



**Australian Government**

# **SRXGOV004B Work effectively with the Board of an organisation**

**Release: 1**

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### **Modification History**

Not applicable.

### **Unit Descriptor**

**This unit has been developed for the Community Recreation, Fitness, Outdoor Recreation and Sport Industry Training Packages.**

**This unit covers the skills required for senior staff of an organisation to work effectively with the Board or management committee of a recreation organisation or facility.**

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### **Application of the Unit**

Not applicable.

### **Licensing/Regulatory Information**

Not applicable.

### **Pre-Requisites**

Not applicable.

### **Employability Skills Information**

Not applicable.

### **Elements and Performance Criteria Pre-Content**

Not applicable.

## Elements and Performance Criteria

### Elements and Performance Criteria

Element	Performance Criteria
1 <b>Identify the roles of governance and management</b>	1.1 Differentiate and document the member, governance and management issues of the organisation in the <b>organisation's governance policy guidelines</b>
	1.2 Identify, document and refer to the relationships between governance issues and management issues
2 <b>Facilitate the development of an effective Board</b>	2.1 Provide information to enable the <b>Board</b> to analyse the efficiency and effectiveness of the organisation in meeting its stated objectives and performance targets
	2.2 Ensure new Directors understand the way that the <b>Board</b> operates and the <b>organisation's governance policy guidelines</b>
	2.3 Highlight continuing professional development opportunities to the attention of all Directors
	2.4 Monitor relevant aspects of the appropriate federal, state and local <b>legislation</b> and by-laws for organisation compliance and provide advice to ensure Directors follow legal requirements when carrying out <b>Board</b> duties
3 <b>Provide detailed information for the Board to deal with the right matters</b>	3.1 Ensure the <b>Board</b> is aware of <b>emerging issues</b> in the industry that are likely to have an impact on the organisation's business
	3.2 Evaluate the identified <b>emerging issues</b> within a risk management and due diligence framework for their impact on the organisation and provide this information to the <b>Board</b>
	3.3 Differentiate governance and management issues of the organisation to ensure the <b>Board</b> deals with the right matters
	3.4 Collate a well structured <b>Board</b> paper, containing all necessary information items and including a recommendation from management, for all agenda items

- 3.5 Ensure **Board** members receive the papers in sufficient time to study them before the meeting
- 3.6 Establish processes to source appropriate internal and external professional advice for Directors to inform their decision-making (where required)
- 3.7 Establish processes to deal with extraordinary matters that arise outside scheduled meetings
- 4 **Ensure that Board decisions are implemented properly**
  - 4.1 Ensure complete and accurate minutes are recorded and reported to the **Board**
  - 4.2 Identify and implement actions that flow from the decisions clearly
  - 4.3 Implement the appropriate policies and procedures to support the Board's decisions within agreed timeframes
  - 4.4 Advise the **Board** promptly of **issues** affecting the implementation of **Board** decisions
- 5 **Ensure regular communication with the Board**
  - 5.1 Provide information and advice regularly to the **Board** to foster informed decision-making
  - 5.2 Brief the Chairperson in great detail on all substantive issues at all times
  - 5.3 Seek clear instructions from the **Board** in order to implement specific policy directions (as required)
  - 5.4 Seek feedback from the **Board** in relation to the performance of staff regarding implementation of the specific policy directions

## Required Skills and Knowledge

Not applicable.

## Evidence Guide

### 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 Statements

#### Critical aspects of evidence to be considered

Assessment must confirm sufficient knowledge of working effectively with the Board of a recreation organisation or facility in the work environment

Assessment of performance should be over a period of time covering all categories of the Range Statements that are applicable in the learner's environment

In particular, assessment must confirm the ability to

differentiate between management and governance issues

ensure the Board follows the organisation's governance policy guidelines

facilitate the establishment of an effective Board team

arrange for the Board to deal with the right matters

provide sufficient documentation for the Board to reach informed decisions

ensure that the decisions are implemented properly

communicate regularly with the Board and ensure the Chairperson is well briefed on current issues affecting the organisation

#### Interdependent assessment of units

This unit must be assessed after attainment of competency in the following unit(s)

Nil

This unit must be assessed in conjunction with the following unit(s)

Nil

For the purpose of integrated assessment, this unit may be assessed in conjunction with the following unit(s)

Nil

### **Required knowledge and skills**

#### Required knowledge

Knowledge of the business and operations of the organisation as it relates to the formulation of strategic directions

Knowledge of the legal framework under which the organisation operates and the Memorandum and/or Articles of Association of the organisation

Knowledge of roles and responsibilities of particular functions on the Board such as Chairperson, Secretary and Director

Knowledge of the role policies and procedures play in the effective running of an organisation

Knowledge of the separation of the governance (Board) and management (Chief Executive Officer) functions of the organisation and how the management issues are effectively functions of the Board that are delegated to the Chief Executive Officer (CEO)

Knowledge of human resource management practices as they relate to the development of effective working relationships between paid staff and volunteer Boards

#### Required skills

Literacy and numeracy skills as they relate to the reading, comprehension, evaluation and analysis of documentation that relates to the organisation's strategic direction, governance policy guidelines and the monitoring of trends in industry

