

BSBSBM407A Manage a small team

Unit descriptor

This unit covers planning and managing staff. It involves industrial relations, staff selection, staff records, induction, training and team development to enhance business operations. It is suitable for existing micro and small businesses or a department in a larger organisation.

ELEMENT

PERFORMANCE CRITERIA

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| 1 | Develop staffing plan | 1.1 | <i>Staffing requirements</i> to allow the business to run effectively are determined in accordance with business requirements as outlined in the business plan |
| | | 1.2 | Existing skills/competencies of self and staff are identified and compared with business requirements to identify any gaps |
| | | 1.3 | <i>Policies</i> and procedures are developed to address recruitment, performance measures, induction, training and professional development needs of owner(s) and staff in accordance with the business plan |
| 2 | Recruit, induct and train the team | 2.1 | Job description and competencies required, clearly identified in accordance with business requirements, and employment vacancies advertised |
| | | 2.2 | Information obtained from each candidate judged against specified selection criteria and selection decided in accordance with business and legal requirements |
| | | 2.3 | New staff members inducted |
| | | 2.4 | Team members made aware of their responsibilities and performance requirements as soon as practicable and opportunities taken to coach team members who are unfamiliar with business procedures |
| | | 2.5 | Systematic approach to training is taken, including demonstration and explanation, as appropriate to the skill or job being taught |
| 3 | Address industrial relations issues | 3.1 | Workplace rights and obligations of employers and employees are clarified in accordance with legal requirements |
| | | 3.2 | Staff counselled if required, in a positive and constructive manner, and outcomes recorded accurately |

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PERFORMANCE CRITERIA

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| 4 Maintain staff records | 4.1 <i>Staff records system</i> developed to provide timely and accurate information in accordance with confidentiality and legal requirements |
| | 4.2 System for recording and retrieving personnel and payroll information monitored, accurately maintained and specialist advice sought where required |
| 5 Manage staffing issues | 5.1 Contribution and skills of self and other team members are regularly reviewed to ensure performance is in line with agreed performance measures |
| | 5.2 Staffing requirements are noted, monitored and adjusted especially in regard to the balance between operational and support personnel according to changing business requirements |
| | 5.3 Allocation of staff to particular tasks/functions is continually monitored and reviewed in the light of business requirements and corrective action taken promptly as required |
| | 5.4 Opportunities for staff to discuss work related issues regularly provided |
| | 5.5 <i>Contingency plan</i> developed to cope with unexpected or extreme situations and appropriate corrective action taken as required |
| 6 Review team performance | 6.1 Positive and constructive relationships developed with and between <i>team members</i> |
| | 6.2 Team objectives in support of business goals are reviewed and updated on a regular basis in consultation with team members |
| | 6.3 Strengths and weaknesses of team identified against current and expected work requirements |
| | 6.4 Time is scheduled on regular basis, for team members to review work operations to maintain and improve operational efficiency |

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- 6.5 Team members are encouraged to monitor their own performance, suggest improvements and to identify professional development needs in accordance with personal and business requirements

RANGE STATEMENT

The range statement provides advice to interpret the scope and context of this unit of competence, allowing for differences between enterprises and workplaces. It relates to the unit as a whole and facilitates holistic assessment. The following variables may be present for this particular unit:

Legislation, codes and national standards relevant to the workplace that may include:

- award and enterprise agreements and relevant industrial instruments
- national, state/territory and local government legislative requirements affecting business operation, especially in regard to occupational health and safety and environmental issues, EEO, industrial relations and anti-discrimination
- relevant industry codes of practice.

Staffing requirements may include:

- self only, family and/or friends
- number of staff
- time commitment, performance expectations
- responsibilities, competencies required
- full-time, part-time, permanent, temporary or casual
- sub-contractors or external advisers/consultants.

Staff policies must include:

- recruitment and selection
- training, induction
- occupational health and safety
- employment conditions, equal opportunity, anti-discrimination, cultural diversity.

Industrial relations matters may include awards and/or industrial agreements and relevant industrial instruments, counselling, dismissal procedures

Staff Records system must include:

- job/position descriptions
- employee records (including tax file number, remuneration, leave and training records, etc)
- disciplinary and grievance procedures
- records of taxation and superannuation payments made
- occupational health and safety record.

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Performance measures may include:

- performance of key people
- overall productivity of the staff
- staff morale, work ethic, work satisfaction
- ratio of direct workers to those who support, supervise or manage them
- ratio of sales dollars per employee
- percentage of chargeable hours/days per week.

Contingency plan may include:

- occupational health and safety
- environmental issues
- unpredicted staff shortages
- unpredicted customer demand/busy periods
- fluctuating workloads
- accidents or emergencies.

Team members may include:

- owner/s, partners, family members, staff
- people with varying competencies and training
- people with varying culture and language.

EVIDENCE GUIDE

The evidence guide identifies the critical aspects, knowledge and skills to be demonstrated to confirm competence for this unit. This is an integral part of the assessment of competence and should be read in conjunction with the range statement.

Critical aspects of evidence

Ability to:

- manage a small team including staff selection, staff records, induction, training
- develop and maintain team performance to enhance business operations.

Underpinning knowledge

At this level the learner must demonstrate understanding of specialised knowledge with depth in some areas.

- National, state/territory and local government legislative requirements affecting business operation, especially in regard to occupational health and safety and environmental issues, EEO, industrial relations and anti-discrimination.
- OHS responsibilities and procedures for managing hazards.
- Relevant industry awards/enterprise agreements.
- Equal opportunity, anti-discrimination legislation.
- Staff counselling, grievance and disciplinary procedures.
- Unfair dismissal legislation and procedures.

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Underpinning skills

- Literacy skills to interpret legal requirements and compile reports.
- Conflict resolution.
- Communication skills including ability to relate to staff.
- Team building and motivation skills.
- Training/coaching skills.
- Ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities.

Resource implications

The learner and trainer should have access to appropriate documentation and resources normally used in the workplace.

Consistency of performance

In order to achieve consistency of performance, evidence should be collected over a set period of time which is sufficient to include dealings with an appropriate range and variety of situations.

Context of assessment

- Competency is demonstrated by performance of all stated criteria, including paying particular attention to the critical aspects and the knowledge and skills elaborated in the evidence guide, and within the scope as defined by the range statement.
- Assessment must take account of the endorsed assessment guidelines in the Business Services Training Package.
- Assessment of performance requirements in this unit should be undertaken in an actual workplace or simulated environment. Add in additional industry requirements if appropriate.
- Assessment should reinforce the integration of the key competencies and the business services common competencies for the particular AQF level. Refer to the key competency levels at the end of this unit.

Key competency levels

- **Collecting, analysing and organising information** (level 2) to plan for and manage a small team.
- **Communicating ideas and information** (level 3) to aid team development.
- **Planning and organising activities** (level 2) to manage staffing issues.
- **Working with teams and others** (level 3) to develop and train a team.
- **Using mathematical ideas and techniques** (level 2) to plan, record and report on staffing issues.
- **Solving problems** (level 3) to reduce conflict and maximise productivity.
- **Using technology** (level 2) to optimise business performance.

Please refer to the assessment guidelines for advice on how to use the key competencies.