SECTION 1

NATIONAL COMPETENCY STANDARDS

ASSESSMENT GUIDELINES

QUALIFICATIONS
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INTRODUCTION

The Agriculture Training Package is based on:

1. New and revised national competency standards for the Agriculture Industry.

2. The national Agriculture and Horticulture Assessment Policy guidelines that were endorsed by the industry in 1997. These guidelines have been modified for the purpose of this endorsed component in accordance with the Draft Australian Recognition Framework paper.

3. The national qualifications for the industry, which reflect the Australian Qualifications Framework (AQF) levels and titles, including references in the titles to sectors within the Agriculture Industry.

Endorsed components of the Training Package

National Competency Standards

The current package is the result of a total review and enhancement of all the units, evidence guides and assessment information for the Agriculture Industry competency standards. New requirements for evidence guides have been incorporated and provided in two parts for each unit: an Evidence Guide and an Assessment Guide. The sectors for which competency standards have been developed for this Training Package are listed in Part 2, Coverage.

Assessment Guidelines

The Industry’s Assessment Guidelines describe the industry-wide approach to assessment, the industry requirements for the qualifications of assessors, and Guidelines for development of assessment material. (See Part 3: Assessment Guidelines)

National Qualifications

National qualifications in Agriculture (see Part 4) will range from Certificate I to Advanced Diploma in general, sector specific or specialist qualifications. Units of competency which will form these qualifications are a combination of industry core, sector specialisation, and options that are relevant to the individual enterprise. In this way maximum flexibility has been maintained. The packaging also allows for the qualifications to be useful nationally regardless of region, and caters for the varying nature of agricultural requirements on large and small properties. This approach also enables the New Apprenticeships at the entry levels of the industry to be relevant to individual employers and employees, and to form a broad foundation of training for the industry as a whole.

Non-endorsed components of the Training Package

The learning materials being developed as part of the Training Package will include Learning Guides, Industry Training Prospectuses, Training Guides and Competency Portfolios/Record Books.
PART 2

COMPETENCY STANDARDS

1 COVERAGE

The Agriculture industry has packaged its competency standards in industry sectors. The sectors covered in this Training Package are:

<table>
<thead>
<tr>
<th>Revised Standards</th>
<th>Newly Developed</th>
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<tbody>
<tr>
<td>Beef Cattle Production</td>
<td>Cotton Production</td>
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<tr>
<td>Dairy - Milking Harvesting</td>
<td>Goat Production</td>
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<tr>
<td>Dairy - Production</td>
<td>Horse Breeding</td>
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<tr>
<td>*Farm Chemical Users</td>
<td>Rural Merchandising</td>
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<td>Grain Production</td>
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<td>Pig Production</td>
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<td>Rural Business Management</td>
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<td>Sheep/Wool Production</td>
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<tr>
<td>Sugar Cane Production</td>
<td></td>
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<tr>
<td>Wool Harvesting</td>
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</tbody>
</table>

(* note: Farm Chemical Users - this is not a separate industry sector but these standards are incorporated into every sector).

The industry sectors covered by this Training Package largely reflect the extent of the sectors of the Agriculture Industry. The industry also includes some areas yet to be covered by competency standards. These are:

- Agricultural explosives
- Camels (Saurine)
- Deer/Elk etc (Cervine)
- Emus/Ostriches (Other Avian Species)
- Vertebrate Pest Management
- Biological Control Field Operators

It is anticipated that these areas will be developed in the near future, and that further sectors will be added as new specialisations emerge.

Although the standards have been grouped under sector or other specialisation to ensure industry sector ownership, all units are available for national qualifications to meet employment or other needs. Units may also be added to or from the Horticulture Training Package.
2 CUSTOMISATION OF COMPETENCY STANDARDS

The Agriculture Industry has maximised the use of common units and has therefore relied less on the need to customise generic units for incorporation within sectors.

The following guideline illustrates the principle on which customisation may be based:

- Units that are mandatory or ‘core’ for the Industry are not to be customised.

- Customisation is appropriate where changes to a unit are made only in the Range of Variables. This may be in the form of additions to provide for differing contextual needs, or different terminology for use in a region. No changes are permitted to the unit title, elements, performance criteria, evidence or assessment guides because such changes would alter the nature of the unit.

- Proposals for Customisation are to be referred to the RTCA in order to maintain quality and consistency in the industry’s customisation practice.

3 INCORPORATION OF OTHER STANDARDS IN THE AGRICULTURE INDUSTRY

The following have been adapted to suit the Agriculture sectors:

- Both the Competency Standards for Assessment and the Workplace Trainer Category 1 standards have been incorporated in sector standards (adaptations made only to Ranges and Evidence Guides)

- Five units from the draft Stock and Station Agency standards (from the Property Services ITAB) and eleven units from the Frontline Management cross-industry competency standards have been incorporated in the Rural Merchandising standards;

- Fifteen units from the Metals and Engineering competency standards have been incorporated into the Dairy Industry - Milk Harvesting standards. These were then enhanced with RTCA’s formatting style. (The elements and performance criteria were only modified on advice from the Metals and Engineering ITAB.)

- The Restricted Electrical Licensing Unit MMT 12 ‘Connect/Disconnect fixed wire equipment (up to 650 volts)’ was incorporated in the Dairy Industry - Milk Harvesting standards.

Where relevant, mapping to, and incorporation of other standards is documented in the introductory information of the standards documentation for each sector.
4 LICENSING

Licensing in the Agriculture Industry is relevant to a number of competency standards.
The following licensing areas need to be taken into consideration:

- purchase of farm chemicals
- machinery and equipment operation
- poisoning
- soil disturbance and conservation
- water allocations
- electrical (restricted)
- natural bush clearing
- effluent (eg. from piggeries)
- shooting
- planning issues (zoning)
- irrigation
- underground water
- agricultural explosives
- fire
PART 3

ASSESSMENT GUIDELINES

1 INTRODUCTION

As early as 1994 the Rural industry considered the issue of competency based assessment by establishing a national policy and administrative procedures for the introduction of an assessment system in each State and Territory. The policy and structures for competency based assessment were tested during a series of industry pilots from 1995 - 1996 and the draft policy was widely circulated to interested parties including State Training Agencies for comment. The national industry policy statement on assessment was subsequently published: Workplace Assessment in the Agriculture, Production & Amenity Horticultural Industries - Policy and Administration manual; Rural Training Council of Australia; February 1997.

This policy document is the definitive statement on workplace assessment for the industry. The policy is subject to periodic review by the RTCA in conjunction with State/Territory Rural ITABs to keep abreast of developing practices and implementation issues.

To comply with National Training Framework Committee (NTFC) guidelines, the way in which this policy is reflected in the standards has been modified.

In addition to the policy, RTCA has established guidelines for the incorporation of assessment criteria in the evidence guide of each unit of competency.

Assessments against the competencies in the Training Package will be carried out in accordance with these endorsed guidelines. The guidelines include the necessary qualifications for those conducting assessments and provide for those situations where more than one person may contribute to the assessment and where the required technical and assessment competencies may not all be held by any one person.
2 ASSESSMENT SYSTEM OVERVIEW

Benchmarks for assessment

Competency-based assessment is a process that measures an individual's skills and knowledge (competency) as defined in the national industry competency standards, and provides for formal recognition.

The benefits of competency-based assessment are as follows:

- assessment is based on credible evaluation against industry competency standards as they apply in the workplace,
- assessment is undertaken by qualified assessors,
- assessees receive recognition and credit into training programs which will reduce time off-the-job, and
- workplace assessment complements, but may be independent of, programs delivered by educational institutions.

The benchmarks for assessment are the units of competency described in the National Training Package for Agriculture

An Assessment Guide, designed to support the assessment process, is a mandatory component of each unit of competency and RTCA has established guidelines for the development of those criteria that support the national policy.

The assessment criteria in the Assessment Guides endeavour to avoid being so prescriptive that they complicate the process, while maintaining sufficient control to ensure consistency and reliability.

In addition, special assessment requirements may be indicated where licensing is an issue and this information is included in the Assessment Guides of the units of competency. For example, the Farm Chemical competencies stipulate that trainers and assessors must be approved by the Farmcare Board due to chemical licensing requirements.

Role of Registered Training Organisations

The Registered Training Organisation is registered by the State or Territory Training Authority to provide a range of training services associated with the delivery of training packages.

All assessment for national recognition purposes must be undertaken by, or auspiced through, a Registered Training Organisation.

Auspicing is a process through which a Registered Training Organisation authorises assessment to be carried out by industry or enterprises. Auspicing adds options to the manner in which industry may be engaged by Registered Training Organisations to assist in conducting assessment without lessening RTO responsibility.
The Registered Training Organisation must ensure that assessment is undertaken in accordance with:

- general principles of assessment
- specific requirements of the individual training package, and
- specified requirements of each Unit of Competence

and that:

- results are recorded, reported and securely maintained, and
- qualifications are issued and can be re-issued if necessary.

While competence must generally be demonstrated in the workplace, the Registered Training Organisation should offer a range of options for candidates wishing to demonstrate competence. This may include the use of such venues as:

- candidate’s own workplace
- work placement sites
- New Apprentice’s workplace
- simulated work conditions
- live work activities.

The RTO must ensure its assessors are qualified to plan, conduct and review assessment.

**Assessment Pathways**

National qualifications or Statements of Attainment awarded under the Australian Qualifications Framework are issued on the basis of successful completion of units of competency.

The Agriculture Industry is emphatic that trainees require workplace experience to develop the necessary competency. The context for assessment of competency is specified within each unit of competency.

The industry recognises multiple pathways to certification comprising:

- workplace experience
- life experience
- informal learning
- formal learning both on and off-the-job

The industry-recommended processes for the operation of an assessment (incorporating RPL and RCC) system provide for:

- the integration of skills, knowledge, attitudes and their practical application and demonstration
- the recognition of competency no matter how acquired
- consistent and accurate information about an individual’s competency
- feedback to an individual about their skills and knowledge
- a method for individuals to be given fair recognition for the skills and knowledge they possess
- a base from which further learning or skills acquisition may be undertaken
• information which contributes to the improvement of individual skill levels, and therefore to the skill levels of the industry as a whole

Assessment pathways that would not be acceptable include situations where:
• national competency standards are not used as the basis for assessment
• on-job activities/experience/assessment are not taken into account

3 ASSESSMENT REQUIREMENTS

Assessment requirements will be monitored through the ARF registration of training organisations when they demonstrate that they meet the criteria for assessment set out in the Training Package.

The Agriculture Industry Training Package comprises more than 500 units of competency, most of which have extensive ranges to accommodate mixed farming enterprises and regional variations. These industry requirements highlight the imperatives of consistency and confidence in the assessment process. Special measures are needed to ensure that assessment is carried out in the full agricultural context, particularly in the case of isolated workplaces when assessment has to take place in keeping with the agricultural cycle.

Graded Assessment

Assessment of competency is not to be graded in the Agriculture Industry.

Assessor Qualifications

Assessments against the competencies in the Training Package will be carried out in accordance with these endorsed guidelines. The guidelines include the necessary qualifications for those conducting assessments and provide for those situations where more than one person may contribute to the assessment and where the required technical and assessment competencies may not all be held by any one person.

• Assessors must be qualified against the Competency Standards for Assessors (as a minimum, the unit ‘Conduct Assessment in Accordance with an Established Assessment Procedure’ and the unit ‘Plan and Review Assessment’).

• Only qualified assessors engaged or auspiced by a Registered Training Organisation are able to assess a person against units of competency.

• Under certain circumstances special endorsement of an assessor may be required due to licensing requirements eg. Farm Chemicals, OHS, First Aid Certificates.

• To alert assessors to possible situations where they may require special endorsement according to State and other legislation, Units of Competency refer to ‘Authorised Registered Training Organisations’
Role of the Assessor

Qualified assessors must ensure assessment is:

- Reliable
- Flexible
- Fair
- Valid
- Authentic.

To be reliable, the assessment methods and procedures must ensure that competency standards are applied consistently.

To be flexible, assessment should be able to take place on-the-job, off-the-job, or in combinations of both and in accordance with the ‘Assessment Guide’ incorporated within each unit of competency.

To be fair, the assessment must not advantage or disadvantage any particular group of candidates.

To be valid, assessment must assess what it claims to assess, so sufficient evidence must be collected from authentic sources and locations.

To be authentic, there must be proof that the person being assessed and who is providing the evidence, is the person who will be credited with the competency.

Assessment covers the full scope of competencies, namely

- Task skills - performance of individual tasks
- Task management skills - managing a number of different tasks within the job
- Task contingency skills - responding to problems, breakdowns and changes of routine
- Task/job/role environment skills - dealing with the responsibilities and expectations of the workplace

Individual Assessment

Assessment may be carried out by an individual as follows:

- Qualified Assessor who is a Technical Expert
  A professional assessor who is also expert in the field of competency is qualified to undertake assessment.

- Technical Expert who is a Qualified Assessor
  An expert in the field of competency who has in addition qualifications as an assessor can conduct the assessment.
The Power of Auspicing

The Registered Training Organisation and the assessor may use the concept of auspicing to expand their ability to undertake the assessment role.

Instances will exist in which the individual assessor may not hold the full range of technical skills needed to authenticate assessment. Similarly, instances will exist in which a candidate must be assessed at a remote site or at an inconvenient time.

In these cases, partnerships and assessment teams can be used to ensure the standard of assessment is upheld.

However: No assessment can be reliable and valid if it has not involved:
- the active participation of a person with proven skills at least at the level and in the field of the competency being assessed, and
- a qualified assessor

Below are listed some examples of partnerships and teams that could undertake assessment.

Assessor/Technical Expert Partnership
A qualified assessor and expert in the field of competence may combine, either on a single site or on separate sites, to conduct assessment of a candidate under defined and agreed arrangements.

Assessor/Supervisor Partnership
A qualified assessor and the supervisor, who holds relevant skills at least up to the level being assessed, can combine on one site or at separate sites to conduct an assessment under defined and agreed arrangements.

Assessor/Technical Expert/Supervisor Team
A qualified assessor, a technical expert and a supervisor can combine in a team to ensure assessment is conducted and validated under defined and agreed arrangements.

In the last example, the supervisor ensures the authenticity, the expert the validity, the assessor the fairness; while all combine to create flexibility and guarantee reliability.

4 GUIDELINES FOR DESIGNING ASSESSMENT MATERIALS

Assessment Tools will be contained in the Trainer’s Guides section of the non-endorsed component of Training Packages. Learning Guides developed for the Training Package will contain a copy of the relevant competency standard.

Components of assessment materials

The following components will be included in the Assessment Tools:
1. plain English explanation of the objectives of Training Packages and competency standards

2. explanation of AQF levels in specific relation to competency based assessment

3. explanation of workplace assessor aims, responsibilities and links with Registered Training Organisations

4. information for the assessor about the scope of assessment and the conditions and procedures for preparing, conducting and reviewing the assessment

5. “simple to follow” directions outlining the requirements and conditions for conducting assessment against the unit of competency

6. provision for self-evaluation for assessee as a means of preparation for formal assessment. Cost considerations, the length of the agricultural cycle and dispersion of assessee have resulted in self-evaluation being an important component of the assessment / RPL system for the Rural Industry. Such self evaluation against units of competency, supported by documentary evidence from past or present employers and from other sources, eg. Department of Primary Industry/Department of Agriculture agronomists, when presented to an Assessment Panel can provide a cost-effective way of reducing the level of on-the-ground assessment. This panel system has been extensively trialed in 1995-96

Collecting evidence

- The ‘Assessment Guide’ in each unit of competency and Assessment Tools will provide a methodology for gathering evidence.

- A variety of assessment methods should be used in the process of establishing competency to ensure assessment is not narrowly based on tasks but embraces all aspects of work performance in an holistic, integrated approach (see - Section 5 ‘Guidelines for Conducting Assessment’).

- Evidence gathering methods are to be appropriate to the context, the assessee and the assessor.

- Assessors will be expected to ensure the scope of assessment covers a broad range (as defined in the Range of Variables) of equipment, facilities, livestock and working conditions appropriate to a viable, functioning enterprise which is typical of the region in which the assessment takes place.

- Because of the cyclical nature of the Agriculture Industry the assessment process should allow for the collection of evidence over an extended period.

- A combination of timeframes can be used with some evidence being collected over time and some being completed with a short term interaction between an assessor and the assessee.
- The unit of competency being assessed must be performed consistently and not in the form of a one-off test.

- Employers, learners and assessors will each need to have access to the industry competency standards as well as assessment materials and self evaluation guides as appropriate.
5 GUIDELINES FOR CONDUCTING ASSESSMENT

Process for conducting assessment within institution and workplace contexts

The processes for conducting assessment are detailed in the ‘Assessment Guide’ for each unit of competency and are supplemented by the assessment materials described in Section 4 above.

Principles of Assessment

There are a number of assessment principles that have been adopted ‘in principle’ by the Ministers of Vocational Education and Training and underpin all assessment within Training Packages. These are:

1. Endorsed industry standards form the basis of qualifications in the vocational education and training sector;
2. Endorsed industry standards are the benchmarks for assessment;
3. Assessment conducted for the purposes of national recognition should lead to a part or full qualification under the Australian Qualifications Framework;
4. Assessment should be undertaken by, or auspiced through, a Registered Training Organisation;
5. Assessment for national recognition purposes shall be conducted within a quality assurance framework;
6. Responsibility for assessment resides with the body that issues the qualification under the Australian Qualifications Framework;
7. Assessment processes shall be valid, reliable, flexible and fair;
8. Assessment systems must incorporate mechanisms for recording, storing and accessing assessment outcomes;
9. Assessment reporting systems should indicate the units of competency that the individual has attained;
10. Assessment systems should incorporate ongoing monitoring and review processes, and
11. Assessment processes shall provide for the recognition of current competencies regardless of where these have been acquired.

In the agriculture and horticulture industries the national policy on workplace assessment outlines that summative assessment is essentially a process of evaluation of presented evidence.

The type and scope of evidence is outlined for each unit of competency. Examples of evidence can include:

- work reports;
- signed statements of practical experience undertaken;
- references and testimonials;
- training programs attended (statements of completion);
- industry certificates or citations;
• video and audio tapes used or produced;
• photographs or videos of workmanship;
• written reports completed;
• details of projects undertaken; and/or
• self evaluation, supported by documentary evidence.

Providers who conduct training programs will generally be assessing learner progress on a formative basis and have access to a full range of assessment options. These can include such methods as:

• exams and challenge tests;
• assignments;
• practicals, observations and demonstrations;
• checklists of skills and knowledge;
• case studies analysis and reports; and/or
• role plays.

Assessment situations will vary depending on the skill to be assessed and could include:

• Practical demonstration by the individual assessee in the workplace
• Assignments for assessment and feedback by mail
• A number of learners at one central location

Off-the-job Assessment

• Asseesees must apply knowledge and skills in a workplace setting, not singularly on satisfactory achievement or a written or practical tests.

• To indicate that a person is competent by definition means that they have satisfied all the performance criteria of a designated unit of competency.

On-the-job Assessment

• On-the-job assessment is to be carried out in accordance with these Guidelines and the Assessment Guide in each unit of competency.

Integrating On and Off-the-job Assessment or Training

The link between on and off-job training and assessment is structured within the Agriculture Industry. On-job training and assessment are linked as learning occurs in
the workplace and is recorded for the purposes of evidence towards subsequent assessment. An employer who is providing on-job training will not necessarily be a registered assessor, but will need to understand the links between the training being provided and the ongoing assessment that is part of the same activity and that will subsequently feed into the formal assessment system. The structured integration of on and off-the-job training is also crucial to ensure holistic competency outcomes that can be assessed against the units of competency.

As the on-job training and assistance in assessment is usually performed by an industry person, the integration of on and off-the-job training and assessment can be viewed as a partnership between training providers and industry. Close cooperation is required to determine the division of responsibility and contribution.

6 APPEAL AND REASSESSMENT PROCESS

The industry recommends that the process to be followed by Registered Training Organisations and the State/Territory Training Authorities who are responsible for the appeal process should take account of any licencing requirements and follow the process as detailed below.

If the assessee is dissatisfied with the assessment received, they can request a second assessment. Such a request is to be made within seven days following receipt of the assessment result and sent to the Registered Training Organisation responsible for the assessment.

The appeal, will be directed to the Registered Training Organisation. After checking the validity of the appeal, the Registered Training Organisation will:

- convene an appeal panel.
- advise the assessee and assessor of the date, time and location of the appeal hearing and invite the assessee to provide any additional evidence they may wish to present in support of the appeal.
- advise appellant of the result of the hearing as quickly as possible – the appeal will either be dismissed, upheld and competency confirmed or subject to re-assessment.

In the event that the appellant is still dissatisfied with the appeal outcome, or if no response to their initial appeal has been received, the appellant should register an appeal with the relevant State or Territory Training Authority.

In all cases the appeals process will be:

- formal and impartial
- clearly defined and explained to the assessee
- known to assessors and assessees before assessment takes place.
7 SOURCES OF INFORMATION ON ASSESSMENT

1. Organisations

### National Industry Training Advisory Body

Rural Training Council of Australia  
PO Box E10  
KINGSTON ACT 2604  
e-mail: rtcaexof@enternet.com.au  
Executive Officer – Ian McFarlane

### State/Territory ITABs

#### Rural Industries Training Advisory Board (Northern Territory)

GPO Box 4584  
DARWIN NT 0801  
e-mail: ntrural@ais.net.au  
Executive Officer: Brian Munro

#### Queensland Rural Industry Training Council Inc.

PO Box 3128  
SOUTH BRISBANE QLD 4101  
e-mail: qritc@powerup.com.au  
Executive Officer: David Moore

#### Primary Industry Training Advisory Board - NSW

Level 8 1 Bligh Street  
SYDNEY NSW 2000  
E-mail: nswpitab@ozemail.com.au  
Executive Officer: Paul Comyn

#### Primary Skills Victoria

PO Box 3067  
NORTH BURNLEY VIC 3121  
E-mail: vpitb@vicnet.net.au  
Web site: [http://home.vicnet.net.au/~vpitb](http://home.vicnet.net.au/~vpitb)  
Executive Officer: David Nelson

#### Tasmanian Rural Industry Training Board Inc.

PO Box 193  
LAUNCESTON TAS 7250  
E-mail: tritb@vision.net.au  
Executive Officer: S R (Zich) Zichy-Woinarski

#### Agriculture & Horticulture Training Council of South Australia Inc.

Unit 9  
9-13 Market Street  
ADELAIDE SA 5001  
E-mail: ahtcsa@mail.enternet.com.au  
Executive Officer: Garth Polkinghorne
Western Australia Primary Industries Training Council
PO Box 157
FORRESTFIELD WA 6058
E-mail: wapitc@mail.internet.com.au
Executive Officer: Elizabeth Cheong

Other information sources

The Australian Veterinary Association Ltd
134-136 Hampden Road
ARTARMON NSW  2064
Telephone: 02 9411 2733
Fax: 02 9411 5089

The Veterinary Nurses Council of Australia
PO Box 2233
NORTH RINGWOOD VIC 3134
Telephone/Fax: 03 9876 2133

Australian National Training Authority (ANTA)
AMP Place  10 Eagle St
BRISBANE  QLD 4001
Telephone: 07 3426 2300
fax: 07 3246 2490

Assessor Training
National Assessor and Workplace Trainers Body
PO Box 2164
Clovelly NSW 2031
Telephone: 02 9665 0549
fax: 02 9664 2305

TRAINING PRODUCTS

Rural Training Council of Australia Inc.
PO Box E10
KINGSTON ACT 2604
Telephone: 02 6273 2514
fax: 02 6273 4811
e-mail rtaexof@internet.com.au

Australian Training Products Ltd (ATP)
Level 5 321 Exhibition St Melbourne VIC 3000
GPO Box 5347BB Melbourne VIC 3001
Telephone: 03 9630 9836 or 03 9630 9837
fax: 03 9639 4684
2. Resources

*National Policy for Workplace Assessment in the Agricultural, Production and Amenity Horticultural Industries*; Rural Training Council of Australia; Canberra 1997

*Competency Standards for Assessment*; ANTA / National Assessors and Workplace Trainers Body; ANTA 1995

*A guide to the Competency Standards for Assessment*; ANTA / National Assessors and Workplace Trainers Body; ANTA 1997

*Assessment Technical Manual*; Hagar, Paul; Athanasou, James; Gonezi, Andrew; DEETYA; Australian Government Publishing Service; Canberra 1994

*Assessment Practical Guide*; Rumsey, David; DEETYA; Australian Government Publishing Service; Canberra 1994

*Assessment System Design*; Toop, Leigh; Gibb, Jennifer; Worsnop, Percy; DEETYA; Australian Government Publishing Service; Canberra 1994

*Objectives for Instruction and Evaluation*; Kibler R J; Allyn & Bacon

*National Competency Standards*; Rural Training Council of Australia; contact 02 6273 2514 for complete list

*National Assessment Materials*; Rural Training Council of Australia; contact 02 6273 2514 (under development)

*Guidelines for the Development of National Industry Competency Standards in the Agriculture, Horticulture and Related Industries*; Rural Training Council of Australia; contact 02 6273 2514

*Train to Gain*; vide/ workbook package and learning guide - Category 1 Workplace Trainer; RTCA; 1997

*Train to Gain*; video and workbook package - Workplace Assessor; RTCA (under development)

*Registered Training Providers of Assessment and Workplace Training* - contact list; National Assessors and Workplace Trainers Body; contact 02 9665 0549
7 GLOSSARY

Appeal
An integral process of the assessment system which allows a person who has been assessed to dispute an assessment result and to have an opportunity for further assessment.

Assessment
The process of gathering evidence about competency and making a judgement about whether or not competency has been achieved.

Assessment context
The environment in which the assessment will be carried out. This will include physical and operational factors, the assessment system within which assessment is carried out, opportunities for gathering evidence in a number of situations, the purpose of the assessment, who carries out the assessment and the period of time during which assessment takes place.

Assessment Guide
A part of the ‘evidence guide’ for each unit of competency which is designed to support the assessment process.

Assessment Guidelines
An endorsed component of the Training Packages which sets out mechanisms within an industry for valid, reliable and flexible assessment of competency against national standards. In the Rural Industry this national policy underpins the assessment guidelines.

Assessment records
The results of assessment can be the basis for issuing of certificates and qualifications as well as being valuable employment and skills records. Record keeping systems are established as part of the assessment system and must comply with organisational procedures and national and legislative requirements.

Assessment system
A structured process developed to ensure that assessment decisions made across a range of individuals, assessors and situations are consistent, fair and valid. There must be guidelines for its operation, competent assessors and appropriate records (refer National Policy and Administrative Guidelines in the Rural Industry). An assessment system needs regular review to ensure its currency and relevance.

Assessment materials
Mechanisms for gathering evidence. This can include direct questioning, direct observation of performance, skill tests, simulations, written tests, examination of finished products, reports from peers and supervisors. A variety of assessment methods should be used in the process of establishing competency.

Assessor
A person trained and recognised as being competent in terms of the Competency Standards for Assessment and who carries out assessment against competency standards. An assessor will be competent in the subject area being assessed or work with a subject expert.

Auspinging arrangements
Formal arrangements which enable Registered Training Organisations to provide recognition for the outcomes of assessments conducted by non-registered organisations. Such agreements
specify the minimum quality assurance measures that must be met to ensure that the assessment outcome will be recognised by the Registered Training Organisation.

**Cost effectiveness**
While the assessment process needs to be a rigorous one, it must also be realistic in terms of cost. The gathering of evidence has distinct implications in terms of cost and it is the assessor’s skill and an appropriate assessment system which must balance the collection of sufficient evidence with the cost in terms of, for example, time and potential disruption to work.

**Evidence**
Information gathered through the use of a variety of assessment tools which will provide proof from which the assessor can make a judgement about competency. In most cases evidence is gathered from more than one source, in more than one situation and can have many forms. Direct evidence is observation of performance. Indirect evidence can include evaluation of products or services, simulations or skills tests, questioning or reports from others.

**Evidence Guide**
Part of a unit of competency standard which sets out the range of information required to establish competency in the assessment process (see also Assessment Guide).

**Fairness**
A fair assessment will not disadvantage any person and will take into account special needs of the candidate. A genuine consultative approach to assessment and ensuring that the candidate understands the purpose of the assessment can help to establish fairness as can feedback and provision of opportunities for further training and practice. The assessment process must be fully understood, accessible and accepted.

**Flexibility**
Flexibility in assessment allows for assessment both on or off-the-job and at mutually convenient times and situations and provide for the recognition of competencies no matter how, where or when they have been acquired.

**Integrated (holistic) assessment**
An approach to assessment that covers multiple elements and / or units from relevant competency standards. The integrated approach attempts to combine knowledge, understanding, problem solving, technical skills, attitudes and ethics into assessment events.

**Reliability**
Refers to the consistency of the interpretation of evidence and the assessment outcome. To make reliable assessments assessors must be competent in terms of the assessor competency standards, have the relevant technical competencies or have access to a subject matter expert who can advise the assessor on the relevant vocational competencies at least to the level being assessed.

**Self Evaluation (Assessment)**
A process which allows a candidate to collect and provide evidence of their own performance against units of competency. This can be done with a competency record book or other record keeping mechanism which is verified by an assessor through observation and questioning and from the testimony of others (peers / supervisor).

**Validity**
A valid assessment assesses what it claims to assess - evidence collected is relevant to the unit of competency and demonstrates that the performance criteria have been met.
PART 4

QUALIFICATIONS

1 INTRODUCTION

The Agricultural Industry has packaged its competency standards into industry levels that align to the Australian Qualifications Framework (AQF). The qualifications and their titles reflect six levels of the AQF from Certificate I to Advanced Diploma. The qualifications are for the achievement of packages of units of competency derived from the competency standards.

2 TITLING

The national qualifications and AQF Levels are as follows:

<table>
<thead>
<tr>
<th>National Qualification</th>
<th>AQF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate I in Agriculture (sector name where applicable)</td>
<td>1</td>
</tr>
<tr>
<td>Certificate II in Agriculture</td>
<td>2</td>
</tr>
<tr>
<td>Certificate III in Agriculture</td>
<td>3</td>
</tr>
<tr>
<td>Certificate IV in Agriculture</td>
<td>4</td>
</tr>
<tr>
<td>Diploma in Agriculture</td>
<td>5</td>
</tr>
<tr>
<td>Advanced Diploma in Agriculture</td>
<td>6</td>
</tr>
<tr>
<td>Certificate II in Agriculture (Wool Handling)</td>
<td>2</td>
</tr>
<tr>
<td>Certificate II in Agriculture (Shearing)</td>
<td>2</td>
</tr>
<tr>
<td>Certificate III in Agriculture (Clip Preparation)</td>
<td>3</td>
</tr>
<tr>
<td>Certificate IV in Agriculture (Wool Classing)</td>
<td>4</td>
</tr>
<tr>
<td>Certificate II in Agriculture (Cane Cultivation)</td>
<td>2</td>
</tr>
<tr>
<td>Certificate III in Agriculture (Cane Cultivation)</td>
<td>3</td>
</tr>
<tr>
<td>Certificate II in Agriculture (Cane Haulage)</td>
<td>2</td>
</tr>
<tr>
<td>Certificate III in Agriculture (Cane Haulage)</td>
<td>3</td>
</tr>
<tr>
<td>Certificate II in Agriculture (Cane Harvesting)</td>
<td>2</td>
</tr>
<tr>
<td>Certificate III in Agriculture (Cane Harvesting)</td>
<td>3</td>
</tr>
<tr>
<td>Certificate IV in Agriculture (Cane Harvesting)</td>
<td>4</td>
</tr>
</tbody>
</table>

The Agriculture qualifications reflect the Industry and the sector or specialisation to which they apply, as in the following examples:

For a General (Cross Sector) qualification - Certificate II in Agriculture

For a Sector qualification - Certificate III in Agriculture (Beef Cattle)

For a Specialised qualification - Certificate II in Agriculture (Shearing)
3 PACKAGING UNITS OF COMPETENCY

The table ‘Gaining an AQF Qualification’ (page 23) sets out the packaging for a qualification. The packaging system uses a point system to derive the appropriate number and mix of units to meet the requirements for a qualification. Specific details of packaging for this industry sector are shown in Section 2 of this document.

Because of the range of farming activities applicable to enterprises, and also due to the large number of part-time or contracted workers in the industry, the units of competency are designed to be packaged for a sector qualification by adding additional units from other sectors, or by combining units from various sectors into a general Certificate in Agriculture. The purpose of cross-sectoral aggregation of units is to ensure maximum flexibility in structuring qualifications. The requirements for qualifications are therefore formed around basic requirements but leave a range of optional units open to selection from the full range of Agriculture and Horticulture standards. This selection can be made by individual employers in conjunction with employees/trainees so that maximum usefulness and applicability in a wide range of circumstances is achieved.

