



Australian Government

FWPCOT4219 Manage people practices in a forestry contractor business

Release: 1

FWPCOT4219 Manage people practices in a forestry contractor business

Modification History

Release	Comments
Release 1	This version released with FWP Forest and Wood Products Training Package Version 7.0.

Application

This unit of competency describes the skills and knowledge required to manage people practices in a forestry contractor business, including complying with legislative employment requirements, applying the principles of a fair, just and leadership culture, and managing the employee lifecycle.

The unit applies to individuals who manage and operate forestry contractor businesses.

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

Pre-requisite Unit

Nil

Unit Sector

Common Technical (COT)

Elements and Performance Criteria

Elements	Performance Criteria
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1.1 Assess business compliance with requirements of Australian employment law	1.1 Identify the sources of employment law and the role of key regulatory institutions 1.2 Identify the relevance of key provisions of the Fair Work Act 2009 (Cth) to forestry contractor businesses 1.3 Outline key features of and difference between employment contracts, awards and registered agreements

Elements	Performance Criteria
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
	1.4 Identify pay and conditions of work for employees in a forestry contractor business, and check for compliance with relevant employment agreements, awards and legislation 1.5 Review policies, procedures and supporting documentation for all forms of employee, engagement, separation and termination of a forestry contractor business for compliance with legislative requirements 1.6 Review policies, procedures and supporting documentation relating to workplace discrimination and bullying and harassment of a forestry contractor business for compliance with legislative requirements 1.7 Identify potential consequences of non-compliance with Australian employment law 1.8 Identify sources of advice and ways of maintaining ongoing compliance with Australian employment law
2. Create a fair and just culture in a forestry contractor business	2.1 Identify values, beliefs and behaviours and role they play in shaping organisational culture of business 2.2 Identify key features and principles of fair and just organisational culture 2.3 Assess strategies for creating fair and just organisational culture in forestry contractor business 2.4 Identify responsibilities of business owners, managers and employees in creating and maintaining fair and just organisational culture 2.5 Apply principles of fair and just culture in making decisions when employees have acted in ways that are inconsistent with values and policies of forestry contractor business 2.1 Identify values, beliefs and behaviours and role they play in shaping organisational culture of business 2.2 Identify key features and principles of fair and just organisational culture 2.3 Assess strategies for creating fair and just organisational culture in forestry contractor business 2.4 Identify responsibilities of business owners, managers and employees in creating and maintaining fair and just organisational culture 2.5 Apply principles of fair and just culture in making decisions when

Elements	Performance Criteria
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
	employees have acted in ways that are inconsistent with values and policies of forestry contractor business
3. Manage employee lifecycle in a forestry contractor business	3.1 Identify key stages of employee lifecycle in a forestry contractor business 3.2 Establish succession plan for key roles in a forestry contractor business 3.3 Review recruitment and onboarding policies, procedures and supporting documentation of forestry contractor business, and assess options for improving efficiency and effectiveness of existing processes 3.4 Review staff training and development policies, procedures and supporting documentation of forestry contractor business, and assess options for improving the efficiency and effectiveness of existing processes 3.5 Review staff retention policies, procedures and supporting documentation of forestry contractor business, and assess options for improving the efficiency and effectiveness of existing processes 3.6 Review staff separation policies, procedures and supporting documentation of forestry contractor business, and assess options for improving the efficiency and effectiveness of existing processes 3.7 Identify sources of advice on managing employee lifecycle in forestry contractor business
4. Provide leadership and management in a forestry contractor business	4.1 Model high standards of performance and ethical behaviour in operating forestry contractor business 4.2 Provide leadership, direction and guidance to staff members of forestry contractor business 4.3 Manage and monitor team performance in forestry contractor business 4.4 Review performance management policies, procedures and supporting documentation of forestry contractor business, and assess options for improving efficiency and effectiveness of existing processes 4.5 Plan, implement and monitor change management strategies associated with employee lifecycle within a forestry contractor business 4.6 Identify sources of advice on leading and managing forestry

Elements	Performance Criteria
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
	contractor business

Foundation Skills

This section describes those language, literacy, numeracy and employment skills that are essential for performance in this unit of competency but are not explicit in the performance criteria.

