



Australian Government

SRXGOV001B Participate as a member of an effective Board of an organisation

Release: 1

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Modification History

Not applicable.

Unit Descriptor

This unit has been developed for the Community Recreation, Fitness, Outdoor Recreation and Sport Industry Training Packages. This unit covers the skills required to be an active participant in the effective governance activities of an organisation. It does not cover any of the management skills required of staff of an organisation. This unit applies equally to both volunteer and paid directors of organisations.

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Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

Not applicable.

Elements and Performance Criteria Pre-Content

Not applicable.

Elements and Performance Criteria

Elements and Performance Criteria

Element	Performance Criteria
1 Identify the core business and establish the strategic direction of the organisation	1.1 Identify the core business of the organisation 1.2 Identify, explain and document the relationships between the organisation and other stakeholders 1.3 Interact with key stakeholders to inform them of achievements and to ensure their input into the determination of strategic goals and directions 1.4 Document the organisation's strategic direction and priorities 1.5 Establish performance targets, that form the basis for evaluation of performance
2 Follow legal requirements when carrying out Board duties	2.1 Identify and refer to the relevant provisions of the legal framework under which the organisation was established 2.2 Monitor relevant aspects of the appropriate federal, state and local legislation and by-laws for organisation compliance
3 Work within the structure of the organisation	3.1 Differentiate and document the member, governance and management issues of the organisation in the organisation's governance policy guidelines 3.2 Identify, document and refer to the relationships between governance issues and management issues 3.3 Identify and document the role of the Board in the organisation's governance policy guidelines 3.4 Identify and document the role of the individual Directors in the organisation's governance policy guidelines 3.5 Identify and document the role of the Chairperson in the organisation's governance policy guidelines 3.6 Identify and document the role of the Secretary in the organisation's governance policy guidelines

- 3.7 Document delegations of the Board's authority
- 3.8 Undertake and evaluate duties outlined in job descriptions of Board members regularly as a whole **Board assessment** and an **individual Director assessment**
- 4 **Monitor trends and changes in the industry**
 - 4.1 Ensure the Board is aware of **emerging issues** in the industry that are likely to have an impact on the organisation's business
 - 4.2 Evaluate the identified **emerging issues** within a risk management and due diligence framework for their impact on the organisation
 - 4.3 Ensure those **emerging issues** requiring attention by the organisation are dealt with by the Board in an appropriate manner
 - 4.4 Demonstrate how the Board regularly reviews its policies and procedures to take account of the **emerging issues**
- 5 **Monitor the organisation's operations**
 - 5.1 Ensure preparation for meetings is adequate and timely
 - 5.2 Record meeting attendance and encourage effective participation by all Board members
 - 5.3 Utilise information provided in analysing the efficiency and effectiveness of the organisation in meeting its stated objectives and performance targets
 - 5.4 Review policies, procedures, operations and **workplace responsibilities** of the organisation and adapt accordingly
- 6 **Supervise the senior management of the organisation**
 - 6.1 Receive information and advice regularly from the senior management of the organisation to form the basis of informed decision-making
 - 6.2 Provide instructions to the senior management of the organisation to implement specific policy directions as required
 - 6.3 Seek feedback from senior management of the organisation in relation to the implementation of the specific policy directions

- 6.4 Assess the performance of the Chief Executive Officer (CEO) regularly in accordance with the **legal framework** under which they are engaged

Required Skills and Knowledge

Not applicable.

Evidence Guide

Evidence Guide

The Evidence Guide identifies the critical aspects, knowledge and skills to be demonstrated to confirm competence for this unit. This is an integral part of the assessment of competence and should be read in conjunction with the Range Statements

Critical aspects of evidence to be considered

Assessment must confirm sufficient knowledge of being an effective paid or unpaid member of the Board of a sport or recreation organisation in the work environment

Assessment of performance should be over a period of time covering all categories of the Range Statements that are applicable in the learner's environment

In particular, assessment must confirm the ability to

identify the core business and establish the strategic direction of the organisation

follow legal requirements when carrying out Board duties

work within the structure of the organisation

monitor trends and changes in the industry

monitor the organisation's operations

supervise the senior management of the organisation

Interdependent assessment of units

This unit must be assessed after attainment of competency in the following unit(s)

Nil

This unit must be assessed in conjunction with the following unit(s)

SRXGOV002B Undertake the role of an individual Director of an organisation

For the purpose of integrated assessment, this unit may be assessed in conjunction with the following unit(s)