Where cross-sector or other industry competency standards are incorporated into industry packages, they do not necessarily become absorbed into packages at the same AQF levels as they may have been used within the parent industry or within indicative packaging provided by cross-industry competency standards bodies. Queries related to the appropriate level are to be referred to the relevant Industry bodies through RTCA.

The Agriculture Industry packaging of units includes core, specialisations, options or a combination of all these.

The method of packaging units of competency at levels within the Agriculture Industry is based on a points system as described below. It is intended to reassess this system at the end of 1998 to determine whether it meets industry needs.

Where units are used in two or more industry sectors, each sector has determined which level will apply to that sector.

**Links between Agricultural qualifications and other Rural Industry qualifications**

Certain units of competency are common to both the Agriculture and Horticulture industries.

**Mandatory units**

Six mandatory units are required at the first four levels of qualifications because these competencies are practised at each of these levels of work. The core units that are required as a mandatory part of the Certificates 1 to IV are as follows:

- RUA AGCORE1 A  Meet industry employment criteria
- RUA AGCORE2 A  Follow enterprise OHS procedures
RUA AGCORE3 A  Use hazardous substances safely
RUA AGCORE4 A  Communicate in the workplace
RUA AGCORE5 A  Act to minimise emergencies
RUA AGCORE6 A  Plan daily work routine

In addition three of these mandatory units, which cover occupational health and safety, are required at levels five and six qualifications. These are a mandatory part of the Diploma and Advanced Diploma qualifications and are as follows:

RUA AGCORE2 A  Follow enterprise OHS procedures
RUA AGCORE3 A  Use hazardous substances safely
RUA AGCORE5 A  Act to minimise emergencies

- The mandatory units are not awarded points at any level.
- The mandatory units are relevant for the Certificate I in Agriculture. For persons who enter the industry at a higher level, competency in these units would need to be established to complete the requirements for the higher level qualification

**Qualifications - general, sector, and specialisations**

*General qualifications* (eg. Certificate II in Agriculture) are gained from the assembly of units from across sectors.

- The packaging reflects a need for even the sector specific content of a qualification to remain flexible. Some enterprises may require of an employee a more in depth, or ‘across the board’ knowledge of, for example, cattle production. Others may require a core knowledge of cattle production and an almost equal knowledge of, say, grain production.

*Sector qualifications* cover people working in a particular sector of the industry, for example Beef Cattle.

- A prescribed number of units from the relevant sector must be achieved to gain the sector qualification, as detailed in the sector national competency standards. For example a “Certificate III in Agriculture (Beef Cattle)” would require the following:
  - The six mandatory units
  - A minimum of 30 points from Beef Units of Competency at Level 3 or above
  - 6 points from other rural Units of Competency (at any level)

- “Sector qualifications” includes all Agriculture industry sectors which have nationally endorsed competency standards and may include Horticulture units from the Qualifications in Horticulture Training Package. eg. Certificate in Agriculture (Production Horticulture).

*Specialised groups* have been identified by industry where there is a narrow range of specific skills required to cover a large number of employees. National Certificates will be issued for completion of specific units of competency. These specialisations currently cover the following:

Shearing eg:  **Certificate II in Agriculture (Shearing)**
Wool Handling
Clip Preparation
Wool Classing
Cane Cultivation
Cane Haulage
Cane Harvesting

The units of competency included in these Certificates may be used towards other Certificates in Agriculture.
Gaining an AQF Qualification

A qualification is constructed around a points score based on achievement of Units of Competency.

The Points for each Unit of Competency corresponds to its level as follows:

- Level 1 Unit of Competency = 1 point
- Level 2 Unit of Competency = 2 points (except RUA AG2005CH A - RUA AG2012CH A)
- Level 3 Unit of Competency = 3 points (each of which are worth 0.5 of a point)
- Level 4 Unit of Competency = 4 points
- Level 5 Unit of Competency = 5 points
- Level 6 Unit of Competency = 6 points

Mandatory units

Six mandatory units are required at the first four levels of qualifications because these competencies are practised at each of these levels of work. As with other small business, much of this industry operates with employers and employees performing tasks and roles that span all levels of work. The industry qualifications in these units are therefore, accumulative in that these aspects of work are not discarded or modified at higher levels. For example, the unit, Act to Minimise Emergencies is performed identically at different levels and must be an integral part of workplace functions by all persons. The core units that are required as a mandatory part of the Certificates I to IV are as follows:

- RUA AGCORE1 A Meet industry employment requirements
- RUA AGCORE2 A Follow enterprise OHS procedures
- RUA AGCORE3 A Use hazardous substances safely
- RUA AGCORE4 A Communicate in the workplace
- RUA AGCORE5 A Act to minimise emergencies
- RUA AGCORE6 A Plan daily work routines

In addition three of these mandatory units, which cover occupational health and safety, are required at levels five and six qualifications. These are a mandatory part of the Diploma and Advanced Diploma qualifications and are as follows:

- RUA AGCORE2 A Follow enterprise OHS procedures
- RUA AGCORE3 A Use hazardous substances safely
- RUA AGCORE5 A Act to minimise emergencies

These units are relevant within the Certificate I in Agriculture. For someone who enters the industry at a higher level, competency in these units would need to be established to complete the requirements for the higher level qualification. For this reason these units are not part of the points system for the Agriculture packaging and qualifications.

For a General (cross sector), qualification in Agriculture the following rules apply:

Certificate I in Agriculture
Total score required = minimum of 5 points with
- 6 mandatory Units;
- 5 points for units of competency at Level 1 or above

Certificate II in Agriculture
Total score required = minimum of 30 points with
- 6 mandatory Units;
- 24 points from Units of Competency at Level 2 or above;
- 6 points from other rural Units of Competency (at any level)
Certificate III in Agriculture
Total score required = minimum of 36 points with
- 6 mandatory Units;
- 30 points from Units of Competency at Level 3 or above;
- 6 points from other rural Units of Competency (at any level)

Certificate IV in Agriculture
Total score required = minimum of 40 points with
- 6 mandatory Units;
- 32 points from Units of Competency at Level 4 or above;
- 8 points from other rural Units of Competency (at any level)

Diploma in Agriculture
Total score required = minimum of 50 points with
- 3 mandatory Units;
- 25 points from Units of Competency at Level 5 or above;
- 25 points from other rural Units of Competency (at any level)

Advanced Diploma in Agriculture
Total score required = minimum of 60 points with
- 3 mandatory Units;
- 30 points from Units of Competency at Level 6 or above;
- 30 points from other rural Units of Competency (at any level)

To achieve a Sector qualification in Agriculture (ie Certificate II in Agriculture (Sector). The rules for each sector are detailed in the front of the sector national competency standards, for example:

(Where “Sector” appears insert “Sheep and Wool”, “Dairy - Production” “Production Horticulture” etc. as applicable. Where no such details appear, the qualification is general (cross sector) and units can be taken from all standards in the Agriculture, Horticulture and Related Industries.)

Certificate II in Agriculture (Grain Production)
Total score required = minimum of 30 points with
- 24 points from Grain Production and/or Rural Generic Units of Competency at Level 2 or above;
- 6 points from other rural Units of Competency (at any level)
- Plus the six core units

Examples of the Specialisation qualifications are given in the Wool Harvesting and Sugar Cane competency standards.
4 **ISSUING QUALIFICATIONS**

Persons who have been assessed as having satisfied one or more units of competency, are entitled to a Statement of Attainment for those units.

The accumulation of units of competency can result in the issuing of an AQF qualification according to the packaging set out in the competency standards.

Qualifications will be issued by a Registered Training Organisation.

5 **ALIGNMENT TO THE AQF**

To cater for the diverse range and mix of agricultural and horticultural enterprise activities a special alignment system has been developed.

This is based on selections of units being aligned to a qualification. Instead of a predetermined selection of units being allotted to a package which in turn is aligned to a qualification, the system adopted offers extensive flexibility to employers and learners.

**Qualifications and Pathways**

The packaging arrangements for the Agriculture Industry ensure that maximum flexibility in pathways to qualifications is achieved and maintained. In this industry it is important that assessment allows for qualifications to be attained no matter how competency has been achieved. This may not be via a formal training arrangement. Assessment of competency is potentially an expensive process in the Agriculture Industry and flexible pathways to achieving competency need to be encouraged so that no waste of resources is incurred in unnecessary training or assessment.

Where cross-industry or other industry standards have been incorporated into the Agriculture standards, they form part of the industry packaging and qualifications requirements.

6 **CUSTOMISATION OF QUALIFICATIONS**

**Sector-Specific Qualifications**

- For a sector-specific qualification the units of competency which are available for selection are described in the sector standards.

- Selection of units which are not bound by sector specific rules may be taken from all Rural Industries.

- Flexibility to meet individual and enterprise requirements can be accommodated to the extent permitted by sector specific rules or under cross sector rules.
Customisation of qualifications with other industry or cross-industry standards

- It is possible, within the Agriculture Industry’s flexible packaging arrangements, to incorporate other industry or cross-industry units of competency into Agriculture qualifications.

- Endorsement of the national ITAB (RTCA) is required for any such inclusions.

7 NEW APPRENTICESHIPS

New Apprenticeships, which includes New Traineeships, based on the competency standards are gradually being developed by the industry. (Some older style apprenticeships are still being completed, such as the Farm Worker in Victoria, South Australia and Tasmania, and Dairy in NSW.) In most States and Territories the majority of Traineeships articulate into second or third years of an Apprenticeship and in some cases articulate further into Diplomas. Both the New Traineeships and Apprenticeships will be gradually developed and adopted as the Training Packages become available and entry level training arrangements are able to be based on endorsed national industry competency standards.

Generally Traineeships and Apprenticeships are designed for entry at any level and for full articulation from one level to another. In sectors where lower level qualifications are prerequisites, full RPL procedures apply. There are, therefore, no restrictions on progression from one AQF level to another.

Most Traineeships articulate into Apprenticeships. The latter are progressively becoming formalised with the endorsement of sector standards. Some which do not reflect the new system are being phased out. Some New Apprenticeships already articulate into Diplomas. The sectors already formalising articulation from Traineeships upwards are:

- Dairy
- Pigs
- Poultry
- Cattle feedlots
- Cotton

The adoption of the New Apprenticeships in the Agriculture Industry will reflect the following objectives:

- An expanded National Rural Skills Traineeship allowing for an outcome in each sector covered by the Training Package, and will replace all current related traineeships;

- This traineeship will be established at Levels 1 to 4 and potentially could be available at Levels 5 and 6;
At each of these levels for each of the sectors included in the Training Package the qualification will be the Certificates/Diplomas in Agriculture;

The only difference between the New Apprenticeship arrangements and other means of reaching a qualification will be the pathway; and so the traineeship pathway will require the same units of competency to be acquired as those identified in the other Certificates in the Training Package at each AQF level.

Entry level training does not vary from the industry requirements for qualifications. This is one of the main reasons for the flexibility maintained in the packaging.

Training providers supporting a traineeship need to determine the needs of the employer and trainee in combining appropriate units of competency to make up the full qualification. They will also need to negotiate with the employer as to the extent of the on-job and off-job components of the training. It is expected that the mandatory units of competency may be delivered off-the-job by the provider as well as parts of those other units which best
SECTION 2

NATIONAL COMPETENCY STANDARD

➢ RURAL BUSINESS MANAGEMENT <

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SECTION 2 – Competency Standards – Rural Business Management

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MANDATORY UNITS

RUA AGCORE1 A
Meet industry employment criteria .............................................................. c-1
  CORE1.1 Employment conditions identified
  CORE1.2 Meet workplace employment requirements

RUA AGCORE2 A
Follow enterprise occupational health and safety (OHS) procedures .................................. c-4
  CORE2.1 Comply with provisions of relevant state OHS legislation
  CORE2.2 Follow farm procedures for hazard identification and risk control
  CORE2.3 Render appropriate emergency procedures
  CORE2.4 Administer first aid
  CORE2.5 Participate in arrangements for maintaining health and safety of all people in the rural workplace

RUA AGCORE3 A
Use hazardous substances safely .............................................................. c-8
  CORE3.1 Handle hazardous substances
  CORE3.2 Store hazardous substances
  CORE3.3 Transport hazardous substances
  CORE3.4 Use hazardous substances
  CORE3.5 Act in emergency situations with hazardous substances

RUA AGCORE4 A
Communicate in the workplace .............................................................. c-11
  CORE4.1 Gather, record and convey data
  CORE4.2 Gather, record and provide information in response to workplace requirements
  CORE4.3 Participate in work groups or teams
  CORE4.4 Participate in workplace meetings
  CORE4.5 Interact with others in the workplace
  CORE4.6 Communicate with the industry network
### RUA AGCORE5 A
Act to minimise emergencies and respond to a variety of situations
- CORE5.1 Act to minimise emergency situations
- CORE5.2 Act as instructed in emergencies
- CORE5.3 Implement fire prevention and control on site and in the workshop
- CORE5.4 Deal with gas emergencies

### RUA AGCORE6 A
Plan daily work routines
- CORE6.1 Interpret work schedules
- CORE6.2 Organise materials and equipment
- CORE6.3 Respond to problems as they occur

### LEVEL 3

#### RUA AG3200BM A
Process records
- 3200.1 Identify records
- 3200.2 Operate recording systems
- 3200.3 Provide data
- 3200.4 Store data

#### RUA AG3201BM A
Perform administrative duties
- 3201.1 Process mail
- 3201.2 Operate office equipment
- 3201.3 Facilitate business communication
- 3201.4 Maintain filing systems
- 3201.5 Process financial transactions

#### RUA AG3202BM A
Organise human resources
- 3202.1 Participate in staff selection
- 3202.2 Induct staff
- 3202.3 Organise work programs
- 3202.4 Develop teamwork
- 3202.5 Supervise staff
- 3202.6 Review staff performance

### LEVEL 4

#### RUA AG4200BM A
Arrange purchases and sales
- 4200.1 Determine marketing requirements
- 4200.2 Obtain market information
- 4200.3 Seek quotes
- 4200.4 Negotiate purchase and sales agreements
- 4200.5 Complete purchases/sales

#### RUA AG4201BM A
Collate information
- 4201.1 Determine information required by the enterprise
- 4201.2 Source relevant information
- 4201.3 Obtain information
- 4201.4 Provide information
- 4201.5 Store information

#### RUA AG4202BM A
Deliver and review training (Category 1 Workplace Trainer)
- 4202.1 Confirm the need for training

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4202.2 Plan and document training session  
4202.3 Arrange location and resources  
4202.4 Notify trainees  
4202.5 Instruct trainees  
4202.6 Provide opportunities for practice  
4202.7 Confirm trainee has reached required standard of performance  
4202.8 Evaluate training session  
4202.9 Record training  
4202.10 Provide information on training

### RUA AG4204BM A
Operate within a budget framework  
4204.1 Participate in formulation of budget  
4204.2 Supervise financial transactions

### RUA AG4205BM A
Budget for farm production  
4205.1 Assess financial resources  
4205.2 Assess physical resources  
4205.3 Assess personal resources  
4205.4 Assess personal drawings  
4205.5 Develop budgets  
4205.6 Monitor budgets

### RUA AG4206BM A
Maintain effective working relationships  
4206.1 Respond to written and verbal communication appropriately  
4206.2 Supervise agreements and contracts  
4206.3 Develop and maintain business goodwill

### RUA AG4207BM A
Implement a property improvement plan  
4207.1 Agree on the improvement to be carried out  
4207.2 Arrange the design and layout of the property improvements  
4207.3 Order materials for property improvements  
4207.4 Prepare sites for installation  
4207.5 Supervise installation and operation of property improvements  
4207.6 Carry out planned maintenance

### RUA AG4208BM A
Supervise machinery and equipment maintenance operation and adjustment,  
4208.1 Determine and check machinery and equipment maintenance procedures  
4208.2 Establish and monitor machinery and equipment operation standards  
4208.3 Supervise machinery and equipment adjustment and calibration

### RUA AG4209BM A
Monitor and maintain stocks of materials and produce on hand  
4209.1 Set up inventory control systems  
4209.2 Determine requirements of materials and produce for a planning period  
4209.3 Monitor stocks on hand  
4209.4 Arrange purchases of materials  
4209.5 Arrange production and storage of produce to be used on farm
LEVEL 5

RUA AG5200BM A
Review the strategic directions of the business

Determine sustainable and desirable directions and outcomes of the business for the long term

Determine sustainable and desirable directions and outcomes of the business for the long term
5200.2 Assess the environment external to the business
5200.3 Analyse the resources available to the business
5200.4 Select enterprises to be pursued
5200.5 Select and establish an appropriate business structure

RUA AG5201BM A
Market products

Analyse and evaluate the characteristics of markets for existing and potential products

5201.1 Analyse and evaluate the characteristics of markets for existing and potential products
5201.2 Determine the marketing strategy to be used for each product
5201.3 Develop a marketing plan for each product
5201.4 Implement, monitor and evaluate marketing plans

RUA AG5202BM AR
Administer the business

Determine the information needs of management

Determine the information needs of management
5202.1 Determine the information needs of management
5202.2 Determine office location, layout and equipment
5202.3 Implement relevant administration procedures
5202.4 Communicate with various people in a farm business context
5202.5 Obtain information for use in the farm business

RUA AG5203BM A
Rural Business Planning

Specify farm business objectives and targets

5203.1 Specify farm business objectives and targets
5203.2 Prepare and assess a cash flow budget for the planning period
5203.3 Test variations in enterprise mix and operation to assess their effect on business performance
5203.4 Prepare trial profit and loss statements and balance sheets
5203.5 Identify and plan appropriate risk management strategies
5203.6 Identify the property improvements and developments to be made during the planning period
5203.7 Determine the machinery and equipment requirements for the planning period
5203.8 Determine the labour requirements for the business for the planning period
5203.9 Determine the inputs and services required for the planning period
5203.10 Identify the rights and obligations of the parties to contracts relevant to farm business operation
5203.11 Determine and implement the business plan to be pursued

RUA AG5204BM A
Monitor and evaluate business performance

Monitor the cash flow performance of the business

5204.1 Monitor the cash flow performance of the business
5204.2 Review and revise the business plan during the planning period
5204.3 Develop and implement flexible responses to changing situations in the planning period
5204.4 Review and revise risk management strategies
5204.5 Decide whether changes in plans, targets or objectives are required
5204.6 Decide on alternative investments both on- and off-farm and the appropriate levels of each
RUA AG5205BM A
Manage pastures, fodder and crop production .......................................................... 5-18
5205.1 Develop a production plan for pasture, fodder and crops
5205.2 Seek information on innovations related to existing or potential enterprises and farm activities
5205.3 Test and, if appropriate, adopt relevant innovations
5205.4 Implement, monitor and evaluate the production plans for crops and pastures
5205.5 Comply with legal requirements, regulations and codes of practice

RUA AG5206BM A
Manage livestock production .................................................................................. 5-22
5206.1 Develop a livestock production plan
5206.2 Seek information on innovations related to existing or potential enterprises and farm activities
5206.3 Test and, if appropriate, adopt relevant innovations
5206.4 Implement, monitor and evaluate livestock production plans
5206.5 Comply with legal requirements, regulations and codes of practice

RUA AG5207BM A
Manage physical and natural resources ................................................................. 5-26
5207.1 Prepare an inventory of physical and natural resources
5207.2 Map soils, topography and natural features
5207.3 Prepare whole-farm (physical resources) plan
5207.4 Implement plans for property improvements and developments
5207.5 Ensure yards and stock handling facilities are operated safely and effectively
5207.6 Take necessary actions to protect assets
5207.7 Comply with legal requirements and regulations

RUA AG5208BM A
Manage machinery .................................................................................................. 5-29
5208.1 Select machinery services suitable to farm operations
5208.2 Manage machinery maintenance
5208.3 Manage machinery operation

RUA AG5209BM A
Manage irrigation systems ..................................................................................... 5-31
5209.1 Determine the feasibility of using irrigation
5209.2 Install an irrigation system
5209.3 Maintain the irrigation system
5209.4 Evaluate irrigation system performance

LEVEL 6

RUA AG6200BM A
Manage borrowed funds ......................................................................................... 6-1
6200.1 Determine the financing needs of the business
6200.2 Assess all sources of finance
6200.3 Apply for finance
6200.4 Manage debt and/or equity finance

RUA AG6201BM A
Manage the production system ................................................................................ 6-4
6201.1 Integrate plans for pastures, crops and livestock
6201.2 Develop and implement risk management strategies
6201.3 Analyse the overall performance of the production system
6201.4 Participate in guiding industry research, development and training

RUA AG6202BM A
Manage human resources ....................................................................................... 6-7
6202.1 Implement appropriate self-management practices
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6202.2 Prepare job and person specifications
6202.3 Arrange employment of workforce members
6202.4 Supervise the farm business workforce
6202.5 Implement relevant occupation health and safety procedures
6202.6 Plan and implement work program to achieve greater labour productivity
6202.7 Terminate employment of particular staff as necessary

RUA AG6203BM A
Plan succession, retirement and an estate .................................................6-11
6203.1 Plan succession
6203.2 Plan retirement
6203.3 Plan for estate distribution
6204.4 Review plans for management of estate transfer

RUA AG6204BM A
Trading in Commodities, Products and Prices .............................................6-13
6204.1 Conduct market research
6204.2 Determine price required
6204.3 Select forward pricing method
6204.4 Implement Forward Pricing Plan

RUA AG6205BM A
Install a Total Quality Management System .............................................6-16
6205.1 Define the required quality standards
6205.2 Determine performance benchmarks
6205.3 Set up performance indicators and monitoring systems
6205.4 Train operators to meet quality measures
6205.5 Implement the TQM system

RUA AG6206BM A
Manage human interaction .................................................................6-19
6206.1 Manage staff interaction
6206.2 Manage family relationships
6206.3 Manage professional and business relationships
6206.4 Manage community/industry involvement
BACKGROUND INFORMATION

These Competency Standards for Rural Business Management are an updated version of the 1993 Competency Standards for Farm Business Management. The number of units has been expanded, with the inclusion of twelve Level 4 units for overseers, supervisors and those with responsibility for the implementation of high managerial policies and decisions.

Two units on training and assessment, areas which have assumed more importance since 1993, have also been included. Management of physical and natural resources has been split, to form discrete units on machinery management and irrigation management. Likewise, business planning has been separated from business performance. In the area of strategic planning, a separate unit has been created for succession, retirement and estate planning.

The term Rural Business Management is preferred to Farm Business Management because these standards apply also to pastoral properties, fruit blocks, market gardens, horticulture nurseries and other rural production enterprises not described by the term “farm”.

INDUSTRY CONSULTATION

In 1991 nine focus groups were conducted to identify the duties and tasks carried out by property owners and managers. Two meetings were also held in Canberra with Industry, Unions and Training Providers to review the findings from the focus groups and determine a strategy for developing competency standards for rural industries.

Draft standards were prepared in 1992 in conjunction with the staff of The National Training Board (NTB) to ensure they were presented in an acceptable format. In 1993, validation meetings were held with producers in all states. Over 200 farmers made suggestions and contributed to the development of the standards representing over 40 primary industry sectors. The standards were then endorsed by NTB.

Since then, a National Curriculum for Rural Business Management has been developed. It includes a Certificate at AQF level 4, a Diploma and an Advanced Diploma. These courses now operate in all states. The curriculum was based on the Competency Standards with several modules for each unit of Competency to teach the underpinning knowledge and skills. The curriculum is competency based with practical assignments used for assessment.

The review of these standards again involved focus groups who built on the endorsed competencies. These groups identified gaps and developed the expanded Evidence Guide.
STANDARDS DEVELOPMENT

1.1 What are Competency Standards?

Competency Standards are statements of the level of skills, knowledge and attitude expected of people in various positions and roles in the workplace. Competency Standards cover all occupations. For example, in the horticulture industry the standards would apply to farmhands, seasonal workers, supervisors, owner/operators and managers. They describe what standards of performance are required for each occupation. If everyone working in an industry is employing best practice, then the industry is performing as well as it can.

Competency Standards documents do not describe the levels of competence for specific occupations. They describe the progression of competence from the performance of simple tasks to the performance of more complex tasks. Simple tasks constitute the work of members of semi-skilled occupations and more complex tasks describe the work of more qualified and experienced occupations which often include managerial duties as well as responsibilities to apply advanced skills and knowledge.

Competency Standards do not invent new standards of performance or force people to work harder. They provide guidance on how people can work smarter. They express what should be best practice for those working in the industry now and for the future. Competency Standards anticipate change and contain the latest information on new technology and smarter ways of doing things. They assist in technology transfer.

Standards are developed by an industry or organisation through an extensive process that involves identifying the skills, knowledge and attitudes required in the workforce, now and in the future. Competency standards are reviewed on a regular basis to ensure that they reflect changes in technologies and work practices. Development and validation of standards involves extensive consultation with stakeholders in an industry.

In summary, standards set the benchmarks for performance. The primary purpose of the National Competency Standards is to guide the design and development of training programs. In short, competencies describe best practice: training packages developed from competencies teach best practice.
1.2 How Do I Interpret This Document?

The competencies have been broken down into:

<table>
<thead>
<tr>
<th>Industry:</th>
<th>Agriculture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area of Competency:</td>
<td>Generic/Technical/Chemical</td>
</tr>
<tr>
<td>Sector:</td>
<td>(Sector) Production Industry</td>
</tr>
</tbody>
</table>

Unit of Competency Title
This describes what a person is capable of doing in the workplace. These are very broad statements and describe only the major roles and functions. The unit needs to integrate knowledge, skills and application which must be assessable.

Element of Competency
These are the building blocks of the unit of competency. They describe in outcome terms what is done in the workplace within each unit.

Performance Criteria
This refers to how well and to what level a competent person should perform a specified activity in the workplace.

A. RANGE OF VARIABLES
This describes the context and conditions under which competent performance is expected of a person who is carrying out the specific functions in the workplace.

B. EVIDENCE GUIDE

Key Outcomes
What is the key workplace outcome to which satisfactory completion of this unit is a major contribution.

OHS issues that impact upon the performance of this unit

Holistic Outcome
What visible evidence as one event would prove that:

- all elements of this unit have been satisfactorily completed
- this unit and the following units have been satisfactorily completed:

Underpinning knowledge and skills
- A knowledge of:
- The ability to:

How is this knowledge and skills to be assessed?

C. ASSESSMENT GUIDE
Assessment of this unit is to be conducted in accordance with the Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

Authority managing and conducting assessments
This entry will be ‘Authorised Registered Training Organisations’.

Special outcomes of assessment for purposes of licencing by a government or other authority
These should be specified, or if there are none, this entry will be:
‘There are no licensing requirements for this unit’.

Interdependent assessment of units
What implications there are from other units for assessment of this unit, such as:
- essential pre-requisites
Qualifications of Assessor
This entry will be:
‘Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment”.

Only qualified assessors engaged by a Registered Training Organisation are able to endorse a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people which complies with the above criteria’.

A further entry may be made here, for example when there is special endorsement of an assessor due to licensing requirements eg Farm Chemicals.

Measures to ensure consistency in assessment
This entry will be:
‘These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit’.

Where this unit is assessed
This will indicate the particular environment and/or circumstances required for assessment of the unit, or alternatively this entry will be:
‘Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions’.

Resources required beyond those normally found in a functioning agricultural workplace
This entry will describe any specific resources required for assessment, or alternatively the entry will be:
‘There are no additional resources required for assessment of this unit’.

Utilisation of Key Competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

<table>
<thead>
<tr>
<th>Communicating ideas &amp; information</th>
<th>Collecting and analysing information</th>
<th>Planning &amp; organising activities</th>
<th>Working with teams &amp; others</th>
<th>Using mathematical ideas &amp; techniques</th>
<th>Solving problems</th>
<th>Using technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>◊ Communicating -</td>
<td>◊ Collecting and analysing information -</td>
<td>◊ Planning and organising activities -</td>
<td>◊ Working with teams and others -</td>
<td>◊ Using mathematical ideas and techniques -</td>
<td>◊ Solving problems -</td>
<td>◊ Using technology -</td>
</tr>
</tbody>
</table>

Coding of Units of Competency
(complying with the National Training Information System (NTIS))

Example

<table>
<thead>
<tr>
<th>Training Package</th>
<th>Unit Number</th>
<th>Version</th>
<th>Year of Endorsement</th>
</tr>
</thead>
<tbody>
<tr>
<td>RUA</td>
<td>AG3200BM</td>
<td>A</td>
<td>98</td>
</tr>
</tbody>
</table>

Each Training Package will be identified on the front cover by:
‘Training Package’ eg:- RUA 98 - being RUral Agriculture
and ‘Year of Endorsement’ eg - endorsed in 1998
(eg: RUA 98 - Qualifications in Agriculture endorsed in 1998)

Each Unit of Competency will be identified by the ‘Training Package’, ‘Unit Number’ and ‘Version’.
Therefore example shown above - RUA AG3200BM A is interpreted as:
RUA - RUral Agriculture Training Package
AG - Agriculture, 3 level (applicable to original sector level), 200 additional identifying numbers, BM area of activity (Business Management).
A - Version A (ie first version).
**IDENTIFICATION OF RURAL BUSINESS MANAGEMENT UNITS OF COMPETENCY WITHIN THE AUSTRALIAN QUALIFICATIONS FRAMEWORK**

**LEVELS AQF 3 - AQF 6**

### MANDATORY UNITS

<table>
<thead>
<tr>
<th>Unit Code</th>
<th>Unit Title</th>
<th>AQF Level 3</th>
<th>AQF Level 4</th>
<th>AQF Level 5</th>
<th>AQF Level 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGCORE1 A</td>
<td>Meet industry requirements</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AGCORE2 A</td>
<td>Follow enterprise OHS procedures</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AGCORE3 A</td>
<td>Use hazardous substances safely</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AGCORE4 A</td>
<td>Communicate in the workplace</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AGCORE5 A</td>
<td>Act to minimise emergencies</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AGCORE6 A</td>
<td>Plan daily work routine</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Rural Business Management

<table>
<thead>
<tr>
<th>Unit Code</th>
<th>Unit Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>AG3200BM A</td>
<td>Process records</td>
</tr>
<tr>
<td>AG3201BM A</td>
<td>Perform administrative duties</td>
</tr>
<tr>
<td>AG3202BM A</td>
<td>Organise human resources</td>
</tr>
<tr>
<td>AG4200BM A</td>
<td>Arrange purchases and sales</td>
</tr>
<tr>
<td>AG4201BM A</td>
<td>Collate information</td>
</tr>
<tr>
<td>AG4202BM A</td>
<td>Deliver and review training</td>
</tr>
<tr>
<td>AG4204BM A</td>
<td>Operate within a budget framework</td>
</tr>
<tr>
<td>AG4205BM A</td>
<td>Budget for farm production</td>
</tr>
<tr>
<td>AG4206BM A</td>
<td>Establish and Maintain effective working relationships</td>
</tr>
<tr>
<td>AG4207BM A</td>
<td>Implement a property improvement plan</td>
</tr>
<tr>
<td>AG4208BM A</td>
<td>Supervise machinery and equipment maintenance</td>
</tr>
<tr>
<td>AG4209BM A</td>
<td>Monitor and maintain stocks of materials and produce</td>
</tr>
<tr>
<td>AG5200BM A</td>
<td>Review the strategic directions of the business</td>
</tr>
<tr>
<td>AG5201BM A</td>
<td>Market products</td>
</tr>
<tr>
<td>AG5202BM A</td>
<td>Administer the business</td>
</tr>
<tr>
<td>AG5203BM A</td>
<td>Develop a business plan</td>
</tr>
<tr>
<td>AG5204BM A</td>
<td>Monitor and evaluate business performance</td>
</tr>
<tr>
<td>AG5205BM A</td>
<td>Manage pastures, fodder and crop production</td>
</tr>
<tr>
<td>AG5206BM A</td>
<td>Manage livestock production</td>
</tr>
<tr>
<td>AG5207BM A</td>
<td>Manage physical and natural resources</td>
</tr>
<tr>
<td>AG5208BM A</td>
<td>Manage machinery</td>
</tr>
<tr>
<td>AG5209BM A</td>
<td>Manage irrigation system</td>
</tr>
<tr>
<td>AG6200BM A</td>
<td>Manage borrowed funds</td>
</tr>
<tr>
<td>AG6201BM A</td>
<td>Manage the production system</td>
</tr>
<tr>
<td>AG6202BM A</td>
<td>Manage human resources</td>
</tr>
<tr>
<td>AG6203BM A</td>
<td>Plan succession, retirement and an estate</td>
</tr>
<tr>
<td>AG6204BM A</td>
<td>Trading in Commodity and Product &amp; Price</td>
</tr>
<tr>
<td>AG6205BM A</td>
<td>Install a Total Quality Management System</td>
</tr>
<tr>
<td>AG6206BM A</td>
<td>Manage human interaction</td>
</tr>
</tbody>
</table>

- Employees have the opportunity to advance along a career path as designated in the above matrix
## Matrix of Elective Units of Competency - Rural Business Management

### Rural – Agriculture (RUA)

<table>
<thead>
<tr>
<th>AQF</th>
<th>Strategic Planning</th>
<th>Marketing</th>
<th>Production</th>
<th>Human Resources</th>
<th>Physical Resources</th>
<th>Financial</th>
<th>Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td>RUA AG3202BM A</td>
<td></td>
<td>RUA AG3200BM A</td>
<td>RUA AG3201BM A</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Organise human resources</td>
<td></td>
<td>Process records</td>
<td>Perform administrative duties</td>
</tr>
<tr>
<td></td>
<td>RUA AG4200BM A</td>
<td>RUA AG4209BM A</td>
<td></td>
<td>RUA AG4202BM A</td>
<td></td>
<td>RUA AG4204BM A</td>
<td>RUA AG4201BM A</td>
</tr>
<tr>
<td></td>
<td>Arrange purchases and sales</td>
<td>Monitor and maintain stocks of materials and produce on hand</td>
<td>Deliver and review training</td>
<td>Implement a property improvement plan</td>
<td>Supervise machinery and equipment maintenance</td>
<td>Operate within a budget framework</td>
<td>Collate information</td>
</tr>
<tr>
<td>4</td>
<td>RUA AG5200BM A</td>
<td>RUA AG5201BM A</td>
<td></td>
<td>RUA AG5205BM A</td>
<td></td>
<td>RUA AG5203BM A</td>
<td>RUA AG5202BM A</td>
</tr>
<tr>
<td></td>
<td>Review the strategic directions of the business</td>
<td>Manage pasture, fodder &amp; crop production</td>
<td>Manage livestock production</td>
<td>Manage physical and natural resources</td>
<td>Manage machinery</td>
<td>Develop a business plan</td>
<td>Administer the business</td>
</tr>
<tr>
<td></td>
<td>RUA AG5206BM A</td>
<td>RUA AG5207BM A</td>
<td></td>
<td>RUA AG5208BM A</td>
<td></td>
<td>RUA AG5204BM A</td>
<td>Manage the production system</td>
</tr>
<tr>
<td></td>
<td>Manage pasture production</td>
<td>Manage machinery</td>
<td>Manage irrigation systems</td>
<td></td>
<td></td>
<td>RUA AG6201BM A</td>
<td>Manage human resources</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>RUA AG6202BM A</td>
<td></td>
<td>RUA AG6200BM A</td>
<td></td>
<td>RUA AG6204BM A</td>
<td>Manage borrowed funds</td>
</tr>
<tr>
<td></td>
<td>RUA AG6203BM A</td>
<td>RUA AG6204BM A</td>
<td></td>
<td>Manage human resources</td>
<td></td>
<td>Manage human interaction</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Plan succession, retirement and an estate</td>
<td>Trading in Commodities and Product &amp; Price</td>
<td>Install a Total Quality Management System</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>RUA AG6205BM A</td>
<td>RUA AG6206BM A</td>
<td></td>
<td>RUA AG6202BM A</td>
<td></td>
<td>RUA AG6200BM A</td>
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<td>Manage human interaction</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
GAINING A QUALIFICATION: RURAL BUSINESS MANAGEMENT

A qualification formally recognises the level and range of competency of an individual. A qualification is constructed around a points score based on achievement of Units of Competency.

