



Australian Government

Department of Education, Employment and Workplace Relations

BSBAT510A Appoint and work with a manager

Revision Number: 1

BSBATSIL510A Appoint and work with a manager

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to appoint a manager for the organisation, define the respective roles of a manager and the board of management, and effectively work together on an ongoing basis. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.
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Application of the Unit

Application of the unit	This unit applies to individuals who are responsible for monitoring and guiding the activities of organisations that are about to appoint, or have appointed, a manager.
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
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Elements and Performance Criteria Pre-Content

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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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Establish a recruitment and selection process	1.1. Obtain expert advice on legal requirements relevant to recruiting and selecting staff 1.2. Identify organisational policies and procedures relevant to appointing staff 1.3. Develop an agreed process for recruiting and appointing staff that complies with legal and organisational requirements
2. Recruit and select the manager	2.1. Develop a position description for the manager that includes appropriate selection criteria 2.2. Ensure that advertising for the position complies with organisational policy and legal requirements 2.3. Establish a selection panel that represents key stakeholders 2.4. Develop appropriate interview questions, using independent assistance as required 2.5. Participate in interviewing and selecting a manager who satisfies the established selection criteria
3. Negotiate an employment contract	3.1. Check the employment contract developed to ensure it complies with organisational policy and legal requirements 3.2. Benchmark salary and conditions against similar organisations 3.3. Identify and document performance outcomes 3.4. Review and renegotiate contract as required
4. Work with the manager	4.1. Ensure that the manager is inducted 4.2. Develop communication and reporting mechanisms between the manager and the board 4.3. Develop protocols for decision making and delegation of powers 4.4. Establish policy and procedure to manage conflict and/or grievances between the manager and the board 4.5. Regularly review the manager's performance in accordance with the employment contract

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- communication and negotiation skills to:
 - work with others to develop and implement recruitment and selection processes and agree on an employment contract
 - give feedback to the manager about performance
- conflict-management skills to deal with grievances, disputes and disagreements
- culturally appropriate communication skills to relate to people from diverse backgrounds and with diverse abilities
- organisational skills to ensure that policies and procedures are followed in relation to recruitment, selection and management of the manager

Required knowledge

- award structures for industrial agreements
- benchmarking of salaries and conditions
- concept of community control of organisations and how it may impact on the recruitment and selection process
- contract management principles
- cultural context in which Aboriginal and Torres Strait Islander boards operate, including their role in upholding traditional and cultural values, and how that might impact on the recruitment and selection process and the role of the manager
- documentation required for recruitment and selection
- equal employment opportunity and anti-discrimination legislation in relation to recruiting and selecting staff
- geographic, social, economic and political contexts in which particular organisations operate and how these may impact on recruitment and selection process and the work of the manager
- interviewing techniques and selection processes
- organisational policies and procedures in relation to the selection, appointment and management of staff, including grievance procedures
- performance management processes and models for giving feedback
- provisions of federal, state or territory legislation and funding body requirements that may impact on the recruitment and selection process and work of the manager
- relevant aspects of industrial relations legislation

Evidence Guide

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: • work with fellow board members to source and select a suitable manager for the organisation • demonstrate awareness of equal employment opportunity and anti-discrimination requirements when recruiting and selecting staff • establish policy and procedures to ensure a good working relationship between the manager and the board.
Context of and specific resources for assessment	Assessment must ensure: • participation on an actual or simulated board • access to examples of relevant recruitment, selection and performance management documents • access to examples of issues that affect recruitment, selection and performance management • knowledge and performance to be assessed over time to confirm consistency in performance.
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: • direct questioning combined with reflection of practical board performance by the candidate • analysis of responses to case studies and scenarios • demonstration of techniques • observation of presentations and group discussions • oral or written questioning to assess knowledge • observation of performance in role plays.
Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example: • BSBATSIM506C Develop employment policies.

Range Statement

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.

Recruitment and selection will include:

- developing or adapting position and job descriptions
- advertising
- developing selection criteria
- following established application process
- short-listing applicants
- selecting interview panel
- developing interview questions
- short-listing interviewees
- conducting referee and security checks
- selecting suitable candidate
- informing successful and unsuccessful candidates.

Key stakeholders may include:

- board members
- community members
- Elders
- local government
- funding body representative
- other Aboriginal and Torres Strait Islander organisations
- staff
- traditional owners.

Independent assistance may include:

- consultants
- peak body groups
- experienced network members
- senior government or non-government personnel
- employee groups.

Communication and reporting mechanisms may include:

- manager's report for the annual general meeting
- regular written and verbal report
- report against performance outcomes
- standing item at board meeting.

RANGE STATEMENT	
<i>Delegation of powers</i> may relate to:	• employing and dismissing staff • purchasing goods and services • signing cheques • signing contracts • speaking to the media.
<i>Regular review</i> may include:	• annual performance review • assessment against performance outcomes • independent assessment • interview • 360 degree feedback.

Unit Sector(s)

Unit sector	
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Competency field

Competency field	Regulation, licensing and risk - ATSI governance
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Co-requisite units

Co-requisite units		