



**Australian Government**

# **SITXHRM402 Lead and manage people**

**Release 1**

## SITXHRM402 Lead and manage people

### Modification History

The version details of this endorsed unit of competency set are in the table below. The latest information is at the top.

Version	Comments
1.0	E Replaces and is equivalent to SITXHRM005A Lead and manage people. Re-worked Required Skills and Knowledge to more fully articulate content.

### Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to lead and manage people and teams and support and encourage their commitment to the organisation. It requires the ability to lead by example and manage team performance through effective leadership.

### Application of the Unit

This unit applies to all tourism, travel, hospitality and event sectors. It applies to those people who operate independently and are responsible for leading and motivating people and teams. This includes supervisors, operational and senior managers.

### Licensing/Regulatory Information

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

### Pre-Requisites

Not applicable.

### Employability Skills Information

This unit contains employability skills.

## Elements and Performance Criteria Pre-Content

### Elements and Performance Criteria

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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| <ol style="list-style-type: none"> <li>1. Model high standards of performance and behaviour.</li> <li>2. Develop team commitment and cooperation.</li> <li>3. Manage team performance.</li> </ol> | <ol style="list-style-type: none"> <li>1.1 Act as a positive role model through individual performance.</li> <li>1.2 Show support for and commitment to organisational goals in day to day work performance.</li> <li>1.3 Treat people with integrity, respect and empathy.</li> <li>2.1 Develop and clearly communicate <b><i>plans and objectives</i></b> in consultation with the <b><i>team</i></b>.</li> <li>2.2 Make plans and objectives consistent with organisational goals.</li> <li>2.3 Communicate <b><i>expectations, roles and responsibilities</i></b> of team members to encourage people to take responsibility for their work.</li> <li>2.4 Encourage teams and individuals to develop <b><i>innovative approaches</i></b> to work.</li> <li>2.5 Identify, encourage, value and reward individual and team efforts and contributions.</li> <li>2.6 Model and encourage <b><i>open and supportive communication</i></b> within the team.</li> <li>2.7 Seek and share <b><i>information</i></b> from the wider enterprise environment with the team.</li> <li>2.8 Represent team interests in the wider environment.</li> <li>2.9 Seek <b><i>feedback</i></b> from team members and implement changes within the bounds of organisational goals and policies.</li> <li>3.1 Delegate tasks and responsibilities, identify barriers to delegation and implement processes to overcome them.</li> <li>3.2 Evaluate the skills of team members and provide opportunities for <b><i>individual development</i></b>.</li> <li>3.3 Monitor team performance to ensure progress towards achievement of goals.</li> <li>3.4 Provide mentoring and coaching to support team members.</li> <li>3.5 Motivate individuals and teams to achieve optimum performance.</li> <li>3.6 Provide <b><i>recognition and reward</i></b> for team achievements.</li> </ol> |
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## Required Skills and Knowledge

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

### Required skills

- communication skills to provide effective support and motivation to a team and overcome communication barriers
- literacy skills to:
  - read and interpret a wide range of operational workplace information
  - write clear and articulate team plans
- planning and organising skills to ensure activities and initiatives important to team development are integrated into own work planning

problem-solving skills to identify skill deficiencies and provide opportunities for individual development

- self-management skills to take responsibility for team outcomes
- teamwork skills to represent team interests in the wider organisation environment.

### Required knowledge

- roles of and functions performed by supervisors and managers
- different leadership styles
- characteristics of effective leadership
- principles of teamwork, including:
  - characteristics of effective teams
  - roles and attributes of team members
  - organisation of teams
  - potential team problems
  - benefits of effective teamwork
- role and theories of motivation
- group dynamics
- types of organisational plans and planning processes.

## 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 ability to:

- lead by example and build positive team culture through effective leadership
- monitor individual and team performance over a period of time and motivate individuals and teams to achieve optimum performance
- integrate knowledge of leadership, motivation and teamwork principles.

#### **Context of and specific resources for assessment**

Assessment must ensure use of:

- a real or simulated tourism, hospitality or event industry business operation, project or event for which a team is managed
- a team whose overall performance is the responsibility of the individual.

#### **Method of assessment**

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- project or event activities to assess the individual's ability to:
  - model high standards of performance and behaviour
  - communicate expectations, roles and responsibilities of team members
  - delegate individual tasks
  - coach and support team members to achieve optimum performance
- evaluation of reports prepared by the individual detailing how team commitment was encouraged and how team performance was managed during the conduct of operational activities
- use of, case studies and problem-solving exercises so the individual can suggest methods to overcome problematic performance issues for individuals and the team
- oral or written questioning to assess knowledge of leadership, motivation and teamwork principles
- review of portfolios of evidence and third-party

workplace reports of on-the-job performance by the individual.

**Guidance information for assessment**

The assessor should design integrated assessment activities to holistically assess this unit with other units relevant to the industry sector, workplace and job role, for example:

- BSBPMG501A Manage projects
- SITXCOM201 Show social and cultural sensitivity
- SITXHRM503 Monitor staff performance
- SITXMGT401 Monitor work operations.

## 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.

***Plans and objectives*** may:

- be:
  - short
  - medium
  - long-term
- relate to:
  - contingency management
  - increased productivity
  - meeting Key Performance Indicators (KPI)
  - operational activities
  - organisational strategies
  - performance targets for a particular project
  - sales targets
  - task management.

***Team*** may be:

- contractors
- paid employees
- permanent teams
- project or event-based
- volunteers.

***Expectations, roles and responsibilities*** may include:

- adherence to policies and procedures
- cooperative and open communication
- nature and scope of work
- relationships with others in the workplace and interdependent areas of activity
- reporting requirements
- roles of leaders and managers, including:
  - decision making
  - delegation of tasks
  - information provision
  - monitoring staff
  - planning and organising.

***Innovative approaches*** may include:

- alerting colleagues to the potential of new technologies
- making suggestions about better ways of doing things

***Open and supportive communication*** may involve:

- seeking information or ideas from unexpected places
- trying new approaches to old problems.
- being prepared to declare own need for assistance
- involving others in developing solutions
- planned and unplanned exchanges of information
- providing constructive feedback
- providing open access to documents
- using technology to support effective communication, e.g. email groups.

***Information*** may include:

- organisation performance, including financial
- changes in organisational policies
- marketing information and targets
- overall organisational objectives
- plans for new equipment
- rationale for management decisions
- technology updates
- training developments.

***Feedback*** may be about:

- allocation of tasks
- effectiveness of communication:
  - from the leader
  - within the team
  - within the enterprise
- performance of:
  - individuals
  - self
  - team
  - the enterprise
- interaction between:
  - different departments
  - different teams
  - other supervisors and managers
- workplace practices:
  - efficiency
  - deficiencies.

Opportunities for ***individual development*** may include:

- change in job responsibilities
- external training and professional development
- formal promotion
- internal training and professional development
- opportunity for greater autonomy or responsibility.



***Recognition and reward*** for team members may include:

- acknowledgment to the whole team of individual good performance
- incentive initiatives
- informal acknowledgment
- presentation of awards
- written reports to management.

## **Unit Sector(s)**

Cross-Sector

## **Competency Field**

Human Resource Management