



Australian Government

PUATEA003 Lead, manage and develop teams

Release: 1

PUATEA003 Lead, manage and develop teams

Modification History

Release 1. This is the first release of this unit of competency in the Public Safety Training Package.

Application

This unit of competency involves the skills and knowledge required to achieve organisational objectives and working relationships through leading, managing and developing individuals and teams.

The unit applies to public safety personnel who have a management and/or leadership role that includes basic human resource functions and responsibilities for the ongoing development of a team.

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

Pre-requisite Unit

The fire sector is those sections of government departments, statutory authorities or organisations that have responsibility under jurisdictional arrangements for the delivery of firefighting and fire management services.

It is essential that the prerequisite units listed below are obtained prior to the issuance of this unit to individuals within the fire sector or the units contributing to the attainment of a fire qualification.

PUATEA002 Work autonomously

Competency Field

Team work

Unit Sector

Not applicable

Elements and Performance Criteria

ELEMENTS

PERFORMANCE CRITERIA

Elements describe the essential Performance criteria describe the performance needed to

outcomes.

demonstrate achievement of the element.

1 Develop and maintain a team

- 1.1** Work contributions or suggestions from team members are continually sought and encouraged
- 1.2** Contributions to team operations are acknowledged and suggestions are dealt with constructively
- 1.3** Team members' skills are used and developed according to organisational work requirements
- 1.4** Team members are consulted about implementing new organisational work practices

2 Communicate objectives and required standards

- 2.1** Team members are provided with up to date information about work task objectives and standards required by the organisation
- 2.2** Team members' understanding and application of work task objectives and organisational standards are monitored
- 2.3** Organisational standards and values relating to equal employment opportunity, antidiscrimination and workplace harassment are modelled and promoted to team members

3 Manage and improve performance of teams and individuals

- 3.1** Team development plans are based on identified strengths and weaknesses of team members
- 3.2** Regular and constructive feedback on all aspects of work performance is provided to individuals and the team
- 3.3** Performance is assessed and addressed, in accordance with organisational policies and procedures

4 Support and participate in development activities

- 4.1** Training needs of individuals and the team are identified and assessed, in accordance with organisational policies and procedures
- 4.2** Action plans to meet individual and team training and development needs are created, agreed with relevant personnel and are implemented
- 4.3** Training is provided to individuals and teams, in accordance with organisational requirements and standards to meet identified needs

- | | | |
|---|------------|--|
| | 4.4 | Team members are encouraged and supported to attend training and to undertake other development opportunities |
| | 4.5 | Coaching and mentoring are utilised to address identified needs as team and individual development tools |
| 5 Provide leadership to individuals and teams | 5.1 | Team function and the goals of the organisation are communicated to the team |
| | 5.2 | Participative decision making is used to develop, implement and review the work of the team and to allocate responsibilities |
| | 5.3 | Opportunities are given to individuals and teams to develop new and innovative work practices and strategies |
| | 5.4 | Delegation of tasks and activities to individuals and team members is undertaken, in accordance with organisational policies and procedures |
| | 5.5 | Allocated tasks are within the competence of team members and are supported with appropriate authority, autonomy and training |
| 6 Manage difficulties to achieve positive outcomes | 6.1 | Potential or actual conflict between team members or between self and other individuals is recognised and addressed, in accordance with organisational procedures |
| | 6.2 | Difficulties in achieving organisational outcomes are identified, analysed and solutions are developed and communicated to appropriate personnel |
| | 6.3 | Individuals experiencing difficulties which cannot be addressed within the team are referred to appropriate personnel, in accordance with organisational policies and procedures |
| 7 Create and maintain conditions for productive work | 7.1 | Work environment is monitored to ensure it is maintained, in accordance with organisational standards |
| | 7.2 | Improvements to the working environment are recommended and implemented, where possible |
| | 7.3 | Workplace hazards are identified and managed to maintain safe working conditions |

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.

Non-essential conditions may be found in the Companion Volume Implementation Guide.

Unit Mapping Information

This unit replaces and is equivalent to PUATEA003B Lead, manage and develop teams.

Links

PUA Training Package Companion Volume Implementation Guide is found in VETNet - <https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=3eca5672-6d5a-410b-8942-810d0ba05bbf>

Assessment Requirements for PUATEA003 Lead, manage and develop teams

Modification History

Release 1. This is the first release of this unit of competency in the Public Safety Training Package.

Performance Evidence

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

- allocating tasks and activities
- applying conflict resolution and negotiation techniques
- applying Work, Health and Safety (WHS)/Occupational Health and Safety (OHS) requirements including recognising and managing hazards
- assessing team and individual training needs
- communicating organisational objectives and standards
- completing organisational documentation
- consulting team members developing and maintaining a team including creating productive work conditions
- displaying and using interpersonal skills including coaching and mentoring
- following organisational policies and procedures
- identifying and meeting organisational objectives and performance requirements
- leading and supervising individuals and teams including managing and improving the performance of teams and individuals
- managing team and individual difficulties to achieve positive outcomes
- providing constructive feedback and leadership to individuals and teams
- supporting and participating in development activities

Knowledge Evidence

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

- courses and opportunities for training and development
- industrial awards and agreements
- organisational documentation, policies and procedures
- organisational human resource and personnel practices and guidelines
- organisational training standards
- principles related to team operations, leadership and human resource management
- protocols and organisational standards, including legislative, related to work group activities

- roles and responsibilities of organisational personnel
- Work, Health and Safety (WHS)/Occupational Health and Safety (OHS) requirements including hazard identification and risk mitigation

Assessment Conditions

As a minimum, assessors must satisfy applicable regulatory requirements, which include requirements in the Standards for Registered Training Organisations current at the time of assessment.

As a minimum, assessment must satisfy applicable regulatory requirements, which include requirements in the Standards for Registered Training Organisations current at the time of assessment.

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 replicate 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

- a range of relevant exercises, case studies and/or simulations
- relevant and appropriate materials, equipment, tools and personal protective clothing and equipment currently used in industry
- applicable documentation including organisational procedures, industry standards, equipment specifications, regulations, codes of practice and operational manuals.

Links

PUA Training Package Companion Volume Implementation Guide is found in VETNet - <https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=3eca5672-6d5a-410b-8942-810d0ba05bbf>