The points for each Unit of Competency corresponds to its level.

eg. AQF Level 1 Unit of Competency = 1 point
AQF Level 2 Unit of Competency = 2 points (Except AG2005CH A – AG2012CH A = 0.5 AQF Level 3 points each)

Level 3 Unit of Competency = 3 points

AQF Level 4 Unit of Competency = 4 points

AQF Level 5 Unit of Competency = 5 points
AQF Level 6 Unit of Competency = 6 points

For this industry, units of competency (other than AGCORE 1-6 and AG2005-2012CH) that are aligned to a particular qualification carry a point value equal to the AQF level of that qualification. Units used in other qualifications maintain the points value from their initial alignment. For general qualifications in agriculture, units are valued at the points level indicated by the first numeral in the unit code (refer following examples).

RUA AG1070PM A – Implement pest control programs (This unit has a value of one point)
RUA AG4202BM A – Deliver and review training (This unit has a value of four points)

Mandatory units

Six mandatory units are required at the first four levels of qualifications because these competencies are practised at each of these levels of work. The core units that are required as a mandatory part of the Certificates I to IV are as follows:

RUA AGCORE1 A Meet industry requirements
RUA AGCORE2 A Follow enterprise OHS procedures
RUA AGCORE3 A Use hazardous substances safely
RUA AGCORE4 A Communicate in the workplace
RUA AGCORE5 A Act to minimise emergencies
RUA AGCORE6 A Plan daily work routine

In addition three of these mandatory units, which cover occupational health and safety, are required at levels five and six qualifications. These are a mandatory part of the Diploma and Advanced Diploma qualifications and are as follows:

RUA AGCORE2 A Follow enterprise OHS procedures
RUA AGCORE3 A Use hazardous substances safely
RUA AGCORE5 A Act to minimise emergencies

These units are relevant within the Certificate I in Agriculture. For someone who enters the industry at a higher level, competency in these units is needed to be established to complete the requirements for the higher level qualification. For this reason these units are not part of the points system for the Agriculture packaging and qualifications.

The Farm Chemicals Users Training Program encompasses the underpinning knowledge and skills for the units of competency RUA AG2005CH A – RUA AG2012CH A. Successful completion of this
training program satisfies licensing requirements to purchase and use agricultural/veterinary chemicals.

Achievement of the performance criteria for these units of competency – as determined through Workplace Assessment – will contribute a total of 4 points towards an AQF qualification.
To achieve a qualification in Agriculture (Rural Business Management) the following rules apply:

**Certificate IV in Agriculture (Rural Business Management) (RUA 4 11 98)**
Total score required = 40 points with
- 6 mandatory units
- 24 points from Rural Business Management Units of Competency at Level 4 or above;
- 16 points from other Rural Units of Competency (any level).

**Diploma in Agriculture (Rural Business Management) (RUA 5 11 98)**
Total score required = 50 points with
- 3 mandatory units
- 25 points from Rural Business Management Units of Competency at Level 5 or above;
- 25 points from other Rural Units of Competency (any level).

**Advanced Diploma in Agriculture (Rural Business Management) (RUA 6 11 98)**
Total score required = 55 points with
- 3 mandatory units
- 30 points from Rural Business Management Units of Competency at Level 6 or above;
- 25 points from other Rural Units of Competency (any level).

To gain a “general” (cross-sector) National Certificate in Agriculture, units from this sector can be combined with rural generic units or units from any other Agriculture or Horticulture sector at the appropriate level.
KEY COMPETENCIES AND THE WORKPLACE

1.0 Language, Literacy and Numeracy

High levels of language, literacy and numeracy are required to manage an agricultural or horticultural business. Examples include negotiating for finance, arranging market contracts, supervising casual fruit pickers from different nations, reading technical bulletins and the findings of scientific research into soils, plants and animals and preparing budgets or checking financial statements. Property owners and managers frequently complete Associate Diplomas in Rural Business Management and many complete year twelve at school before studying farm management. High levels of literacy and numeracy are required to complete such training.

2.0 The relationship of Key Competencies to the Industry Competencies

The Key competencies underpin all of the units in the Rural Business Management Competency Standards. The ways in which they influence each unit is documented in the standards at the end of each unit, both in tabular form and with specific examples. All agriculture and horticulture businesses are different and the specific applications of the key competencies differ from property to property and business to business.

a) Communicating Ideas and Information

Communication is required both on and off the property, within the family business, with staff and business associates such as agents, financial institution staff, marketing bodies, accountants, lawyers, consultants and trades people. Businesses fail when families split and often the main cause is poor and inappropriate forms of communication, especially between generations and partners. This results in businesses becoming undercapitalised or over borrowed to pay out the partners who leave. Many businesses use communications technology such as internal radio systems, facsimile machines and the internet to support they telephone, still the main link with the rest of the community. During emergencies these services save lives and bring fire brigades, ambulances and other relief agencies where they are needed.

b) Collecting, Analysing and Organising Information

Agriculture and horticulture businesses depend on Key information sourced from the business itself and a wide range of external sources such as market prices, internet mates, technical and scientific data, weather reports, tax notes, methods of pest control, and a range of investments external to the businesses.

Internal records include pastures, fodder, crops and livestock production, inputs used, and receipts and payments, assets and liabilities and profit and loss statements. The best managers not only keep records, they analyse them and use their analyses as a basis for forward planning and decision making.

c) Planning and Organising Activities

Managers are seldom not planning and organising activities. Even while sitting in a utility or tractor they are working out the next seasonal activities, work routines, livestock shifts, or pest or weed control strategies. Planning includes property development and conservation of natural resources, planning production and human resources, business plans and succession, tax and estates. Each type of production has its big annual events to organise – harvesting crops, irrigation, fodder conservation, seeding and crop establishment, pruning, marketing and stock husbandry. They acquire careful planning and attention to detail to get through without delays that result in foregone income and costly breakdowns.
d) Working with Others and in Teams

Managers work in several teams. The first is the family that need to pull together and play complementary roles. The second is the staff – permanent, casual, contractors and share farmers. The third are the external suppliers of inputs and marketers of products. The fourth are the professional advisers – accountants, consultants, lawyers, advisers and scientific and technical experts. This calls for great versatility, significant interpersonal skills, keeping others informed and utilising the appropriate expertise where and when needed. Well-managed businesses have all of these teams pulling towards the same goals and directions.

e) Using Mathematical Ideas and Techniques

While the maths is usually not complicated, there are many applications in agricultural and horticultural businesses of basic measurement and arithmetic. Applications include calculating quantities of materials for buildings, fences and water supplies, preparing budgets and analysing cash books and other accounts, and understandings means and standard deviations in fibre analysis, herd at flock testing and interpreting soil and tissue analysis.

f) Solving Problems

Managers are required to solve a very wide range of problems where after complex interaction between biological and other variables makes it difficult to identify a single cause. Illness in cattle can be traced back to trace element deficiencies in plants and ultimately the soil. Care must be taken to look beyond symptoms to causes. The range of problems includes conservation of soil and natural resources, plant nutrition, crop and pasture agronomy, animal production, pest and disease control, engineering and machinery, property structures, protection of resources from flood or fire and other emergencies, market access and value adding, quality assurance, liquidity financing and debt levels and human relationships, succession and taxation, performance at work and industrial relations. Managers are not necessarily experts in any of these, but they need a good enough general knowledge to call in expert assistance and assess the advice.

g) Using Technology

Agriculture is not regarded as a “high tech” industry, but the technology is becoming increasingly complex and again covers a wide spectrum. The technologies include hydraulics, electronics, mechanical engineering, information technology, computers, and wide range of biological and scientific technologies such as artificial insemination, embryo transfer, bioessays, genetic engineering and their application to modern farming, horticulture and pastoral pursuits. Females are ultra sounded for pregnancy, hormones, antibiotics and anthelistsions are used to treat animals. Pheromones are used to trap fruit fly in preventing its spread. Scientists develop the technologies and growers apply them to the production of food and fibre.

-----///------
OCCUPATIONAL HEALTH AND SAFETY AND
RURAL BUSINESS MANAGEMENT

“A job performed safely and without risk to health is likely to be the most efficient way of carrying out a work task. In this way, high standards of occupational health and safety (OHS) are linked with increased productivity, efficiency and competitiveness.

Prevention of occupational injury and disease relies on the competence of the Australian workforce to identify OHS risks and control them.”

Recent regulatory changes have shifted the emphasis for managing workplace health and safety away from government to the enterprise level.

Rural Business Management, in its management of other rural industries, needs to minimise high rates of work related injury and illness, and consequent cost to the industry. Development of OHS skills and knowledge is needed of all levels at the rural workforce from employee to farm owner/manager.

OHS processes

In order to provide a healthy and safe farm workplace, employers and employees must work together to ensure processes are in place to:

- Identify hazards - what hazards are present in the workplace?
- Assess risks - What is the likelihood of, and severity of, injury or disease which may result from identified hazards?
- Control risk - How can the risk be eliminated or minimised?

The most effective approach to control risk, involves consideration of the hierarchy of control, ranging from the most effective control approaches to least effective.

1. Eliminate the hazard altogether, looking for alternatives.
2. Substitute a less hazardous process for the hazard, eg. substitute a less toxic spray for a more toxic spray
3. Design or engineering control to reduce risk
4. Change work practice
5. Use of personal protective clothing or equipment.

Control of risk associated with each identified hazard then must cover the range of options, their relative cost effectiveness, and the urgency of risk control requirements.

This process underpins the OHS legislation for each state and the accompanying regulations and/or codes of practice.

(It should also be noted that others share responsibility for OHS in the rural sector - including machinery designers and manufacturers, and suppliers of plant and of hazardous substances).

The manager’s responsibility is to develop OHS Policies for the enterprise, to train staff and supervise them so that safety practices are part of every work-day routine, and to eliminate accident and injury from farming. The manager of the business sets the example, establishes the right attitudes and implements policies that prevent accident and injuries to staff.

¹ Worksafe Australia - Occupational health and safety and competency based training - some questions answered. 1995
ENvironmenTAL STATEMENT

Managers of properties engaged in Primary Production are custodians of soil, water and vegetation throughout vast areas of the continent. We now know that the actions they take and the decisions they make, have a profound influence on the long-term sustainability of their operations. Soil erosion, salinity and soil acidity are just three consequences of land clearing, excessive cultivation and the farming practices used in Australia over the past 200 years.

Today there are thousands of farmers involved in land care activities. Farming practices are shifting to conservation farming where contour banks are installed, tillage is reduced, stubbles are retained for soil protection and to build soil organic matter, trees are planted for shelter and to help lower water tables, fences are relocated, river banks and native vegetation are fenced off from stock; heritage agreements are entered into to preserve native vegetation and provide wildlife habitat. Good farm management is now synonymous with environmental responsibility.

Throughout the irrigation areas, growers have changed over from flood irrigation systems that increase salting, waste water and create soils that are alternately too wet or too dry, to drippers, undertree sprinklers and similar systems which can provide the right amount of water for the crop every day.

Thousands of farmers have also completed the farm chemical users course (now Farmcare) which demonstrates the safe handling, storage, transport and use of agricultural and horticultural chemicals. It is a voluntary program that farmers pay to attend because they want their industries to be safe, green and clean.

More than any other group in Australia, farmers are custodians of the environment. Their future and the future of their families who continue to farm, depends on protecting the physical and natural resources that are the basis of any land-based primary production.

The intensive animal industries now control farm effluent to prevent it entering waterways or polluting streams. A huge nursery industry has developed to produce the millions of trees that are being put back into the landscape.

Much has be accomplished in the decade of land care. However, some river systems are dying. Water for major cities contain high levels of salt. Low rainfall results in outbreaks of blue-green algae. We still have a long way to go. Property management planning will help. These standards can be applied to contribute to a sustainable future.
MANDATORY

UNITS
<table>
<thead>
<tr>
<th>RUA AGCORE1 A Meet industry requirement</th>
<th>Performance Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>CORE1.1 Employment conditions identified</td>
<td>CORE1.1.1 Employment terms and conditions are accepted.</td>
</tr>
<tr>
<td></td>
<td>CORE1.1.2 Employment documentation is checked for compliance with accepted terms and conditions.</td>
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<td></td>
<td>CORE1.1.3 Employment conditions are reviewed to ensure currency is maintained.</td>
</tr>
<tr>
<td>CORE1.2 Meet workplace employment requirements</td>
<td>CORE1.2.1 Industry developments are promoted in workplace context to improve quality, productivity and conditions.</td>
</tr>
<tr>
<td></td>
<td>CORE1.2.2 Work practices comply with codes of practice and workplace expectations.</td>
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<tr>
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<td>CORE1.2.3 Faults and abnormalities in workplace practices are recognised and actioned to enterprise requirements.</td>
</tr>
<tr>
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<td>CORE1.2.4 Dress and personal requirements comply with workplace standards.</td>
</tr>
<tr>
<td></td>
<td>CORE1.2.5 Employer’s expectations are met through completion of workplace routines and specific instructions.</td>
</tr>
</tbody>
</table>

A. RANGE OF VARIABLES

- Sources of information on terms and conditions may include:
  - workplace agreements; relevant union bodies; relevant awards; employment contracts; workplace requirements and etiquette
- Industry developments may include:
  - implications of technology changes on employment; industry environment; changes in market conditions
- Work practices may include:
  - husbandry; care of equipment; handling of products; materials and crops; farm operations; country etiquette; duty of care; OHS principles
- Actions may include reporting; rectifying faults; prevention of damage
- Enterprise requirements may be provided orally or in writing

B. EVIDENCE GUIDE

- It is the expectation from the moment of entry to the workplace that people working in this industry will at all levels display positive work characteristics. They will be expected to demonstrate conscientious work behaviours and work as part of a team. At all times, the work behaviour should be responsible, in accordance with safe working practices and promote a professional image for the industry.
- Evidence of employment terms and conditions in workplace or simulated environment
- Documentation may include employee diaries and workplace records covering:
  - achievement of workplace requirements; work practices; faults and abnormalities which have been identified

Key Outcomes
The trainee should be:
- aware of employment conditions
- able to work under enterprise/award employment conditions
B. EVIDENCE GUIDE (continued)

**OHS issues that impact upon the performance of this unit**
OHS issues include the application of agricultural occupational health and safety principles and conformity with relevant legislation and codes of practice in each state and territory, including duties and responsibilities of all parties.
- This may include:
  - the maintenance and confidentiality of records of accidents, injuries and diseases; records of hazardous substances being used; special information; induction or training related to activities contained within this unit; health and safety representatives and OHS committees in the larger agricultural enterprises
- Employee should be aware that risk control should aim to eliminate hazards of any description that may be related to this unit. Otherwise the hierarchy of hazard and risk control in order of most effective to least effective is:
  - change in work practices; use of personal protective clothing and/or equipment
- The employee should be made aware of the need for identification and corrective action for hazards pertaining to working in the industry which may include:
  - noise; farm chemicals; venomous animals including snakes and insects; farm dust; solar radiation; electricity; operating machinery on slopes; wind strength and direction when applying farm chemicals; welding hazards; fumes from chemicals; machinery in motion; manual handling, silos

**Holistic Outcome**
Employee can work effectively under enterprise/award conditions.

**Underpinning knowledge and skills**
- A basic working knowledge of:
  - codes of practice; industry awards and conditions; employers expectations; sources of information
- The ability to:
  - communicate; use appropriate numeracy and literacy skills efficiently

C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

**Authority managing and conducting assessment, and issuing qualifications**
Authorised Registered Training Organisation (RTO).

**Special outcomes of assessment for purposes of licensing by a government or other authority**
There are no licensing requirements for this unit.

**Interdependent assessment of units**
This unit can be assessed independently.
C. ASSESSMENT GUIDE (continued)

Qualifications of Assessor
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.”

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.

Measures to ensure consistency in assessment
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

Where the unit is assessed
Workplace.

Resources required beyond those normally found in a functioning agricultural workplace
In the workplace the employer must have a copy of the relevant award where applicable, an induction program and any other written materials to meet the employer’s obligations under the OHS legislation.

Utilisation of key competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

<table>
<thead>
<tr>
<th>Communicating ideas &amp; information</th>
<th>Collecting, analysing &amp; organising information</th>
<th>Planning &amp; organising activities</th>
<th>Working with teams &amp; others</th>
<th>Using mathematical ideas &amp; techniques</th>
<th>Solving problems</th>
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</table>

◊ Communicating - in the workplace using enterprise terminology relating to work conditions
◊ Collecting, analysing and organising information - to ensure safety of self and others
◊ Planning and organising activities - to ensure coordinated work effort
◊ Working with teams and others - to ensure safety of self and others
◊ Using mathematical ideas and techniques - at a level appropriate to work requirements
◊ Solving problems - to ensure smooth operations
◊ Using technology - current to enterprise operations
**Industry:** Rural  
**Area of Competency:** Generic: Safety

This unit is intended for employees without managerial or supervisory responsibilities.

<table>
<thead>
<tr>
<th>Element of Competency</th>
<th>Performance Criteria</th>
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</thead>
<tbody>
<tr>
<td><strong>RUA AGCORE2 A</strong> Follow enterprise occupational health and safety (OHS) procedures</td>
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</tbody>
</table>
| **CORE2.1** Comply with provisions of relevant state OHS legislation | CORE2.1.1 Responsibilities prescribed in OHS legislation for employees are carried out.  
CORE2.1.2 Safety training is undertaken as directed.  
CORE2.1.3 Activity is undertaken in such a manner as to ensure that the health and safety of all others on the farm is not put at risk. |
| **CORE2.2** Follow farm procedures for hazard identification and risk control | CORE2.2.1 Hazards in the farm workplace are recognised and reported to the appropriate person.  
CORE2.2.2 Assessment of risk associated with identified hazards is made in accordance with farm procedures.  
CORE2.2.3 Work for which protective clothing or equipment is required is identified and personal protection equipment is used in accordance with farm procedures.  
CORE2.2.4 Basic safety checks are undertaken before operation on all machinery, including tractors and implements, farm vehicles and motorcycles and relevant action taken according to farm procedures.  
CORE2.2.5 Hazards associated with handling of farm chemicals are identified and notified, and risk assessed in accordance with farm procedures.  
CORE2.2.6 Noise hazards are identified and notified, and risk assessed in accordance with farm procedures.  
CORE2.2.7 Manual handling job risks are assessed prior to activity and work carried out according to currently recommended safe practice.  
CORE2.2.8 Hazards associated with handling animals are identified, risk is assessed and work carried out according to current recommended safe practice.  
CORE2.2.9 All farm procedures and work instructions for controlling risk are followed in line with instructions.  
CORE2.2.10 Risks to bystanders, particularly children on farms, are recognised and action is taken to reduce risk associated with jobs on farm. |
| **CORE2.3** Render appropriate emergency procedures | CORE2.3.1 Farm procedures are followed for dealing with accidents, fires and other emergencies.  
CORE2.3.2 Location directions are communicated to emergency personnel. |
| **CORE2.4** Administer first aid | CORE2.4.1 Basic First Aid principles are used to preserve life and minimise injury prior to arrival of medical help. |
| **CORE2.5** Participate in arrangements for maintaining health and safety of all people in the rural workplace | CORE2.5.1 Individuals have input into on-going monitoring and reporting on all aspects of farm safety.  
CORE2.5.2 Individuals assist in developing effective solutions to control the level of risk associated with farm jobs. |
RUA AGCORE2 A  Follow enterprise occupational health and safety procedures (continued)

A. RANGE OF VARIABLES

- This OHS competency involves application of relevant agricultural occupational health and safety principles and conformity with legislation and codes of practice in each state, including duties and responsibilities of all parties under the general duty of care.
- The following of established procedures will maximise personal safety and the safety of others on farm.
- Responsibilities of employees under OHS legislation and regulations include:
  - to cooperate with the employer/supervisor in any action taken to comply with OHS legislation; to take reasonable care for own health and safety; to accept responsibility for protection of the health and safety of others through avoidance of personal action which puts others at risk. This includes smoking in the workplace, use of substances which modify mood or behaviour, engaging in horseplay, not wilfully interfering with, or misusing anything provided to protect health and safety, not wilfully placing at risk the health or safety of any person in the workplace.
- Relevant OHS training of employees includes:
  - OHS induction, specific OHS training, safe tractor operation and maintenance, safe farm motorcycle/ATV operation
  - Others may include:
    - safe farm chemical use
  - Hazards in the rural workplace include:
    - agricultural plant and machinery operation and maintenance (including chainsaws and powered tools), vehicles including motorcycles, noise, farm chemicals, manual handling, animals, solar radiation, electricity, firearms, waterways
  - Rural hazards for which protective clothing or equipment is required includes:
    - noise associated with farm plant, machinery and animals, pesticides, dusts, work in the sun, welding, use of grinders
  - Hazardous manual handling tasks include:
    - moving, lifting, carrying of bags, drums, cartons, animals, bales, shovelling, loading materials, pulling pushing, up-ending materials, chipping weeds, picking fruit, vegetables, shearing sheep, goats
  - Risks associated with animals include:
    - kicks and crushes associated with stock handling charging, butting, goring by bulls, rams, lifting, moving animals, zoonoses, horse handling, shearing of animals, on farm animal slaughter
  - Personal Protective Equipment (PPE) may include:
    - ear protection, eye protection, chemical protection, protective clothing, head gear
  - Risks to bystanders, particularly children, include:
    - drowning in farm waterways, runover and injury associated with farm vehicles and machinery, exposure to farm noise, splash and scalding in farm dairies
  - Farm workplace procedures will include:
    - hazard policies and procedures, emergency policies and procedures, procedures for use of personal protective clothing and equipment, hazard identification and issue resolution procedures, job procedures and work instructions, reporting procedures, the installation of workplace safety signage
  - OHS emergencies on rural workplaces include:
    - electrocution, fire, flood, chemical spills, storms and cyclones, gases in confined spaces, gas leaks, serious injury associated with tractors, machines, animals, vehicles, firearms, grain suffocation,
  - It is recommended that First Aid training be undertaken through registered training provider, eg. Red Cross, St. John
### Industry: Rural  
**Area of Competency:** Generic: Safety  
**This unit is intended for employees without managerial or supervisory responsibilities**

<table>
<thead>
<tr>
<th>RUA AGCORE2 A</th>
<th>Follow enterprise occupational health and safety procedures (continued)</th>
</tr>
</thead>
</table>

### B. EVIDENCE GUIDE

**Key Outcomes**
- Safe completion of work tasks by worker
- The safety of all persons on the farm

**OHS that impact upon the performance of this unit**
- OHS risk management is the basis of this unit.
- OHS legislation, relevant regulations and codes of practice in each state

**Holistic Outcome**
OHS risk is minimised in the operation of a farm workplace.

**Underpinning knowledge and skills**
- A basic working knowledge of significant hazards in the rural workplace is required
- Evidence of a basic understanding of relevant symbols used for rural occupational health and safety is required
- The ability to:
  - readily identify hazards, demonstrate a mature approach to the daily application of safe working practices

### C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

**Authority managing and conducting assessment, and issuing qualifications**
Authorised Registered Training Organisation (RTO).

**Special outcomes of assessment for purposes of licensing by a government or other authority**
Demonstrated competence in the elements of this unit is essential to ensure compliance with relevant OHS legislation.

**Interdependent assessment of units**
This unit can be assessed independently.

**Qualifications of Assessor**
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.”

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.

**Measures to ensure consistency in assessment**
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

**Where the unit is assessed**
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

**Resources required beyond those normally found in a functioning agricultural workplace**
There are no additional resources required for assessment of this unit.
Industry: Rural
Area of Competency: Generic: Safety

This unit is intended for employees without managerial or supervisory responsibilities

RUA AGCORE2 A  Follow enterprise occupational health and safety procedures (continued)

Utilisation of key competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

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</table>

◊ Communicating - with other workers and supervisors on the property
◊ Collecting, analysing and organising information - on hazards on the farm, and implementing relevant farm procedures
◊ Planning and organising activities - for occupational health and safety procedures
◊ Working with teams and others - to carry out safe working practices
◊ Using mathematical ideas and techniques - to calculate costs, evacuation times, etc.
◊ Solving problems - of accidents or occupational health and safety implementation
◊ Using technology - to communicate and record
<table>
<thead>
<tr>
<th>Element of Competency</th>
<th>Performance Criteria</th>
</tr>
</thead>
</table>
| CORE3.1 Handle hazardous substances | CORE3.1.1 Specific hazardous substance is identified from the label and applicable manufacturer’s safety data sheet.  
CORE3.1.2 Selected hazardous substance is handled in safe containers or packages under instruction from the supervisor or manager. |
| CORE3.2 Store hazardous substances | CORE3.2.1 Storage for hazardous substances is checked for compliance with industry standards in line with instructions.  
CORE3.2.2 Regular participation in the conduct of safety audits maximising the individual’s awareness of safety issues.  
CORE3.2.3 Required hazardous substances are estimated and industry standard storage conditions established according to instructions. |
| CORE3.3 Transport hazardous substances | CORE3.3.1 Transport mode and procedures are established in consultation with the manager or supervisor as instructed.  
CORE3.3.2 Hazardous substances are loaded or decanted into secure containers or packaging in line with work programs.  
CORE3.3.3 Load is secured or sealed to ensure safety and eliminate spillage according to enterprise policy.  
CORE3.3.4 Transport of hazardous substances is completed in line with established procedures, and movements recorded according to enterprise policy. |
| CORE3.4 Use hazardous substances | CORE3.4.1 Personal protective equipment suited to the task is selected and fitted or worn.  
CORE3.4.2 Selected hazardous substance is removed from storage and used in accordance with the label instructions or workplace requirements.  
CORE3.4.3 Containers and unused hazardous substances are disposed of in accordance with established workplace procedures. |
| CORE3.5 Act in emergency situations with hazardous substances | CORE3.5.1 Emergency incidence is notified to appropriate authorities in the workplace.  
CORE3.5.2 Clear identification of the nature of the emergency is established in consultation with the workplace supervisor.  
CORE3.5.3 Direction is sought from the supervisor or workplace notices to establish the role of the individual in the emergency |

A. RANGE OF VARIABLES

- Hazardous substances may include:
  - paints and solvents, welding and LP gases in the workshop, fumigants, fuels and oils, pesticides, weedicides, baits, anhydrous gases, coolants and refrigerants, systemics, animal medicines and treatments, human medicines and treatments, alkaline and caustic substances, acids, detergents & wetting agents, detergent “bombs”
- Handling and using hazardous substances may include:
  - spraying, use of application equipment, decanting liquids, refuelling, transport and cartage, use of industrial gases
- Suitable or industry standard storage conditions may include:
  - security systems, elevated storage, fans and ventilation, drainage systems, separation of incompatible materials, warning signage as required, workplace notices
Industry: Rural
Area of Competency: Generic: Safety

| RUA AGCORE3 A | Use hazardous substances safely (continued) |

A. RANGE OF VARIABLES (continued)

- Enterprise policy may include:
  - protocols for record keeping, provision of personal protective equipment, instructions to personnel, record of governing legislation
- Disposal of containers or quantities of left over hazardous substances will be carried out in line with workplace procedures developed from:
  - State or local government regulation relating to hazardous substances, Manufacturers label directions, Farmcare recommendations, Australian Veterinary and Chemical Association (AVCA) recommendations
- Emergency situations may include:
  - split fuels or other substances, use of incorrect substances, fire, contact with skin or eyes, leaking or damaged containers, explosion, mixing of incompatible materials, contamination of feed or water supplies, container disposal problems

B. EVIDENCE GUIDE

Key Outcomes
- Hazardous substances are handled in line with instructions and industry standards for safety in the workplace
- Hazardous substances are stored in line with established industry standards
- Transport of hazardous substances and procedures adopted reflect industry best practice
- Hazardous substances are used as required to complete workplace routines
- Reaction to emergencies is programmed and safety optimised.

OHS issues that impact upon the performance of this unit
- Relevant OHS hazards identification, risk assessment and risk control measures. These include:
  - safe system and procedures for handling, transportation and storage of hazardous substances
  - safe manual handling systems and procedures
  - selection, use and maintenance of relevant personal protective clothing and equipment
  - safe operation and maintenance of farm machinery and equipment
- OHS legislation, relevant regulations and codes of practice in each state, including:
  - Occupational Health and Safety Act of the state
  - Regulations and/or Codes of practice pertaining to Hazardous Substances
  - Regulations and/or Codes of Practice pertaining to Plant
  - Regulations and/or Codes of Practice pertaining to S7 Chemicals

Holistic Outcome
Hazardous substances are safely and competently used in the rural workplace.

Underpinning knowledge and skills
- A background working knowledge of:
  - hazardous substances that occur in the rural workplace relevant to the industry sector
  - drills and protocols dealing with hazardous substance issues
  - who to contact and who to report to in the workplace about hazardous substance matters
  - rural mathematics and the basis of rural calculations
- The ability to:
  - read and interpret written instructions and hazardous substance labelling
  - communicate with other workplace personnel
  - understand and act on verbal instructions
  - manually or electronically record details of hazardous substance usage or emergency incidence
  - critically observe and accurately report on safety hazards in the workplace
  - adopt safe work strategies as an integral part of workplace routines
C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

Authority managing and conducting assessments and issuing qualifications

Authorised Registered Training Organisation (RTO).

Special outcomes of assessment for purposes of licensing by a government or other authority

The use of hazardous substances may require licensing from State Health or other regulatory authorities.

Interdependent assessment of units

This unit can be assessed independently.

Qualifications of Assessor

Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.”

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.

Measures to ensure consistency in assessment

These measures are described in the Assessment Guidelines of the industry-endorsed Trainers’ Guide for the unit.

Where this unit is assessed

Competency is to be demonstrated in an agricultural workplace or in a situation, which reproduces agricultural workplace conditions.

Resources required beyond those normally found in a functioning agricultural workplace

There are no additional resources required for assessment of this unit.

