



Australian Government

Department of Education, Employment and Workplace Relations

SIRXSRM803 Lead and develop staff

Release: 1

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Modification History

The version details of this endorsed unit are in the table below. The latest information is at the top.

Release	Comments
First Release	New unit

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to lead and develop staff within a diverse and dynamic industry, such as the retail industry.

Building a strong team culture, setting clear goals for performance, and motivating and leading team members are essential for business success. It is also critical that the appropriate profile and number of staff are available to drive the business and that legal and regulatory requirements for the engagement of staff are fully reflected in organisational practice.

The application of a clearly thought out leadership style and an understanding of the motivation and psychology of teams are required for effective performance.

Application of the Unit

This unit of competency supports the needs of senior managers and business owners with significant responsibility for managing and leading a team.

Licensing/Regulatory Information

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

Pre-Requisites

Nil

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements and Performance Criteria

Element	Performance Criteria
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.
1. Plan the staffing needs of the organisation.	1.1. Identify and analyse organisational vision, mission, and goals to inform understanding of staffing requirements. 1.2. Analyse current and projected volume and type of work to be undertaken. 1.3. Assess existing staff skills, knowledge and behaviours to ensure access to the required mix and level of skills. 1.4. Identify need for additional staff to meet organisational human resource requirements. 1.5. Ensure appropriate HR policies are in place to support the effective operation of staff and the organisation.
2. Analyse and apply personal leadership skills.	2.1. Review and assess personal leadership style for impact on the successful management of the team and other work responsibilities. 2.2. Analyse and reflect upon personal characteristics and style of working and the impact on the operation of the organisation. 2.3. Assess current personal skills and knowledge and match to organisation's immediate and longer-term needs. 2.4. Seek professional development opportunities to meet organisational needs and support longer-term personal career choices.
3. Lead the team effectively.	3.1. Establish and foster effective and open communication channels with staff. 3.2. Provide clear guidance to staff regarding individual and team work roles and performance expectations in line with organisational policies. 3.3. Communicate updates of the organisation's plans and business needs to staff to engender their active involvement. 3.4. Provide opportunities to staff to be involved in planning processes and the review and improvement of work processes. 3.5. Foster effective team collaboration and take a leadership role to resolve intra-team conflict. 3.6. Develop, trial and implement effective strategies to facilitate team

growth and increase **motivation**.

4. Monitor staff performance.
 - 4.1. Establish and communicate the goals and objectives of roles in line with organisational policies.
 - 4.2. Conduct **performance appraisals** according to the organisation's standard procedures and using a structured performance appraisal system.
 - 4.3. Analyse results of performance appraisals to identify resource requirements and professional development needs of staff.
 - 4.4. Provide **support to individuals and teams** to enhance performance and achievement of organisational goals and the effective completion of work requirements.
 - 4.5. Manage poor performance in line with organisational standards, policies and procedures, and legal requirements.
5. Review and respond to the development needs of staff.
 - 5.1. Identify current and future **staff development needs** using a range of methods and in line with organisational policies.
 - 5.2. Provide ongoing personal advice, coaching and mentoring to staff to build skill and team performance.
 - 5.3. Provide opportunities for staff to develop their skills and knowledge within the organisation in line with organisational policies.
 - 5.4. Include cost of staff training and development needs in relevant budgets and operational plans.
 - 5.5. Provide feedback and direction to staff on the professional development needs that will be provided.

Required Skills and Knowledge

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

Required skills

- communication and interpersonal skills to:
 - convey organisational values to a range of section, department or store managers and staff
 - interact with staff from diverse backgrounds
- leadership and management skills to motivate staff to embrace and act on organisational values
- problem-solving skills to:
 - analyse performance appraisals and manage poor performance
 - develop strategies to improve team performance

Required knowledge

- adult learning and development processes
- communications theories and methodologies
- leadership styles and their application
- legislative and regulatory requirements governing employment and contracting of staff
- methodologies for performance management and review
- organisational mission, vision, values and goals
- organisational policies and procedures for employing and contracting staff
- psychology of teams
- theories of motivation

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.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

Evidence of the following is essential:

- analyses organisational staffing needs and plans for future skill requirements
- understands personal leadership style and delivers leadership that is appropriate to organisational needs
- demonstrates effective team leadership, built on open communication, clear identification of performance requirements, and articulation of organisational goals and objectives
- provides staff development and support to achieve organisational outcomes
- manages staff performance according to organisational and legislative requirements.

Context of and specific resources for assessment

Assessment must ensure access to:

- a retail work environment
- current relevant range of text and online information sources
- a structured performance appraisal system
- organisational human resources policies and procedures
- retail store or department staff.

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:

- observation of performance in the workplace
- a role play
- answers to questions about specific skills and knowledge
- review of portfolios of evidence and third-party workplace reports of on-the-job performance.

Guidance information for assessment

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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 individual, accessibility of the item, and local industry and regional contexts) may also be included.

HR policies must conform to current legal requirements and may include:

- application of industrial relations legislation and regulation (e.g. Fair Work Act)
- enterprise bargaining agreements and awards
- HR administration of records and databases
- induction processes and programs
- job description and performance appraisals
- leave entitlements
- work health and safety (WHS)
- recruitment and selection
- remuneration practices
- rewards and recognition practices
- termination procedures
- workforce capacity planning.

Leadership style can be understood by reference to a range of theories that may include:

- behavioural theories, such as:
 - role theory
 - the managerial grid
- contingency theories, such as:
 - Fiedler's least preferred co-worker (LPC)
 - cognitive resource
 - strategic contingencies
- great man theory
- participative leadership styles, such as:
 - Lewin
 - Likert
- situational leadership, such as:
 - Hersey and Blanchard's situational leadership
 - Vroom and Yetton's normative model
 - House's Path-Goal theory of leadership
- trait theory
- transactional leadership, such as leader-member exchange (LMX) theory
- transformational leadership, such as:
 - Bass' transformational leadership theory
 - Burns' transformational leadership theory

Personal characteristics:

- Kouzes and Posner's leadership participation inventory.
- that impact on individual's performance within the workplace and leadership may be understood by reference to theories and techniques, including:
 - emotional intelligence inventories
 - Morey's Personality Assessment Inventory
 - Myers-Briggs Personality Indicator Test (MBTI)
 - 16 Personality Factor (16 PF) questionnaire.

Motivation of staff may be understood by reference to theories, including:

- David C. McClelland's theories of achievement motivation
- Herzberg's motivation theory
- Maslow's hierarchy of needs
- Theory X
- Theory Y.

Performance appraisals may include:

- 360 degree feedback
- counselling meetings
- formal annual, half yearly or quarterly performance appraisals Note: performance appraisals may be linked to outcome targets negotiated annually with staff members
- informal one-to-one review discussions
- probationary reviews.

Support to individuals and teams to improve and enhance workplace performance may include:

- additional capital resources, such as updated software or technology
- additional human resources
- buddy systems
- coaching
- counselling
- mentoring
- on or off-the-job training and development.

Staff development needs may be determined by many factors, including:

- changes to work practices and processes
- customer feedback
- individual staff requests for training
- introduction of new technologies or software applications
- performance appraisals
- staff surveys
- supervisor reports on individual staff.

Unit Sector(s)

Cross-Sector

Competency Field

Retail Management