Nil

Required knowledge and skills

Required knowledge

Knowledge of natural justice and fair process as it relates to the evaluation and assessment of the effectiveness and efficiency of a Board and individual Directors

Knowledge of the business and operations of the organisation as it relates to participating in the formulation of strategic directions

Knowledge of the legal framework under which the organisation operates and the Memorandum and/or Articles of Association of the organisation

Knowledge of roles and responsibilities of particular functions on the Board such as Chairperson, Secretary and Director

Knowledge of the role policies and procedures play in the effective running of an organisation

Knowledge of the separation of the governance (Board) and management (Chief Executive Officer) functions of the organisation and how the management issues are effectively functions of the Board that are delegated to the Chief Executive Officer (CEO)

Knowledge of performance measurement systems as they relate to the measurement of the efficiency and effectiveness of the organisation in meeting its stated performance targets

Knowledge of effective human resource management practices as they relate to the delegation, monitoring and evaluation of the Chief Executive Officer (CEO) and senior management

Knowledge of issues to do with Occupational Health and Safety (OH&S) as they relate to the employment of staff

Required skills

Literacy and numeracy skills as they relate to

the reading, comprehension, evaluation and analysis of documentation that relates to the organisation's strategic direction, governance policy guidelines, undertaking of the function of Director and the monitoring of trends in industry

Research skills as they relate to the monitoring of trends in industry

Verbal communication skills as they relate to the presentation of cogent arguments within the Board processes

Written communication skills as they relate to the presentation of papers at a Board meeting

Negotiation skills as they relate to active participation in Board discussions and decision - making

Consultation skills as they relate to the meaningful engagement of relevant stakeholders in the organisation's operations

Policy development skills as they relate to the drafting of, consultation on and endorsement of policies and procedures for the effective operation of the organisation

Resource implications

Physical resources - assessment of this competency requires access to

either real or simulated organisations and their respective Board processes

Human resources - assessment of this unit of competency will require human resources consistent with those outlined in the Assessment Guidelines. That is, assessors (or persons within the assessment team) must

be competent in this unit but preferably be competent in the unit at the level above

be current in their knowledge and understanding of the industry through provision of evidence of professional activity in the relevant area

have attained the mandatory competency requirements for assessors under the

Australian Quality Training Framework
(AQTF) as specified in Standard 7.3 of the
**Standards for Registered Training
Organisations**

Consistency in performance

Due to issues such as performing various duties as a member of a Board of an organisation, this unit of competency must be assessed over period of time in order to ensure consistency of performance over the Range Statements and contexts applicable to participating as a member of an effective Board of an organisation

Context for assessment

This unit of competency must be assessed in the context of participating as a member of an effective Board of a sport or recreation organisation

Assessment of this unit of competence will usually include observation of processes and procedures, oral and/or written questioning on required knowledge and skills and consideration of required attitudes

Where performance is not directly observed and/or is required to be demonstrated over a "period of time" and/or in a "number of locations", any evidence should be authenticated by colleagues, supervisors, clients or other appropriate persons

**KEY
COMPET
ENCIES**

Collect, Analyse&O rganise Information	Communic ate Ideas&Info rmation	Plan&Orga nise Activities	Work with Others&in Teams	Use Mathematic al Ideas&Tec hniques	Solve Problems	Use Technology
3	3	3	3	3	3	2

These
levels do
not relate to
the
Australian

Qualificatio
ns

Framework

. They
relate to the
seven areas
of generic
competency
that
underpin
effective
workplace
practices.

The three
levels of
performanc
e (1, 2 and
3) denote
the level of
competency
required to
perform the
task:

Use routine
approaches

Select from
routine
approaches

Establish
new
approaches

**Collecting,
analysing
and
organising
informatio
n -**

Collecting
information
on the core
business of
the
organisatio
n

**Communic
ating ideas**

**and
information -**

Reporting
to the
Board on a
task that
was
allocated

**Planning
and
organising
activities -**

Planning
and
organising
regular
Board
meetings

**Working
with teams
and others**

- Working
as a
member of
a Board of
an
organisatio
n

**Using
mathematical ideas
and
techniques**

- Analysing
financial
documents
for the
organisatio
n

**Solving
problems -**
Identifying
the need to
hold an
extraordina

ry meeting

**Using
technology**

- Taking
part in a
teleconfere
nce

Please refer
to the
Assessment
Guidelines
for advice
on how to
use the Key
Competenci
es.

