



Australian Government

SITXHRM009 Lead and manage people

Release: 1

SITXHRM009 Lead and manage people

Modification History

Not applicable.

Application

This unit describes the performance outcomes, skills and knowledge required to lead and manage people individually and in teams, and support and encourage their commitment to the organisation. It requires the ability to lead by example and manage performance through effective leadership.

The unit applies to individuals who operate independently and are responsible for leading and motivating people and teams. This includes supervisors, and operational and senior managers.

The unit applies to all tourism, travel, hospitality and event sectors.

The skills in this unit must be applied in accordance with Commonwealth and State/Territory legislation, Australian/New Zealand standards and industry codes of practice.

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

Pre-requisite Unit

Nil

Competency Field

Human Resource Management

Unit Sector

Cross-Sector

Elements and Performance Criteria

ELEMENTS

Elements describe the essential outcomes

1. Model high standards of performance and behaviour.

PERFORMANCE CRITERIA

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

- 1.1. Act as a positive role model through individual performance.
- 1.2. Show support for and commitment to organisational goals in day-to-day work performance.
- 1.3. Interact with team members in a positive and professional

- manner.
2. Develop team commitment and cooperation.
 - 2.1. Develop and clearly communicate short, medium and long-term plans and objectives consistent with organisational goals in consultation with the team.
 - 2.2. Communicate expectations, roles and responsibilities of team members to encourage them to take responsibility for own work.
 - 2.3. Encourage teams and individuals to develop innovative approaches to work.
 - 2.4. Model and encourage open and supportive communication within the team.
 - 2.5. Seek and share information from the wider business environment with the team.
 - 2.6. Represent team interests in the wider business environment.
 - 2.7. Seek feedback from team members and implement changes within the bounds of organisational goals and policies.
 3. Manage team performance.
 - 3.1. Delegate tasks and responsibilities, identify barriers to delegation, and implement processes to overcome the identified barriers.
 - 3.2. Evaluate team member skills and provide opportunities for individual development.
 - 3.3. Monitor team performance to ensure progress towards achievement of goals.
 - 3.4. Provide mentoring and coaching to support team members.
 - 3.5. Motivate individuals and teams to achieve optimum performance.
 - 3.6. Provide recognition and rewards for team achievements.

Foundation Skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria are listed here, along with a brief context statement.

SKILLS	DESCRIPTION
Writing skills to:	• prepare and document team plans.
Oral communication skills to:	• overcome communication barriers in providing effective support and motivation to a team.
Planning and organising skills to:	• ensure activities and initiatives important to team development are integrated into own work planning.

Unit Mapping Information

Supersedes and is equivalent to SITXHRM003 Lead and manage people.

Links

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=68c40a93-e51d-4e0f-bc06-899dff092694>

Assessment Requirements for SITXHRM009 Lead and manage people

Modification History

Not applicable.

Performance Evidence

Evidence of the ability to complete tasks outlined in elements and performance criteria of this unit in the context of the job role, and:

- lead and manage individual or team performance including at least four of the following leadership and management roles:
 - decision making
 - delegation of tasks
 - information provision
 - monitoring performance
 - provision of feedback
 - motivation through recognition and rewards
 - planning and organising
- seek and respond to feedback from team members on at least two occasions, in line with organisational goals and policies in the following areas:
 - allocation or performance of work
 - effectiveness of communication within team, between other teams or within organisation
 - efficiency or deficiency in workplace practices.

Knowledge Evidence

Demonstrated knowledge required to complete the tasks outlined in elements and performance criteria of this unit:

- roles of and functions performed by supervisors and managers:
 - decision making
 - delegation of tasks
 - monitoring performance
 - provision of feedback
 - motivation through recognition and rewards
 - planning and organising
 - providing information:
 - organisation performance
 - changes in organisational policies

- marketing information and targets
 - overall organisational objectives
 - plans for new equipment
 - rationale for management decisions
 - technology updates
 - training developments
- expectations, roles and responsibilities of team members:
 - adhering to policies and procedures
 - cooperative and open communication
 - nature and scope of work
 - relationships with others in the workplace and interdependent areas of activity
 - reporting requirements
- considerations in the individual development of staff:
 - change in job responsibilities
 - external training and professional development
 - formal promotion
 - internal training and professional development
 - opportunity for greater autonomy or responsibility
- features of different leadership styles
- features of open and supportive communication by leaders
- characteristics of effective leadership
- principles of teamwork and:
 - characteristics of effective teams
 - roles and attributes of team members
 - organisation of teams
 - potential team problems
 - benefits of effective teamwork
- role and theories of motivation as they apply to the management of individuals and teams
- the role of group dynamics in successful team management
- forms of recognition and reward applicable to leading staff:
 - acknowledging individual good performance to the whole team
 - incentive initiatives
 - informal acknowledgement
 - presenting awards
 - written reports to management
- types of organisational plans and planning processes.

Assessment Conditions

Skills must be demonstrated in a business operation or activity where a team is managed. This can be:

- an industry workplace; or
- a simulated industry environment set up for the purposes of assessment.

Assessment must ensure access to:

- a team whose overall performance is the responsibility of the individual. This can be:
 - those in an industry workplace who are assisted by the individual during the assessment process; or
 - individuals who participate in role plays or simulated activities, set up for the purpose of assessment, in a simulated industry environment operated within a training organisation.

Assessors must satisfy the Standards for Registered Training Organisations' requirements for assessors.

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