Utilisation of key competencies in the performance of this unit

Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

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◊ Communicating – with other workplace personnel
◊ Collecting, analysing and organising information – on usage requirements and detail
◊ Planning and organising activities – to safely use hazardous substances
◊ Working with teams and others - to ensure the safe usage of hazardous substances
◊ Using mathematical ideas and techniques – to calculate volumes and dilutions
◊ Solving problems – of spillage and safety hazards
◊ Using technology – to record usage and communicate with other network personnel
### Industry: Rural
### Area of Competency: Generic: Workplace

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<thead>
<tr>
<th>Element of Competency</th>
<th>Performance Criteria</th>
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<tbody>
<tr>
<td><strong>CORE4.1 Gather, record and convey data</strong></td>
<td><strong>CORE4.1.1</strong> Required data sources are identified and accessed.</td>
</tr>
<tr>
<td><strong>CORE4.1.2</strong> Data is organised in accordance with enterprise requirements.</td>
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</tr>
<tr>
<td><strong>CORE4.2 Gather, record and provide information in response to workplace requirements</strong></td>
<td><strong>CORE4.2.1</strong> Sources of required information are identified and appropriate contact established.</td>
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<tr>
<td><strong>CORE4.2.2</strong> Personal interaction is courteous and inquiries carried out clearly and concisely.</td>
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<tr>
<td><strong>CORE4.2.3</strong> Defined workplace procedures for the location and storage of information are utilised.</td>
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<tr>
<td><strong>CORE4.2.4</strong> Information is recorded in a complete, accurate and legible manner.</td>
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<tr>
<td><strong>CORE4.3 Participate in work groups or teams</strong></td>
<td><strong>CORE4.3.1</strong> Interaction with workgroups is completed in line with enterprise requirements.</td>
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<tr>
<td><strong>CORE4.3.2</strong> Group decisions are read or interpreted and understanding demonstrated through their implementation.</td>
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<tr>
<td><strong>CORE4.4 Participate in workplace meetings</strong></td>
<td><strong>CORE4.4.1</strong> Meeting inputs are consistent with the meeting purpose and established protocols.</td>
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<tr>
<td><strong>CORE4.4.2</strong> Meeting outcomes are understood and implemented.</td>
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<tr>
<td><strong>CORE4.5 Interact with others in the workplace</strong></td>
<td><strong>CORE4.5.1</strong> Interaction with others in the workplace is completed in line with enterprise requirements.</td>
</tr>
<tr>
<td><strong>CORE4.5.2</strong> Contact is initiated when appropriate and interaction is consistent with the needs of the enterprise.</td>
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<tr>
<td><strong>CORE4.5.3</strong> The requirements of individuals external to the enterprise are clarified and facilitated as required.</td>
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<tr>
<td><strong>CORE4.5.4</strong> Information is conveyed in a clear manner in line with the situation requirements.</td>
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<td><strong>CORE4.5.5</strong> Industry standards for courtesy and protocol are observed in all workplace interaction.</td>
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<tr>
<td><strong>CORE4.5.6</strong> Personal presentation is in line with individual workplace requirements.</td>
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<tr>
<td><strong>CORE4.6 Communicate with the industry network</strong></td>
<td><strong>CORE4.6.1</strong> Regular and positive communication is facilitated with the total range of industry participants.</td>
</tr>
<tr>
<td><strong>CORE4.6.2</strong> Progressive reports are regularly provided to the property owner or manager.</td>
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<tr>
<td><strong>CORE4.6.3</strong> Regular participation in staff meetings ensures that well developed lines of communication are established and maintained</td>
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</tbody>
</table>

### A. RANGE OF VARIABLES
- Data storage may include manual or computer based filing systems
- Types of data may include:
  - rainfall, messages, enterprise specific data, industry network details
- Enterprise requirements for data organisation may include:
  - clear and concise organisation, defined procedures for storage, accurate and legible recording
- Participation in work teams should include actions which are:
  - supportive and efficient, effective and courteous, demonstrate initiative
- Interaction with others should at all times be:
  - efficient, effective, responsive, courteous and supportive, utilise correct forms of greeting, utilise identification and address as required, present the enterprise in a positive way
RUA 98

Industry: Rural
Area of Competency: Generic: Workplace

RUA AGCORE4 A Communicate in the workplace (continued)

A. RANGE OF VARIABLES (continued)

• Compliance with meeting protocols may include:
  - observing meeting convention, compliance with meeting decisions, obeying meeting instructions
• Industry standards for workplace interaction may specify:
  - courtesy requirements, discretion, confidentiality, structured follow-up procedures
• Personal presentation standards in the workplace may include:
  - dress requirements for personal safety in the working environment, the wearing or use of personal protective equipment, personal and workplace hygiene and personal presentation for safety, e.g. the need to cover long hair or jewellery
• Other contacts of the enterprise may include:
  - suppliers, industry bodies, local government, regulatory bodies, trade personnel, training personnel, contractors, advisers
• Communication may be carried out through:
  - face to face communication, telephones, written means, computers, e-mail, facsimile, 2-way radio, mobile phones, attendance at industry forums, paging systems, answering machines
• Specified data is collected and collated as required
• Workplace information is accessed from the range of identified contacts and recorded in the enterprise record.
• Communication is facilitated through interaction with workplace teams
• Active participation in workplace meetings and activities reinforces the individual’s involvement in the communication process.
• Sound communication strategies are adopted to communicate with other workplace personnel.
• Communication with the industry network provides linkages with the total range of information sources.

B. EVIDENCE GUIDE

Key Outcomes

• Specified data is collected and collated as required
• Workplace information is accessed from the range of identified contacts and recorded in the enterprise record.
• Communication is facilitated through interaction with workplace teams
• Active participation in workplace meetings and activities reinforces the individual’s involvement in the communication process.
• Sound communication strategies are adopted to communicate with other workplace personnel.
• Communication with the industry network provides linkages with the total range of information sources

OHS issues that impact upon the performance of this unit

Communication skills relate to relevant OHS hazards identification, risk assessment and risk control measures. Requirements include:

• effective communication regarding OHS in the workplace
• effective communication of roles and responsibilities from management with regard to OHS issues and the induction of new workers
• communication and participation in matters relating to OHS training
• communication with other industry participants regarding OHS codes and regulations, and best OHS practice for the industry
• communication with OHS professionals or instructors
• communication systems for effective emergency response

Holistic Outcome

Communication in and from the workplace is maximised.
### Industry: Rural
### Area of Competency: Generic: Workplace

<table>
<thead>
<tr>
<th>RUA AGCORE4 A</th>
<th>Communicate in the workplace (continued)</th>
</tr>
</thead>
</table>

#### B EVIDENCE GUIDE (continued)

**Underpinning knowledge and skills**
- A basic working knowledge of:
  - the industry networks, effective communication, different modes of communication, written communication, effective communication in a work team
- The ability to:
  - gather record and convey data
  - gather, record and provide information in response to workplace requirements
  - participate effectively in work groups or teams
  - actively participate in workplace meetings
  - interact with others in the workplace

#### C ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

**Authority managing and conducting assessments and issuing qualifications**
Authorised Registered Training Organisation (RTO).

**Special outcomes of assessment for purposes of licensing by a government or other authority**
There are no mandatory licensing requirements for this unit.

**Interdependent assessment of units**
This unit can be assessed independently.

**Qualifications of Assessor**
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.”

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.

**Measures to ensure consistency in assessment**
These measures are described in the Assessment Guidelines of the industry-endorsed Trainers’ Guide for the unit.

**Where this unit is assessed**
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

**Resources required beyond those normally found in a functioning agricultural workplace**
There are no additional resources required for assessment of this unit.

**Utilisation of key competencies in the performance of this unit**

<table>
<thead>
<tr>
<th>Communicating ideas &amp; information</th>
<th>Collecting, analysing &amp; organising information</th>
<th>Planning &amp; organising activities</th>
<th>Working with teams &amp; others</th>
<th>Using mathematical ideas &amp; techniques</th>
<th>Solving problems</th>
<th>Using technology</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
</tbody>
</table>

- Communicating – with other workplace personnel and the industry network
- Collecting, analysing and organising information – required in the workplace
- Planning and organising activities – of workplace teams
- Working with teams and others - to maximise communication between all personnel
- Using mathematical ideas and techniques – to calculate and record workplace information
- Solving problems – of emergencies or communication breakdown
- Using technology – to communicate and calculate
### Industry: Rural
### Area of Competency: Generic: Safety

**RUA AGCORE5 A** *Act to minimise emergencies and respond to a variety of situations*

<table>
<thead>
<tr>
<th>Element of Competency</th>
<th>Performance Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CORE5.1 Act to minimise emergency situations</strong></td>
<td></td>
</tr>
<tr>
<td>CORE5.1.1</td>
<td>Appropriate actions are taken to maximise safety and minimise health hazards in the workshop and on site.</td>
</tr>
<tr>
<td>CORE5.1.2</td>
<td>Machinery handling and actions minimises risks to all personnel.</td>
</tr>
<tr>
<td>CORE5.1.3</td>
<td>Regular checks of environs are carried out to minimise potential hazards.</td>
</tr>
<tr>
<td><strong>CORE5.2 Act as instructed in emergencies</strong></td>
<td></td>
</tr>
<tr>
<td>CORE5.2.1</td>
<td>Contingency plans are activated for emergencies in compliance with the relevant legislation.</td>
</tr>
<tr>
<td>CORE5.2.2</td>
<td>Emergency procedures are carried out as required by established workplace policy.</td>
</tr>
<tr>
<td><strong>CORE5.3 Implement fire prevention and control on site and in the workshop</strong></td>
<td></td>
</tr>
<tr>
<td>CORE5.3.1</td>
<td>Fire hazards are minimised as specified in workshop and fuelling procedures.</td>
</tr>
<tr>
<td>CORE5.3.2</td>
<td>Appropriate fire extinguishers and fire fighting plant are used in fire situations and appropriate authority notified according to laid-down procedures.</td>
</tr>
<tr>
<td>CORE5.3.3</td>
<td>Evacuation procedures are implemented as instructed according to workplace policy.</td>
</tr>
<tr>
<td><strong>CORE5.4 Deal with gas emergencies</strong></td>
<td></td>
</tr>
<tr>
<td>CORE5.4.1</td>
<td>An acquired knowledge of the properties of industrial gases is demonstrated in the conduct of daily routines.</td>
</tr>
<tr>
<td>CORE5.4.2</td>
<td>Specific safety procedures for the handling and use of industrial gases are carried out in line with standard industry practice.</td>
</tr>
</tbody>
</table>

**A. RANGE OF VARIABLES**

- The Performance Criteria 5.4.1 and 5.4.2 for persons in the Cotton Production industry and other industries using anhydrous ammonia are to be specifically related to anhydrous ammonia.
- Emergency situations that impact upon the operation are:
  - fire, fuel spillage, anhydrous ammonia emergencies, chemical spillage
- Emergency situations can also arise due to a range of trauma situations, eg:
  - road accidents, snake bite or poisonings, respiratory or cardiac arrest, electrocution
- Emergency workplace procedures may include:
  - dressing wounds, bandaging, resuscitation, directing emergency crews
- Industrial gases may include:
  - compressed and liquified fuel gases, oxygen, acetylene, nitrogen, anhydrous ammonia, carbon dioxide

**B. EVIDENCE GUIDE**

**Key Outcome**

A basic working knowledge of safety standards and their application in the operation and maintenance of vehicles and equipment is vital in preventing accidents either on site or in the workshop.

**OHS that impact upon the performance of this unit**

Relevant OHS hazards identification, risk assessment and risk control measures. These include:

- Regular conduct of safety audits
- Fitting of safety apparel to personnel
- Fitting of guards to machinery

**Holistic Outcome**

Incidence of emergencies minimised and actual occurrences quickly and efficiently dealt with.

**Underpinning knowledge and skills**

- A basic working knowledge of:
  - the provisions of relevant state OH&S legislation
  - the use of safe working practices is paramount in avoiding dangerous situations in the work environment
  - A basic working knowledge of emergency network is crucial in this unit
- The ability to:
  - respond positively to emergencies in line with practised actions.
RUA AGCORE5 A  Act to minimise emergencies and respond to a variety of situations (cont)

C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed 'Assessment Guidelines' for the Qualifications in Agriculture.

Authority managing and conducting assessment, and issuing qualifications
Authorised Registered Training Organisation (RTO).

Special outcomes of assessment for purposes of licensing by a government or other authority
Varying state legislation for Occupational Health and Safety may prescribe additional requirements in this area.

Interdependent assessment of units
This unit can be assessed independently.

Qualifications of Assessor
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.”

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.

Measures to ensure consistency in assessment
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

Where the unit is assessed
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

Resources required beyond those normally found in a functioning agricultural workplace
Additional resources may be required beyond those normally prescribed by relevant OH&S legislation to overcome specific site or workplace hazards.

Utilisation of key competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

<table>
<thead>
<tr>
<th>Communicating ideas &amp; information</th>
<th>Collecting, analysing &amp; organising information</th>
<th>Planning &amp; organising activities</th>
<th>Working with teams &amp; others</th>
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</tr>
</tbody>
</table>

◊ Communicating - plant operators, landholders and regulatory staff
◊ Collecting, analysing and organising information and accurately reporting to appropriate authorities
◊ Planning and organising activities - in line with laid down practice procedures
◊ Working with teams and others - to minimise the incidence of emergencies
◊ Using mathematical ideas and techniques - to calculate pulse rates
◊ Solving problems - establishing solutions to preserve life or counteract emergencies
◊ Using technology - in particular a respect of telecommunications equipment
RUA AGCORE6 A Plan daily work routines

<table>
<thead>
<tr>
<th>Element of Competency</th>
<th>Performance Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>CORE6.1 Interpret work schedules</td>
<td>CORE6.1.1 Interpretation is consistent with the schedule and tasks defined.</td>
</tr>
<tr>
<td></td>
<td>CORE6.1.2 A number of work activities are integrated.</td>
</tr>
<tr>
<td></td>
<td>CORE6.1.3 Priorities are established consistent with workplace requirements.</td>
</tr>
<tr>
<td>CORE6.2 Organise materials and equipment</td>
<td>CORE6.2.1 Availability of materials and equipment is consistent with work schedules and the requirements of the tasks.</td>
</tr>
<tr>
<td>CORE6.3 Respond to problems as they occur</td>
<td>CORE6.3.1 Response takes into account commercial responsibilities and constraints.</td>
</tr>
<tr>
<td></td>
<td>CORE6.3.2 Response maintains a quality outcome, minimises impact on work schedules and reflects accurate knowledge of the products and processes used in the workplace.</td>
</tr>
<tr>
<td></td>
<td>CORE6.3.3 Response is consistent with workplace priorities and requirements.</td>
</tr>
</tbody>
</table>

A. RANGE OF VARIABLES

- It is not necessary at this level to have a comprehensive knowledge of all products and processes used on the enterprise.
- Work activities may include:
  - daily routines, periodic routines, ad hoc activities

B. EVIDENCE GUIDE

Key Outcome
Competency in planning daily work routines

OHS issues that impact upon the performance of this unit
The rights and responsibilities of employers and employees under the relevant state and workplace OHS legislation

Holistic Outcome
Effective and responsive use of time and resources in planning daily work routines

Underpinning knowledge and skills
- A basic working knowledge of:
  - products and processes used in the workplace (refer to Range of Variables above)
- The ability to:
  - allocate resources and time
  - account for one’s decisions
  - reconcile conflicting requirements

C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

Authority managing and conducting assessment, and issuing qualifications
Authorised Registered Training Organisation (RTO):

Special outcomes of assessment for purposes of licensing by a government or other authority
There are no licensing requirements for this unit.
### C. ASSESSMENT GUIDE (continued)

#### Interdependent assessment of units
This unit can be assessed independently.

#### Qualifications of Assessor
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.” Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.

#### Measures to ensure consistency in assessment
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

#### Where the unit is assessed
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

#### Resources required beyond those normally found in a functioning agricultural workplace
The range of resources required for assessment can be provided either in the workplace or a simulated working environment structured in a training situation.

- Normally occurring workplace resources
- Facilities / resources required for simulations or role plays
- Sample work schedules
- Worksheets
- Diary
- Workplace policies, guidelines and checklists
- Relevant OHS legislation and regulations
- Codes of practice
- Personal protective clothing and equipment

#### Utilisation of key competencies in the performance of this unit

<table>
<thead>
<tr>
<th>Communicating ideas &amp; information</th>
<th>Collecting, analysing &amp; organising information</th>
<th>Planning &amp; organising activities</th>
<th>Working with teams &amp; others</th>
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</tr>
</tbody>
</table>

- **Communicating** - with supervisor, other farm personnel
- **Collecting, analysing and organising information** - interpreting work schedules, determining availability of materials and equipment, drawing up daily work routines
- **Planning and organising activities** - daily work routines
- **Working with teams and others** - in work teams
- **Using mathematical ideas and techniques** - scheduling times, estimating quantities of materials required
- **Solving problems** - prioritising and allocating time for work activities, responding to problems as they occur in daily work routines
- **Using technology** - to record and communicate
LEVEL

3
### Element of Competency: Identify records

<table>
<thead>
<tr>
<th>Performance Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>3200.1.1</td>
</tr>
<tr>
<td>3200.1.2</td>
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<tr>
<td>3200.1.3</td>
</tr>
<tr>
<td>3200.1.4</td>
</tr>
</tbody>
</table>

### Element of Competency: Operate recording systems

<table>
<thead>
<tr>
<th>Performance Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>3200.2.1</td>
</tr>
<tr>
<td>3200.2.2</td>
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</table>

### Element of Competency: Provide data

<table>
<thead>
<tr>
<th>Performance Criteria</th>
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</thead>
<tbody>
<tr>
<td>3200.3.1</td>
</tr>
<tr>
<td>3200.3.2</td>
</tr>
</tbody>
</table>

### Element of Competency: Store data

<table>
<thead>
<tr>
<th>Performance Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>3200.4.1</td>
</tr>
</tbody>
</table>

#### A. RANGE OF VARIABLES

- Records include:
  - physical, financial, business, personal, technical, legal, accounting and taxation, organisational, personnel, OHS registers
- Recording systems include both manual and computerised systems for recording and analysing data
- Storage systems include:
  - filing cabinets, bookshelves, computer files, books, charts, maps, log books, cash books, diaries
B. EVIDENCE GUIDE

Key Outcomes
Appropriate records are established, kept up to date, analysed, stored and provided to management as required.

OHS issues that impact upon the performance of this unit
Office seating should be comfortable, adequate light is required in an office and long periods at a computer keyboard and in front of a visual display should be avoided.

Holistic Outcome
The records that are kept should be appropriate for the size and complexity of the business and should furnish accurate, timely and complete information for taxation, census and business purposes.

Underpinning knowledge and skills
- A basic working knowledge of:
  - physical and financial recording systems
  - filing systems
- The ability to:
  - identify a range of common physical and financial documents
  - operate a range of common physical and financial recording systems
  - prepare and present analysed data
  - store and retrieve data
C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

Authority managing and conducting assessment, and issuing qualifications
Authorised Registered Training Organisation (RTO).

Special outcomes of assessment for purposes of licensing by a government or other authority
There are no licensing requirements for this unit.

Interdependent assessment of units
This unit may be assessed in conjunction with;
RUA AG3201BM A Perform administrative duties.

Qualifications of Assessor
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.”

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria’.

Measures to ensure consistency in assessment
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

Where the unit is assessed
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

Resources required beyond those normally found in a functioning agricultural workplace
In the workplace those that belong to the business, eg, filing cabinets, computer files. In a simulated office the resources required are those found in a well equipped farm office for both manual and computer-based recording systems.

Utilisation of key competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

<table>
<thead>
<tr>
<th>Communicating ideas &amp; information</th>
<th>Collecting analysing &amp; organising information</th>
<th>Planning &amp; organising activities</th>
<th>Working with teams &amp; others</th>
<th>Using mathematical ideas &amp; techniques</th>
<th>Solving problems</th>
<th>Using technology</th>
</tr>
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<tr>
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<td>3</td>
<td>2</td>
<td>2</td>
<td>2</td>
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<td>2</td>
</tr>
</tbody>
</table>

◊ Communicating - with manager, staff and accountant
◊ Collecting, analysing and organising information - records (physical and financial)
◊ **Planning and organising activities** - the office work and other work
◊ **Working with teams and others** - the property staff and accountant
◊ **Using mathematical ideas and techniques** - financial calculations in the cash book
◊ **Solving problems** - with equipment, staff and rural records
◊ **Using technology** - office equipment such as phone, fax, computers
RUA AG3201BM A Perform administrative duties

<table>
<thead>
<tr>
<th>Element of Competency</th>
<th>Performance Criteria</th>
</tr>
</thead>
</table>
| 3201.1 Process mail   | 3201.1.1 Inward mail is collected.  
                       | 3201.1.2 Business and personal mail is sorted and distributed.  
                       | 3201.1.3 Business mail is filed or answered.  
                       | 3201.1.4 Outward mail is recorded and posted.  |
| 3201.2 Operate office equipment | 3201.2.1 Calculators are operated to enterprise requirements.  
                                 | 3201.2.2 Communication equipment is operated in accordance with enterprise procedures.  
                                 | 3201.2.3 Computers are operated to enterprise requirements.  
                                 | 3201.2.4 Word processing and typing equipment is operated to enterprise requirements.  |
| 3201.3 Facilitate business communication | 3201.3.1 Messages are received and sent promptly and accurately.  
                                            | 3201.3.1 Messages are followed up to enterprise procedures.  |
| 3201.4 Maintain filing systems | 3201.4.1 Filing systems are established to meet enterprise requirements.  
                                | 3201.4.2 Filing systems are operated to enterprise requirements.  
                                | 3201.4.3 Files are reviewed and updated as required by the enterprise.  |
| 3201.5 Process financial transactions | 3201.5.1 Petty cash system is established and operated to enterprise requirements.  
                                           | 3201.5.2 Cheques are prepared for payment.  
                                           | 3201.5.3 Deposit slips are completed for banking.  
                                           | 3201.5.4 Cash receipts and payments are recorded to enterprise requirements.  
                                           | 3201.5.5 Cash balances are reconciled to bank and other financial statements.  |

A. RANGE OF VARIABLES

- Calculators include mechanical and electrical devices that perform mathematical functions
- Communication equipment includes:
  - telephones, two way radio, facsimile machines, photocopiers, modems
- Computers include:
  - processing units, keyboard and mouse, disks, CD-ROM, printers, modems
- Word processors include dedicated work processing equipment other than word processing software for personal computers
- Typewriters include both mechanical and electronic
- Filing systems include places and objects for storing and retrieving physical and financial records, personal documents, technical and business information and library shelving

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B. EVIDENCE GUIDE

Key Outcomes
Administrative duties associated with a small rural business are performed including the safe operation of all equipment.

OHS issues that impact upon the performance of this unit
All equipment must be operated in accordance with OHS legislation and manufacturer requirements, chairs should be ergonomically designed and offices adequately illuminated.

Holistic Outcome
The administrative duties of the business are performed in a safe, timely and efficient manner to the requirements of the management.
Industry: Rural  
Area of Competency: Rural Office  
Sector: Rural Business Management

<table>
<thead>
<tr>
<th>RUA AG3201BM A</th>
<th>Perform administrative duties (continued)</th>
</tr>
</thead>
</table>

### B. EVIDENCE GUIDE (continued)

**Underpinning knowledge and skills**
- A basic working knowledge of:
  - office equipment
  - communications equipment
  - filing systems
  - financial documents
- The ability to:
  - process mail
  - process financial transactions
  - operate office and communications equipment

### C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed `Assessment Guidelines` for the Qualifications in Agriculture.

**Authority managing and conducting assessment, and issuing qualifications**
Authorised Registered Training Organisation (RTO).

**Special outcomes of assessment for purposes of licensing by a government or other authority**
There are no licensing requirements for this unit.

**Interdependent assessment of units**
This unit may be assessed with:
- RUA AG3200BM A Process records
- RUA AG3201BM A Perform administrative duties

**Qualifications of Assessor**
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.”

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**Measures to ensure consistency in assessment**
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

**Where the unit is assessed**
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

**Resources required beyond those normally found in a functioning agricultural workplace**
In the workplace those that belong to the business, eg. Filing cabinets, computer files. In a simulated rural office with recording equipment appropriate for manual or computer-based information.
Industry: Rural
Area of Competency: Rural Office
Sector: Rural Business Management

RUA AG3201BM A Perform administrative duties (continued)

Utilisation of key competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

<table>
<thead>
<tr>
<th>Competencies</th>
<th>1</th>
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<tbody>
<tr>
<td>Communicating ideas &amp; information</td>
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<tr>
<td>Collecting, analysing and organising information</td>
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</tr>
<tr>
<td>Planning &amp; organising activities</td>
<td>◊</td>
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<tr>
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<tr>
<td>Using mathematical ideas &amp; techniques</td>
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<tr>
<td>Using technology</td>
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</tr>
</tbody>
</table>

- Communicating - with suppliers and professional support
- Collecting, analysing and organising information - setting up and using filing systems
- Planning and organising activities - organising correspondence, banking, filing
- Working with teams and others - suppliers, farm staff and professional support
- Using mathematical ideas and techniques - records processing, calculators
- Solving problems - balancing financial statements, records, petty cash
- Using technology - office equipment, communications equipment
RUA AG3202BM A Organise human resources

<table>
<thead>
<tr>
<th>Element of Competency</th>
<th>Performance Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>3202.1 Participate in staff selection</td>
<td>3202.1.1 Staffing requirements are reported to enterprise management.</td>
</tr>
<tr>
<td></td>
<td>3202.1.2 Potential recruits are identified and selected to enterprise policies.</td>
</tr>
<tr>
<td></td>
<td>3202.1.3 Selected staff are informed of required performance standards.</td>
</tr>
<tr>
<td></td>
<td>3202.1.4 Wages and conditions are negotiated to enterprise and industry standards.</td>
</tr>
<tr>
<td></td>
<td>3202.1.5 Contracts of employment are completed.</td>
</tr>
<tr>
<td>3202.2 Induct staff</td>
<td>3202.2.1 New employees are introduced to other staff.</td>
</tr>
<tr>
<td></td>
<td>3202.2.2 New employees are familiarised with work place.</td>
</tr>
<tr>
<td></td>
<td>3202.2.3 New employees are familiarised with work and safety procedures and policies.</td>
</tr>
<tr>
<td>3202.3 Organise work programs</td>
<td>3202.3.1 Work plans are developed in consultation with management.</td>
</tr>
<tr>
<td></td>
<td>3202.3.2 Staff are informed of duties to be undertaken.</td>
</tr>
<tr>
<td></td>
<td>3202.3.3 Work activities are reviewed.</td>
</tr>
<tr>
<td></td>
<td>3202.3.4 Staff opinions are sought and adopted as appropriate.</td>
</tr>
<tr>
<td>3202.4 Develop teamwork</td>
<td>3202.4.1 Actions are initiated to develop good teamwork and morale.</td>
</tr>
<tr>
<td></td>
<td>3202.4.2 Staff contributions are acknowledged and rewarded.</td>
</tr>
<tr>
<td>3202.5 Supervise staff</td>
<td>3202.5.1 Effective contributions are acknowledged and rewarded.</td>
</tr>
<tr>
<td></td>
<td>3202.5.2 Errors are corrected and required standards reinforced.</td>
</tr>
<tr>
<td></td>
<td>3202.5.3 Efforts to reach required standards are encouraged.</td>
</tr>
<tr>
<td></td>
<td>3202.5.4 Compliance with OHS policies and practices is ensured.</td>
</tr>
<tr>
<td>3202.6 Review staff performance</td>
<td>3202.6.1 Staff are trained to the standard required.</td>
</tr>
<tr>
<td></td>
<td>3202.6.2 Staff performance is monitored on a daily basis.</td>
</tr>
<tr>
<td></td>
<td>3202.6.3 Staff performance is reported to enterprise management.</td>
</tr>
<tr>
<td></td>
<td>3202.6.4 Enterprise employment termination procedures are followed.</td>
</tr>
</tbody>
</table>

A. RANGE OF VARIABLES

- Unless otherwise stated, directions, specifications and prescriptions come from management or other advisers and may include prescriptions for staffing plans. Staffing plans may include:
  - total annual staff numbers, seasonal staff numbers, total staffing budgets, staff classifications by job description, training and development policies, staff recruiting, policy restraints, reporting mechanisms
- Human resources may include:
  - family members (paid and unpaid), permanent and casual employees, contractors, volunteers, students on work experience, technical and professional support
- Contracts of employment may include task specific and general contracts of employment as well as special schemes to encourage on and off the job training and continuing education.
- Records may be paper or computer based
- Development of teamwork may include staff meetings, communication and social events
B. EVIDENCE GUIDE

Key Outcomes
Supervisors assist in staff selection and can induct staff, organise their work programs and develop teamwork and morale through effective supervision.

OHS issues impacting upon the performance of this unit
Relevant OHS hazards identification, risk assessment and risk control measures. These include:
- systems to ensure that workers undertake OHS induction
- systems to ensure that workers safety skills are assessed and training provided
- systems to ensure that workers are involved in the identification and reporting of hazards to health and safety
- systems to ensure that risks are assessed by relevant workers
- systems to ensure that effective short term and long term OHS risk control measures are implemented

Holistic Outcome
The enterprise is appropriately staffed throughout the year, duties are performed to the standards required, teamwork and morale are developed, performance is reviewed and training carried out where required.

Underpinning knowledge and skills
- A basic working knowledge of:
  - human motivation and development
  - measure of efficiency
  - recruitment options
- The ability to:
  - organise people
  - analyse and make decisions
  - negotiate
  - train and supervise
- relevant industrial awards
- teams and teamwork
- supervision and training
- observe and measure
- interpersonal skills
- record and report
C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

Authority managing and conducting assessment, and issuing qualifications
Authorised Registered Training Organisation (RTO).

Special outcomes of assessment for purposes of licensing by a government or other authority
There are no licensing requirements for this unit.

Interdependent assessment of units
This unit can be assessed independently.

Qualifications of Assessor
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment”.

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.
### C. ASSESSMENT GUIDE (continued)

**Measures to ensure consistency in assessment**
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

**Where the unit is assessed**
In the workplace.

**Resources required beyond those normally found in a functioning agricultural workplace**
Access to rural business which employs staff.

**Utilisation of key competencies in the performance of this unit**

Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

<table>
<thead>
<tr>
<th>Skill</th>
<th>Perform</th>
<th>Administer</th>
<th>Design</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicating ideas &amp; information</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collecting, analysing and organising information</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning &amp; organising activities</td>
<td>3</td>
<td></td>
<td></td>
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<tr>
<td>Working with teams &amp; others</td>
<td>3</td>
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<tr>
<td>Using mathematical ideas &amp; techniques</td>
<td>1</td>
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<tr>
<td>Solving problems</td>
<td>3</td>
<td></td>
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</tr>
<tr>
<td>Using technology</td>
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</tr>
</tbody>
</table>

◊ **Communicating** - with staff and management and applicants for jobs
◊ **Collecting, analysing and organising information** - wages and conditions, contracts
◊ **Planning and organising activities** - work programs every day
◊ **Working with teams and others** - with staff in their daily work
◊ **Using mathematical ideas and techniques** - wages and wage calculations, time sheets, productivity analyses
◊ **Solving problems** - with staff, unions, management and daily work
◊ **Using technology** - nil
LEVEL 4
### Industry: Rural
Area of Competency: Rural Office
Sector: Rural Business Management

<table>
<thead>
<tr>
<th>RUA AG4200BM A</th>
<th>Arrange purchases and sales</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Element of Competency</strong></td>
<td><strong>Performance Criteria</strong></td>
</tr>
</tbody>
</table>
| 4200.1 Determine marketing requirements | 4200.1.1 Types, quantities and timing of inputs and services are determined.  
4200.1.2 Types, quantities and timing of sales are determined. |
| 4200.2 Obtain market information | 4200.2.1 Sources of inputs and services are determined.  
4200.2.2 Prices, terms and conditions for purchasing inputs and services obtained.  
4200.2.3 Sources of sales information are determined.  
4200.2.4 Sales quality, prices and volume information are obtained.  
4200.2.5 Sales conditions are obtained. |
| 4200.3 Seek quotes | 4200.3.1 Quotes are sought from a variety of input and service suppliers.  
4200.3.2 Quotes are obtained and compared.  
4200.3.3 Current sales quotes are obtained and compared. |
| 4200.4 Negotiate purchase and sales agreements | 4200.4.1 Input purchase are negotiated.  
4200.4.2 Service are agreements drawn up.  
4200.4.3 Sales agreements and contracts are organised. |
| 4200.5 Complete purchases/sales | 4200.5.1 Purchase orders are placed.  
4200.5.2 Inputs and services are purchased and delivered.  
4200.5.3 Produce sales are agreed.  
4200.5.4 Inputs are checked on arrival for compliance with purchase agreements. |

### A. RANGE OF VARIABLES
- Inputs include:
  - tyres, spare parts, equipment, machinery, vehicles, fencing materials, yards, gates, pipes, water supply equipment, fertilisers, chemicals, veterinary medicines, fuel, fodder, office equipment
- Services include contractors and professionals such as:
  - veterinarians, accountants, lawyers and consultants, agricultural and other breeding services, wool and sheep classers, herd testers, shearsers
- Sales include:
  - produces, materials, fodder, livestock and services to others such as contracting and agistment

### B. EVIDENCE GUIDE

**Key Outcomes**
Inputs and services are sourced and purchased at competitive terms and prices and sales arranged to enterprise requirements.

