in the Performance Criteria is detailed below.

Training and development opportunities may include:

- formal course participation
- on the job training
- work experience
- external study
- conference and seminar attendance
- induction
- job rotation

Training standards may include:

- industry best practice
- legislative requirements
- organisational standards
- Australian standards
- manufacturers' specifications
- endorsed competencies

Appropriate personnel may include:

- human resource manager
- counsellors
- supervisors
- team members
- managers

Organisational policy procedures requirements and guidelines may vary between sectors and organisations and may include:

- legislation relevant to the organisation
- operational
- corporate and strategic plans
- organisational performance standards
- organisational personnel practices and guidelines
- organisational quality standards
- protocols
- standard operating procedures
- equal employment opportunity policies
- occupational health and safety and welfare policy
- learning strategies
- codes of conduct
- Civil Aviation Orders
- requirements of regulatory authorities
- search and rescue time/procedures/action
- organisation's approach to environmental management and sustainability

Unit Sector(s)

Not applicable.