Skill	Description
Reading	Read complex texts and industry materials in print and electronic form to gather information related to people practices in forestry contractor businesses
Writing	Prepare complex written documents, including policy and procedures, for forestry contractor businesses
Oral communication	- Ask and respond to questions to clarify information and represent viewpoints to others on routine and non-routine matters related to the people practices of forestry contractor businesses - Use appropriate technical language to describe activities in the forest and wood products industry
Numeracy	Interpret complex numerical and graphical information related to planning and reviewing people practices of forestry contractor businesses

Unit Mapping Information

Code and title current version	Code and title previous version	Comments	Equivalence status
FWPCOT4219 Manage people practices in a forestry contractor business	Not applicable	The unit has been created to address a skill or task required by industry that is not covered by an existing unit	Newly created

Links

Companion Volumes, including Implementation Guides, are available at VETNet: -
<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=0d96fe23-5747-4c01-9d6f-3509ff8d3d47>

Assessment Requirements for FWPCOT4219 Manage people practices in a forestry contractor business

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Performance Evidence

An individual demonstrating competency must satisfy all of the elements and performance criteria in this unit.

There must be evidence that the individual has reviewed and identified improvements to two aspects of the people practices for one forestry contractor business selected from:

- employment policies and procedures
- creating a fair and just organisational culture
- succession planning for key roles
- recruitment, onboarding, development, retention and separation policies and procedures
- managing team performance
- change management.

In undertaking this activity, the individual has:

- checked that the forestry contractor business complies with relevant legislative requirements
- reviewed the relevant policy and procedures of the forestry contractor business
- benchmarked the people practices of the forestry contractor business
- identified options for improving the efficiency and effectiveness of existing people practices.

Knowledge Evidence

An individual must be able to demonstrate the knowledge required to perform the tasks outlined in the elements and performance criteria of this unit. This includes knowledge of:

- employment law:
 - sources of employment law
 - role of key regulatory institutions
 - key provisions of the Fair Work Act 2009 (Cth) and relevance to forestry contractor businesses

- ways of determining pay and conditions of work for employees in a forestry contractor business as defined in employment agreements, awards and legislation
- legislative requirements related to employee separation and termination
- legislative requirements related to workplace discrimination and bullying and harassment
- consequences of non-compliance with Australian employment law
- sources of advice and ways of maintaining ongoing compliance with Australian employment law
- fair and just culture:
 - role of values, beliefs and behaviours in shaping fair and just organisational culture
 - strategies for creating a fair and just organisational culture in a forestry contractor business
 - responsibilities of business owners, managers and employees in creating and maintaining a fair and just organisational culture
 - techniques and tools for making fair and just decisions regarding employee behaviour
- employee lifecycle:
 - stages in employee lifecycle in forestry contractor business – attraction, recruitment, onboarding, development, retention, separation
 - reasons for and approaches to implementing each stage of the employee lifecycle
 - sources of advice on managing employee lifecycle in a forestry contractor business
- leadership and management of forestry contractor businesses:
 - features of effective leadership and management
 - ways of modelling high standards of performance and ethical behaviour
 - communication methods, communication barriers and strategies to improve workplace communication
 - qualities of effective teams and approaches to managing and monitoring individual and team performance
 - reasons for and approaches to giving and receiving feedback from employees
 - effective ways of planning, implementing and monitoring change.

Assessment Conditions

Assessment of the skills in this unit of competency must take place under the following conditions:

- physical conditions:
 - skills must be demonstrated in a forest work environment or an environment that accurately represents workplace conditions
- resources, equipment and materials:
 - information on the people practices of a forestry contractor company
 - online access to reference materials related to the people practices of forestry contractor businesses
- specifications:

- commonwealth and state legislation and regulations, codes of practice and industry guidelines relevant to the people practices of forest contractors.

Assessors of this unit must satisfy the requirements for assessors in applicable vocational education and training legislation, frameworks and/or standards.

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