



Australian Government

Department of Education, Employment and Workplace Relations

TDMML307B ESTABLISH AND MAINTAIN A HARMONIOUS WORKPLACE ENVIRONMENT

Revision Number: 1

TDMML307B ESTABLISH AND MAINTAIN A HARMONIOUS WORKPLACE ENVIRONMENT

Modification History

Not applicable.

Unit Descriptor

UNIT DESCRIPTOR:

This unit involves the skills and knowledge required to establish and maintain a harmonious workplace environment on board a commercial vessel, including providing leadership to the crew, informing crew of expected standards of work and behaviour, allocating appropriate duties to crew, training and assessment of crew members, and identifying and dealing with conflict.

Application of the Unit

Application of the unit	The unit covers requirements for the management of the administration of a commercial vessel and its personnel and has applications in qualifications for a Master 4 and a Watchkeeper (Deck), i.e. Certificate IV in Transport&Distribution (Coastal Maritime Operations - Master Class 4). Diploma of Transport&Distribution (Maritime Operations - Deck Watchkeeper).
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Licensing/Regulatory Information

Licensing/legislative requirements	The unit is consistent with the relevant maritime requirements for the administration of personnel on a vessel within the limits of responsibility of a Watchkeeper (Deck) or a Master 4. This includes applicable sections of Marine Orders and State and Territory marine regulations, NSCV and the USL Code,
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Pre-Requisites

Not applicable.

Employability Skills Information

Not applicable.

Elements and Performance Criteria Pre-Content

Not applicable.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1 Provide leadership to crew	<ul style="list-style-type: none">a Support is provided for members of crew in their day-to-day workb Feedback is provided to members of crew on the achievements and performancec Members of crew are treated fairly, equitably and honestly in matters related to their day-to-day workd Conflicts with and between officers and crew are resolved fairly, honestly and effectivelye Appropriate action is taken to prevent harassment and deals with it promptly, effectively and fairly should there be any indication that it may have occurredf Suggestions for work improvements made by crew members are listened to and acted upong Credit for achievements are shared with crewh A good example is provided of a responsible, fair, sympathetic, equitable and diligent member of the shipboard team

ELEMENT	PERFORMANCE CRITERIA
<p>2 Allocate duties</p>	<ul style="list-style-type: none"> a Work requirements are identified and clarified b Competencies of crew members are assessed and confirmed c Duties are assigned to crew in accordance with their competency and capabilities d Crew members are advised of their rostered duties in accordance with company procedures
<p>3 Maintain standards of work and behaviour on board vessel</p>	<ul style="list-style-type: none"> a Performance standards for crew members are identified and interpreted in accordance with company procedures b Required performance standards are communicated effectively to the crew c Staff are motivated to achieve to set standards of work performance using appropriate methods d Performance of the crew is monitored as required using appropriate methods in accordance with company procedures e Outcomes of performance assessment are discussed with individual crew members and agreement is reached on appropriate action to be taken where performance is found to be below the set standards
<p>4 Resolve conflicts</p>	<ul style="list-style-type: none"> a Conflict situations are recognised and the issues involved are clarified with the personnel involved b Solutions to the conflicts are negotiated using appropriate mediation and conflict resolution techniques c Records of shipboard conflicts and the outcomes of mediation are maintained in accordance with company procedures and established mediation practices

ELEMENT	PERFORMANCE CRITERIA
5 Organise on-board training and assessment for crew	<ul style="list-style-type: none"> a Competencies required for work are identified and interpreted b Competency deficiencies in crew members are identified and remedial action is initiated through counselling and training c Workplace training needs are identified using appropriate assessment methods d Training opportunities are organised for crew members in accordance with identified needs and company policy e Shipboard drills are organised as required by regulations and company procedures