**OHS issues that impact upon the performance of this unit**
All equipment must be operated in accordance with OHS legislation and manufacturers requirements, chairs should be ergonomically designed and offices adequately illuminated.

**Holistic Outcome**
The routine and procedural aspects of purchasing and selling are handled in a timely and efficient manner in accordance with enterprise requirements.
B. EVIDENCE GUIDE (continued)

Underpinning knowledge and skills

- A basic working knowledge of:
  - suppliers of rural merchandise, equipment and other inputs
  - sources of relevant and timely market information
  - how to prepare quotes and marketing contracts
  - marketing plans for a business

- The ability to:
  - negotiate terms, conditions and prices
  - communicate verbally and in writing
  - organise quotes
  - arrange service agreements
  - arrange and negotiate sales contracts
  - complete a sale/purchase
  - check deliveries for accuracy

C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed 'Assessment Guidelines' for the Qualifications in Agriculture.

Authority managing and conducting assessment, and issuing qualifications

Authorised Registered Training Organisation (RTO).

Special outcomes of assessment for purposes of licensing by a government or other authority

There are no licensing requirements for this unit.

Interdependent assessment of units

This unit can be assessed independently.

Qualifications of Assessor

‘Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.”

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.

Measures to ensure consistency in assessment

These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

Where the unit is assessed

Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

Resources required beyond those normally found in a functioning agricultural workplace

There are no additional resources required for assessment of this unit.
Industry: Rural
Area of Competency: Rural Office
Sector: Rural Business Management

RUA AG4200BM A  Arrange purchases and sales  (continued)

### Utilisation of key competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

<table>
<thead>
<tr>
<th>Competency</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicating ideas &amp; information</td>
<td>2</td>
<td>2</td>
<td>2</td>
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<tr>
<td>Collecting, analysing and organising information</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Planning &amp; organising activities</td>
<td>2</td>
<td>2</td>
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<tr>
<td>Working with teams &amp; others</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Using mathematical ideas &amp; techniques</td>
<td>2</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Solving problems</td>
<td>2</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Using technology</td>
<td>2</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

- **Communicating** - with suppliers, marketing agents and authorities, staff
- **Collecting, analysing and organising information** - market specifications, prices, terms
- **Planning and organising activities** - dates of delivery, transport, post harvest and handling
- **Working with teams and others** - management and staff, suppliers agents
- **Using mathematical ideas and techniques** - market information analyses
- **Solving problems** - transport, delivery, spare parts, terms and conditions
- **Using technology** - information technology and communication equipment
### RUA AG4201BM A  Collate information

<table>
<thead>
<tr>
<th>Element of Competency</th>
<th>Performance Criteria</th>
</tr>
</thead>
</table>
| 4201.1 Determine information required by the enterprise | 4201.1.1 Enterprise information needs are documented.  
4201.1.2 Physical records are set up to enterprise requirements.  
4201.1.3 Financial and marketing records are set up to enterprise requirements.  
4201.1.4 Technical information needs are identified. |
| 4201.2 Source relevant information | 4201.2.1 Physical recording systems are established for the enterprise.  
4201.2.2 Sources of financial and market information are identified.  
4201.2.3 Sources of technical information are identified.  
4201.2.4 Legal, accounting and business information sources are identified. |
| 4201.3 Obtain information | 4201.3.1 Sources of information are contacted.  
4201.3.2 Orders for publications and materials are placed.  
4201.3.3 Information is collected or ordered. |
| 4201.4 Provide information | 4201.4.1 Physical records are provided to the manager or business partners.  
4201.4.2 Financial and marketing records are provided to the manager or business partner.  
4201.4.3 Technical information is arranged for easy accessibility.  
4201.4.4 Legal, accounting and business information is supplied to enterprise requirements. |
| 4201.5 Store information | 4201.5.1 Copies of physical, marketing and financial documentation is filed.  
4201.5.2 Technical data is stored for easy accessibility.  
4201.5.3 Legal, accounting and business information is stored to enterprise requirements.  
4201.5.4 Personal documents are filed for safe keeping to individual requirements. |

**A. RANGE OF VARIABLES**

- Information includes:
  - rainfall, livestock machinery, paddock, production and other physical information
  - receipts, payments, loans, account sales, invoices, statements and other financial information
  - market prices, sale data, futures, options, contracts and other marketing information
  - methods of production, chemicals, fertilisers, animal health, nutrition, breeding and other technical information
  - legal, accounting, insurance, industrial awards, rural organisations such as meeting notices and agendas, minutes, background papers and other business related information, personal information for business partners and family members
B. EVIDENCE GUIDE

Key Outcomes
Information from within and beyond the property/business is collated and stored for immediate retrieval and use.

OHS issues that impact upon the performance of this unit
Office seating should be comfortable, adequate light is required in an office and long periods on a computer keyboard and in front of a visual display should be avoided.

Holistic Outcome
On-farm and off-farm sources of relevant information are accessed to furnish management with that required for management decisions making purposes.
### Industry: Rural
**Area of Competency:** Rural Office  
**Sector:** Rural Business Management

<table>
<thead>
<tr>
<th>RUA AG4201BM A</th>
<th>Collate information (continued)</th>
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</thead>
</table>

#### B. EVIDENCE GUIDE (continued)

**Underpinning knowledge and skills**
- A basic working knowledge of:
  - physical and financial recording systems
  - technical, business and personal information for farming
- The ability to:
  - determine information needs for a rural business
  - set up and operate recording systems
  - obtain relevant information
  - analyse, provide and share information

#### C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

**Authority managing and conducting assessment, and issuing qualifications**
Authorized Registered Training Organisation (RTO)

**Special outcomes of assessment for purposes of licensing by a government or other authority**
There are no licensing requirements for this unit.

**Interdependent assessment of units**
This unit may be assessed with:
- RUA AG3201BM A *Perform administrative duties*

**Qualifications of Assessor**
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.”

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.

**Measures to ensure consistency in assessment**
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

**Where the unit is assessed**
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

**Resources required beyond those normally found in a functioning agricultural workplace**
In the workplace those that belong to the business, eg, filing cabinets, computer files. In a simulated rural office with recording equipment appropriate for manual or computer-based information systems.
Industry: Rural  
Area of Competency: Rural Office  
Sector: Rural Business Management  

RUA AG4201BM A Collate information (continued)

<table>
<thead>
<tr>
<th>Communicating ideas &amp; information</th>
<th>Collecting analysing &amp; organising information</th>
<th>Planning &amp; organising activities</th>
<th>Working with teams &amp; others</th>
<th>Using mathematical ideas &amp; techniques</th>
<th>Solving problems</th>
<th>Using technology</th>
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<tr>
<td>2</td>
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</tr>
</tbody>
</table>

◊ Communicating - with the manager, staff, suppliers and information sources external to the business  
◊ Collecting, analysing and organising information - all information internal and external to the business  
◊ Planning and organising activities - planning tasks for the day and prioritising them  
◊ Working with teams and others - with the farm staff and people external to the business  
◊ Using mathematical ideas and techniques - analysis of physical and financial records  
◊ Solving problems - with people, office systems, technology, records  
◊ Using technology - office equipment and information technology
<table>
<thead>
<tr>
<th>Element of Competency</th>
<th>Performance Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4202.1 Confirm the need for training</strong></td>
<td></td>
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</tbody>
</table>
| 4202.1.1 The specified training need is identified or advised by appropriate personnel.  
| 4202.1.2 The specific training need is confirmed with appropriate personnel.  
| 4202.1.3 The training objectives reflect the specific training need. |
| **4202.2 Plan and document training session** |  
| 4202.2.1 Training outcomes are clearly stated.  
| 4202.2.2 Steps in the training session follow a logical sequence.  
| 4202.2.3 The training method(s) selected are appropriate for: - the training outcomes - trainee characteristics - availability of equipment and resources  
| 4202.2.4 Plans for practice by trainees are made.  
| 4202.2.5 Evidence required for assessment and how it will be collected is stated. |
| **4202.3 Arrange location and resources** |  
| 4202.3.1 Resources required for training are identified and approved by appropriate personnel.  
| 4202.3.2 Suitable locations for training are arranged.  
| 4202.3.3 The equipment, tools and other resources required are organised to be available when needed.  
| 4202.3.4 Arrangements are made with any people who are required to help in the training session or in the follow-up to the training session.  
| 4202.3.5 The training environment arranged is safe and accessible. |
| **4202.4 Notify trainees** |  
| 4202.4.1 Trainees are notified of the time and place of the training.  
| 4202.4.2 Supervisors of trainees are notified of the time and place of the training and of any other requirements for the training session.  
| 4202.4.3 The purpose of the training is notified to all involved. |
| **4202.5 Instruct trainees** |  
| 4202.5.1 A systematic approach is taken to instruction, taking into account: - explanation - demonstration - review - trainee explanation - trainee demonstration - feedback.  
| 4202.5.2 Instruction process is revised and modified as necessary to meet the learning needs of trainees.  
| 4202.5.3 Trainees are encouraged by positive comments from the trainer.  
| 4202.5.4 Feedback during instruction is designed to help trainees learn from their mistakes.  
<p>| 4202.5.5 Trainees are encouraged and guided to evaluate their own performance and assess it for improvement. |</p>
<table>
<thead>
<tr>
<th>4202.6 Provide opportunities for practice</th>
<th>4202.6.1 Opportunities for practice are provided according to the specific learning situation and the training objectives.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4202.6.2 Constructive feedback and reinforcement are provided during practice.</td>
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<tr>
<td></td>
<td>4202.6.3 Readiness of trainees for assessment is monitored.</td>
</tr>
</tbody>
</table>
Industry: Rural
Area of Competency: Training & Assessment
Sector: Rural Business Management

<table>
<thead>
<tr>
<th>RUA AG4202BM A</th>
<th>Deliver and review training (Category 1 Workplace Trainer) (continued)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Element of Competency</strong></td>
<td><strong>Performance Criteria</strong></td>
</tr>
</tbody>
</table>
| 4202.7 Confirm trainee has reached required standard of performance | 4202.7.1 Evidence of satisfactory performance by the trainee is collected in accordance with the training session plan.  
4202.7.2 The trainee is advised that he/she has reached the required standard of performance.  
4202.7.3 Other appropriate personnel are advised that the trainee has reached the required standard of performance. |
| 4202.8 Evaluate training session | 4202.8.1 Trainees are encouraged to raise problems or difficulties with any aspect of the training session.  
4202.8.2 Trainees are asked to discuss their ability to apply the learning outcomes.  
4202.8.3 Reaction of trainees to the training session is sought.  
4202.8.4 Review comments are summarised.  
4202.8.5 The results of the evaluation are used to guide further training. |
| 4202.9 Record training | 4202.9.1 The details of the trainees who have completed the training are accurately recorded according to the organisation’s requirements.  
4202.9.2 Other records as required by legislation or agreement are kept.  
4202.9.3 Records are released to authorised personnel only.  
4202.9.4 Records are securely stored. |
| 4202.10 Provide information on training | 4202.10.1 Information on training proposed, in hand or completed, is provided to management as required.  
4202.10.2 Information on proposed training is provided to prospective trainees on request.  
4202.10.3 Information on appropriate, available training is provided to employees on request. |
A. RANGE OF VARIABLES

- Enterprise environment may range from a small agribusiness without formal management structures or formal training systems to an agribusiness of size to have an organisation structure, and structured enterprise training
- Trainers provide training in the workplace, but not as a major part of their job. Training may be provided:
  - infrequently or regularly, in a structured training context as part of a training program, as well as informal training within the enterprise requirements, on use of particular piece of equipment, basic cleaning and field procedures, training materials developed by others are used as appropriate, or basic materials may be developed for enterprise training
- Documentation procedures follow enterprise requirements. Minimum documentation may comprise:
  - lists of personnel trained in competencies, information for instructor use only
- Trainee group size may include:
  - one-to-one instruction, on-farm in smaller agribusinesses or more formally on or off-the-job in larger agribusinesses, sometimes small group
- Explanations may include:
  - safe work practices, quality assurance procedures, basic operating principles, components of equipment/system
- Presentations and training methods:
  - step by step demonstration of practical skills and explanation, application of knowledge to practical agribusiness activities
- All procedures must contain safe work practices according to industry applications eg. in Rural Industry Workers Guide, Rural Industry Employers Guide, Farm Safe
B. EVIDENCE GUIDE

Key Outcomes
Staff are trained to the standard required, capable of performing all duties to enterprise standards without supervision.

OHS issues that impact upon the performance of this unit
Relevant OHS hazards identification, risk assessment and risk control measures. These include:
- induction of new workers in OHS roles and responsibilities
- the enterprise OHS risk management programs

Holistic Outcome
Staff training is an on-going aspect of employment and supervision where old skills are improved and new skills developed in an environment that encourages learning and skilling of all staff.

Underpinning knowledge and skills
- A basic working knowledge of:
  - possible training locations with the workplace
  - relevant safety and health standards to be observed
  - organisation’s record keeping arrangements and security and access procedures
  - training procedures and processes
- The ability to:
  - explain specific training needs and how they were determined
  - prepare an outline of the training session, preferably in writing
  - apply training methods selected
  - recognise trainee characteristics, e.g. language and literacy/numeracy skills, cultural background, previous experience, that may affect learning
  - provide evidence that trainees and their supervisor know about training arrangements made
C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

**Authority managing and conducting assessment, and issuing qualifications**

Authorised Registered Training Organisation (RTO).

**Special outcomes of assessment for purposes of licensing by a government or other authority**

There are no licensing requirements for this unit.

**Interdependent assessment of units**

This unit can be assessed independently.

**Qualifications of Assessor**

Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.

**Measures to ensure consistency in assessment**

These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.
Industry: Rural
Area of Competency: Training & Assessment
Sector: Rural Business Management

RUA AG4202BM A Deliver and review training (Category 1 Workplace Trainer) (continued)

C. ASSESSMENT GUIDE (continued)

Where the unit is assessed
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

Resources required beyond those normally found in a functioning agricultural workplace
- in the workplace: white boards, flip charts, transparencies and other training
- training venues: materials and equipment
- copies of the relevant competency standards

Utilisation of key competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

<table>
<thead>
<tr>
<th>Communicating ideas &amp; information</th>
<th>Collecting analysing &amp; organising information</th>
<th>Planning &amp; organising activities</th>
<th>Working with teams &amp; others</th>
<th>Using mathematical ideas &amp; techniques</th>
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</tbody>
</table>

◊ Communicating - with trainees, before, during and after each training session
◊ Collecting, analysing and organising information - about training needs, services available
◊ Planning and organising activities - training schedules and programs
◊ Working with others and in teams - staff, training procedures
◊ Using mathematical ideas and techniques - may be required for some units being taught
◊ Solving problems - training process, trainee’s difficulties, training providers off-jobs
◊ Using technology - overhead projector, tape recorder, VCR, computers for some tasks
Industry: Rural
Area of Competency: Management
Sector: Rural Business Management

RUA AG4204BM A  Operate within a budget framework

<table>
<thead>
<tr>
<th>Element of Competency</th>
<th>Performance Criteria</th>
</tr>
</thead>
</table>
| 4204.1 Participate in formulation of budget | 4204.1.1 Budget consultation is followed.  
|                       | 4204.1.2 Budget variations are requested. |
| 4204.2 Supervise financial transactions | 4204.2.1 Expenditure is arranged within budget delegations.  
|                       | 4204.2.2 Expenditure is recorded to enterprise requirements.  
|                       | 4204.2.3 Enterprise budget and financial reports are checked.  
|                       | 4204.2.4 Expenditure is adjusted to meet financial targets. |

A. RANGE OF VARIABLES

- Budget elements may include:
  - projected expenditure by item, projected income by source, cash flow budgets, budget delegations, variation and review procedures, credit and credit limits, security measures, reporting mechanisms, assets and liabilities
- Comparisons between planned and actual performance comprise actual budget cash flow and planned cash flow and similar statements from previous planning periods.
- Records may be paper based or computer

B. EVIDENCE GUIDE

Key Outcomes
Supervisors and overseers can operate with clear guidelines for providing input to budgetary processes and with delegations for spending, in situations where financial control may be exercised in a location separate from the property.

OHS issues that impact upon the performance of this unit
Relevant OHS hazards identification, risk assessment and risk control measures. These include:
- allocation of sufficient financial resources to maintaining health and safety

Holistic Outcome
People responsible for supervising day to day operations who report to management can take part in budgetary procedures and purchase inputs and services knowing the amounts delegated for each item and reporting appropriately to management.

Underpinning knowledge and skills
- A basic working knowledge of:
  - costing mechanisms
  - forecasting mechanisms
  - farm book keeping conventions
  - banking routines and conventions
  - recording systems
  - features of a sound budget
  - finance systems
- The ability to:
  - observe and measure results
  - make analysis and decision
  - negotiate budget framework
  - record and report
Industry: Rural
Area of Competency: Management
Sector: Rural Business Management

RUA AG4204BM A Operate within a budget framework (continued)

C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

Authority managing and conducting assessment, and issuing qualifications
Authorised Registered Training Organisation (RTO).

Special outcomes of assessment for purposes of licensing by a government or other authority
There are no licensing requirements for this unit.

Interdependent assessment of units
This unit can be assessed independently.

Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.”

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.

Measures to ensure consistency in assessment
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

Where the unit is assessed
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

Resources required beyond those normally found in a functioning agricultural workplace
There are no additional resources required for assessment of this unit.

Utilisation of key competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

<table>
<thead>
<tr>
<th>Competency</th>
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<tr>
<td>Communicating ideas &amp; information</td>
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<tr>
<td>Collecting analysing &amp; organising information</td>
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◊ Communicating - with management about budget preparation and delegations
◊ Collecting, analysing and organising information - for input to the budget process
◊ Planning and organising activities - getting data together for budget sessions
◊ Working with others and in teams - with manager and staff for budget sessions
◊ Using mathematical ideas and techniques - budget calculations, financial transactions
◊ Solving problems - with management, excessive expenditure, lack of credit
◊ Using technology - office calculators, computers, communication technology
## Element of Competency: Assess financial resources

<table>
<thead>
<tr>
<th>Performance Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>4205.1.1 Available capital and existing lines of credit are determined together with costs and terms.</td>
</tr>
<tr>
<td>4205.1.2 Market and financial risk information are assembled to determine business and viability risks.</td>
</tr>
<tr>
<td>4205.1.3 Crop payment options are evaluated.</td>
</tr>
<tr>
<td>4205.1.4 Funds are negotiated to obtain best advantage for the business.</td>
</tr>
</tbody>
</table>

## Element of Competency: Assess physical resources

<table>
<thead>
<tr>
<th>Performance Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>4205.2.1 Suitability, compatibility and reliability of machines and equipment with proposed crop choice(s) is evaluated.</td>
</tr>
<tr>
<td>4205.2.2 Machine and equipment activity over the budget period is determined.</td>
</tr>
<tr>
<td>4205.2.3 Service and spare parts costs and availability are reviewed for budget planning.</td>
</tr>
<tr>
<td>4205.2.4 Effects of changes in cropping percentages on the life of machinery is assessed.</td>
</tr>
</tbody>
</table>

## Element of Competency: Assess personal resources

<table>
<thead>
<tr>
<th>Performance Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>4205.3.1 Personal resources are assessed to determine their adequacy for the proposed operations.</td>
</tr>
<tr>
<td>4205.3.2 Communication and negotiations are maximised to determine the likely input of time and skills from family and/or farm partners.</td>
</tr>
<tr>
<td>4205.3.3 Time requirements and priorities are developed for different aspects of the proposed operations.</td>
</tr>
<tr>
<td>4205.3.4 A realistic assessment is made of time required for the proposed operations.</td>
</tr>
<tr>
<td>4205.3.5 Skills of farmer and partners are assessed and work allocated.</td>
</tr>
<tr>
<td>4205.3.6 Own time is managed to priorities.</td>
</tr>
</tbody>
</table>

## Element of Competency: Assess personal drawings

<table>
<thead>
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<tbody>
<tr>
<td>4205.4.1 Family and partner(s) income requirements are established.</td>
</tr>
<tr>
<td>4205.4.2 Drawings are included over budget period.</td>
</tr>
</tbody>
</table>

## Element of Competency: Develop budgets

<table>
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</thead>
<tbody>
<tr>
<td>4205.5.1 Income and expense sheets for likely operations are developed.</td>
</tr>
<tr>
<td>4205.5.2 Suitable sources of timely information and assistance are identified.</td>
</tr>
<tr>
<td>4205.5.3 Business risk is assessed from the income and expense sheets.</td>
</tr>
<tr>
<td>4205.5.4 Budget results are used to assess viability of the farm and cropping plan.</td>
</tr>
<tr>
<td>4205.5.5 Rotation plan and budget are modified in light of risk assessment and preliminary profit or loss figures to obtain most viable plan.</td>
</tr>
<tr>
<td>4205.5.6 Sensitivity charts are generated to analyse likely range of profits and losses.</td>
</tr>
</tbody>
</table>

## Element of Competency: Monitor budget

<table>
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<tbody>
<tr>
<td>4205.6.1 Variations and reasons for variations from budget are determined.</td>
</tr>
<tr>
<td>4205.6.2 Budget is varied to include conditions not previously identified.</td>
</tr>
</tbody>
</table>
### A. RANGE OF VARIABLES

- Farm partners or corporations may consist of:
  - family members, formal partnerships, syndicates, non-farm entities
- Budgets include:
  - production plan, enterprise gross margin budgets, profit and loss budgets, trading accounts, livestock schedules, cashflow budgets, development budgets, partial budgets, capital expenditure.
- Time requirements may include the resources of permanent employees, casual employees or contractors.
- Credit lines include short term and long term borrowing.
- Credit conditions are contractual terms including term of loan, interest rates, repayments and other requirements on the borrower and lender.
- Sources of budget information are:
  - farm production plan, market prices and trends for products for marketing authorities and other, suppliers prices for fuel, fertiliser, chemicals and other farm inputs, records on operating expenses such as crop insurance, storage and handling and wages, fixed operating costs from previous years

### B. EVIDENCE GUIDE

**Key Outcomes**

- Development of cash flow budget with options from assessment of financial, physical and personal resources
- Sensitivity analysis of profit and loss
- Management of time

**Holistic Outcome**

Budget structures match actual figures.

**Underpinning knowledge and skills**

- A knowledge of:
  - suitable sources of funds
  - resources required to crop different varieties suitable for farm, including physical, personal and financial
  - previous budget to actual financial figures
- The ability to:
  - use appropriate computer programs where required for budgeting
  - maintain and interpret farm records
  - interpret sensitivity analysis
  - list financial, physical and personal resources
- Knowledge of suitable sources of funds
- Knowledge of resources required to crop different varieties suitable for farm, including physical, personal and financial.
C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

**Authority managing and conducting assessment, and issuing qualifications**

Authorised Registered Training Organisation (RTO).

**Special outcomes of assessment for purposes of licensing by a government or other authority**

There are no licensing requirements for this unit.

**Interdependent assessment of units**

This unit can be assessed independently.
C. ASSESSMENT GUIDE (continued)

Qualifications of Assessor
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.”

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Measures to ensure consistency in assessment
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Where the unit is assessed
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

Resources required beyond those normally found in a functioning agricultural workplace
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Utilisation of key competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

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</table>

- Communicating - with full range of field staff and industry participants
- Collecting, analysing and organising information - on the enterprise costs and expenditure
- Planning and organising activities - to obtain financial information
- Working with others and in teams - to complete specified activities and operations in line with budget
- Using mathematical ideas and techniques - in calculating enterprise costs, expenditure and returns
- Solving problems - accessing information from a range of sources on financial matters
- Using technology - to communicate, calculate and record
Industry: Rural  
Area of Competency: Management & Supervision  
Sector: Rural Business Management

<table>
<thead>
<tr>
<th>RUA AG4206BM A</th>
<th>Establish and maintain effective working relationships</th>
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<tbody>
<tr>
<td>Element of Competency</td>
<td>Performance Criteria</td>
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</tbody>
</table>
| 4206.1 Respond to written and verbal communication appropriately | 4206.1.1 Correspondence is read, filed and answered.  
4206.1.2 Telephone and fax messages are answered.  
4206.1.3 Personal requests are answered.  
4206.1.4 Staff and business associates are contacted and informed. |
| 4206.2 Supervise agreements and contracts | 4206.2.1 Copies of contracts and agreements are obtained, read and filed.  
4206.2.2 All contract and agreement conditions are observed and monitored. |
| 4206.3 Develop and maintain business goodwill | 4206.3.1 Business associates are thanked and rewarded.  
4206.3.2 Corrections are accepted amicably.  
4206.3.3 Business associates are corrected amicably. |

A. RANGE OF VARIABLES

- The Range of Variables statements should be designed at an industry level. The following indicate the dimensions which may be considered:
  - business associates include:
  - suppliers, marketing agencies, technical and professional support, financial institution staff, counsellors, government agencies

B. EVIDENCE GUIDE

Key Outcomes
Relationships with staff and business associates are positive, constructive and mutually beneficial.

OHS issues that impact upon the performance of this unit
- not applicable

Holistic Outcome
Goodwill is developed and maintained with others in the workplace and external to the business.

Underpinning knowledge and skills
- A basic working knowledge of:
  - business correspondence
  - interpersonal skills
  - contractual obligations
- The ability to:
  - write business letters
  - establish personal relationships
  - listen and respond appropriately
  - resolve disputes
C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

Authority managing and conducting assessment, and issuing qualifications
Authorised Registered Training Organisation (RTO).

Special outcomes of assessment for purposes of licensing by a government or other authority
There are no licensing requirements for this unit.

Interdependent assessment of units
This unit can be assessed independently.

Qualifications of Assessor
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.

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Measures to ensure consistency in assessment
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

Where the unit is assessed
In the workplace.

Resources required beyond those normally found in a functioning agricultural workplace
There are no additional resources required for assessment of this unit.

Utilisation of key competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

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</tbody>
</table>

◊ Communicating - with suppliers, clients of studs, customers, contractors
◊ Collecting, analysing and organising information - agreements, contracts, letters
◊ Planning and organising activities - daily work schedules, priorities
◊ Working with teams and others - farm staff, suppliers, contractors, customers
◊ Using mathematical ideas and techniques - nil
◊ Solving problems - responding to messages, complaints, mistakes by suppliers
◊ Using technology - communications phone, fax, e-mail, computer files
Industry: Rural
Area of Competency: Management & Supervision
Sector: Rural Business Management

RUA AG4207BM A Implement a property improvement plan

<table>
<thead>
<tr>
<th>Element of Competency</th>
<th>Performance Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>4207.1 Agree on the improvement to be carried out</td>
<td>4207.1.1 Specific improvements are discussed and agreed for the planning period.</td>
</tr>
<tr>
<td>4207.1</td>
<td>4207.1.2 Maintenance of improvements is determined.</td>
</tr>
<tr>
<td>4207.1.3</td>
<td>Budgets are allocated for planned improvements.</td>
</tr>
<tr>
<td>4207.2 Arrange the design and layout of the property improvements</td>
<td>4207.2.1 Alternative plans and layouts are considered.</td>
</tr>
<tr>
<td>4207.2.2</td>
<td>Final designs are selected.</td>
</tr>
<tr>
<td>4207.2.3</td>
<td>Plans are drawn for scheduled improvements.</td>
</tr>
<tr>
<td>4207.3 Order materials for property improvements</td>
<td>4207.3.1 Quotes are obtained for required materials.</td>
</tr>
<tr>
<td>4207.3.2</td>
<td>Suppliers are selected</td>
</tr>
<tr>
<td>4207.3.3</td>
<td>Materials are ordered to enterprise procedures.</td>
</tr>
<tr>
<td>4207.4 Prepare sites for installation</td>
<td>4207.4.1 Sites are inspected for planned property improvements.</td>
</tr>
<tr>
<td>4207.4.2</td>
<td>Selected sites are measured and pegged.</td>
</tr>
<tr>
<td>4207.4.3</td>
<td>Land preparation is undertaken prior to construction.</td>
</tr>
<tr>
<td>4207.5 Supervise installation and operation of property improvements</td>
<td>4207.5.1 Installation of property improvements is commenced.</td>
</tr>
<tr>
<td>4207.5.2</td>
<td>Site works are checked regularly against plans.</td>
</tr>
<tr>
<td>4207.5.3</td>
<td>Corrective action is initiated as required.</td>
</tr>
<tr>
<td>4207.6 Carry out planned maintenance</td>
<td>4207.6.1 Planned maintenance to improvements is carried out to enterprise requirements.</td>
</tr>
</tbody>
</table>

A. RANGE OF VARIABLES
• Property improvements include:
  - buildings, yards, stock handling structures, fences, water supply systems, roads, tracks, soil conservation works, irrigation and drainage channels, silage pits, grain and fodder storages, trellises, shelters and shade cloth, drying racks

B. EVIDENCE GUIDE

Key Outcomes
Plans for maintenance and construction of improvements to the property are implemented to enterprise requirements.

OHS issues that impact upon the performance of this unit
Tools and equipment are used in accordance with enterprise policies, OHS legislation and manufacturers instructions.

Holistic Outcome
Property improvements and maintenance of physical structures are carried out efficiently and in accordance with long-term whole farm plan.

Underpinning knowledge and skills
• A basic working knowledge of:
  - fencing construction - building construction
  - soil conservation - irrigation works
  - fodder storages - tree planting
  - stock yards and facilities - water supplies
• The ability to:
  - plan construction of physical resources
  - organise maintenance of physical resources
Industry: Rural
Area of Competency: Management & Supervision
Sector: Rural Business Management

RUA AG4207BM A Implement a property improvement plan (continued)

C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed 'Assessment Guidelines' for the Qualifications in Agriculture.

Authority managing and conducting assessment, and issuing qualifications
Authorised Registered Training Organisation (RTO).

Special outcomes of assessment for purposes of licensing by a government or other authority
There are no licensing requirements for this unit.

Interdependent assessment of units
This unit can be assessed independently.

Qualifications of Assessor
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: "Conduct Assessment in Accordance with an Established Assessment Procedure" and "Plan and Review Assessment.

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.

Measures to ensure consistency in assessment
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

Where the unit is assessed
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

Resources required beyond those normally found in a functioning agricultural workplace
In the workplace - tools, equipment materials for each job. Other - tools, equipment, materials for each job.

Utilisation of key competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

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◊ Communicating - with management, staff and suppliers
◊ Collecting, analysing and organising information - designs of physical facilities
◊ Planning and organising activities - preparing construction sites
◊ Working with teams and others - staff, management, suppliers, contractors
◊ Using mathematical ideas and techniques - measurement of sites, ordering materials
◊ Solving problems - wrong materials supplied, timing and sequencing
◊ Using technology - measurements of areas, volumes, calculations, communication technology
RUA AG4208BM A Supervise machinery and equipment maintenance, operation and adjustment

<table>
<thead>
<tr>
<th>Element of Competency</th>
<th>Performance Criteria</th>
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</thead>
</table>
| 4208.1 Determine and check machinery and equipment maintenance procedures | 4208.1.1 Maintenance procedures are established.  
|                        | 4208.1.2 Checks are undertaken to ensure maintenance procedures are followed.  
|                        | 4208.1.3 Maintenance irregularities are corrected. |
| 4208.2 Establish and monitor machinery and equipment operation standards | 4208.2.1 Operating standards are established.  
|                        | 4208.2.2 Machinery and equipment operation is monitored.  
|                        | 4208.2.3 Correction is made to operating procedures as required. |
| 4208.3 Supervise machinery and equipment adjustment and calibration | 4208.3.1 Machinery and equipment adjustment and calibration methods are established.  
|                        | 4208.3.2 Adjustment and calibration are checked.  
|                        | 4208.3.3 Corrections are made to adjustment and calibration if required. |

A. RANGE OF VARIABLES

- Farm vehicles may include:
  - motor cycles (2, 3 or 4-wheel), all terrain vehicles, cars and utilities, a range of trailers (including livestock feeding equipment and fertiliser spreaders)
- Trucks (including stock crates)
- Tractors may include:
  - 2 or 4 wheel drive, crawlers
- Equipment maintained will be industry specific but may range from electric or engine to solar or wind powered equipment
- Prestart checks in line with manufacturers recommendations may include:
  - fuel, water, oil, brake and transmission fluid levels, battery water levels and electrolyte checks, tyres, belts, leads, hydraulic lines and connections, air cleaners, air conditioners, brakes
- Operating conditions may include:
  - on- and off-road conditions which can be smooth, rough, uneven, slippery, boggy, steep or hilly

B. EVIDENCE GUIDE

Key Outcomes
Machinery is maintained, adjusted and operated in accordance with manufacturers instructions and to enterprise requirements.

