



Australian Government

MARG008 Manage a vessel and its crew

Release: 1

MARG008 Manage a vessel and its crew

Modification History

Release 1. This is the first release of this unit of competency in the MAR Maritime Training Package.

Application

This unit involves the skills and knowledge required to lead and manage the operations of a vessel and its crew.

This unit applies to people working in the maritime industry in the capacity of:

- Master of a commercial vessel less than 500 gross tonnage (GT)
- Master of a commercial vessel Unlimited.

Licensing/Regulatory Information

Legislative and regulatory requirements are applicable to this unit.

- This unit is one of the requirements to obtain Australian Maritime Safety Authority (AMSA) certification as a Master of a commercial vessel less than 500 gross tonnage (GT) or Master Unlimited and to meet regulatory requirements this unit must be delivered consistent with Marine Orders and with the relevant sections of the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW).
- Those regulatory requirements include STCW International Maritime Organization (IMO) model course competencies and areas of knowledge, understanding and proficiency, together with the estimated total hours required for lectures and practical exercises. Teaching staff should note that timings are suggestions only and should be adapted to suit individual groups of trainees depending on their experience, ability, equipment and staff available for training.

Pre-requisite Unit

Not applicable.

Competency Field

G – Teamwork

Unit Sector

Not applicable.

Elements and Performance Criteria

ELEMENTS

Elements describe the essential outcomes.

PERFORMANCE CRITERIA

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

1 Take command

- 1.1 Command is exercised according to organisational authority and guidelines
- 1.2 Command structure is established appropriate to vessel
- 1.3 Command structure is communicated to crew and external authorities who have a regulatory interest in vessel
- 1.4 Command information management system is implemented
- 1.5 Communication mechanisms and procedures are implemented between levels of command according to organisational procedures
- 1.6 Liaison is established and maintained to meet control and command requirements

2 Manage operations

- 2.1 Operational plan is developed in consultation with relevant personnel
- 2.2 Key performance indicators (KPIs) are developed, detailed and included in operational plan
- 2.3 Contingency plans are developed and implemented at appropriate stages of operational planning
- 2.4 Both human and physical resource acquisition is planned and managed according to organisational procedures
- 2.5 Standard operating procedures (SOPs) are developed in an appropriate format
- 2.6 Performance systems and processes to assess progress in achieving profit and productivity plans and targets are developed, monitored and reviewed

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| | 2.7 | Areas of under-performance are identified and prompt action taken to rectify the situation |
| | 2.8 | Recommendations for variations to operational plans are negotiated according to organisational procedures |
| | 2.9 | Systems to ensure procedures and records associated with documenting performance are managed according to organisational procedures |
| 3 | Apply task and workload management | |
| | 3.1 | Workload of crew members is planned taking into account time and resource constraints and hours of work and rest requirements |
| | 3.2 | Crew are assigned workload priority and performance expectations are communicated clearly |
| | 3.3 | Workload of crew is coordinated according to agreed objectives and timelines |
| | 3.4 | Performance of crew and individuals is systemically monitored against defined measurable performance criteria to ensure satisfactory completion of assigned tasks and workloads |
| | 3.5 | Potential and current issues and problems arising in relation to task and workload management are identified and acted on according to organisational and legislative requirements |
| 4 | Support and participate in development activities | |
| | 4.1 | Training needs of crew and individuals are identified and assessed on a regular basis according to organisational procedures |
| | 4.2 | Action plan to meet crew and individual training and development needs is developed, agreed and implemented |
| | 4.3 | On-the-job training is provided to meet crew needs according to the required organisational standard |
| | 4.4 | Crew members are encouraged and supported to attend training and to undertake development opportunities |
| | 4.5 | Coaching and mentoring are utilised as developmental tools |
| 5 | Communicate objectives and required standards | |
| | 5.1 | Crew members are provided with up-to-date information concerning organisational objectives and standards |

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| | 5.2 | Crew member understanding of objectives and standards is checked |
| | 5.3 | Organisational standards and values are modelled and promoted to crew members |
| 6 Provide leadership to crew and individuals | 6.1 | Link between function of crew and organisational goals is articulated and communicated to crew |
| | 6.2 | Participative decision making is used to develop, implement and review work of crew and to allocate responsibilities |
| | 6.3 | Opportunities are given to crew and individuals to develop new and innovative work practices and strategies |
| | 6.4 | Appropriate delegation to crew and individuals is made according to crew objectives and goals, and organisational policy and procedures |
| | 6.5 | Tasks are allocated within the competence of crew members and supported with appropriate authority, autonomy and training |
| | 6.6 | Procedures for emergency responses are developed and communicated to crew members |
| 7 Make effective decisions | 7.1 | Team-building strategies are applied to achieve strengthened crew and individual commitment to organisational vision and goals |
| | 7.2 | Range of consultative methods are used to involve crew in decisions and vessel risk assessment |
| | 7.3 | Use of problem-solving strategies and techniques to identify and generate options is promoted |
| | 7.4 | Decisions and actions are evaluated for their effectiveness and positive outcomes |
| | 7.5 | Decisions and actions are documented and reported according to organisational procedures |

Foundation Skills

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

Range of Conditions

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

Unit Mapping Information

This unit replaces and is equivalent to MARG006 Manage a vessel and its crew.