ELEMENT	PERFORMANCE CRITERIA
5 Organise on-board training and assessment for crew (continued)	<ul style="list-style-type: none"> f Assessment of crew during and after training activities and shipboard drills is carried out to confirm that required competencies and related knowledge have been demonstrated g Paperwork related to the conduct and outcomes of training, drills and assessment on board vessel is completed and securely filed in accordance with company procedures
6 Evaluate on-board training and assessment	<ul style="list-style-type: none"> a Crew members are debriefed after training, drill and assessment activities using appropriate methods b The efficacy of training, drill and assessment activities is evaluated based on feedback from participating crew and other relevant evidence c The outcomes of evaluations of training and assessment are discussed with trainers and assessors and appropriate action is taken to make any required improvements d Reports on training and assessment are evaluated, and any resultant action, are maintained and/or entered into the vessel's log as required

Required Skills and Knowledge

REQUIRED KNOWLEDGE

This describes the knowledge required for this unit.

- 1 Relevant maritime and human resources regulations
- 2 Relevant OH&S legislation and policies
- 3 Equal employment policies and regulations
- 4 Relevant industrial award requirements as they relate to shipboard personnel responsibilities, obligations and entitlements
- 5 Principles of vessel and bridge human resource management
- 6 Methods for the motivation of shipboard personnel
- 7 Principles of effective leadership and teamwork
- 8 Competency requirements for typical shipboard operations
- 9 Training and competency assessment techniques and options suitable for shipboard personnel
- 10 Techniques for interpreting performance standards and evaluating the performance crew
- 11 Methods for evaluating the efficacy of shipboard training, drills and competency assessment
- 12 Maritime communication techniques, including barriers to effective communication and how to overcome them
- 13 Training Packages and competency standards relevant to shipboard personnel
- 14 Conflict resolution and mediation strategies and techniques
- 15 Regulatory requirements for shipboard drills
- 16 Human resource management problems and appropriate action and solutions

REQUIRED SKILLS

This describes the basic skills required for this unit.

REQUIRED SKILLS

- 1 Communicate effectively both verbally and in writing
- 2 Recognise and interpret non-verbal communication
- 3 Interpret and apply labour-related regulations
- 4 Use management skills effectively
- 5 Plan, implement and monitor goals and performance requirements for vessel operations and for emergencies
- 6 Conduct management meetings
- 7 Demonstrate effective leadership of officers and crew
- 8 Establish and develop dynamic groups and teams on board a vessel
- 9 Motivate shipboard personnel
- 10 Investigate and arbitrate shipboard conflicts
- 11 Promote correct shipboard safety management
- 12 Plan, organise and promote shipboard training programs
- 15 Organise training evaluation processes

Evidence Guide

Evidence Guide

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The Evidence Guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, the Range Statement and the Assessment Guidelines for this Training Package.

1 Critical aspects of evidence required to demonstrate	Assessment must confirm appropriate knowledge and skills to: a Implement a human resource management plan for a small commercial vessel
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Evidence Guide

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<p>competency in this unit</p>	<ul style="list-style-type: none"> b Allocate duties to crew c Monitor human resource performance and competency requirements for vessel operations d Motivate crew e Identify and resolve shipboard conflicts among crew f Organise and evaluate training, drills and assessment activities g Identify typical human resource management problems and take appropriate action h Communicate effectively with others as part of human resource management
<p>2 Evidence required for demonstration of consistent performance</p>	<ul style="list-style-type: none"> a Performance is demonstrated consistently over a period of time and in a suitable range of contexts b Consistently applies underpinning knowledge and skills when: <ul style="list-style-type: none"> 1 carrying out human resource management functions on board a small vessel 2 identifying and evaluating human resource management problems and determining appropriate courses of action 3 identifying and implementing improvements to human resource management plans, policies and procedures 4 applying equal employment and safety requirements when developing and implementing human resource management plans 5 resolving shipboard conflicts 6 assessing performance of shipboard personnel 7 evaluating efficacy of training, drills and assessment activities

Evidence Guide

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- c Shows evidence of application of relevant workplace procedures, including:
 - 1 relevant regulations
 - 2 equal employment and OH&S regulations policies and procedures
 - 3 issue resolution procedures
 - 4 job procedures and work instructions
 - 5 shipboard training, drill and assessment procedures

