



Australian Government

Department of Education, Employment and Workplace Relations

SFILEAD507C Provide corporate leadership

Release: 1

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Modification History

Not Applicable

Unit Descriptor

Unit descriptor	<p>This unit of competency deals with the capability of a strategic industry leader to perform a corporate leadership role as a director of a statutory board, company, industry council or cooperative, or their own business. (While directors have clear statutory responsibilities, they may not perform all the roles described in this unit).</p> <p>No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.</p>
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Application of the Unit

Application of the unit	<p>This unit has application for the development of industry leaders involved in strategic management of the seafood industry. This unit is one of seven strategic leadership units at Diploma level. The strategic leadership units are undertaken as a group and are listed as a Skill Set in the SFI10 Seafood Industry Training Package.</p>
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Licensing/Regulatory Information

Refer to Unit Descriptor

Pre-Requisites

Prerequisite units		

Employability Skills Information

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

Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Monitor and enhance organisational performance	<p>1.1. Values/ethical code, strategic directions and <i>plans</i> for the organisation are developed, monitored and reviewed.</p> <p>1.2. The viability of <i>business proposals</i> are assessed in terms of their potential risk and return to the organisation.</p> <p>1.3. <i>Performance against agreed measures</i> is regularly monitored and reported.</p>
2. Ensure legal compliance of organisation	<p>2.1. <i>Legal obligations</i> are identified and understood.</p> <p>2.2. Procedures are documented and records are monitored to ensure that the organisation is compliant.</p> <p>2.3. Checks are made to ensure that required reports and records are lodged with the appropriate authorities by the due dates.</p>
3. Establish and maintain board operation	<p>3.1. Roles, responsibilities and reporting arrangements are negotiated with managers, board members, staff and <i>external advisers</i> according to their skills and expertise.</p> <p>3.2. <i>Financial performance</i> is monitored against plans to identify variances and ensure that returns to members are optimised.</p> <p>3.3. <i>Human resource and financial policies and practices</i> are monitored to ensure they adhere to regulations, community standards and organisational requirements.</p> <p>3.4. <i>Conflicts of interest</i> are declared and care is taken to represent broad member interests at all times rather than favouring specific sectional interests.</p> <p>3.5. Credibility for the board is built with external agencies, <i>stakeholders</i> and people of influence by providing a clear vision of where the corporation is headed and practical strategies for getting there.</p>

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- communicating decisions and information to corporation members and stakeholders
- critically analysing proposals for risks and opportunities
- evaluating compliance with legal and regulatory requirements
- evaluating financial and accounting documents
- evaluating management and organisational performance
- recognising broad and management demarcation.

Required knowledge

- accounting and financial documents
- financial management practices
- human resource policies and practices
- improving board effectiveness and meeting procedures
- occupational health and safety (OHS) policies and practices
- property transactions and leasing agreements
- relevant aspects of taxation, contract and corporate law.

Evidence Guide

EVIDENCE GUIDE	
The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.	
Overview of assessment	
Critical aspects for assessment evidence required to demonstrate competence in this unit	<p>Assessment must confirm the ability to:</p> <ul style="list-style-type: none"> • communicate effectively with board members, shareholders, staff and external stakeholders • contribute to assessment of viability of business proposals • contribute to strategic and business planning • ensure legal compliance • implement human resource and financial management systems • monitor financial status and performance.
Context of and specific resources for assessment	Assessment is to be conducted in the workplace and in a simulated work environment.
Method of assessment	<p>The following assessment methods are suggested:</p> <ul style="list-style-type: none"> • feedback from the chairperson, board members, corporation managers and stakeholders about the candidate's ability to provide corporate leadership • interview and oral questioning • review of discussion papers, reports and plans prepared by the candidate and submitted to the board.
Guidance information for assessment	This unit may be assessed holistically with other SFILEAD (leadership) units within a Skill Set or qualification.