Links

Companion Volume implementation guide can be found in VetNet -

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

Assessment Requirements for MARG008 Manage a vessel and its crew

Modification History

Release 1. This is the first release of this unit of competency in the MAR Maritime Training Package.

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:

- applying decision-making techniques, including situation and risk assessment, identifying and generating options, selecting a course of action and evaluating outcome effectiveness
- applying effective resource management, including:
 - allocation, assignment and prioritisation of resources
 - applying assertiveness and leadership
 - obtaining and maintaining situational awareness
 - making decisions reflecting consideration of team experiences
 - using effective communication on board and ashore
- applying relevant work health and safety (WHS)/occupational health and safety (OHS) requirements and work practices
- applying task and workload management, including planning and coordination, personnel assignment, time and resource constraints, and prioritisation
- applying team-building strategies, including:
 - clarifying ground rules and behavioural expectations
 - defining and clarifying objectives and work area plans
 - encouraging input into the review of the safety management system (SMS)
 - fostering creativity
 - offering constructive feedback
 - recognising achievements
 - strengthening communications processes
- assessing current competence, capabilities and operational requirements to determine training objectives and activities
- developing, implementing and overseeing standard operating procedures (SOPs)
- giving and receiving feedback clearly and unambiguously
- informing crew of expected standards of work and behaviour in a manner appropriate to the individual concerned.

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:

- consultative methods, including:
 - email/intranet communications, newsletters or other processes and devices that ensure all employees have the opportunity to contribute to team and individual operational plans
 - mechanisms used to provide feedback to work team in relation to outcomes of consultation
 - meetings, interviews and brainstorming sessions
- contingency plans, including:
 - allocating functions or tasks
 - recycling and re-using materials
 - risk identification, assessment and management processes
 - strategies for reducing costs, wastage, stock or consumables
- decision-making techniques
- development opportunities, including:
 - career pathways
 - coaching
 - external study
 - formal course participation
 - induction
 - in-house training programs
 - job rotation
 - mentoring
 - on-the-job training
- information management system, including:
 - data receipt
 - procedures and protocols
 - recording
 - recording and documenting incidents
 - security and authority assignment
 - storage and dispatch modes
 - types of technology – electronic data exchange devices
- key performance indicators (KPIs) as measures for monitoring or evaluating the efficiency or effectiveness of a system, which may be used to demonstrate accountability and to identify areas for improvements
- organisational SMS requirements
- performance expectations, including:
 - documented KPIs developed by Master for:
 - individuals

- individuals and crew
- informal KPIs developed by Master for:
 - individuals
 - individuals and crew
- potential and current issues and problems, including:
 - appeals against formal decisions such as assessments
 - bullying
 - discrimination and harassment
 - disputes between individuals or parties
 - grievances
 - injury rehabilitation
 - perceived or actual issues relating to work:
 - performance of self and others
 - roles, job design and allocation of duties
 - prejudice or racial vilification
 - promotions
 - stress or personal problems
- relevant international maritime conventions and recommendations, and national legislation including:
 - International Safety Management (ISM) Code
 - Maritime Labour Convention (MLC)
 - International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW)
- relevant personnel, including:
 - crew supervisors
 - Masters of other vessels
 - senior crew members
 - senior management
 - union or employee representatives
 - WHS/OHS committee/s and other people with specialist responsibilities
- resource acquisition, including:
 - current and projected human, physical and financial resources
 - goods and services to be purchased and ordered
 - stock requirements and requisitions
- shipboard personnel management and training
- WHS/OHS requirements and work practices.

Assessment Conditions

Assessors must hold credentials specified within the Standards for Registered Training

Organisations current at the time of assessment.

Assessment must satisfy the Principles of Assessment and Rules of Evidence and all regulatory requirements included within the Standards for Registered Training Organisations current at the time of assessment.

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.

Practical assessment must occur in a workplace, or realistic simulated workplace, under the normal range of workplace conditions.

Simulations and scenarios may be used where situations cannot be provided in the workplace or may occur only rarely, in particular for situations relating to emergency procedures and adverse weather conditions where assessment would be unsafe, impractical or may lead to environmental damage.

Resources for assessment include access to:

- applicable documentation, such as legislation, regulations, codes of practice, workplace procedures and operational manuals
- tools, equipment, machinery, materials and relevant personal protective equipment (PPE) currently used in industry.

Links

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