

## PIRFLM4.02C – Show leadership and promote team effectiveness

### Functional area

PIRFO Frontline Management

### Prerequisites

While prerequisites are at the discretion of the SPC and FFA PIRFO program coordinators and the management of the national fisheries agencies it would be expected that candidates would have either observer and/or debriefer experience and qualifications, fisheries experience at sea/in a fisheries division, exposure to monitoring, control and surveillance activities or management experience or a combination of these.

### Descriptor

This unit describes the performance outcomes, skills and knowledge required by a PIRFO Frontline Manager when working with teams and individuals, their standard of conduct and the initiative they take in influencing others. Observer program managers have an important leadership role in the development of efficient and effective PIRFO program teams. They play a prominent part in team planning, supervising the performance of the team and developing team cohesion. They provide leadership for the team and bridge the gap between the management of the organisation and the team members. As such they must 'manage up' as well as manage their team/s.

### Elements

### Performance criteria

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| <b>1. Maintain high standards of management performance and behaviour</b> | 1.1 Ensure personal management performance and behaviour meets PIRFO requirements<br>1.2 Ensure personal management performance and behaviour serves as a positive role model for other PIRFO personnel<br>1.3 Develop and implement performance plans in accordance with PIRFO goals and objectives<br>1.4 Establish and use key performance indicators to meet PIRFO goals and objectives  |
| <b>2. Enhance the PIRFO image</b>   | 2.1 Ensure performance of PIRFO personnel meets the standards and values expected of the PIRFO program<br>2.2 Maintain a commitment to governance and transparency in all PIRFO program related activities<br>2.3 Ensure all PIRFO personnel adhere to strong social principles  |
| <b>3. Make informed decisions</b>   | 3.1 Gather and organise information relevant to the issue/s under consideration<br>3.2 Examine options and assess associated risks to determine preferred course/s of action<br>3.4 Ensure decisions are timely and communicate them clearly to individuals and teams<br>3.5 Prepare plans to implement decisions and ensure they are understood by relevant individuals and teams<br>3.6 Use feedback processes effectively to monitor the implementation and impact of decisions |

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| <b>4. Participate in and facilitate work team</b> | <p>4.1 Facilitate individuals and teams active participation in decision making processes</p> <p>4.2 Give the team support to identify and resolve problems which impede performance</p> <p>4.3 Ensure personal contribution to work team serves as a role model for others and enhances the organisation's image within the work team, the organisation and with external stakeholders</p>  |
| <b>5. Develop team cohesion</b>                   | <p>5.1 Provide opportunities for input of team members into planning, decision making and operational aspects of work team</p> <p>5.2 Encourage and support team members to take responsibility for their own work and to assist each other in undertaking required roles and responsibilities</p> <p>5.3 Provide feedback to team members to encourage, value and reward individual and team efforts and contributions</p> <p>5.4 Recognise and address issues, concerns and problems identified by team members or refer to relevant persons as required</p> |
| <b>6. Liaise with management</b>                  | <p>6.1 Maintain open communication with management at all times</p> <p>6.2 Communicate information from management to the team</p> <p>6.3 Communicate unresolved issues, concerns and problems raised by the team/team members to management and ensure follow-up action is taken</p> <p>6.4 Communicate unresolved issues, concerns and problems related to the team/team members raised by management to the team and ensure follow-up to action is taken</p>  |

### **Evidence guide**

Each unit of competency has an evidence guide that relates directly to the performance criteria. Its purpose is to guide assessment of the unit in the workplace and/or training program. The following components provide information to assist this purpose.

### **Required knowledge**

The essential knowledge and understanding a person needs to perform work to the required standard include:

- Organisational and PIRFO goals, objectives and plans
- Leadership styles and concepts
- Basic theory of group behaviour
- Organisational structure and policy and procedures framework

### **Required skills**

The essential skills a person needs to perform work to the required standard include:

- Communication and presentation skills to represent the organisation, to explain its work to others, to model professionalism and to effectively engage and facilitate a team
- Planning and organising skills
- Decision making skills to demonstrate good judgement and follow through.

## **Critical aspects of competence**

Assessment must confirm the ability to:

- Articulate PIRFO values and expectations of behaviour
- Communicate information, deal with team conflict and resolve issues
- Plan, organise and make sound decisions
  
- Leadership styles and concepts
- PIRFO and organisational goals, objectives and plans
- Planning, organising and decision making processes

## **Context of assessment**

Ideally, assessment would be undertaken in the workplace during Frontline Management activities but practicalities are likely to prevent that taking place. Assessment should therefore be conducted so that the candidate is able to demonstrate their leadership and management style in a simulated environment.

If possible, further feedback from the office where the participant is, or will be employed and scrutiny of material prepared by the candidate when undertaking the management of PIRFO program operations, should be analysed.

## **Method of assessment**

The following assessment methods are suggested:

- Analysis of responses to case studies and scenarios
- Direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate
- Observation of demonstrated techniques in working with team dynamics
- Observation of leadership performance in role plays
- Observation of presentations
- Oral or written questioning to assess knowledge of leadership styles, principles and techniques associated with group dynamics and processes
- Evaluation of opportunities provided for input of team members into planning, decision making and operational aspects of work team
- Review of feedback provided to team members
- Review of teamwork plan.

## **Interdependent assessment of units**

This unit can be assessed in conjunction with other relevant units relating to Frontline Management operations.

## **Resources required for assessment**

Resources may include:

- Access to appropriate documentation and resources normally used in the workplace