OHS issues that impact upon the performance of this unit
Machinery is operated in accordance with OHS legislation, manufacturers instructions and enterprise policies.

Holistic Outcome
Machinery services provide the business with low cost, timely efficient operations.

Underpinning knowledge and skills
- A basic working knowledge of:
  - machinery maintenance procedures
  - machinery adjustments
  - machinery operations
- The ability to:
  - supervise machinery maintenance, adjustment and operation

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Endorsed 98
C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

Authority managing and conducting assessment, and issuing qualifications
Authorised Registered Training Organisation (RTO).

Special outcomes of assessment for purposes of licensing by a government or other authority
There are no licensing requirements for this unit.

Interdependent assessment of units
This unit can be assessed independently.

Qualifications of Assessor
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.

Measures to ensure consistency in assessment
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

Where the unit is assessed
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

Resources required beyond those normally found in a functioning agricultural workplace
In the workplace - the full range of machinery required for the type of enterprise.

Utilisation of key competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

<table>
<thead>
<tr>
<th>Competencies</th>
<th>Communicating &amp; information</th>
<th>Collecting analysing &amp; organising information</th>
<th>Planning &amp; organising activities</th>
<th>Working with teams &amp; others</th>
<th>Using mathematical ideas &amp; techniques</th>
<th>Solving problems</th>
<th>Using technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>3</td>
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<td>Collecting</td>
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<td>Using mathematical ideas &amp; techniques</td>
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<tr>
<td>Solving problems</td>
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</tbody>
</table>

◊ Communicating - with staff re maintenance, safety, operating procedures
◊ Collecting, analysing and organising information - reading meters on equipment and in service records
◊ Planning and organising activities - maintenance schedules
◊ Working with teams and others - daily operations and maintenance
◊ Using mathematical ideas and techniques - calibrating sprayers, seeders
◊ Solving problems - with poor records of service, wrong adjustment of machines
Using technology - machinery electronics, meters, gauges and adjustments
## RUA AG4209BM A Monitor and maintain stocks of materials and produce on hand

<table>
<thead>
<tr>
<th>Element of Competency</th>
<th>Performance Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>4209.1 Set up inventory control systems</td>
<td>4209.1.1 Inventory records are set up.</td>
</tr>
<tr>
<td></td>
<td>4209.1.2 Responsibilities for recording are assigned.</td>
</tr>
<tr>
<td>4209.2 Determine requirements of materials and produce for a planning period</td>
<td>4209.2.1 Requirements of materials and produce are determined.</td>
</tr>
<tr>
<td></td>
<td>4209.2.2 Production levels are determined.</td>
</tr>
<tr>
<td></td>
<td>4209.2.3 Needs are assessed and purchased.</td>
</tr>
<tr>
<td></td>
<td>4209.2.4 Produce to be used on farm is determined.</td>
</tr>
<tr>
<td>4209.3 Monitor stocks on hand</td>
<td>4209.3.1 Stocks on hand is recorded.</td>
</tr>
<tr>
<td></td>
<td>4209.3.2 Usage is recorded.</td>
</tr>
<tr>
<td></td>
<td>4209.3.3 Inventory balances are kept up to date.</td>
</tr>
<tr>
<td>4209.4 Arrange purchases of materials</td>
<td>4209.4.1 Quotes are obtained from alternative suppliers.</td>
</tr>
<tr>
<td></td>
<td>4209.4.2 Suppliers are selected and orders placed.</td>
</tr>
<tr>
<td></td>
<td>4209.4.3 Delivery is arranged and amounts recorded.</td>
</tr>
<tr>
<td>4209.5 Arrange production and storage of produce to be used on farm</td>
<td>4209.5.1 Produce to be used on farm is securely stored.</td>
</tr>
<tr>
<td></td>
<td>4209.5.2 Balance of production is sold.</td>
</tr>
</tbody>
</table>

### A. RANGE OF VARIABLES

- Inventories are lists of produce, materials and other assets
- Materials include any physical item purchased
- Produce includes all forms of farm production

### B. EVIDENCE GUIDE

#### Key Outcomes

Systems for monitoring and maintaining adequate stocks of product and materials operate successfully to meet enterprise requirements.

#### OHS issues that impact upon the performance of this unit

Not applicable

#### Holistic Outcome

Supplies of materials and produce are available when required without excessive stock-holdings or costs of procurement and use, purchases, sales and stocks on hand are accounted for.

#### Underpinning knowledge and skills

- A basic working knowledge of:
  - purchasing
  - stock control
  - recording methods
  - planning
- The ability to:
  - plan ahead
  - monitor stocks
  - order supplies
  - keep records
C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

Authority managing and conducting assessment, and issuing qualifications
Authorised Registered Training Organisation (RTO).

Special outcomes of assessment for purposes of licensing by a government or other authority
There are no licensing requirements for this unit.

Interdependent assessment of units
This unit can be assessed with;
RUA AG4200BM A Arrange purchase and sales
RUA AG4209BM A Monitor and maintain stocks of materials and produce on hand

Qualifications of Assessor
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.

Measures to ensure consistency in assessment
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

Where the unit is assessed
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

Resources required beyond those normally found in a functioning agricultural workplace
In the workplace - records, documented evidence. Recording and planning systems for produce and materials.

Utilisation of key competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

<table>
<thead>
<tr>
<th>Communicating ideas &amp; information</th>
<th>Collecting, analysing &amp; organising information</th>
<th>Planning &amp; organising activities</th>
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</tr>
</tbody>
</table>

◊ Communicating - with management regarding stocks to hold and purchasing delegations
◊ Collecting, analysing and organising information - for inventory control
◊ Planning and organising activities - estimating future needs for inputs
◊ Working with teams and others - farm staff, suppliers, management, office staff
◊ Using mathematical ideas and techniques - calculating future needs, doing reconciliations
◊ **Solving problems** - quantities to store, product, sell, buy and recording systems
◊ **Using technology** - office equipment, calculators, computers, information technology
LEVEL

5
### Industry: Rural
### Area of Competency: Strategic Planning
### Sector: Rural Business Management

<table>
<thead>
<tr>
<th>RUA AG5200BM A</th>
<th>Review the strategic directions of the business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Element of Competency</td>
<td>Performance Criteria</td>
</tr>
<tr>
<td>5200.1</td>
<td>Determine sustainable and desirable directions and outcomes of the business for the long-term</td>
</tr>
<tr>
<td>5200.1.1</td>
<td>The long-term directions and purposes of the business are determined by identifying and analysing the values, expectations, and the personal goals of the people involved.</td>
</tr>
<tr>
<td>5200.1.2</td>
<td>Desired outcomes for the business are determined for use in guiding the formation of a business plan in the short-, medium- and long-term.</td>
</tr>
<tr>
<td>5200.2</td>
<td>Assess the environment external to the business</td>
</tr>
<tr>
<td>5200.2.1</td>
<td>Information on factors in the external environment that may influence business performance and associated risks are gathered and analysed to assess their impact.</td>
</tr>
<tr>
<td>5200.2.2</td>
<td>Assessment of impacts are recorded for use in business planning.</td>
</tr>
<tr>
<td>5200.3</td>
<td>Analyse the resources available to the business</td>
</tr>
<tr>
<td>5200.3.1</td>
<td>Resources and other strategic factors available for use in production are identified and assessed.</td>
</tr>
<tr>
<td>5200.3.2</td>
<td>Characteristics of relevance to the sustainability of current and potential business activities are determined.</td>
</tr>
<tr>
<td>5200.4</td>
<td>Select enterprises to be pursued</td>
</tr>
<tr>
<td>5200.4.1</td>
<td>Feasible enterprises are determined by analysing market availability and access, the manager’s preferences, suitability and availability of resources, risks involved, relationships between enterprises, impact on land and water resources, relevant technological innovations and expected net profitability.</td>
</tr>
<tr>
<td>5200.4.2</td>
<td>Options for growth and/or diversification of feasible enterprises are assessed to determine long-term viability and stability of the business.</td>
</tr>
<tr>
<td>5200.4.3</td>
<td>Enterprises are selected which are both feasible and offer opportunities for growth and/or diversification.</td>
</tr>
<tr>
<td>5200.5</td>
<td>Select and establish an appropriate business structure</td>
</tr>
<tr>
<td>5200.5.1</td>
<td>The management implications of relevant forms of business structure are identified and the most appropriate structure determined for the range and types of business operations to be undertaken.</td>
</tr>
<tr>
<td>5200.5.2</td>
<td>The legal obligations of the owner/director/manager and the implications for taxation and estate transfer of the chosen form of business structure are determined and applied in business operations.</td>
</tr>
</tbody>
</table>
### A. RANGE OF VARIABLES

- Values, expectations and personal goals of the people involved in the business include income levels required, preferences for various enterprise types, lifestyle and work patterns preferences, period of business ownership, provision for next generation, and retirement provisions.
- Desired business outcomes include liquidity, profitability, security, stability, longevity and growth.
- Factors in the external environment of relevance to a farm business include market, financial, technological, climatic, economic, political, environmental, social, legal and educational.
- Resources and other strategic factors include land and improvements, water resources, native vegetation and fauna, livestock, plant, vehicles, machinery and equipment, human resources and their skills, capital, location, transport and proximity to markets and services.
- Enterprises include both on-farm and off-farm commercial activities.
- Growth and/or diversification may be achieved by increasing productivity, expansion by purchasing adjacent land or relocation to areas with lower land values per productive unit, leasing additional land or share-farming, developing alternative on-farm enterprises, adjusting the enterprise mix, vertical or horizontal integration, value adding, co-operative ventures and off-farm investments and non-farm commercial activities.
- Forms of business structure include share-farming, sole trader, partnership, private and public companies and trusts.
- Implications for taxation liability includes taxation concessions and exemptions for primary producers, rates of taxation and payment requirements, fringe benefits and capital gains tax, and the relevance of sales tax and excise duty exemptions as they relate to a farm business.

### B. EVIDENCE GUIDE

**Key Outcomes**

A strategic plan is developed which identifies the short, medium and long-term directions for the business.

**OHS issues that impact upon the performance of this unit**

The strategic plan will include plans for making the property and its machinery and facilities a safe working environment.

**Holistic Outcome**

The external environment and resources are realistically assessed and plans developed for sustainable and profitable enterprises to meet the goals of the business partners/owners.

**Underpinning knowledge and skills**

- A basic working knowledge of:
  - the external environment
  - the resources available/accessible
  - feasible enterprises
  - business structures
- The ability to:
  - set goals and directions for a business
  - prepare a strategic plan
Industry: Rural
Area of Competency: Strategic Planning
Sector: Rural Business Management

RUA AG5200BM A Review the strategic directions of the business (continued)

C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

Authority managing and conducting assessment, and issuing qualifications
Authorised Registered Training Organisation (RTO).

Special outcomes of assessment for purposes of licensing by a government or other authority
There are no licensing requirements for this unit.

Interdependent assessment of units
This unit can be assessed independently.

Qualifications of Assessor
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.

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Measures to ensure consistency in assessment
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

Where the unit is assessed
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

Resources required beyond those normally found in a functioning agricultural workplace
Assignment describing what to include in a strategic plan.

Utilisation of key competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

<table>
<thead>
<tr>
<th>Communicating ideas &amp; information</th>
<th>Collecting analysing &amp; organising information</th>
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</tr>
</tbody>
</table>

◊ Communicating - with rural forecasters, market information services and accountants
◊ Collecting, analysing and organising information - about external environment, resources
◊ Planning and organising activities - enterprises to be run, business structures
◊ Working with others and in teams - professional assistants - lawyer, consultant, accountant
◊ Using mathematical ideas and techniques - gross margin calculations, areas of land
◊ Solving problems - long-term sustainability and viability
◊ Using technology - computers, communications technology
<table>
<thead>
<tr>
<th>Element of Competency</th>
<th>Performance Criteria</th>
</tr>
</thead>
</table>
| 5201.1 Analyse and evaluate the characteristics of markets for existing and potential products | 5201.1.1 Sources of information on relevant markets (domestic and/or export) are identified and accessed.  
5201.1.2 Quality management systems are identified.  
5201.1.3 Preferred product characteristics are identified for each stage in the marketing chain, from the buyers of farm products to consumers, and the implications of these characteristics for production determined.  
5201.1.4 Past prices and trends are analysed to determine market variability and associated risks as a basis for conducting sensitivity analysis on future income and profitability.  
5201.1.5 Factors causing variability in product prices are identified and analysed and remedial actions are taken where appropriate. |
| 5201.2 Determine the marketing strategy to be used for each product                   | 5201.2.1 Alternative and innovative marketing systems for each product are identified and compared with existing system.  
5201.2.2 The advantages/disadvantages of establishing and/or participating in farmer marketing organisations are assessed and the overall costs and benefits of membership determined.  
5201.2.3 Selling outlets are identified in terms of type, location, and selling method used, and the most cost-effective outlet for each product selected.  
5201.2.4 Marketing services and organisations are identified, assessed, and utilised where appropriate.  
5201.2.5 Where appropriate, advertising and promotional requirements, and customer needs for credit are determined and costed against returns.  
5201.2.6 Post-harvest handling requirements and transport options are analysed to maximise profit by matching product quality against cost.  
5201.2.7 Quality assurance systems are evaluated.  
5201.2.8 Price risk strategies are incorporated where suitable. |
| 5201.3 Develop a marketing plan for each product                                      | 5201.3.1 Information is obtained from the assessment of alternative marketing strategies interpreted to identify marketing targets and methods.  
5201.3.2 Factors influencing the achievements of targets are identified and strategies to handle each one are documented to guide production, harvesting and marketing processes.  
5201.3.3 Creditworthiness of customers is assessed where necessary, and the appropriate credit control system is applied. |
<table>
<thead>
<tr>
<th>5201.4</th>
<th>Implement, monitor and evaluate marketing plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>5201.4.1</td>
<td>Progress toward the achievement of marketing targets is monitored during production, harvesting and sales, and changes are made as required to ensure the achievement of targets.</td>
</tr>
<tr>
<td>5201.4.2</td>
<td>Relevant quality control measures are implemented to maximise sales performance.</td>
</tr>
<tr>
<td>5201.4.3</td>
<td>Feedback on product quality features is obtained from marketing agencies and personnel.</td>
</tr>
<tr>
<td>5201.4.4</td>
<td>Marketing outcomes are recorded, analysed and compared with targets.</td>
</tr>
<tr>
<td>5201.4.5</td>
<td>Results of evaluation and changes in the marketing environment are used to review and revise plans.</td>
</tr>
</tbody>
</table>
A. RANGE OF VARIABLES

- Sources may include retailers, wholesalers, processors, statutory marketing corporations and market reporting services
- Characteristics of products include type, size, quality, age/maturity, variety/breed and freedom from chemical residue
- Factors causing variability include seasonal variation in demand, product quality and international influences
- Actions taken may include varying harvest time and on-farm storage
- Marketing systems include vertical integration, exporting, targeting seasonal windows, niche marketing and total quality management systems
- Farmer marketing organisations include syndicates and cooperatives
- Types of outlets include sales conducted by commission agents and retailers, wholesalers and processors and their particular locations
- Selling methods include direct sale, auction, computer selling and supply contracting
- Marketing services and organisations include stock agents, marketing boards, cooperatives, marketing consultants, government advisory services and export incentive programs
- Marketing targets specify the particular market and its requirements for product quantity, quality, price, selling outlets and selling costs
- Methods include marketing systems and selling outlets used, marketing organisations/services selected, promotion and advertising, post-harvest handling techniques and transport methods
- Factors influencing targets include variations in the production process, harvesting methods, post-harvest handling and packaging procedures, transportation, advertising and promotion (where appropriate), use of sales outlets, provision of credit and discounts, employment of risk minimising strategies and farm supply pattern compared with industry supply pattern
- Changes in the marketing environment include consumer trends; harvesting, handling and marketing methods; export opportunities; trade cycles; trade policies; and seasonal conditions
### B. EVIDENCE GUIDE

**Key Outcomes**
Marketing strategies are developed and plans drawn up for each product or service marketed by the business.

**OHS issues that impact upon the performance of this unit**
Not applicable

**Holistic Outcome**
The requirements of customers are analysed and products and services organised to meet their needs in a manner that provides profits to the enterprise.

**Underpinning knowledge and skills**
- A basic working knowledge of:
  - customers and their needs
  - product specifications
  - price forecasts and trends
  - price risk management strategies
  - quality management systems
  - alternative marketing systems
- The ability to:
  - meet customer needs at a profit
  - manage price risks
C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

Authority managing and conducting assessment, and issuing qualifications
Authorised Registered Training Organisation (RTO).

Special outcomes of assessment for purposes of licensing by a government or other authority
There are no licensing requirements for this unit.

Interdependent assessment of units
This unit can be assessed independently.

Qualifications of Assessor
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.

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Measures to ensure consistency in assessment
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

Where the unit is assessed
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

Resources required beyond those normally found in a functioning agricultural workplace
Access to a farm/rural business.

Utilisation of key competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

<table>
<thead>
<tr>
<th>Competent ideas &amp; information</th>
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</tr>
</tbody>
</table>

- Communicating with agents, buyers, staff
- Collecting, analysing and organising information - market information, transport
- Planning and organising activities - marketing options and alternative systems
- Working with others and in teams - agents, buyers, staff
RUA 98

◊ Using mathematical ideas and techniques - analyse prices, seasonal trends, sales data
◊ Solving problems - quality management systems, logistics, losses
◊ Using technology - computers, communications technology
<table>
<thead>
<tr>
<th>Industry: Rural</th>
<th>Area of Competency: Business Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sector: Rural Business Management</td>
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</table>

<table>
<thead>
<tr>
<th>RUA AG5202BM A Administer the business</th>
<th>Performance Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Element of Competency</strong></td>
<td><strong>Performance Criteria</strong></td>
</tr>
</tbody>
</table>
| 5202.1 Determine the information needs of management | 5202.1.1 Management's information needs in planning, implementing, monitoring, controlling and evaluating business operations are identified and the required records, record analysis and information filing systems are determined.  
5202.1.2 Management's information needs in furnishing returns to external agencies are identified and the required recording and reporting systems are determined to ensure returns are completed accurately and supplied within the required time limits. |
| 5202.2 Determine office location, layout and equipment | 5202.2.1 Office working space and layout are arranged to enable all office functions to be carried out effectively with minimal disruption to the farm household.  
5202.2.2 Office equipment is selected and applied in the administration functions and procedures. |
| 5202.3 Implement relevant administration procedures | 5202.3.1 Administration duties are allocated to those involved in the business.  
5202.3.2 A mail processing system is installed and supervised to ensure all incoming mail and information is processed or filed for later attention and outgoing mail is processed within required time limits.  
5202.3.3 The recording of all physical and financial information in appropriate formats is supervised to ensure relevance to business operations.  
5202.3.4 Staff wages are paid and records are kept including deductions for income tax, workers compensation, superannuation and leave entitlements.  
5202.3.5 Credit is monitored and controlled and receipts and accounts are processed within the required time limits.  
5202.3.6 Required records are maintained to enable the compilation of accurate income tax returns by an accountant for submission to the Taxation Commissioner.  
5202.3.7 Required records are kept of contractors taxation obligations and returns submitted.  
5202.3.8 All statutory returns, industry census and statistical data schedules, are recorded and reported within the required time limits  
5202.3.9 Innovations in administration procedures and functions are identified and applied as appropriate. |
| 5202.4 Communicate with various people in a farm business context | 5202.4.1 Information and ideas are conveyed verbally and in writing in various business situations in a manner which ensures audience understanding and is likely to result in the desired response.  
5202.4.2 Verbal messages and written information are correctly interpreted and responses suitable to the situation are provided. |
| 5202.5 Obtain information for use in the farm business | 5202.5.1 Information relevant to the operation of the farm business is accessed, stored and destroyed when obsolete. |
Industry: Rural  
Area of Competency: Business Administration  
Sector: Rural Business Management

RUA AG5202BM A  Administer the business  (continued)

A. RANGE OF VARIABLES

- Relevant external agencies include the Taxation Commissioner, financing agencies, the Australian Bureau of Statistics and other government organisations
- Working space and equipment for administration includes table or desk, filing cabinet, cupboard and other relevant furniture, which is not necessarily located in a separate room in the household
- Office equipment includes telephone, two-way radio, electronic calculator, personal computer, typewriter, facsimile machine, photocopier and new technology relevant to office operation
- Records may be maintained using either manual or computerised systems
- Credit control includes the installation of processes for handling bad debts
- Range of people includes family members involved in the farm business, employees, business and industry associates and relevant professionals
- Range of verbal communication situations includes giving and receiving instructions, developing harmonious working relationships, resolving conflicts, communicating assertively, negotiating, interviewing, participating in farm and industry discussion groups and industry organisations and communicating with the media on farm-related matters
- Range of written communication situations includes memorandums, accounts, budgets, letters, proposals, reports, plans, articles, lists of instructions and procedures, survey forms and other standardised forms and formalised agreements and contracts
- Information sources includes relevant government departments and professionals, newspapers and journals, newsletters, radio and television
- Range of relevant information includes weather and market reports, rural current affairs, reports on national and international events which may impact on the farm business and technical and management information
B. EVIDENCE GUIDE

Key Outcomes
The administration systems are set up and operate to meet the internal and external requirements for physical and financial recording, communication and other-administrative functions.

OHS issues that impact upon the performance of this unit
Seating, lighting, heating, cooling and equipment are all in accordance with OHS legislation and enterprise policies.

Holistic Outcome
Information flows efficiently to management, accountants, lawyers, input and service suppliers and other business.

Underpinning knowledge and skills
- A basic working knowledge of:
  - office equipment and layout
  - office systems
  - business communication
  - paying wages
  - recording for management, tax purposes and census/stats
- The ability to:
  - identify information needs
  - organise office systems
  - determine reports required
  - delegate administrative functions
C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

Authority managing and conducting assessment, and issuing qualifications
Authorised Registered Training Organisation (RTO).

Special outcomes of assessment for purposes of licensing by a government or other authority
There are no licensing requirements for this unit.

Interdependent assessment of units
This unit can be assessed independently.

Qualifications of Assessor
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.

Measures to ensure consistency in assessment
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

Where the unit is assessed
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

Resources required beyond those normally found in a functioning agricultural workplace
In the workplace - desk, chair, filing cabinet, calculators and the usual range of farm
Other - office equipment

Utilisation of key competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

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</tbody>
</table>

◊ Communicating - with management, office staff, accountant, bank manager
◊ Collecting, analysing and organising information - management information needs
◊ Planning and organising activities - mail systems, banking, records
◊ Working with others and in teams - farm staff recording data, accountant
◊ **Using mathematical ideas and techniques** - records analysis
◊ **Solving problems** - systems, filing, recording, staff, accountant, banker
◊ **Using technology** - office equipment, computers, communications technology
Industry: Rural
Area of Competency: Strategic Planning
Sector: Rural Business Management

<table>
<thead>
<tr>
<th>RUA AG5203BM A</th>
<th>Develop a business plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Element of Competency</strong></td>
<td><strong>Performance Criteria</strong></td>
</tr>
<tr>
<td>5203.1 Specify farm business objectives and targets</td>
<td>5203.1.1 Explicit short and medium-term objectives and targets which reflect the owner’s preferences for feasible enterprise performance and development. These objectives to be consistent with the overall purposes of the business (as identified in the strategic plan) are prepared in a form that enables progress towards them to be observed and measured.</td>
</tr>
<tr>
<td>5203.2 Prepare and assess a cash flow budget for the planning period</td>
<td>5203.2.1 Information on past receipts and payments are obtained from previous records, compared with current price and cost trends and compiled in a form that enables projections of future receipts and expenditure to be made.</td>
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<td>5203.2.2 An appropriate planning period is selected which takes account of physical production cycles and financial reporting requirements.</td>
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<tr>
<td>5203.2.3 Planners are prepared to determine receipts and payments for the period using ‘most likely’ production levels, prices and costs.</td>
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<td>5203.2.4 Taxation commitments are determined and analysed to minimise the tax paid and to maximise business stability and profit after tax.</td>
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<tr>
<td>5203.2.5 ‘Most likely’ cash flow budget is prepared and analysed to determine the impacts of varying the timing of receipts and expenditure on net cash flow performance.</td>
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<td>5203.2.6 Peak debt is determined and compared with available working capital and adjustments made as required to ensure continuing liquidity throughout the planning period.</td>
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<tr>
<td>5203.2.7 Periods of cash surplus are identified and uses of these surpluses examined.</td>
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<tr>
<td>5203.2.8 Cash flow budget is tested under various yield, cost and price assumptions.</td>
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<tr>
<td>5203.3 Test variations in enterprise mix and operation to assess their effect on business performance</td>
<td>5203.3.1 Partial budgets are prepared for various feasible alternatives to test their impacts on business performance.</td>
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<tr>
<td>5203.3.2 Non-financial factors affecting decisions on alternatives are identified and assessed in combination with partial budget results.</td>
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<tr>
<td>5203.4 Prepare trial profit and loss statements and balance sheets</td>
<td>5203.4.1 Trial profit and loss and balance sheets are prepared for the budget period following accepted accounting conventions, to test profitability and growth potential.</td>
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<tr>
<td>5203.5</td>
<td>Identify and plan appropriate risk management strategies</td>
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<tr>
<td>5203.5.1</td>
<td>Sources and types of risks are identified and the probability of their occurrence and consequences assessed.</td>
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<tr>
<td>5203.5.2</td>
<td>Alternative management strategies for production, market and financial risks are identified, assessed and applied as required.</td>
</tr>
<tr>
<td>5203.5.3</td>
<td>Compulsory formal insurance is arranged as required for third party insurance on motor vehicles, workers compensation and occupational superannuation.</td>
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<tr>
<td>5203.5.4</td>
<td>The need for personal accident and sickness insurance, personal superannuation and public risk insurance is assessed and effected as required.</td>
</tr>
<tr>
<td>5203.5.5</td>
<td>The need for formal insurance cover on assets is assessed and insurance is taken out if risk of loss cannot be reduced to an acceptable level by effecting protection through management practices.</td>
</tr>
<tr>
<td>Element of Competency</td>
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</table>
| 5203.6 Identify the property improvements and developments to be made during the planning period | 5203.6.1 Services relevant to the development of plans for the conservation of natural resource are identified and used.  
5203.6.2 Possible new improvements and developments are identified and analysed to determine the additional improvements required.  
5203.6.3 Plans for future improvements are prepared, costed project by project, and an implementation schedule is prepared. |
| 5203.7 Determine the machinery and equipment requirements for the planning period | 5203.7.1 Enterprise production processes are analysed to determine machinery and equipment requirements.  
5203.7.2 Capital costs of machinery requirements are assessed and compared with enterprise returns and with total business investment to determine optimum levels of investment in machinery.  
5203.7.3 Machinery innovations are monitored and assessed and machines are replaced as it is beneficial and cost effective.  
5203.7.4 Costs and benefits of alternatives to the purchase of new machinery, including syndication or joint ownership, leasing, use of contractors or share-farmers, and the purchase of used machinery are analysed and assessed to determine best acquisition strategies. |
| 5203.8 Determine the labour requirements of the business for the planning period | 5203.8.1 Labour requirements planner is prepared for the planning period showing tasks to be performed, the timing of them, and labour requirements on a month by month basis.  
5203.8.2 Appropriate types of labour are determined to ensure tasks are completed effectively and on time. |
| 5203.9 Determine the inputs and services required for the planning period | 5203.9.1 Quantity, quality and timing of supply of each input and service is determined from production plans and cash-flow budget, and compiled in a form that facilitates selecting suppliers and arranging orders. |
| 5203.10 Identify the rights and obligations of the parties to contracts relevant to farm business operation | 5203.10.1 Information is obtained from appropriate sources on the general legal principles underlying contracts and on specific legal aspects of particular contracts as required. |
| 5203.11 Determine and implement the business plan to be pursued | 5203.11.1 Selection of business plan is made using the results of financial plans and the assessment of risks in production and marketing.  
5203.11.2 All required inputs and improvements/developments for operations are specified in the business plan. |
A. RANGE OF VARIABLES

- The business objectives/targets includes short-term, medium-term and long-term
- The business objectives include the marketing and production targets
- Feasible alternatives include varying input levels, using alternative production methods and systems, varying product quality and type, varying the timing of operations and sales, and adjusting enterprise mix
- Indicators of business performance include cash surplus/deficit, profit/loss, growth/decline in equity, return on capital, enterprise gross margins, net present values and internal rates of return
- Non-financial factors include risk preference, impact on resources, labour availability and skills, available technology and the personal preferences of management
A. RANGE OF VARIABLES (continued)

- Sources and types of risks include fluctuations in climate, price and cost variability, natural disasters, weed, pest and disease outbreaks and illness and accidents involving key personnel
- Assets include growing crops, livestock, materials, vehicles, machinery, plant, equipment, structures and household effects
- Alternative management strategies include varying enterprises and the timing of operations, reducing risk of loss due to natural disasters, adoption of flexible management practices, and the use of safety procedures and equipment
- Range of natural features includes soil types, topographical features, land capability classes, water sources, wind breaks and natural vegetation
- Range of existing features/improvements includes fences, water supplies, roadways and laneways, wind breaks, irrigation, contour banks, degraded areas and buildings
- Range of planned improvements/developments includes fences, water supplies, roadways and laneways, irrigation, contour banks, areas for re-vegetation, vegetation protection measures, wind breaks, repairs to degraded land and buildings
- Range of business conditions and opportunities includes changes in market prices, seasonal factors, weed, pest and disease occurrence, water supplies, resource and input availability, and availability of new technology
- Flexible responses include varying production processes and timing, and varying the timing of sales, product types and quality
- Comparisons between planned and actual performance include actual and budgeted cash flow, actual and trial profit and loss statements, actual and trial balance sheets, and between actual cash flow, profit and loss statement, and balance sheet and similar statements from previous planning periods

B. EVIDENCE GUIDE

Key Outcomes
A business plan is developed and alternatives tested to ensure business viability, liquidity and profitability for the planning period.

OHS issues that impact upon the performance of this unit
Not applicable

Holistic Outcome
Business plans are integrated with whole farm physical plans and long-term strategic plans in the light of prevailing seasonal and market conditions.

Underpinning knowledge and skills
- A basic working knowledge of:
  - budgeting
  - forecasting
  - testing alternatives
  - profit and loss and cash flow
- The ability to:
  - set realistic goals
  - consider and evaluate alternatives
Industry: Rural
Area of Competency: Strategic Planning
Sector: Rural Business Management

RUA AG5203BM A  Develop a business plan  (continued)

C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

Authority managing and conducting assessment, and issuing qualifications
Authorised Registered Training Organisation (RTO).

Special outcomes of assessment for purposes of licensing by a government or other authority
There are no licensing requirements for this unit.

Interdependent assessment of units
The business plan may be assessed in conjunction with the strategic plan.

Qualifications of Assessor
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.”

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.

Measures to ensure consistency in assessment
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

Where the unit is assessed
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

Resources required beyond those normally found in a functioning agricultural workplace
There are no additional resources required for assessment of this unit.

Utilisation of key competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

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</tr>
</tbody>
</table>

◊ Communicating - with banker, accountant, consultant, staff, office personnel
◊ Collecting, analysing and organising information - last year’s actual, price forecasts
◊ Planning and organising activities - labour requirements, inputs to buy, alternatives
◊ Working with others and in teams - staff, banker, accountant, consultant
◊ Using mathematical ideas and techniques - cash flow, development & partial budgets
◊ Solving problems - technical, financial, alternative strategies
RUA 98

◊ **Using technology** - office equipment, computers, communications technology
Monitor and evaluate business performance

<table>
<thead>
<tr>
<th>Element of Competency</th>
<th>Performance Criteria</th>
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| 5204.1 Monitor the cash flow performance of the business | 5204.1.1 Receipts and payments are recorded and compared with the cash flow budget.  
5204.1.2 Records of receipts and payments are reconciled with bank statements each month (or weekly). |
| 5204.2 Review and revise the business plan during the planning period | 5204.2.1 Business plan is adjusted as required during the planning period to take account of changing business conditions and opportunities. |
| 5204.3 Develop and implement flexible responses to changing situations in the planning period | 5204.3.1 Flexible responses are determined in managing production, marketing, finance, staffing and other inputs to ensure business stability and profitability. |
| 5204.4 Review and revise risk management strategies | 5204.4.1 The effectiveness of risk management strategies is assessed in terms of maintaining business stability and profitability. |
| 5204.5 Decide whether changes in plans, targets or objectives are required | 5204.5.1 Decisions are made on changes to plans, targets and objectives as a basis for future planning. |
| 5204.6 Decide on alternative investments both on- and off-farm and the appropriate levels of each | 5204.6.1 Opportunities for on- and off-farm investments are identified and examined to determine compatibility with the objectives of the business, estate plans and the need for enhanced business stability and viability.  
5204.6.2 Investment alternatives are compared using appropriate criteria. |

A. RANGE OF VARIABLES

- Monitoring and evaluating business performance may involve consideration of:
  - the business objectives/targets includes short-term, medium-term and long-term
  - the business objectives include the marketing and production targets
  - feasible alternatives include varying input levels, using alternative production methods and systems, varying product quality and type, varying the timing of operations and sales, and adjusting enterprise mix
  - indicators of business performance include cash surplus/deficit, profit/loss, growth/decline in equity, return on capital, enterprise gross margins, net present values and internal rates of return
  - non-financial factors include risk preference, impact on resources, labour availability and skills, available technology and the personal preferences of management,
  - sources and types of risks include fluctuations in climate, price and cost variability, natural disasters, weed, pest and disease outbreaks and illness and accidents involving key personnel
  - assets include growing crops, livestock, materials, vehicles, machinery, plant, equipment, structures and household effects,
  - alternative management strategies includes varying enterprises and the timing of operations, reducing risk of loss due to natural disasters, adoption of flexible management practices, and the use of safety procedures and equipment
  - range of natural features includes soil types, topographical features, land capability classes, water sources, wind breaks and natural vegetation
  - range of existing features/improvements includes fences, water supplies, roadways and laneways, wind breaks, irrigation, contour banks, degraded areas and buildings
  - range of planned improvements/developments includes fences, water supplies, roadways and laneways, irrigation, contour banks, areas for re-vegetation, vegetation protection measures, wind breaks, repairs to degraded land and buildings
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<td>Financial Management</td>
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<tr>
<td>Sector:</td>
<td>Rural Business Management</td>
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**B. EVIDENCE GUIDE**

**Key Outcomes**
The business plan is monitored to determine the effects of market, seasonal and other variations to the plan and business performance is analysed at the end of the planning period.