Range Statement

RANGE STATEMENT
The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work

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

<i>Plans</i> may include:	<ul style="list-style-type: none"> • capital investment plans • physical and human resource strategies • strategic, business and financial plans • succession plans • training and staff development plans • vision and mission statements.
<i>Business proposals</i> may include:	<ul style="list-style-type: none"> • alternative services • change of corporation strategy • investments and loans • major purchases, contracts and leases • new products and new markets • risk strategies • staffing and personnel • take-overs and mergers.
<i>Performance against agreed measures</i> may include:	<ul style="list-style-type: none"> • achievement of goals, plans and directions • compliance with legislation, stakeholder and community values and expectations • corporation stability • financial performance • human resource usage • organisational structure • productivity • shareholder/stakeholder satisfaction • supplier, client and customer satisfaction.
<i>Legal obligations</i> may include:	<ul style="list-style-type: none"> • Australian Securities Investment Commission (ASIC) requirements • Australian Stock Exchange (ASX) rules and regulations • corporations law • directors'/officers' liability insurance • environmental sustainable development (ESD) • food safety and hygiene • human resources and industrial relations • industry guidelines and codes of practice • OHS • rules of incorporation and articles of association • taxation and responsible officers.

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<i>External advisers</i> may include:	<ul style="list-style-type: none"> • accountants, auditors and financial advisers • consultants, such as national resources, environmental management and marketing • external interest groups, such as the Australian Conservation Foundation • government and non-government • lawyers • other participants in ecosystem management groups, such as Landcare, Coastcare and catchment management groups • scientists, economists, logistics and technicians • third-party auditors or certifiers.
<i>Financial performance</i> may include:	<ul style="list-style-type: none"> • attainment of business plans and budgets • cash flow • debt to equity ratio and return on capital investment • profitability • variation from business plans.
<i>Human resource policies and practices</i> may include:	<ul style="list-style-type: none"> • access and equity • career and succession planning • industrial relations • OHS • performance agreements • remuneration and superannuation • training and development.
<i>Financial policies and practices</i> may include:	<ul style="list-style-type: none"> • financial information systems • financial statements, such as balance sheets, profit and loss statements with notes, taxation returns and director's statements.
<i>Conflicts of interest</i> may include:	<ul style="list-style-type: none"> • articles of association and legal requirements • bribery, gifts and entertainment • conflicting directorships or membership of organisations • corporation interest and personal gain • favours for friends and relatives • improper use of information • insider trading • political activity.
<i>Stakeholders</i> may include:	<ul style="list-style-type: none"> • Austrade and Department of Foreign Affairs • certification or accreditation bodies and

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	<p>third-party auditors</p> <ul style="list-style-type: none"> • commercial fishing or aquatic groups • community representatives, local land holders and residents • conservation and environmental organisations, such as the Nature Conservation Council and the World Wide Fund for Nature • cooperatives, marketing bodies and associations • current and potential customers, clients and suppliers • ecosystem or resource management committees or advisory groups, including Management Advisory Committees (MACs), catchment management groups, Landcare, Bushcare, Coastcare and Seacare • employer, company directors and other professional associations • export promotion agencies, such as the Exporters Club • government funding providers • Indigenous seafood or resource management groups and traditional fishing groups/cooperatives • media • ornamental, aquarium and other hobby groups • political organisations, politicians and ministerial advisors • professional, industry and state or territory representative bodies, including Seafood Experience Australia, National Aquaculture Council, Commonwealth Fisheries Association and Seafood Services Australia • relevant ministries, government departments (federal, state or territory and local) and other regulation authorities, such as Department of Agriculture, Forestry and Fisheries, Australian Fisheries Management Authority and Australian Aquaculture Inspection Service • research organisations, such as Australian Bureau of Agricultural Resource Economics and the Bureau of Rural Sciences • schools, registered training organisations (RTOs) and industry training centres, AgriFood
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	<p>Skills Australia Standing Committee and industry training advisory bodies (ITABs)</p> <ul style="list-style-type: none">• statutory authorities, such as the Fisheries Research and Development Corporation• surfing, recreational fishing and boating groups• unions.
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Unit Sector(s)

Unit sector	Leadership
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Co-requisite units

Co-requisite units		

Competency field

Competency field	
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