



Australian Government

Department of Education, Employment and Workplace Relations

BSBGOV402A Work within organisational structure

Revision Number: 1

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Modification History

Not applicable.

Unit Descriptor

Unit descriptor	<p>This unit describes the performance outcomes, skills and knowledge required to be an active participant in the governance activities of a Board, with an understanding of the roles and relationships to other roles on the Board and within the organisation.</p> <p>Some aspects of governance activities may be subject to legislation, rules, regulations and/or codes of practice relevant to different job roles and jurisdictions.</p>
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Application of the Unit

Application of the unit	<p>This unit applies to individuals with a broad knowledge of the business or core functions of organisations who contribute their skills and knowledge to monitoring and guiding the activities of the organisation, specifically in relation to working effectively with the staff and management of the organisation.</p>
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
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Elements and Performance Criteria Pre-Content

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.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Differentiate roles and responsibilities	1.1. Differentiate and document <i>governance</i> and <i>management issues</i> of the organisation in the <i>organisation's governance policy guidelines</i> 1.2. Identify, document and refer to the relationships between governance issues and management issues 1.3. Identify and document the roles of Board members in the organisation's governance policies and procedures 1.4. Explain the relationship between the Board and <i>associated entities</i> , and their management 1.5. Outline the Board's decision-making processes
2. Document management roles and responsibilities	2.1. Document performance outcomes, with <i>appropriate assistance</i> , and include in <i>position description</i> and contract 2.2. Clarify and document management duties, in consultation with <i>management</i> 2.3. Ensure areas of responsibility are discussed with Board members who are also employed staff, and establish and document guidelines
3. Supervise management of the organisation	3.1. Receive information and advice from the manager and apply in decision making 3.2. Instruct the manager to implement policy decisions and to follow specific directions as required 3.3. Receive feedback from the manager about previous directions 3.4. <i>Regularly review</i> management performance in accordance with contract and position description

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- culturally appropriate communication skills to relate to people from diverse backgrounds and to people with diverse abilities
- communication and negotiation skills to work cooperatively with other Board members, management and staff of the organisation, key stakeholders and members of the community
- analysis skills to review income and expenditure against budgets
- problem-solving skills to make recommendations on variances to budgets
- evaluation skills to evaluate income and expenditure performance targets within budgets
- data collection and analysis skills to gather and assess movements within budgeted figures.

Required knowledge

- cultural context relevant to the community and location: as boards of governance oversee a wide variety of organisations, they must therefore ensure that they operate within the traditional and cultural values of the relevant context/s
- key provisions of relevant legislation from all levels of government that affects business operations, codes of practice and national standards, such as:
 - anti-discrimination legislation
 - consumer and corporations laws including appropriate state/territory legislation
 - ethical principles
 - privacy laws
- organisational constitution, codes of conduct functions, policies and procedures.

Evidence Guide

EVIDENCE GUIDE	
<p>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.</p>	
Overview of assessment	
Critical aspects for assessment and evidence required to demonstrate competency in this unit	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> • understanding of the relationship and differences between boards of governance and organisational management • providing supervision to organisational management • working with irregularities and breakdowns in communications and routine between Board members and/or organisational management.
Context of and specific resources for assessment	<p>Assessment must ensure:</p> <ul style="list-style-type: none"> • participation on an actual or simulated Board • access to office equipment and resources • examples of issues worked with by boards of governance, including community complaints, strategic decisions and internal staffing issues • examples of relevant documents.
Method of assessment	<p>A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:</p> <ul style="list-style-type: none"> • direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate • review of documentation identifying the relationships between governance issues and management issues • analysis of responses to case studies and scenarios • demonstration of techniques • observation of presentations • oral or written questioning to assess knowledge of organisational constitution, codes of conduct functions, policies and procedures • observation of performance in role plays • assessment of written reports outlining the Board's decision-making processes.
Guidance information for	Holistic assessment with other units relevant to the

EVIDENCE GUIDE**assessment**

industry sector, workplace and job role is recommended, for example:

- other governance units.

Range Statement

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

<i>Governance issues</i> may include:	<ul style="list-style-type: none"> • Board leadership • Board planning • policy formulation
<i>Management issues</i> may include:	<ul style="list-style-type: none"> • day-to-day administration and decision making • management responsiveness
<i>Organisation's governance policy guidelines</i> may include documentation of:	<ul style="list-style-type: none"> • Board calendar • Board evaluation • Board meeting agenda • Board meetings • Board minutes • Board papers • Board structure • chief executive officer evaluation • committees • contacts • delegation of authority • director development • director protection • director selection and induction • monitoring • role of Board • role of chairperson • role of chief executive officer • role of company secretary • role of individual directors • service/advice • strategy formulation
<i>Associated entities</i> may include:	<ul style="list-style-type: none"> • commercial businesses owned by the corporation • joint owned entities held by other organisations • trusts held by the organisation

RANGE STATEMENT	
<i>Appropriate assistance</i> may include:	<ul style="list-style-type: none"> • consultants • key stakeholders • other independent parties • senior government or non-government personnel
<i>Position description</i> may be used for:	<ul style="list-style-type: none"> • performance review • recruitment
<i>Management</i> may include:	<ul style="list-style-type: none"> • management groups • managers • supervisors • team leaders
<i>Regular review</i> may include:	<ul style="list-style-type: none"> • assessment against performance outcomes • independent assessment • interview

Unit Sector(s)

Unit sector	
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Competency field

Competency field	Regulation, Licensing and Risk - Governance
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Co-requisite units

Co-requisite units		