



Australian Government

Department of Education, Employment and Workplace Relations

SFILEAD402B Negotiate effectively for the sector

Release: 1

SFILEAD402B Negotiate effectively for the sector

Modification History

Not Applicable

Unit Descriptor

Unit descriptor	This unit of competency deals with the capability of an industry sector leader to develop networks of key contacts and to communicate and exchange information with the objective of developing and negotiating sectoral positions to best effect. The leader will be required to represent and negotiate for the sector at meetings with other stakeholders. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.
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Application of the Unit

Application of the unit	This unit has application for seafood industry stakeholders who represent their industry sector in public and industry forums. This unit is one of six sector leadership units at Certificate IV level. The leadership units are undertaken as a group and are listed as a Skill Set in the SFI10 Seafood Industry Training Package.
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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. Maintain effective networks with individuals	1.1. A network of contacts is developed, maintained and used by taking the time to talk and listen to stakeholders and other organisations. 1.2. The benefits of a diversity of views are valued and used to build a broad perspective of the industry sector. 1.3. Cooperation is encouraged between sectoral interests by identifying mutual benefits.
2. Communicate clearly	2.1. Stakeholder information needs are clarified and the leader's sector's position is prepared. 2.2. Language is used appropriate to the situation. 2.3. Active listening is used to seek stakeholder input and achieve a balanced exchange of views. 2.4. Feedback is sought at the time to ensure that the views expressed by all stakeholders have been understood.
3. Negotiate persuasively	3.1. Key individuals and target groups that can advance industry interests and procedures are identified. 3.2. Realistic positions and supporting arguments are prepared in advance in anticipation of the likely expectations and points of negotiation of other stakeholders. 3.3. Values, concerns and views of others are respected and lines of communication are kept open. 3.4. Differences of opinion are acknowledged to encourage the rigorous examination of all options. 3.5. Negotiations are kept focused on key issues and moving towards a final resolution.
4. Participate effectively in meetings	4.1. Attendance at meetings is prepared and planned. 4.2. Meeting procedures are followed. 4.3. Accurate and balanced information is provided to add constructively to debate. 4.4. Consensus and compromise are sought to achieve agreed outcomes. 4.5. Agreed outcomes of meetings are adhered to and disseminated to other sector members.

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- achieving outcomes in meetings through adherence to meeting procedures and seeking consensus and compromise
- acknowledging disagreements and the views of others and dealing constructively with differences
- compromising to achieve realistic and achievable outcomes
- consulting and encouraging involvement and commitment within the sector
- encouraging the exchange of views and information through active listening and effective questioning techniques
- ensuring that negotiations stay focused and do not collapse unnecessarily
- ensuring that the intended message is delivered and that key points are covered
- identifying and liaising with key people from stakeholder groups, other organisations and government
- making a strong case without overselling or becoming personal or aggressive
- providing verbal and written communication that is clear and concise.

Required knowledge

- available public and community forums
- government legislation and budget processes
- government organisations, processes and communication channels
- information and resources available in the industry and within the organisation
- political parties, platforms and processes
- principles of negotiation, mediation, conflict resolution and incident de-escalation
- structured and inclusive meeting procedures
- the range of stakeholder organisations and their interests.

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	Assessment must confirm the ability to: • communicate clearly with key individuals, target groups and the government to position the industry to best effect • listen actively, understand the information needs of others and adapt communication to suit • prepare for and participate in meetings to obtain effective outcomes • negotiate and lobby persuasively • review evidence from leadership or other appropriate training programs or courses • negotiate constructively by acknowledging the legitimate positions of other stakeholders.
Context of and specific resources for assessment	Assessment is to be conducted in the workplace or in a simulated work environment.
Method of assessment	The following assessment methods are suggested: • feedback from stakeholders about the candidate's ability to participate in meetings • feedback from stakeholders about the capability of the candidate to establish rapport and negotiate effectively • interview and oral questioning • observation of networking undertaken by the candidate • review of industry information prepared by the candidate • role-plays and responses to scenarios.
Guidance information for assessment	This unit may be assessed holistically with other SFLEAD (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 situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

Stakeholders and other organisations may include:

- Austrade and Department of Foreign Affairs
- certification or accreditation bodies, and third-party auditors
- 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

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	• 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 Skills Australia Standing Committee and industry training advisory bodies (ITABs) • statutory authorities, such as the Fisheries Research and Development Corporation • surfing, recreational fishing and boating groups • unions.
<i>Diversity of views</i> may include:	• achievement of economically sustainable development (ESD) of the species • achievement of the commercial viability of fishing or aquaculture operators • conservation of the species • humane slaughter and animal welfare • maintenance of the ecosystem • implementation of adaptive management strategies that reflect uncertainty in scientific and other data • recognition of the interests of other users of the ecosystem • resource access and use of non-renewable resources (e.g. water and fuel).
<i>Industry sector</i> may include:	• aquaculture • fisheries compliance • foreign fishers and companies • importing, exporting, trading and marketing • Indigenous Australian fishers • ornamentals and aquaria • post-harvest: • live holding or display • processing • transport and distribution

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	• wholesale and retail • vessel operations • wild catch fisheries, including fishing charter operations.
Meetings may include:	• cooperative or other organisation's board meetings • meetings with industry groups, researchers and government and political representatives • port, sector, community and service club meetings • public forums • regional, state, territory and national policy development meetings • resource management groups, including fishery MACs, Landcare, Bushcare, Coastcare and Seacare • catchment management group meetings

Unit Sector(s)

Unit sector	Leadership
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Co-requisite units

Co-requisite units		

Competency field

Competency field	
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