Research skills as they relate to the monitoring of trends in industry

Verbal communication skills as they relate to

the presentation of information to the Board

Written communication skills as they relate to the presentation of papers at a Board meeting

Consultation skills as they relate to the meaningful engagement of relevant Board members in the organisation's operations

Policy development skills as they relate to the drafting of, consultation on and endorsement of policies and procedures for the effective operation of the organisation

Facilitation and project management skills as they relate to the implementation of Board decisions

Leadership skills as they relate to demonstration of appropriate individual standards of performance, influencing others, making decisions, facilitating group decision - making and the utilisation of appropriate leadership styles

## Resource implications

Physical resources - assessment of this competency requires access to

either real or simulated organisations and their respective Board processes

Human resources - assessment of this unit of competency will require human resources consistent with those outlined in the Assessment Guidelines. That is, assessors (or persons within the assessment team) must

be competent in this unit but preferably be competent in the unit at the level above

be current in their knowledge and understanding of the industry through provision of evidence of professional activity in the relevant area

have attained the mandatory competency requirements for assessors under the Australian Quality Training Framework (AQTF) as specified in Standard 7.3 of the **Standards for Registered Training Organisations**

**Consistency in performance**

Due to issues such as the varied issues that are required to be discussed by a Board, this unit of competency must be assessed over period of time in order to ensure consistency of performance over the Range Statements and contexts applicable to working effectively with the Board or management committee of a sport or recreation organisation

**Context for assessment**

This unit of competency must be assessed in the context of working effectively with the Board or management committee of a sport or recreation organisation

Assessment of this unit of competence will usually include observation of processes and procedures, oral and/or written questioning on required knowledge and skills and consideration of required attitudes

Where performance is not directly observed and/or is required to be demonstrated over a "period of time" and/or in a "number of locations", any evidence should be authenticated by colleagues, supervisors, clients or other appropriate persons

**KEY  
COMPET  
ENCIES**

Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	3	3	3	2

These levels do not relate to the Australian Qualifications Framework



. They relate to the seven areas of generic competency that underpin effective workplace practices.

The three levels of performance (1, 2 and 3) denote the level of competency required to perform the task:

Use routine approaches

Select from routine approaches

Establish new approaches

**Collecting, analysing and organising information -**

Collecting information on the core business of the organisation

**Communicating ideas and information -**

Reporting  
to the  
Board on a  
task that  
was  
allocated

**Planning  
and  
organising  
activities -**  
Planning  
and  
organising  
regular  
Board  
meetings

**Working  
with teams  
and others**  
- Working  
with mem  
bers of a  
Board of an  
organisatio  
n

**Using  
mathemati  
cal ideas  
and  
techniques**  
- Analysing  
financial  
documents  
for the  
organisatio  
n

**Solving  
problems -**  
Identifying  
the need to  
hold an  
extraordina  
ry meeting

**Using  
technology**  
- Taking

part in a  
teleconfere  
nce

Please refer  
to the  
Assessment  
Guidelines  
for advice  
on how to  
use the Key  
Competenci  
es.

## Range Statement

### Range Statements

The Range Statements provide advice to interpret the scope and context of this unit of competence, allowing for differences between enterprises and workplaces. The Range Statements relate to the unit as a whole and helps facilitate holistic assessment. In addition, the following variables may be present for this particular unit of competency

#### RANGE STATEMENT

#### CATEGORIES

##### Board

[all categories]

refers to Boards or committees of management responsible for the governance of a recreation organisation or facility as distinct from the management operations

Board members may be paid Directors or volunteers

##### Emerging issues

[all categories]

may include but not limited to

the Corporate Law Economic Reform Bill (1998)

technology

information

##### Legislation

[all categories]

specific laws

Corporation law

the Corporations law, the complimentary State legislation and the Ordinances of the relevant Territories

the Company Law Review Act (1998)

the Corporate Law Economic Reform Bill (1998)

Associations law

Trade Practices law

Competition

consumer protection

Contract law

Environmental law

Taxation law

Regulatory compliance

laws relating to people

Industrial Relations/Workplace Relations Act

Occupational Health and Safety (OH&S) Acts

Employment

Equal Opportunity and Anti - Discrimination

Child Protection

Volunteer Workers Insurance

Public Liability

Workers compensation

business specific laws

laws relating to business

Income Tax Act

Payroll Acts

Stamp duty Act

Liquor Licensing Acts

Landlord and Tenant

Goods and Services Tax (GST) Act

Copyright Act

Trade Marks Act

business specific laws and acts

**Organisation's governance policy guidelines**

[all categories]

would include policies and processes in the areas of

role of Board

Board structure

role of individual Directors

role of Chairperson

role of Company Secretary  
role of Chief Executive Officer (CEO)  
Board meetings  
Board meeting agenda  
Board papers  
Board minutes  
the Board calendar  
committees  
delegation of authority  
monitoring  
strategy formulation  
service/advice  
contacts  
Chief Executive Officer (CEO) evaluation  
Director protection  
Board evaluation  
Director development  
Director selection and induction

**Unit Sector(s)**

Not applicable.