Evidence Guide (continued)

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2 Evidence required for demonstration of consistent performance (continued)

- d Action is taken promptly to report and/or rectify human resource conflicts and management problems in accordance with established procedures
- e Work is completed systematically with required attention to detail
- f Recognises and adapts appropriately to cultural differences in the workplace, including modes of behaviour and interactions between crew and others

3 Context of assessment

- a Assessment of competency must comply with the assessment requirements of the relevant maritime regulations
- b Assessment of this unit must be undertaken within relevant marine authority approved and audited arrangements by a registered training organisation:
 - 1 As a minimum, assessment of knowledge must be conducted through appropriate written/oral examinations
 - 2 Appropriate practical assessment must occur:

Evidence Guide (continued)

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	<ul style="list-style-type: none"> i at the registered training organisation; and/or ii on an appropriate working or training vessel
<p>4 Specific resources required for assessment</p>	<p>Access is required to opportunities to either:</p> <ul style="list-style-type: none"> a demonstrate performance in suitably simulated human resource management activities, case studies and exercises covering a range of situations that are typically experienced on a commercial vessel; and/or b contribute to human resource management activities on in an appropriate range of operational situations on a commercial or training vessel

Range Statement

Range Statement

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The Range Statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance.

VARIABLE

SCOPE

1. GENERAL CONTEXT

<p>a. Work must be carried out:</p>	<p>1 in compliance with the relevant maritime regulations</p>

Range Statement

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b. Work is performed:	1 within a defined range of operations and routine procedures, with responsibility for own outputs and some responsibility for others in achieving the specified quality and quantity of outcomes
c. Work involves:	1 routine procedures necessary to establish and maintain a harmonious workplace environment on board vessel and the achievement of solutions to a defined range of leadership and human resource management situations
d. Work requires:	1 some discretion and judgement in anticipating and allowing for possible human resource problems and contingencies and the actions to be taken in these eventualities

2. WORKSITE ENVIRONMENT

a Vessel may include:	1 any commercial vessel
b Human resource management responsibilities may include:	<p>1 implementation of human resource management plans for the vessel</p> <p>2 implementation of performance standards for vessel operations</p> <p>3 application of competency standards for crew on board vessel</p> <p>4 evaluation of competency of crew members and the organisation of appropriate action to maintain competency</p> <p>5 allocation of duties to crew</p> <p>6 motivation of crew</p> <p>7 monitoring of performance of crew</p>

Range Statement

TDMML307 ESTABLISH AND MAINTAIN A HARMONIOUS WORKPLACE ENVIRONMENT

- 8 organisation of required training, shipboard drills and assessment
- 9 investigation and mediation of shipboard conflicts
- 10 implementation of equal employment policies

Range Statement (continued)

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VARIABLE	SCOPE
c Training may include:	<ul style="list-style-type: none"> 1 on-board group training activities 2 on-board individual instruction 3 shore-based training for shipboard personnel 4 distance learning for shipboard personnel 5 shipboard drills required by regulations or company policies
d Documentation and records may include:	<ul style="list-style-type: none"> 1 operational orders 2 vessel's log 3 human resource procedures and policies 4 relevant Training Packages and competency standards 5 industrial award requirements 6 record of service books 7 ROPES books 8 company human resource procedures and policies

Range Statement (continued)

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	9	equal employment policies and regulations
	1	relevant International Labour Conventions and measures
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e Applicable legislation, regulations and codes may include:	1	relevant State and Territory marine regulations
	2	relevant sections of NSCV and USL Code
	3	relevant Commonwealth, State and Territory OH&S legislation
	4	Australian equal employment legislation and related policies

Unit Sector(s)

Not applicable.

Field

Field L Human Resources

Relationship to other units

Relationship to other units	The unit may be assessed in conjunction with other units that relate to the functions of the occupation(s) concerned.
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