**OHS issues that impact upon the performance of this unit**
Not applicable

**Holistic Outcome**
Cash flow is monitored and the business analysed in terms of cash surplus/deficit, profit or loss and change in equity during the planning period and remedial action is taken if the situation requires it.

**Underpinning knowledge and skills**
- A basic working knowledge of:
  - cash flows
  - profit and loss
  - change in equity
  - financial control
  - return on investments
  - risk management strategies
- The ability to:
  - monitor budget and actual
  - plan off-farm investments
  - utilise cash surpluses to advantage
  - invest wisely
  - handle financial crises or contingencies

**C. ASSESSMENT GUIDE**

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

**Authority managing and conducting assessment, and issuing qualifications**
Authorised Registered Training Organisation (RTO).

**Special outcomes of assessment for purposes of licensing by a government or other authority**
There are no licensing requirements for this unit.

**Interdependent assessment of units**
This unit can be assessed independently.

**Qualifications of Assessor**
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: ‘Conduct Assessment in Accordance with an Established Assessment Procedure’ and ‘Plan and Review Assessment’.

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.”
Measures to ensure consistency in assessment
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

Industry: Rural
Area of Competency: Financial Management
Sector: Rural Business Management

RUA AG5204BM A Monitor and evaluate business performance (continued)

C. ASSESSMENT GUIDE (continued)

Where the unit is assessed
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

Resources required beyond those normally found in a functioning agricultural workplace
There are no additional resources required for assessment of this unit.

Utilisation of key competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

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◊ Communicating - with office staff, banker, accountant, consultant
◊ Collecting, analysing and organising information - actual receipts and payments
◊ Planning and organising activities - forward projections of credit requirements
◊ Working with others and in teams - office staff, consultants, advisers
◊ Using mathematical ideas and techniques - financial control statements
◊ Solving problems - liquidity, re-financing, financial crises
◊ Using technology - office equipment, computers, communications technology
RUA AG5205BM A  Manage pastures, fodder and crop production

<table>
<thead>
<tr>
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</tr>
</thead>
</table>
| 5205.1  Develop a production plan for pasture, fodder and crops | 5205.1.1  Production targets for each crop enterprise and pasture type are established consistent with marketing and business plans.  
5205.1.2  Past production records are analysed and the results applied in developing the production plan.  
5205.1.3  Capability of soil resources for cropping and pastures are assessed and cultural practices and rotations are selected for each soil type and land capability class.  
5205.1.4  Plant varieties are selected that are best suited to soil, climate, seasonal conditions and marketing goals.  
5205.1.5  Irrigation schedules are determined for each soil and crop/pasture type based on crop/pasture water requirements, rainfall and evapo-transpiration data.  
5205.1.6  Nutrient requirements for crops and pastures are assessed to determine fertiliser types and rates for each soil type and rotation.  
5205.1.7  An integrated pest management strategy is developed and safety procedures for farm chemicals are installed.  
5205.1.8  Environmental controls are established where appropriate.  
5205.1.9  Optimum timing of applications and operations are determined.  
5205.1.10  Schedules are drawn up for timing of use and purchase of the inputs and services required in production.  
5205.1.11  Timing and methods of harvesting are determined.  
5205.1.12  Production plans are prepared incorporating a calendar of operations for each enterprise production cycle. |
| 5205.2  Seek information on innovations related to existing or potential enterprises and farm activities | 5205.2.1  Sources of information on innovations are identified and accessed.  
5205.2.2  Information on innovations are assessed to determine their relevance and possible application in existing or potential enterprises. |
| 5205.3  Test and, if appropriate, adopt relevant innovations | 5205.3.1  Innovations are tested on farm to determine their suitability and adaptability to individual circumstances.  
5205.3.2  Innovation benefits and costs assessed and decision made on adoption. |
Industry: Rural  
Area of Competency: Manage Production  
Sector: Rural Business Management

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<thead>
<tr>
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</table>
| 5205.4 Implement, monitor and evaluate the production plans for crops and pastures | 5205.4.1 Production plans are implemented and monitored in accordance with the calendar of operations.  
5205.4.2 Crop/pasture growth is monitored and actions taken to ensure optimum growth  
5205.4.3 Soil moisture is monitored to adjust watering schedules.  
5205.4.4 Longer term trends in weed, pest and disease incidence are determined and any necessary changes to weed, pest and disease management are determined.  
5205.4.5 Soil structure and erosion are monitored and any necessary changes to cultural practices, grazing management and drainage are determined.  
5205.4.6 Crop/pasture maturity is monitored and harvesting is undertaken to meet marketing goals.  
5205.4.7 Physical and financial records of production are maintained for analysis and evaluation of production performance and to provide information for taxation purposes.  
5205.4.8 Evaluation of production performance of each enterprise is undertaken to determine profitability and for use in reviewing and revising production plans.  
5205.4.9 Irrigation and drainage systems are checked regularly and the maintenance of them supervised. |
| 5205.5 Comply with legal requirements, regulations and Codes of Practice | 5205.5.1 Information on legal requirements and regulations relating to farm land ownership/possession and farm production is obtained and applied.  
5205.5.2 Permits are obtained from the relevant authorities for the transport and movement of farm machinery, chemicals and produce.  
5205.5.3 All requirements specified under permits are met. |
A. RANGE OF VARIABLES

- Pastures include all unimproved and improved pastures, rangelands used for grazing, crop stubbles, shrubs, trees and residues that may be used for stock feed
- Crops include intensive fruit and vegetable crops, field crops and tree crops, vines and hay crops
- Range of inputs and services used in production includes fuel, seed, fertiliser, weed and pest control chemicals, employed labour, contractors and share-farmers
- Pests include vertebrate animals, insects and weeds
- Range of sources of information on innovations includes news media, farm newspapers/journals, field days, workshops and conferences, other farmers, farm input suppliers, extension services and farm consultants, and agricultural research institutes
- Range of actions to ensure optimum growth of crops/pastures includes fertiliser applications during growth, control of weeds, pests and diseases, irrigation and inter-row cultivation
- Range of physical and financial records includes seed and fertiliser rates and costs; number of paddock operations and fuel costs; types of chemicals, rates and costs of applications for week; pest and disease control; amount of irrigation water applied and application costs; weather conditions during growth; purchased labour, contracting and share-farming
- Range of legal requirements and regulations relating to farm land ownership/possession includes the rights, responsibilities and limitations relating to land ownership, agricultural tenancy, agistment agreements and environmental protection
- Range of legal requirements and regulations relating to farm production includes control of weeds and pests, use of chemicals, registration of firearms and product quality
Industry: Rural
Area of Competency: Manage Production
Sector: Rural Business Management

| RUA AG5205BM A | Manage pastures, fodder and crop production (continued) |

**B. EVIDENCE GUIDE**

**Key Outcomes**
A profitable and sustainable production plan is developed for pastures, fodder and cropping.

**OHS issues that impact upon the performance of this unit**
Planning includes compliance with OHS legislation and enterprise OHS plans.

**Holistic Outcome**
Production plans for pastures, fodder and cropping prove to be environmentally, biologically and financially sustainable and generate profits for the business.

**Underpinning knowledge and skills**
- A basic working knowledge of:
  - soil biology and physical properties
  - plant nutrient requirements
  - pest management strategies
  - timing of operations
- The ability to:
  - implement pasture, fodder and cropping plans
  - time farming operations to advantage
  - monitor nutrients, pests and diseases
  - adopt profitable innovations

**C. ASSESSMENT GUIDE**

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed 'Assessment Guidelines' for the Qualifications in Agriculture.

**Authority managing and conducting assessment, and issuing qualifications**
Authorised Registered Training Organisation (RTO).

**Special outcomes of assessment for purposes of licensing by a government or other authority**
There are no licensing requirements for this unit.

**Interdependent assessment of units**
This unit can be assessed independently.

**Qualifications of Assessor**
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: "Conduct Assessment in Accordance with an Established Assessment Procedure" and "Plan and Review Assessment."

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.

**Measures to ensure consistency in assessment**
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

**Where the unit is assessed**
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

Resources required beyond those normally found in a functioning agricultural workplace
Rural business with pasture, fodder and/or cropping enterprises.

Industry: Rural
Area of Competency: Manage Production
Sector: Rural Business Management

RUA AG5205BM A Manage pastures, fodder and crop production (continued)

Utilisation of key competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

<table>
<thead>
<tr>
<th>Communicating ideas &amp; information</th>
<th>Collecting, analysing and organising information</th>
<th>Planning &amp; organising activities</th>
<th>Working with teams &amp; others</th>
<th>Using mathematical ideas &amp; techniques</th>
<th>Solving problems</th>
<th>Using technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>3</td>
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<td>2</td>
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<td>3</td>
</tr>
</tbody>
</table>

◊ Communicating - with sources of technical information - advisers
◊ Collecting, analysing and organising information - technical data, trial results
◊ Planning and organising activities - husbandry practices, schedules, timing of operations
◊ Working with others and in teams - staff, advisers
◊ Using mathematical ideas and techniques - rates of chemical, fertiliser to apply
◊ Solving problems - technical and production problems
◊ Using technology - computers, calculators, information technology and accessing data bases
## Element of Competency Performance Criteria

### 5206.1 Develop a livestock production plan

- **5206.1.1** Livestock production targets for each enterprise are established consistent with marketing and business plans.
- **5206.1.2** Capability of land resources for grazing is assessed, and stock, fire, pasture or range management strategies are determined for each land capability class.
- **5206.1.3** Suitability of water resources is assessed.
- **5206.1.4** Production facilities are designed, sited, erected or installed.
- **5206.1.5** Breeds and breeding programs are selected and plans for herd/flock improvement are drawn up.
- **5206.1.6** Environmental controls are established as required.
- **5206.1.7** Feed requirements are determined for each age/sex/category of herds/flocks.
- **5206.1.8** Feed supplies are determined and feeding programs are developed for each livestock category.
- **5206.1.9** Health programs are devised to prevent disease in each herd/flock.
- **5206.1.10** Schedules are drawn up for timing of purchase and use of inputs and services used in production.
- **5206.1.11** Livestock production, harvesting and handling and transportation methods are determined and applied.
- **5206.1.12** A production plan is prepared incorporating a calendar of operations for each enterprise production cycle.

### 5206.2 Seek information on innovations related to existing or potential enterprises and farm activities

- **5206.2.1** Sources of information on innovations are identified and accessed.
- **5206.2.2** Information on innovations is assessed to determine their relevance and possible application in existing or potential enterprises.

### 5206.3 Test and, if appropriate, adopt relevant innovations

- **5206.3.1** Innovations are tested on farm to determine their suitability and adaptability to individual circumstances.
- **5206.3.2** Innovation benefits and costs are assessed and decision made on adoption.

### 5206.4 Implement, monitor and evaluate livestock production plans

- **5206.4.1** Production plans are implemented and monitored in accordance with the calendar of operations.
- **5206.4.2** Feed supplies are assessed, pasture or range condition and species composition are monitored and stocking rates are varied as required.
- **5206.4.3** Fire frequency and grazing of pasture is managed for optimum production, for better than minimum cover standards and for retention of desirable species composition.
- **5206.4.4** Flock/herd health is monitored and parasite and disease outbreaks quickly controlled.
- **5206.4.5** Effects of pastures and crops and animal health treatments on livestock are monitored and action is taken to avoid or minimise stock health problems and negative effects on product quality.
- **5206.4.6** Livestock growth/maturity or production is
monitored by using an appropriate performance recording system and harvesting undertaken to meet marketing goals.

Industry: Rural
Area of Competency: Manage Production
Sector: Rural Business Management

<table>
<thead>
<tr>
<th>RUA AG5206BM A</th>
<th>Manage livestock production (continued)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Element of Competency</strong></td>
<td><strong>Performance Criteria</strong></td>
</tr>
<tr>
<td>5206.4 Implement, monitor and evaluate livestock production plans (continued)</td>
<td>5206.4.7 Physical and financial records are maintained for analysis and evaluation of production performance and to provide information for taxation purposes. 5206.4.8 Evaluation of production performance of each enterprise is undertaken to determine sustainability and profitability of each livestock enterprise, and for use in reviewing and revising production plans.</td>
</tr>
<tr>
<td>5206.5 Comply with legal requirements and regulations</td>
<td>5206.5.1 Information on legal requirements and regulations relating to farm land ownership/possession and livestock production is obtained and applied. 5206.5.2 Permits are obtained from the relevant authorities for the transport and movement of stock and equipment and occupational health and safety requirements are met. 5206.5.3 All requirements specified under permits are met.</td>
</tr>
</tbody>
</table>

A. RANGE OF VARIABLES

- Livestock production includes birds, mammals, reptiles and water creatures that are farmed for commercial purposes
- Range of production facilities includes water storage, fencing and gateways, laneways, yards, shearing and milking sheds, breeder, grower and layer sheds, grading and storage sheds, and stock watering systems and points
- Range of inputs and services used in livestock production include feed, chemicals for parasite and disease prevention and control, harvesting materials, employed labour, contractors and share-farmers
- Range of sources of information on innovations includes news media, farm newspapers/journals, field days, workshops and conferences, other farmers, farm input suppliers, extension services and farm consultants and agricultural research institutes
- Range of physical and financial records includes breeding, feeding and production records, deaths, rations, sales, purchases, natural increase, stock on hand, inputs and services to production, and purchased labour, contracting and share-farming costs
- Range of legal requirements and regulations relating to farm land ownership/possession includes the rights, responsibilities, and limitations relating to land ownership, agricultural tenancy, agistment agreements and environment protection
- Range of legal requirements and regulations relating to farm production includes control of weeds and pests, handling, transport, storage and use of chemicals, registration of firearms and product quality

B. EVIDENCE GUIDE

**Key Outcomes**
A profitable and sustainable plan is developed for a livestock enterprise.

**OHS issues that impact upon the performance of this unit**
Planning includes compliance with OHS legislation and enterprise OHS plans

**Holistic Outcome**
Production plans for livestock prove to be environmentally, biologically and financially sustainable and generate profits for the business
Industry: Rural
Area of Competency: Manage Production
Sector: Rural Business Management

RUA AG5206BM A Manage livestock production (continued)

B. EVIDENCE GUIDE (continued)

Underpinning knowledge and skills
• A basic working knowledge of:
  - livestock nutrition
  - livestock breeding where appropriate
  - livestock health
  - legislation, regulations and voluntary Codes of Practice
  - livestock husbandry and management
• The ability to:
  - implement livestock production plans
  - supervise or perform livestock husbandry operations
  - monitor health and welfare of animals
  - adopt profitable innovations

C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

Authority managing and conducting assessment, and issuing qualifications
Authorised Registered Training Organisation (RTO).

Special outcomes of assessment for purposes of licensing by a government or other authority
There are no licensing requirements for this unit.

Interdependent assessment of units
This unit can be assessed independently.

Qualifications of Assessor
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.”

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.

Measures to ensure consistency in assessment
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

Where the unit is assessed
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

Resources required beyond those normally found in a functioning agricultural workplace
There are no additional resources required for assessment of this unit.
Industry: Rural
Area of Competency: Manage Production
Sector: Rural Business Management

RUA AG5206BM A Manage livestock production (continued)

Utilisation of key competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

<table>
<thead>
<tr>
<th>Communicating ideas &amp; information</th>
<th>Collecting analysing &amp; organising information</th>
<th>Planning &amp; organising activities</th>
<th>Working with teams &amp; others</th>
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<td>2</td>
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<td>3</td>
</tr>
</tbody>
</table>

◊ Communicating - with sources of technical information advisers
◊ Collecting, analysing and organising information - production and performance data
◊ Planning and organising activities - husbandry operations and timing
◊ Working with others and in teams - staff, advisers
◊ Using mathematical ideas and techniques - calculations of production and inputs to use
◊ Solving problems - technical nutrition, health, whether to adopt innovations
◊ Using technology - weighing scales, environmental controls, information technology, computers and accessing data bases
<table>
<thead>
<tr>
<th>RUA AG5207BM A</th>
<th>Manage physical and natural resources</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Element of Competency</strong></td>
<td><strong>Performance Criteria</strong></td>
</tr>
<tr>
<td>5207.1 Prepare an inventory of physical and natural resources</td>
<td>5207.1.1 Inventories of physical and natural resources are drawn up.</td>
</tr>
<tr>
<td>5207.2 Map soils, topography and natural features</td>
<td>5207.2.1 Aerial photographs and soil/contour maps are obtained.</td>
</tr>
<tr>
<td>5207.3 Prepare a whole-farm (physical resources) plan</td>
<td>5207.3.1 Plans are developed to protect and maintain natural resources.</td>
</tr>
<tr>
<td>5207.4 Implement plans for property improvements and developments</td>
<td>5207.4.1 Maintenance of existing improvements/developments is supervised to ensure their continued effective operation.</td>
</tr>
<tr>
<td>5207.5 Ensure yards and stock handling facilities and equipment operated safely and effectively</td>
<td>5207.5.1 The use of all stock handling facilities and equipment is supervised to ensure they are used in accordance with Acts, regulations, and relevant Codes of Practice.</td>
</tr>
<tr>
<td>5207.6 Take necessary actions to protect assets</td>
<td>5207.6.1 Fire-breaks are maintained and fire-fighting equipment is purchased and maintained.</td>
</tr>
<tr>
<td>5207.7 Comply with legal requirements and regulations</td>
<td>5207.7.1 Information on legal requirements and regulations relating to the management of physical resources are obtained and applied.</td>
</tr>
</tbody>
</table>

A. RANGE OF VARIABLES

- Physical resources includes land, natural water, native vegetation, improvements to the land such as fences, water supplies, laneways and roads or tracks, soil conservation works, trees and shrubs and improved plant species, shade cloth and shelters, land forming and irrigation and drainage structures, plant vehicles, machinery and equipment, yards, sheds and houses, and grain/fodder storage facilities
- Legal requirements include all Acts and Regulations governing soil and water management, land ownership and use, trespass and theft, land tenure, use of motor vehicles and equipment on public roads, agricultural tenancy, agistment agreements, leasing, control of weeds and pests, use of chemicals, registration of firearms and product quality assurance
Industry: Rural  
Area of Competency: Manage Physical and Natural Resources  
Sector: Rural Business Management

RUA AG5207BM A  Manage physical and natural resources (continued)

B. EVIDENCE GUIDE

Key Outcomes
A whole farm plan is developed to maintain and improve the natural and physical resources of the property.

OHS issues that impact upon the performance of this unit
Buildings, yards and stock handling facilities are designed and used in compliance with OHS legislation and enterprise safety policies.

Holistic Outcome
Physical and natural resources are used in sustainable ways, managed to conserve non-renewable resources and steadily improved to enhance productively and property values.

Underpinning knowledge and skills
• A basic working knowledge of:
  - soil physical characteristics
  - soil conservation practices
  - water conservation management
  - whole-farm planning
  - improvements to the land
• The ability to:
  - prepare and implement a whole-farm/property plan

C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

Authority managing and conducting assessment, and issuing qualifications
Authorised Registered Training Organisation (RTO).

Special outcomes of assessment for purposes of licensing by a government or other authority
There are no licensing requirements for this unit.

Interdependent assessment of units
This unit can be assessed independently.

Qualifications of Assessor
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.

Measures to ensure consistency in assessment
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

Where the unit is assessed
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

**Resources required beyond those normally found in a functioning agricultural workplace**

Rural property and information about it, and aerial photographs and contour maps.
Industry: Rural
Area of Competency : Manage Physical and Natural Resources
Sector: Rural Business Management

RUA AG5207BM A  Manage physical and natural resources (continued)

<table>
<thead>
<tr>
<th>Utilisation of key competencies in the performance of this unit</th>
<th>Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicating ideas &amp; information</td>
<td>Collecting, analysing and organising information</td>
</tr>
<tr>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

◊ Communicating - with insurance companies, environment protection agencies
◊ Collecting, analysing and organising information - soil, water and vegetation data
◊ Planning and organising activities - planning maintenance and improvements to the farm
◊ Working with others and in teams - technical experts and landcare groups
◊ Using mathematical ideas and techniques - measurement of areas, calculating quantities for constructions
◊ Solving problems - technical, environmental, financial and human
◊ Using technology - information technology, computers and accessing data bases
Industry: Rural
Area of Competency: Manage Physical and Natural Resources
Sector: Rural Business Management

RUA AG5208BM A  Manage machinery

<table>
<thead>
<tr>
<th>Element of Competency</th>
<th>Performance Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>5208.1 Select machinery services suitable to farm operations</td>
<td>5208.1.1 Machinery services are identified and compared.</td>
</tr>
<tr>
<td></td>
<td>5208.1.2 Machinery is selected on services of contractors obtained.</td>
</tr>
<tr>
<td></td>
<td>5208.1.3 Machinery is purchased where appropriate.</td>
</tr>
<tr>
<td></td>
<td>5208.1.4 Machinery innovations are monitored and assessed.</td>
</tr>
<tr>
<td></td>
<td>5208.1.5 Machines are replaced as it is beneficial and cost effective to do so.</td>
</tr>
<tr>
<td></td>
<td>5208.1.6 Machine purchases are recorded for taxation purposes.</td>
</tr>
<tr>
<td>5208.2 Manage machinery maintenance</td>
<td>5208.2.1 Maintenance requirements of machinery are determined from manufacturers instructions and the installation of maintenance facilities is supervised.</td>
</tr>
<tr>
<td></td>
<td>5208.2.2 Machinery maintenance schedules are drawn up according to manufacturers instructions and recording of machinery use is supervised.</td>
</tr>
<tr>
<td></td>
<td>5208.2.3 Machinery maintenance is supervised to ensure it is carried out according to schedules and manufacturers instructions.</td>
</tr>
<tr>
<td></td>
<td>5208.2.4 Storage and housing requirements of machinery is determined, costed and its installation supervised.</td>
</tr>
<tr>
<td>5208.3 Manage machinery operation</td>
<td>5208.3.1 Machinery operation is supervised to ensure it is used in a manner consistent with manufacturers instructions.</td>
</tr>
<tr>
<td></td>
<td>5208.3.2 Procedures for the safe operation of machinery is determined and the application of safe procedures is supervised.</td>
</tr>
<tr>
<td></td>
<td>5208.3.3 Staff are trained in the safe operation and maintenance procedures of machinery.</td>
</tr>
</tbody>
</table>

A. RANGE OF VARIABLES
- Machinery services includes contractors, syndicates, ownership, leasing or hiring, new or second hand, cash or hire purchase
- Cost effective means least cost or highest profit alternatives

B. EVIDENCE GUIDE

Key Outcomes
Machinery services are obtained by the most cost effective means.

OHS issues that impact upon the performance of this unit
All machines are operated in accordance with OHS legislation, manufacturers instructions and enterprise policies.

Holistic Outcome
Machinery and machinery services are selected, maintained and operated efficiently and cost effectively.

Underpinning knowledge and skills
- A basic working knowledge of:
  - syndicates
  - contract services
RUA AG5208BM A  Manage machinery (continued)

C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

Authority managing and conducting assessment, and issuing qualifications
Authorised Registered Training Organisation (RTO).

Special outcomes of assessment for purposes of licensing by a government or other authority
There are no licensing requirements for this unit.

Interdependent assessment of units
This unit can be assessed independently.

Qualifications of Assessor
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.

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Measures to ensure consistency in assessment
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

Where the unit is assessed
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

Resources required beyond those normally found in a functioning agricultural workplace
Rural property using machinery.

Utilisation of key competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

<table>
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<tr>
<th>Communicating ideas &amp; information</th>
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<td>3</td>
</tr>
</tbody>
</table>

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Endorsed 98
◊ **Communicating** - with staff, maintenance and operation, contractors, suppliers
◊ **Collecting, analysing and organising information** - on various machines, capabilities and price
◊ **Planning and organising activities** - maintenance and operating schedules
◊ **Working with others and in teams** - farm staff, maintenance personnel, suppliers
◊ **Using mathematical ideas and techniques** - costs of machine ownership and operation
◊ **Solving problems** - of maintenance, recording, operation and costs
◊ **Using technology** - machinery electronics, meters, and accessing sources of information about machinery
### Element of Competency Performance Criteria

<table>
<thead>
<tr>
<th>RUA AG5209BM A</th>
<th>Manage irrigation systems</th>
</tr>
</thead>
<tbody>
<tr>
<td>Element of Competency</td>
<td>Performance Criteria</td>
</tr>
<tr>
<td>5209.1</td>
<td>Determine the feasibility of using irrigation</td>
</tr>
<tr>
<td>5209.1.1</td>
<td>Market demand and prices for products which may be produced under irrigation in a particular locality are assessed.</td>
</tr>
<tr>
<td>5209.1.2</td>
<td>Water resources are assessed to determine suitability for irrigation.</td>
</tr>
<tr>
<td>5209.1.3</td>
<td>Water requirements and most suitable application systems are determined for each crop/pasture type and area, and for each soil type.</td>
</tr>
<tr>
<td>5209.1.4</td>
<td>Other water requirements, such as climate control, are determined.</td>
</tr>
<tr>
<td>5209.1.5</td>
<td>Soil types are assessed to determine suitability for irrigation and the range of crop/pasture types that could be grown.</td>
</tr>
<tr>
<td>5209.1.6</td>
<td>Drainage requirements are determined in relation to each soil and crop/pasture type and type of irrigation system.</td>
</tr>
<tr>
<td>5209.1.7</td>
<td>Information is obtained from irrigation specialists on all relevant aspects of irrigation design.</td>
</tr>
<tr>
<td>5209.1.8</td>
<td>Irrigation system types are assessed and costed and decision is made on the particular system to be used.</td>
</tr>
<tr>
<td>5209.2</td>
<td>Install an irrigation system</td>
</tr>
<tr>
<td>5209.2.1</td>
<td>Materials and equipment making up the system are determined and acquired.</td>
</tr>
<tr>
<td>5209.2.2</td>
<td>Irrigation system is installed using advice, as necessary, from irrigation specialists.</td>
</tr>
<tr>
<td>5209.3</td>
<td>Maintain the irrigation system</td>
</tr>
<tr>
<td>5209.3.1</td>
<td>Checking of irrigation and drainage systems are supervised to ensure there are no leaks or blockages, that the water is being evenly distributed, that drainage is effective, and the system is in good working order.</td>
</tr>
<tr>
<td>5209.3.2</td>
<td>Water quotas are traded to maximise profits from irrigation.</td>
</tr>
<tr>
<td>5209.4</td>
<td>Evaluate irrigation system performance</td>
</tr>
<tr>
<td>5209.4.1</td>
<td>Yield increases from irrigation are determined and valued.</td>
</tr>
<tr>
<td>5209.4.2</td>
<td>Other benefits of irrigation are assessed and, where possible, valued.</td>
</tr>
<tr>
<td>5209.4.3</td>
<td>Costs of irrigation are calculated.</td>
</tr>
<tr>
<td>5209.4.4</td>
<td>Profitability of irrigation is determined and compared with estimate of potential profitability.</td>
</tr>
</tbody>
</table>

### A. RANGE OF VARIABLES

- Range of factors to be taken into account in assessing water resources includes water quantity and quality, availability throughout year, and long-term impact on water resource
- Range of irrigation system types includes flood, furrow, micro-sprinklers, low-level lines, overhead sprinklers, drippers and micro-jets
- Range of factors to be considered in costing irrigation includes capital costs, operating costs, availability of labour to meet the increased labour demand, long-term impacts on soils and on water resources
- Range of benefits of irrigation includes increased profitability, greater stability of business returns, reduction of risks, employment creation for family members, and achievement of business growth without the need to purchase additional land
B. EVIDENCE GUIDE

Key Outcomes
Irrigation systems are selected, maintained and operated at a profit.

OHS issues that impact upon the performance of this unit
Irrigation equipment is operated in accordance with OHS legislation, manufacturers instructions and enterprise OHS policies.

Holistic Outcome
Irrigation systems are selected and operated for sustainable production and least cost/highest profit alternatives.

Underpinning knowledge and skills
- A basic working knowledge of:
  - water quality
  - plant requirements
  - soil/plant interactions
  - measurement of soil moisture
  - cost/benefit analysis
- The ability to:
  - select, maintain and operate an irrigation system
  - evaluate irrigation system performance

C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

Authority managing and conducting assessment, and issuing qualifications
Authorised Registered Training Organisation (RTO).

Special outcomes of assessment for purposes of licensing by a government or other authority
There are no licensing requirements for this unit.

Interdependent assessment of units
This unit can be assessed independently.

Qualifications of Assessor
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.”

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Measures to ensure consistency in assessment
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.
Where the unit is assessed
In the workplace.

Resources required beyond those normally found in a functioning agricultural workplace
An irrigation system and potential sites to install one.
Industry: Rural
Area of Competency: Manage Physical and Natural Resources
Sector: Rural Business Management

RUA AG5209BM A Manage irrigation systems  (continued)

| Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design) |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Communicating ideas & information | Collecting analysing & organising information | Planning & organising activities | Working with teams & others | Using mathematical ideas & techniques | Solving problems | Using technology |
| 2 | 3 | 3 | 1 | 3 | 3 | 3 |

◊ Communicating - with suppliers, installers, staff and technical experts
◊ Collecting, analysing and organising information - for scheduling, maintenance, operations
◊ Planning and organising activities - irrigation scheduling, maintenance
◊ Working with others and in teams - staff, technical experts and advisers
◊ Using mathematical ideas and techniques - calculating costs, estimating benefits
◊ Solving problems - technical, environmental, financial
◊ Using technology - tensiometers, computer controlled watering, fertigation systems, pumps and delivery systems for water
LEVEL

6
<table>
<thead>
<tr>
<th>Industry: Rural</th>
<th>Sector: Rural Business Management</th>
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</thead>
<tbody>
<tr>
<td>Area of Competency: Financial Management</td>
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<table>
<thead>
<tr>
<th>RUA AG6200BM A Manage borrowed funds</th>
<th>Performance Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Element of Competency</strong></td>
<td><strong>Performance Criteria</strong></td>
</tr>
</tbody>
</table>
| 6200.1 Determine the financing needs of the business | 6200.1.1 Amount of working capital for a production cycle is determined.  
6200.1.2 Capital required for purchase of assets and business development is determined.  
6200.1.3 Present level of owner’s equity calculated and the impact of additional debt or equity finance on business viability is determined.  
6200.1.4 Purposes and reasons for possible additional finance is determined.  
6200.1.5 Existing mortgage agreements are examined and available security determined. |
| 6200.2 Assess all sources of finance | 6200.2.1 All sources of finance, including innovative financing packages and methods are identified.  
6200.2.2 Terms and conditions relating to all appropriate sources of finance are assessed and the most suitable sources identified.  
6200.2.3 Risks associated with debt and with equity financing are assessed and compared and least risk finance is identified.  
6200.2.4 Effective rates of interest are calculated for each amount, source and term of finance to determine full cost of finance.  
6200.2.5 Major factors affecting interest rate charges are identified, the likelihood of changes in interest rates are determined, and effects of higher interest rate charges on business viability are determined.  
6200.2.6 Potential return on shareholder funds is calculated.  
6200.2.7 Decision is made on appropriate sources and levels of finance to ensure business survival and growth.  
6200.2.8 Impact of refinancing the debt or equity funds used in the business assessed. |
| 6200.3 Apply for finance | 6200.3.1 Appropriate professional advice is obtained in preparing proposal and in planning to negotiate the finance.  
6200.3.2 Finance application is prepared using a format acceptable to the financing organisation.  
6200.3.3 The most favourable terms and conditions that can be negotiated with each financier are obtained.  
6200.3.4 Agreed financing conditions are obtained in writing. |
| 6200.4 Manage debt and/or equity finance | 6200.4.1 Borrowed funds are monitored and controlled within agreed limits and used for agreed purpose(s).  
6200.4.2 Contractual obligations relating to debt and/or equity finance are determined and managed.  
6200.4.3 Changes in the use and/or repayment of funds are negotiated with financiers to avoid incurring penalties.  
6200.4.4 Existing financing arrangements are monitored and evaluated, and re-financed as appropriate. |
A. RANGE OF VARIABLES

- Range of sources of finance includes:
  - debt financing:
    - bank overdraft, term loans, bank bills, farm development loans, bridging finance and hire purchase, private loans, equity financing
    - shareholders funds and leasing, funds provided by family members
  - shareholders funds and leasing, funds provided by family members

Range of appropriate criteria for comparing investments includes capital requirements, investment periods, rates of return, degree of risk, impact on business cash flows, and demands on management and potential for employing investment managers.

