



Australian Government

MARG002 Manage a small crew

Release: 1

MARG002 Manage a small crew

Modification History

Release 1. New unit of competency.

Application

This unit involves the skills and knowledge required to lead and develop small crews.

This unit applies to people working in the maritime industry on a range of vessels up to 80 metres.

This unit has links to legislative and certification requirements.

Pre-requisite Unit

Not applicable.

Competency Field

G – Teamwork

Unit Sector

Not applicable.

Elements and Performance Criteria

Elements describe the essential outcomes.

Performance criteria describe the performance needed to demonstrate achievement of the element.

1 Induct and train crew	1.1	Crew member is introduced to key personnel and areas on vessel
	1.2	Performance requirements and responsibilities of the position are explained
	1.3	Legislative requirements and organisational policies and procedures are explained
	1.4	Initial training in relevant safety management systems, equipment and work practices is arranged and conducted
	1.5	Training opportunities for development of the individual's job role are identified
	1.6	Relevant documentation is completed and submitted to

- appropriate personnel
- 2 Allocate crew workload**
 - 2.1 Current workload of crew is assessed
 - 2.2 Workload is scheduled effectively to facilitate operational efficiency of vessel
 - 2.3 Duties, rosters and responsibilities are assessed against and matched to crew capabilities according to legislative and organisational requirements
 - 2.4 Crew are allocated a workload priority
 - 2.5 Workload of crew is continuously assessed according to agreed objectives and timelines
 - 3 Monitor crew performance**
 - 3.1 Performance expectations are communicated clearly to crew and individual crew members
 - 3.2 Performance of crew and individuals is systemically monitored against defined measurable performance criteria to ensure satisfactory completion of assigned workloads
 - 3.3 Performance expectations are assessed objectively against workloads and crew and individual capabilities
 - 3.4 Strategies are developed to ensure crew and individuals are actively encouraged and supported in assessing their own competence and identifying their learning needs
 - 4 Address performance related issues**
 - 4.1 Systems are established to ensure efforts of crew are monitored, and formal and informal feedback is provided in a constructive manner
 - 4.2 Performance above expectations is identified and reinforced through recognition and continuous feedback
 - 4.3 Performance below expectations is identified and development plan for improved performance is negotiated, agreed on and documented according to organisational requirements
 - 4.4 Action plans for improving performance are established and monitored according to organisational requirements
 - 5 Address issues and problems of crew and individual crew members**
 - 5.1 Potential and current issues and problems arising within crew and/or individuals are identified and acted on according to organisational and legislative requirements
 - 5.2 Advice, support and expertise is sought from appropriate

		personnel as required, to resolve issues and problems
	5.3	Issues and problems that impact on individual crew members are followed through and resolved with concerned individuals
6	Build support and commitment within crew	
	6.1	Organisational requirements are met through personal performance, behaviour and leadership, which serves as a positive role model for other crew members
	6.2	Own performance is monitored and adjusted to ensure it aligns with key performance indicators and organisational goals
	6.3	Crew members are treated in a fair and equal manner and individual differences are identified and accommodated
	6.4	Effective communication is developed and maintained with crew and management

Foundation Skills

This section describes those language, literacy, numeracy and employment skills that are essential to performance.

Foundation skills essential to performance are explicit in the performance criteria of this unit of competency.

Range of Conditions

Specifies different work environments and conditions that may affect performance. Essential operating conditions that may be present (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) are included.

Range is restricted to essential operating conditions and any other variables essential to the work environment.

Organisational policies and procedures include one or more of the following:

- anti-discrimination
- complaint and grievance procedures
- culturally appropriate entitlements
- employment conditions
- equal opportunity
- induction and training
- performance measures

	• professional development • recruitment and selection • work health and safety (WHS)/occupational health and safety (OHS)
Relevant documentation include one or more of the following:	• employee records • job/position descriptions • records of taxation and superannuation payments • WHS/OHS records
Performance expectations include one or more of the following:	• documented key performance indicators (KPIs) for: • individuals • individuals and crew • informal KPIs developed by Master for: • individuals • individuals and crew
Strategies include one or more of the following:	• coaching • counselling • disciplinary procedures • discussions and meetings to resolve performance issues • making adjustments to KPIs • mentoring • referral to more senior management/human resources support services • shadowing • training
Development plan includes one or more of the following:	• capacity for inserting ongoing evaluation, review and input • codes of conduct • crew competencies • crew roles and responsibilities • KPIs • learning opportunities • negotiated agreements with individual • performance standards • WHS/OHS requirements • work allocation • work outputs and processes

Potential and current, issues and problems include one or more of the following:

- appeals against formal decisions such as assessments
- bullying
- discrimination and harassment
- dispute between individuals or parties
- grievances
- injury rehabilitation
- perceived or actual relating to:
 - work roles, job design and allocation of duties
 - work performance of self and others
- prejudice or racial vilification
- promotions
- stress or personal problems

Appropriate personnel include one or more of the following:

- human resources manager and personnel
- management
- other crew members
- other Masters in the organisation
- union/employee representatives or groups

Unit Mapping Information

This is a new unit. This unit is equivalent to MARG4001A Manage a small crew.

Links

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=772efb7b-4cce-47fe-9bbd-ee3b1d1eb4c2>

Assessment Requirements for MARG002 Manage a small crew

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Performance Evidence

Evidence required to demonstrate competence in this unit must be relevant to and satisfy all of the requirements of the elements and performance criteria on at least one occasion and include:

- building and motivating teams
- coaching and mentoring others
- communicating and negotiating effectively
- communicating effectively with others as required
- counselling others and providing feedback as required
- developing and maintaining crew performance to enhance business operations
- developing effective planning documents
- leading others
- managing personnel effectively
- monitoring and reviewing activities, processes, performance and plans
- planning and organising work and activities
- producing accurate and reliable documentation
- relating to people from a range of social, cultural and ethnic backgrounds
- resolving conflict
- training others.

Knowledge Evidence

Evidence required to demonstrate competence in this unit must be relevant to and satisfy all of the requirements of the elements and performance criteria and include knowledge of:

- consultation and communication techniques and strategies
- key result areas of crew and organisation
- organisational policies and procedures
- principles and techniques involved in:
 - performance management systems
 - leadership and mentoring
- processes for monitoring team and own performance
- relevant industry awards and enterprise agreements
- relevant international maritime conventions
- relevant legislation especially in relation to work health and safety (WHS)/occupational health and safety (OHS), environmental issues, equal opportunity, industrial relations, unfair dismissal and anti-discrimination

- safety management systems
- staff counselling, grievance and disciplinary procedures.

Assessment Conditions

Assessors must satisfy National Vocational Education and Training Regulator (NVR)/Australian Quality Training Framework (AQTF) assessor requirements.

Assessment must occur in workplace operational situations where it is appropriate to do so; where this is not appropriate, assessment must occur in simulated workplace operational situations that reflect workplace conditions.

Assessment processes and techniques must be appropriate to the language, literacy and numeracy requirements of the work being performed and the needs of the candidate.

Resources for assessment must include access to:

- tools, equipment, machinery, materials and personal protective equipment currently used in industry
- applicable documentation such as legislation, regulations, codes of practice, workplace procedures and operational manuals
- range of relevant exercises, case studies and/or simulations.

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