Range Statement

Range Statements

The Range Statements provide advice to interpret the scope and context of this unit of competence, allowing for differences between enterprises and workplaces. The Range Statements relate to the unit as a whole and helps facilitate holistic assessment. In addition, the following variables may be present for this particular unit of competency

RANGE STATEMENT

CATEGORIES

Board assessment

[all categories]

the assessment of the Board as a whole could be undertaken by four key issues

chat with the Chairperson

yes/no questionnaire

grading questionnaire

written questionnaire

the introduction of an effective process of Board assessment will involve

implementation over time

gaining commitment

careful preparation

deciding the issues to be covered by the Board assessment

defining measures of performance:
organisation and Board

communicating performance

implementing changes

reviewing the process

Chief Executive Officer assessment

[all categories]

the Chief Executive Officer (CEO) assessment should be

undertaken by the Board, as the Chief Executive Officer (CEO) is responsible to the Board as a whole, not just the Chairperson

part of a policy framework
based on objective performance criteria
reviewed as part of an organisation and
Board performance review
linked to a remuneration policy which
reflects objective performance

the aim of the performance evaluation is to
align the long - term interests of the Chief
Executive Officer (CEO) with the long -
term interests of the organisation. This would
require a three stage process of
the Board setting goals for/with the Chief
Executive Officer
monitoring the performance of the
organisation against the goals
responding to the difference between
expected and actual outcomes

performance measures should be
valid
verifiable
controllable
global
communicable

Core business of the organisation

[all categories]
that business that is consistent with the intent
and purpose for which the organisation was
established
that business that is consistent with the
Memorandum and Articles of Association

Emerging issues

[all categories]
the Corporate Law Economic Reform Bill
(1998)
technology
information

Individual Director assessment

[all categories]

the assessment of Directors who are currently on the Board can be undertaken by various means

chat with the Chairperson

chat with the Governance Committee

Director self-assessment

aggregated results to give Board profiles

qualitative peer assessment

the assessment of a Director prior to appointment should consider the following issues

the profile should be related to the goals of the organisation and the organisation and Board performance criteria

an external search process should be used to complement the probable likely suspects known to the Board

the appointment term should be considered relevant information should be discussed prior to the appointment

current Directors should meet the final candidate to ensure they are comfortable that the new Director will contribute the skills knowledge and experience sought in a team-like manner

a thorough induction process should be undertaken

Legal framework

[all categories]

the legal context within which the organisation operates

association - Associations law

corporation - Corporation law

Legislation

[all categories]

specific laws

Corporation law

the Corporations law, the complementary
State legislation and the Ordinances of the
relevant Territories

the Company Law Review Act (1998)

the Corporate Law Economic Reform Bill
(1998)

Associations law

Trade Practices law

competition

consumer protection

Contract law

Environmental law

Taxation law

Regulatory compliance

laws relating to people

Industrial Relations/Workplace Relations
Act

Occupational Health and Safety
(OH&S) Acts

Employment

Equal Opportunity and Anti - Discrimination

Child Protection

Volunteer Workers Insurance

Public Liability

Workers compensation

Business specific laws

laws relating to business

Income Tax Act

Payroll Acts

Stamp duty Act

Liquor Licensing Acts

Landlord and Tenant

Goods and Services Tax (GST) Act

Organisation's governance policy guidelines

Copyright Act

Trade Marks Act

Business specific laws and Acts

[all categories]

would include policies and processes in the areas of

role of board

board structure

role of individual directors

role of chairperson

role of company secretary

role of chief executive officer

board meetings

board meeting agenda

board papers

board minutes

the board calendar

committees

delegation of authority

monitoring

strategy formulation

service/advice

contacts

chief executive officer evaluation

director protection

board evaluation

director development

director selection and induction

Stakeholders

[all categories]

shareholders

government Ministers

government departments

Departments of Consumer Affairs or Fair
Trading government industry regulators

Australian Competition and Consumer
Commission

Australian Securities and Investments
Commission

Departments of Consumer Affairs or Fair
Trading

Non-government industry regulators
Australian Stock Exchange

employees

suppliers

customers

media

unions

the community

other organisations

Workplace responsibilities

[all categories]

employment of staff

Occupational Health and Safety (OH&S)

Unit Sector(s)

Not applicable.