B. EVIDENCE GUIDE

Key Outcomes
Appropriate levels and types of finance are obtained at competitive rates and terms and they are managed according to contractual obligations.

OHS issues that impact upon the performance of this unit
Not applicable

Holistic Outcome
Borrowings are managed so that repayments and interest are met on time and debt levels never allowed to increase beyond the point where interest begins to compound and equity goes into permanent decline.

Underpinning knowledge and skills
- A basic working knowledge of:
  - how to assess borrowing requirements
  - sources and types of finance
  - preparation of a loan application
  - management of borrowed funds
- The ability to:
  - estimate financial needs
  - negotiate for finance
  - renegotiate loans if required
  - meet financial obligations

C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

Authority managing and conducting assessment, and issuing qualifications
Authorised Registered Training Organisation (RTO).

Special outcomes of assessment for purposes of licensing by a government or other authority
There are no licensing requirements for this unit.

Interdependent assessment of units
This unit can be assessed independently.

Qualifications of Assessor
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.”
Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.

### Industry:  Rural
### Area of Competency : Financial Management
### Sector: Rural Business Management

**RUA AG6200BM A**  Manage borrowed funds  (continued)

**Measures to ensure consistency in assessment**
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

**Where the unit is assessed**
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

**Resources required beyond those normally found in a functioning agricultural workplace**
Rural business or case study.

**Utilisation of key competencies in the performance of this unit**
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

<table>
<thead>
<tr>
<th>Communicating ideas &amp; information</th>
<th>Collecting analysing &amp; organising information</th>
<th>Planning &amp; organising activities</th>
<th>Working with teams &amp; others</th>
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</tbody>
</table>

◊ **Communicating** - with bankers, consultants, partners  
◊ **Collecting, analysing and organising information** - terms and conditions of loans  
◊ **Planning and organising activities** - bank interviews, advisers appointments  
◊ **Working with others and in teams** - partners, consultants, bankers  
◊ **Using mathematical ideas and techniques** - estimating finance required, interest repayments  
◊ **Solving problems** - lack of finance, poor seasons and prices crises  
◊ **Using technology** - office equipment, computers, communications technology
### Element of Competency: Integrate plans for pastures, crops and livestock

**Performance Criteria:**

<table>
<thead>
<tr>
<th>RUA AG6201BM A</th>
<th>Manage the production system</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>6201.1</strong></td>
<td>Integrate plans for pastures, crops and livestock</td>
</tr>
<tr>
<td>6201.1.1</td>
<td>Production plans are examined to identify interactions between enterprises.</td>
</tr>
<tr>
<td>6201.1.2</td>
<td>Types of interactions and their impacts, over time, on resources and production system performance are determined.</td>
</tr>
<tr>
<td>6201.1.3</td>
<td>Beneficial interactions are assessed and potential additional benefits are identified and applied to further improve the efficiency of system operation.</td>
</tr>
<tr>
<td>6201.1.4</td>
<td>Detrimental interactions are assessed and system adjustments are effected to minimise losses.</td>
</tr>
</tbody>
</table>

### Element of Competency: Develop and implement risk management strategies

**Performance Criteria:**

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</tr>
</thead>
<tbody>
<tr>
<td><strong>6201.2</strong></td>
<td>Develop and implement risk management strategies</td>
</tr>
<tr>
<td>6201.2.1</td>
<td>Contingency plans are developed to minimise threats and maximise opportunities resulting from fluctuations in weather conditions, production processes, and market conditions, and to protect and preserve natural resources and farm business assets while ensuring business stability and profitability.</td>
</tr>
</tbody>
</table>

### Element of Competency: Analyse the overall performance of the production system

**Performance Criteria:**

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<th>Manage the production system</th>
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<tbody>
<tr>
<td><strong>6201.3</strong></td>
<td>Analyse the overall performance of the production system</td>
</tr>
<tr>
<td>6201.3.1</td>
<td>Whole-farm physical and financial analyses are undertaken to determine the long-term sustainability and profitability of the production system.</td>
</tr>
</tbody>
</table>

### Element of Competency: Participate in guiding industry research, development and training

**Performance Criteria:**

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<tbody>
<tr>
<td><strong>6201.4</strong></td>
<td>Participate in guiding industry research, development and training</td>
</tr>
<tr>
<td>6201.4.1</td>
<td>Information on the operation of the research and development process in relevant industries is obtained and interpreted to enable participation in guiding research, development and training.</td>
</tr>
<tr>
<td>6201.4.2</td>
<td>Information on needs for innovations is provided to industry groups, research and development organisations and educational institutions.</td>
</tr>
<tr>
<td>6201.4.3</td>
<td>Information on industry research and development priorities is obtained and feedback is provided.</td>
</tr>
</tbody>
</table>

### A. RANGE OF VARIABLES

- Interactions include complementary, supplementary, competitive and bi-product or joint-product relationship
- Resources include land resources such as soil, water and natural vegetation and improvements to land such as soil and water conservation works, trees, shrubs and improved plant species, land forming and irrigation and drainage structures, laneways, roads and tracks and all structures

### B. EVIDENCE GUIDE

#### Key Outcomes

Plans for pasture, fodder, cropping and livestock enterprises are integrated into a management system that is sustainable and profitable.

#### OHS issues that impact upon the performance of this unit

Plans include compliance with OHS legislation and enterprise OHS plans.

#### Holistic Outcome

Farming systems consider the impact on soils, water and native vegetation and other non-renewable resources.
Industry: Rural
Area of Competency: Manage Production
Sector: Rural Business Management

RUA AG6201BM A Manage the production system (continued)

B. EVIDENCE GUIDE (continued)

Underpinning knowledge and skills
- A basic working knowledge of:
  - soils
  - water
  - native vegetation
  - other natural resources and the effect of farm enterprises on natural resources
  - interactions between enterprises
- The ability to:
  - integrate plans for different enterprises into sustainable farming systems

C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

Authority managing and conducting assessment, and issuing qualifications
Authorised Registered Training Organisation (RTO).

Special outcomes of assessment for purposes of licensing by a government or other authority
There are no licensing requirements for this unit.

Interdependent assessment of units
This unit may be assessed in conjunction with the plans for each pasture, fodder, crop or livestock enterprise.

Qualifications of Assessor
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.”

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.

Measures to ensure consistency in assessment
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

Where the unit is assessed
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

Resources required beyond those normally found in a functioning agricultural workplace
A property with several interacting enterprises.
Industry: Rural
Area of Competency: Manage Production
Sector: Rural Business Management

RUA AG6201BM A Manage the production system (continued)

Utilisation of key competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

<table>
<thead>
<tr>
<th>Communicating ideas &amp; information</th>
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</tbody>
</table>

◊ Communicating - with sources of technical information, Industry R & D
◊ Collecting, analysing and organising information - production, performance data
◊ Planning and organising activities - risk strategies
◊ Working with others and in teams - staff and technical resources of information
◊ Using mathematical ideas and techniques - production, performance, financial analysis
◊ Solving problems - technical, environmental, financial
◊ Using technology - computers, information and communications technology
<table>
<thead>
<tr>
<th>Element of Competency</th>
<th>Performance Criteria</th>
</tr>
</thead>
</table>
| 6202.1 Implement appropriate self-management practices | 6202.1.1 Own management strengths and weaknesses are identified and the requirements for management assistance by family members and by professionals are determined.  
6202.1.2 Appropriate interpersonal skills are applied in managing the human resources involved in farm and business operations.  
6202.1.3 Priorities in management and operations are determined and the available time is allocated to achieve effective management of the business, stress reduction, and an appropriate balance between the demands of the business and other priorities. |
| 6202.2 Prepare job and person specifications | 6202.2.1 Job specifications are prepared by identifying and describing the tasks to be performed and the range of conditions under which performance may need to occur.  
6202.2.2 Appropriate information is obtained to determine whether the position will come under Award or Enterprise Agreement provisions, or will operate as a ‘contract of employment’, as a basis for determining employer and employee rights and responsibilities under each.  
6202.2.3 The specification of the type of person required for the job is prepared based on the job specification and with due regard to the requirements of Equal Opportunity Employment Legislation, relevant OHS regulations and regulations covering sex-based harassment.  
6202.2.4 Information on government-sponsored employment schemes is obtained and applied, where appropriate. |
| 6202.3 Arrange employment of workforce members | 6202.3.1 Job and person specifications are assessed and the need for the employment of non-family workforce members is determined.  
6202.3.2 Inquiries are made via informal networks to determine whether the position can be filled without formal advertising.  
6202.3.3 Where necessary, advertisements calling for applicants for the position are drafted and placed with appropriate media and employment agencies.  
6202.3.4 Criteria for assessing job applicants is determined and applicant interview schedule and procedures are prepared.  
6202.3.5 Written applications for the job are assessed using selection criteria and applicants for interview are selected.  
6202.3.6 Applicant interviews are conducted and results of each compared with selection criteria.  
6202.3.7 Decision is made on applicant selection and all applicants are advised appropriately. |
### Element of Competency: Supervise the farm business workforce

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<thead>
<tr>
<th>Performance Criteria</th>
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<tbody>
<tr>
<td>6202.4.1</td>
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<td>Industry:</td>
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<tr>
<td>Area of Competency:</td>
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<td>Sector:</td>
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**RUA AG6202BM A** Manage human resources (continued)

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<tr>
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<th>Performance Criteria</th>
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</thead>
</table>
| 6202.5 Implement relevant occupational health and safety procedures | 6202.5.1 Farm Occupational Health and Safety legislation and Codes of Practice are adhered to.  
6202.5.2 Safe work practices in all aspects of the operation of enterprises are promoted among all members of the farm workforce.  
6202.5.3 Safety policies are developed and promoted for the enterprise. |
| 6202.6 Plan and implement work program to achieve greater labour productivity | 6202.6.1 Jobs are analysed to determine opportunities for improving farm labour productivity through mechanisation and the application of new technology, better spatial arrangements, and more efficient work practices.  
6202.6.2 Staff suggestions on approach to, and conduct of, their tasks are actively sought, negotiated and agreed upon.  
6202.6.3 Improvements leading to greater labour productivity are implemented. |
| 6202.7 Terminate employment of particular staff as necessary | 6202.7.1 Staff are informed individually of the need to terminate their employment and the reasons explained.  
6202.7.2 Employment termination arrangements are effected in a manner consistent with the requirements specified in the relevant award. |

**A. RANGE OF VARIABLES**

- Human resources include self, family members, whether paid or unpaid, employees both permanent and casual, contractors, share-farmers, students on work experience and professional and technical support
- Contracts of employment include task specific as well as general contracts of employment
- Government employment schemes include all schemes in which the wage paid to new employees is subsidised for a period as well as special assistance to participate in training programs

**B. EVIDENCE GUIDE**

**Key Outcomes**

The workforce is selected, organised and managed for high productivity and morale and supervised to ensure all safety policies are followed and task performed efficiently.

**OHS issues that impact upon the performance of this unit**

Staff perform all tasks in accordance with OHS legislation, machinery and equipment and chemical manufacture, instructions and enterprise OHS policies.

- communication
- interpersonal skills
- OHS policies
- employment related legislation
- productivity measures
- The ability to:
  - select staff
  - supervise staff
  - terminate employment in accordance with the relevant Award and industrial procedures

**Holistic Outcome**
Labour productivity and morale are high and accident rates zero or extremely low.

**Underpinning knowledge and skills**
- A basic working knowledge of:

<table>
<thead>
<tr>
<th>Industry:</th>
<th>Rural</th>
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<tbody>
<tr>
<td>Area of Competency:</td>
<td>Manage Human Resources</td>
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<tr>
<td>Sector:</td>
<td>Rural Business Management</td>
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</table>

**C. ASSESSMENT GUIDE**

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

**Authority managing and conducting assessment, and issuing qualifications**

Authorised Registered Training Organisation (RTO).

**Special outcomes of assessment for purposes of licensing by a government or other authority**

There are no licensing requirements for this unit.

**Interdependent assessment of units**

This unit can be assessed independently.

**Qualifications of Assessor**

Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.”

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**Measures to ensure consistency in assessment**

These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

**Where the unit is assessed**

Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

**Resources required beyond those normally found in a functioning agricultural workplace**

A rural workplace where staff are employed.

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**Utilisation of key competencies in the performance of this unit**

Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

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</tr>
</tbody>
</table>

◊ **Communicating** - with applicants for jobs, staff, industrial officers, unions
Collecting, analysing and organising information - Awards, employment contracts
Planning and organising activities - interviews, advertisements, work schedules
Working with others and in teams - work routines every working day
Using mathematical ideas and techniques - calculating wages, workcover, superannuation
Solving problems - people, productivity, morale
Using technology - communications especially two-way radio, telephone, computerised wages packages
<table>
<thead>
<tr>
<th>Element of Competency</th>
<th>Performance Criteria</th>
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<tbody>
<tr>
<td>6203.1 Plan succession</td>
<td>6203.1.1 Contingency management arrangements are determined.</td>
</tr>
<tr>
<td></td>
<td>6203.1.2 Succession plans are developed to transfer management in the event of death or accident.</td>
</tr>
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<td>6203.1.3 Management training is provided for those who will manage the business.</td>
</tr>
<tr>
<td>6203.2 Plan retirement</td>
<td>6203.2.1 Gradual transfers of responsibility are discussed and implemented.</td>
</tr>
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<td>6203.2.2 Options are evaluated for income continuation.</td>
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<tr>
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<td>6203.2.3 Arrangements are made for a retirement home.</td>
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<tr>
<td>6203.3 Plan for estate distribution</td>
<td>6203.3.1 Plans are set up for estate distribution.</td>
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<td>6203.3.2 Wills are prepared for each business partner.</td>
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<tr>
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<td>6203.3.3 Strategies are determined in event of marital breakdown.</td>
</tr>
<tr>
<td></td>
<td>6203.3.4 Strategies are implemented for transfer of assets under normal life expectations.</td>
</tr>
<tr>
<td>6203.4 Review plans for management of estate transfer</td>
<td>6203.4.1 Superannuation requirements are reviewed in the light of business performance.</td>
</tr>
<tr>
<td></td>
<td>6203.4.2 Plans for estate transfer are reviewed and revised as circumstances, legislation and other factors change.</td>
</tr>
<tr>
<td></td>
<td>6203.4.3 Ownership structures are reviewed in the light of tax and estate planning considerations.</td>
</tr>
</tbody>
</table>

A. RANGE OF VARIABLES

- Options for income continuation include superannuation annuities, income-generating off-farm investments, repayments of loans by family members purchasing the family assets
- Contingency management arrangements include employment of a manager, family succession, the use of consultants to supervise staff or leasing or share-farming the property to others
B. EVIDENCE GUIDE

Key Outcomes
Succession, retirement and estate plans are discussed with those involved, determined and implemented.

OHS issues that impact upon the performance of this unit
Not applicable

Holistic Outcome
All family members know where they stand in regard to future management arrangements, retirement of the older generation and inheritance in the event of death.

Underpinning knowledge and skills
- A basic working knowledge of:
  - housing and income options for retirement
  - contingency management options
  - wills and estate planning procedures
- The ability to:
  - communicate with family members, lawyers, accountants and financial advisers
  - plan ahead and start soon enough
Industry: Rural
Area of Competency: Strategic Planning
Sector: Rural Business Management

**RUA AG6203BM A** Plan succession, retirement and an estate  
(continued)

### C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed 'Assessment Guidelines' for the Qualifications in Agriculture.

**Authority managing and conducting assessment, and issuing qualifications**  
Authorised Registered Training Organisation (RTO).

**Special outcomes of assessment for purposes of licensing by a government or other authority**  
There are no licensing requirements for this unit.

**Interdependent assessment of units**  
This unit can be assessed independently.

**Qualifications of Assessor**  
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: "Conduct Assessment in Accordance with an Established Assessment Procedure" and "Plan and Review Assessment.

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**Measures to ensure consistency in assessment**  
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

**Where the unit is assessed**  
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

**Resources required beyond those normally found in a functioning agricultural workplace**  
Access to a rural family business.

### Utilisation of key competencies in the performance of this unit

**Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)**

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</tbody>
</table>

◊ **Communicating** - with family members, accountant and lawyer, financial advisers
◊ **Collecting, analysing and organising information** - personal goals, retirement options
◊ **Planning and organising activities** - estate distribution, income continuation
◊ **Working with others and in teams** - family members, accountant, lawyer, adviser
◊ **Using mathematical ideas and techniques** - superannuation, annuities, allocated pensions
◊ **Solving problems** - family aspirations, lack of resources
Using technology - computers to calculate pensions, annuities and superannuation, communication with family who live elsewhere
### Industry: Agriculture & Horticulture

### Area of Competency: Risk Management / Marketing

### Sector: Rural Business Management

#### RUA AG6204BM A Trading in Commodity and Product & Prices

<table>
<thead>
<tr>
<th>Element of Competency</th>
<th>Performance Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>6204.1 Conduct market research</td>
<td>6204.1.1 Information is obtained on supply of and demand estimates.</td>
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<td></td>
<td>6204.1.2 Fundamentals of supply and demand are assessed and forecasts evaluated.</td>
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<td>6204.1.3 Past trends are analysed and possible future scenarios considered.</td>
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<td></td>
<td>6204.1.4 Own products are related to market indicators.</td>
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<tr>
<td>6204.2 Determine price required</td>
<td>6204.2.1 Cost of production is calculated and break-even price is determined.</td>
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<tr>
<td></td>
<td>6204.2.2 Margins for profit and risk are determined.</td>
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<td></td>
<td>6204.2.3 Forward price objectives are set to meet cost of production plus profit required.</td>
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<tr>
<td></td>
<td>6204.2.4 Personal attitude to risk is evaluated.</td>
</tr>
<tr>
<td>6204.3 Select forward pricing method</td>
<td>6204.3.1 Cash markets are evaluated and trends assessed.</td>
</tr>
<tr>
<td></td>
<td>6204.3.2 Forward contracts information are obtained and compared.</td>
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<tr>
<td></td>
<td>6204.3.3 Futures prices are obtained and evaluated.</td>
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<tr>
<td></td>
<td>6204.3.4 Options are evaluated and compared to other alternatives.</td>
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<tr>
<td>6204.4 Implement Forward Pricing Plan</td>
<td>6204.4.1 Consultants advice is obtained.</td>
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<tr>
<td></td>
<td>6204.4.2 Forward Pricing Plans are developed.</td>
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<td></td>
<td>6204.4.3 Taxation and financing aspects are assessed.</td>
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<td>6204.4.4 Plan is implemented with or without professional help.</td>
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<td></td>
<td>6204.4.5 Progress is monitored as prices change and adjustments are made.</td>
</tr>
</tbody>
</table>

### A. RANGE OF VARIABLES

- Commodities and Products include:
  - wool, wheat and other products traded on a Futures Exchange or which can be forward sold on contract
- Consultants are those trained and registered by the Sydney Futures Exchange or equivalent
- Market research can be from the Australian Bureau of Agriculture and Resource Economics (ABARE) or similar Government and private research agencies

### B. EVIDENCE GUIDE

#### Key Outcomes
Forward selling alternatives are evaluated and prices locked in for some or all of the forecast production according to individual risk preference.

#### OHS issues that impact upon the performance of this unit
Some producers may worry less and sleep better as a result of knowing that some production has been forward sold or prices covered by other trading arrangements.

#### Holistic Outcome
All marketing and pricing alternatives have been evaluated including cash sales, forward contracts to sell, Futures trading and Options, to select those that meet the risk preferences of the manager.
### Industry:
Agriculture & Horticulture

### Area of Competency:
Risk Management / Marketing

### Sector:
Rural Business Management

**RUA AG6204BM A**  Trading in Commodity and Product & Prices  (continued)

### B. EVIDENCE GUIDE  (continued)

**Underpinning knowledge and skills**
- A basic working knowledge of:
  - supply, demand and price
  - factors influencing supply, demand and price
  - price trends and forecasts
  - cost of production
  - personal attitude to risk
  - Futures, Options and forward selling on contract
  - sources of advice and information
  - taxation and financial implications of forward selling
- The ability to:
  - evaluate alternatives in pricing / marketing
  - use professional advice
  - accept the consequences of one’s own decisions
  - assess risk

### C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

**Authority managing and conducting assessment, and issuing qualifications**
Authorised Registered Training Organisation (RTO).

**Special outcomes of assessment for purposes of licensing by a government or other authority**
There are no licensing requirements for this unit.

**Interdependent assessment of units**
This unit can be assessed independently.

**Qualifications of Assessor**
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.”

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.

**Measures to ensure consistency in assessment**
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

**Where the unit is assessed**
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

**Resources required beyond those normally found in a functioning agricultural workplace**
Case studies, situations, simulations and worked examples.
Utilisation of key competencies in the performance of this unit
Level of utilisation of Key Competencies (1 perform; 2 administer; 3 design)

<table>
<thead>
<tr>
<th>Competencies</th>
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<td>Communicating ideas &amp; information</td>
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<td>Collecting, analysing and organising information</td>
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<td>Planning &amp; organising activities</td>
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<td>Working with teams &amp; others</td>
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<td>Using mathematical ideas &amp; techniques</td>
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<td>Solving problems</td>
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<td>Using technology</td>
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</tbody>
</table>

◊ Communicating - with consultants, advisers, Futures Exchange
◊ Collecting, analysing and organising information - market information, supply, demand and price
◊ Planning and organising activities - contracts and transactions
◊ Working with others and in teams - with consultants, business advisers
◊ Using mathematical ideas and techniques - modelling, calculating cost of production
◊ Solving problems - risk, cash flow, repayments
◊ Using technology - computers, communication
Industry: Agriculture and Horticulture  
Area of Competency: Administration  
Sector: Rural Business Management

<table>
<thead>
<tr>
<th>RUA AG6205BM A</th>
<th>Install a Total Quality Management System</th>
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</thead>
<tbody>
<tr>
<td><strong>Element of Competency</strong></td>
<td><strong>Performance Criteria</strong></td>
</tr>
</tbody>
</table>
| 6205.1 Define the required quality standards | 6205.1.1 Quality standards are set for products.  
| | 6205.1.2 Quality standards are defined for production processes.  
| | 6205.1.3 Quality standards are determined for human resources.  
| | 6205.1.4 Quality standards are identified for physical resources. |
| 6205.2 Determine performance benchmarks | 6205.2.1 Industry benchmarks are obtained for products, and methods of production.  
| | 6205.2.2 Benchmarks are obtained for human resources management.  
| | 6205.2.3 Benchmarks are obtained for land and physical resources.  
| | 6205.2.4 Benchmarks are documented. |
| 6205.3 Set up performance indicators and monitoring systems | 6205.3.1 Monitoring systems are determined for resources, production and products.  
| | 6205.3.2 Feedback mechanisms are determined.  
| | 6205.3.3 Performance indicators are established. |
| 6205.4 Train operators to meet quality measures | 6205.4.1 Operators are trained in quality systems.  
| | 6205.4.2 Reporting procedures are established. |
| 6205.5 Implement the TQM system | 6205.5.1 Quality systems are installed.  
| | 6205.5.2 Quality improvements are evaluated.  
| | 6205.5.3 Quality improvements are adopted. |

**A. RANGE OF VARIABLES**
- Total Quality Management includes:
  - plant and animal production, production processes, management of land, staff and all resources
- Production processes include:
  - plant and animal production, the way services are provided such as contracting / share farming
- Physical resources include:
  - land and soils and soil structures such as contour banks, native vegetation and wildlife habitat, buildings, fences, roads, water supplies, irrigation, machinery and equipment

**B. EVIDENCE GUIDE**

**Key Outcomes**
Systems are documented and established where production and performance is measured against benchmarks and feedback is provided to staff so that continuous improvements can be made.

**OHS issues that impact upon the performance of this unit**
Benchmarks and Standards include Occupational Heath and Safety.

**Holistic Outcome**
All staff strive for continuous improvement in performance production and processes used in the business.
Install a Total Quality Management System

B. EVIDENCE GUIDE

Underpinning knowledge and skills
- A basic working knowledge of:
  - customer, clients and their requirements
  - methods of documentation for TQM
  - benchmarking and standards
  - reporting and recording systems
  - training
- The ability to:
  - evaluate suggested improvements
  - document procedures
  - train staff
  - measure performance and progress
  - seek and evaluate innovations

C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

Authority managing and conducting assessment, and issuing qualifications
Authorised Registered Training Organisation (RTO).

Special outcomes of assessment for purposes of licensing by a government or other authority
There are no licensing requirements for this unit.

Interdependent assessment of units
This unit can be assessed independently.

Qualifications of Assessor
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.”

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.

Measures to ensure consistency in assessment
These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

Where the unit is assessed
Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

Resources required beyond those normally found in a functioning agricultural workplace
Access to case studies, simulations and rural businesses.
### Industry:
Agriculture and Horticulture

### Area of Competency: Administration

### Sector: Rural Business Management

**RUA AG6205BM A** Install a Total Quality Management System  (continued)

#### Utilisation of key competencies in the performance of this unit

<table>
<thead>
<tr>
<th>Communicating ideas &amp; information</th>
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</tbody>
</table>

◊ Communicating - with staff and professional advisers  
◊ Collecting, analysing and organising information - about products and services and methods  
◊ Planning and organising activities - defining the TQM systems to install  
◊ Working with others and in teams - with staff and professional advisers  
◊ Using mathematical ideas and techniques - recording, monitoring and evaluating production  
◊ Solving problems - of systems, people and technology  
◊ Using technology - computers and information technology
Manage human interaction

**Element of Competency** | **Performance Criteria**
--- | ---
6206.1 Manage staff interaction | 6206.1.1 Leadership styles are appropriate to the situation.  
6206.1.2 A personal example is set to staff in ethics, behaviour and inter-personal skills.  
6206.1.3 Communication is clear, consistent and congruent.  
6206.1.4 Conflict is handled constructively to seek mutually beneficial solution.  
6206.1.5 Disputes are mediated or negotiated to the benefit of all parties.  
6206.1.6 Teamwork is built and sustained.

6206.2 Manage family relationships | 6206.2.1 Personal goals are defined and conflicts with business goals are identified.  
6206.2.2 Individual roles are discussed, clarified and defined.  
6206.2.3 Responsibilities are documented and adhered to.  
6206.2.4 Plans for retirement and inheritance are clear to all parties.  
6206.2.5 Apparent inequities are discussed, clarified and mediated.

6206.3 Manage professional and business relationships | 6206.3.1 Business relationships are cultivated for mutual benefit.  
6206.3.2 Agreements are defined and all parties interest pursued.  
6206.3.4 Contracts are drawn up where required and contractual obligations pursued.  
6206.3.5 Communication with business associates is clear, open and consistent.

6206.4 Manage community / industry involvement | 6206.4.1 Involvement in rural groups is selective and deliberate.  
6206.4.2 Responsibilities accepted in rural groups are appropriate by choice.  
6206.4.3 Commitments made to rural groups are maintained or explained.  
6206.4.4 Competitive influence on business activities is evaluated.

**A. RANGE OF VARIABLES**

- Staff include:
  - contractors, employees, family members
- Leadership styles include:
  - autocratic, democratic, laissez- faire
- Ethics and behaviour include:
  - honesty, openness, language, temperance, integrity, sincerity, manners
- Inter-personal skills include:
  - empathy, consideration, encouragement, support, sensitivity, warmth, humour
- Congruent communication includes:
  - actions and words are consistent, verbal and non-verbal signals are congruent, messages are consistent from day to day
- Mediation and negotiation may be with or without professional assistance
- Roles are those performed within the business eg. book-keeper, mechanic, financial controller
- Rural groups include primary producer organisations, religious, sporting, social, landcare, breed societies, councils, educational, political, and other groups
Industry: Rural
Area of Competency: Manage Human Resources
Sector: Rural Business Management

RUA AG6206BM A Manage human interaction (continued)

B. EVIDENCE GUIDE

Key Outcomes
Social interaction and relationships are constructive, positive and beneficial to the people concerned.

OHS issues that impact upon the performance of this unit
The social and emotional health of people results from human interaction that is constructive and healthy. Failure to attend to these issues can lead to frustration, depression and, in extreme cases, suicide.

Holistic Outcome
The business benefits from people on the property working as a team and benefiting from their involvement with people off-farm.

Underpinning knowledge and skills
- A basic working knowledge of:
  - human communication
  - problem solving
  - relationships
  - conflict resolution
  - negotiation
- The ability to:
  - communicate
  - solve problems
  - negotiate
  - set goals and determine roles
  - define agreements and contracts
  - prioritise business and non business commitments

C. ASSESSMENT GUIDE

Assessment of this unit is to be conducted in accordance with this Assessment Guide and the endorsed ‘Assessment Guidelines’ for the Qualifications in Agriculture.

Authority managing and conducting assessment, and issuing qualifications
Authorised Registered Training Organisation (RTO).

Special outcomes of assessment for purposes of licensing by a government or other authority
There are no licensing requirements for this unit.

Interdependent assessment of units
This unit may be assessed in conjunction with;
RUA AG6202BM A Manage human resources.

Qualifications of Assessor
Assessors are to be qualified as competent against the Competency Standards for Assessment. As a minimum, this is to be in the two units: “Conduct Assessment in Accordance with an Established Assessment Procedure” and “Plan and Review Assessment.

Only qualified assessors engaged by a Registered Training Organisation are able to assess a person against
this unit of competency. The assessment is to be conducted by an assessor in cooperation with a person who has workplace knowledge, skills and competence relevant to this unit. This workplace assessment can be conducted by an individual or a group of people complying with the above criteria.
Measures to ensure consistency in assessment

These measures are described in the Assessment Guidelines of the industry-endorsed Trainer’s Guide for the unit.

Where the unit is assessed

Competency is to be demonstrated in an agricultural workplace or in a situation which reproduces agricultural workplace conditions.

Resources required beyond those normally found in a functioning agricultural workplace

Case studies, role plays, simulations, and examples on video.

<table>
<thead>
<tr>
<th>Communicating ideas &amp; information</th>
<th>Collecting analysing &amp; organising information</th>
<th>Planning &amp; organising activities</th>
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</tbody>
</table>

- Communicating - with staff, family members, business associates, farm and rural groups
- Collecting, analysing and organising information - about conflicts, goals, roles, responsibilities
- Planning and organising activities - meetings, discussions
- Working with others and in teams - staff, family, business associates, farm and rural groups
- Using mathematical ideas and techniques - n/a
- Solving problems - interpersonal, business, family, conflicting pressures
- Using technology - communication, word processing
SECTION 3

ATTACHMENTS:

A: – AGRICULTURE UNITS OF COMPETENCY

B: – HORTICULTURE UNITS OF COMPETENCY
ATTACHMENT A: – AGRICULTURE UNITS OF COMPETENCY

Legend

LrnGuide Learning Guide - indicates if a Learning Guide has been developed to support the unit of competency.

Learning Guide is further defined as follows:
- **TP** - Learning Guides developed under the Training Package project - based on competency standards.
- **TP** - Learning Guides developed under the Certificate III in Farming project – based on competency standards.
- **NTP** - Learning Guides developed under the National Transition Program – based on curriculum.
- **NTP/GRD** - Learning Guides developed under NTP and modified to competency based material.
- **GRDC** - Learning Guides – rewritten from NTP - based on units of competency.

Old Code Codes previously used for Agriculture units of competency.

New Code New codes which comply with the National Training Information Service requirements (see Section 2 ‘Coding of Units of Competency’ for further details).
ATTACHMENT B: – HORTICULTURE
UNITS OF COMPETENCY

Legend

LrnGuide  Learning Guide - indicates if a Learning Guide has been developed to support the unit of competency.

Learning Guide is further defined as follows:
TP - Learning Guides developed under the Training Package project - based on competency standards.

F  Floriculture
P  Production Horticulture
N  Nursery
G  Parks and Gardens
L  Landscape
A  Arboriculture
T  Turf Management