



Australian Government

Department of Education, Employment and Workplace Relations

SFILEAD504C Plan and achieve change and results

Release: 1

SFILEAD504C Plan and achieve change and results

Modification History

Not Applicable

Unit Descriptor

Unit descriptor	This unit of competency deals with the capability of the strategic leader to operate in an uncertain environment, develop plans and translate these into actions leading to real outcomes. 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 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.
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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. Plan for desired change	1.1. Emerging industry requirements are anticipated in a constantly changing environment. 1.2. Sources of knowledge and expertise required to analyse the impacts of change are identified and employed. 1.3. Industry goals, directions and strategies are regularly re-evaluated in response to change, new opportunities and risks. 1.4. Change management approaches adopted by other industries and organisations are evaluated and applied, where useful.
2. Prepare and assess proposals	2.1. Proposals to achieve desired change or results are developed by building on previous experience, new information and participative processes. 2.2. The feasibility of proposals and associated risks, costs and benefits are assessed. 2.3. Assumptions are questioned and alternative courses of action to achieve the same outcomes are considered. 2.4. External skills and expertise are harnessed to undertake specialised analysis, as required. 2.5. Likely resource requirements, funding sources and external constraints are determined. 2.6. Courses of action are determined after careful consideration of all relevant information.
3. Optimise results	3.1. Tasks are broken down into a logical sequence of manageable and time-related activities. 3.2. Detailed plans, timetable and resource requirements are developed and responsibilities assigned. 3.3. Uncertainty is managed by keeping focused on what needs to be done and keeping available options open. 3.4. Appropriate project management strategies and meetings with people involved are used to optimise progress. 3.5. Team commitment to attaining results is built up by providing motivation and celebrating achievements. 3.6. Outcomes are evaluated against agreed criteria and communicated to stakeholders.

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- analysing alternative strategies and assessing proposals
- coaching and mentoring skills
- explaining complex ideas to a range of audiences
- identifying opportunities for introducing desirable change
- managing change through participative processes
- managing projects, including planning, measurement, review, monitoring and evaluation
- monitoring current best practice and trends in other sectors and industries to maintain a competitive edge and keep informed about the need for change
- responding promptly to new situations with feasible strategies and plans.

Required knowledge

- accounting and financial documents
- cost-benefit analysis
- evaluation methods
- impact of change on individuals, groups and organisations
- project management techniques
- risk assessment methods
- strategic planning approaches.

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:

- analyse basic accounting and financial documents
- break down work into a logical sequence of tasks and time-related activities
- build in check points and controls to ensure that projects are completed
- ensure that projects achieve expected outputs or outcomes
- evaluate costs, benefits and risks of proposals
- involve others and delegate responsibilities for specific tasks
- monitor the progress of projects and intervene to refocus people and keep the project on track
- undertake both short and long-term planning and set realistic times for completion
- use the expertise of others to supplement own knowledge and advance goals.

Context of and specific resources for assessment

Assessment is to be conducted in the workplace and in a simulated work environment.

Method of assessment

The following assessment methods are suggested:

- feedback from colleagues about the candidate's ability to obtain the commitment of others
- feedback from stakeholders about the candidate's contribution to planning for and achieving change in the industry
- interview and oral questioning
- review of a project managed by the candidate
- review of proposals or project evaluations prepared by candidate.

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

Changing environment may include:

- animal welfare issues
- change in response to opportunities, issues and proposals
- changing economic conditions
- climate change
- ecosystem and resource management strategies
- emerging organisations, new lobby and interest groups
- imposed change from legislative, regulatory and trade impacts
- international treaties and agreements
- new market, supplier or customer requirements
- new quality requirements, such as export and food safety
- new technology, equipment, processing, handling and transport
- political debate on policies and programs
- research findings
- third-party accreditation.

Change management approaches may include:

- defining and clarifying objectives and key elements as drivers of change
- fostering creativity, innovation and feedback
- incremental versus strategic/quantum shifts
- involving stakeholders
- proactive rather than reactive approaches
- quality assurance, internal auditing and continuous improvement teams
- strengthening communication processes
- team building, developing and supporting emerging leaders
- workshops and facilitated meetings.

RANGE STATEMENT	
<i>Proposals</i> may include:	• new conservation and resource access policies • new fisheries or aquaculture management proposals • new fisheries or aquaculture policies • new markets • new products, species or fisheries • new technology, equipment, plant and processes.
<i>Information</i> may include:	• government announcements and reports • feedback from stakeholders and staff • financial statements and budgets • fisheries or aquaculture production and research data • industry reports and data • legislative, regulatory and organisational constraints • market analysis and consumer surveys.
<i>External skills and expertise</i> may include:	• 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>Project management strategies</i> may include:	• ongoing review and optimising progress • planning using tools, such as critical path and Gantt charts • project budgeting • project evaluation and review • work breakdown of tasks, roles and responsibilities • work schedules, tracking and reporting.
<i>Evaluation</i> may include:	• benchmarking with other organisations, industries, government and projects • financial accounting and auditing

RANGE STATEMENT

	• internal and external audits on quality, environment and safety • qualitative data, such as consultations, interviews and focus groups • quantitative data, such as stakeholder feedback, productivity, resource usage, accidents, incidents and non-compliance • surveys and questionnaires.
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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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