

**PIRFO PROGRAM MANAGEMENT STANDARDS**

**STANDARDS TO BE ACCREDITED**

**TO MANAGE A PIRFO PROGRAM**

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# ACRONYMS

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| IMS | Information Management Systems |
| IUU | Illegal, unreported and unregulated (fishing) |
| MCS | Monitoring, control and surveillance |
| OHS | Occupational Health & Safety |
| PIRFO | Pacific Island Regional Fisheries Observers |
| SPC | Secretariat of the Pacific Community |
| WCPO | Western & Central Pacific Ocean |

# INTRODUCTION

## Background

The number of observers placed on fishing vessels through the Pacific Island Regional Fisheries Observer (PIRFO) program has expanded rapidly in recent years to keep pace with fisheries management measures implemented in the Western & Central Pacific Ocean (WCPO) tuna fisheries. In particular the move to 100% observer coverage on purse seiners has been responsible for an exponential increase in these numbers, with a flow on effect of a significant increase in debriefer numbers now required to meet PIRFO debriefer/observer ratios that are deemed necessary to maintain a high observer standard.

This increase has resulted in observer management issues with many country observer programs struggling to effectively coordinate the movement of observers across the region and undertake the myriad of tasks that are required to manage a much larger program. The programs often don’t have a dedicated manager or coordinator and even when there is a person directly responsible for the program they aren’t necessarily equipped with the skills and knowledge necessary to effectively carry out management duties.

The PIRFO program has been underpinned for a number of years now by observer standards, which has resulted in a significant increase in the standard of observer performance. More recently standards for debriefers have been implemented through an on and off the job training program and will lift the level of competence of debriefing. It has been proposed that a similar approach be implemented for observer managers or coordinators with the development of standards for observer program managers complemented by a training program to assist current or future managers meet the required standards.

## Standard development

A consultant with experience in standard development and familiar with the PIRFO program was commissioned to undertake the development of the Observer Program Management standards. Options for the development of appropriate standards included:

1. using “off the shelf” management standards and qualifications that already exist;
2. developing completely new standards specifically for observer programs; or
3. using existing management standards but contextualize those and add specific standards that would result in a suite that met the level required to manage observer programs.

These options were discussed at a PIRFO Trainer’s workshop held at SPC in Noumea during July 2013, which was attended by PIRFO trainers as well as observer program managers and coordinators from the region. It was agreed that option c) was the preferred option and participants assisted in the process by selecting existing standards that were deemed appropriate, providing advice on contextualizing those standards and discussing other skills that were thought necessary to manage an observer program.

Existing standards that were used for contextualisation were in the main taken from the Australian Business Services Training Package and in particular from the Certificate 4 in Frontline Management. This qualification has been used in Australia for many years as a qualification that focuses on line management or the type of management that most managers or coordinators of observer programs will be involved in.

These general management standards (or units of competency) were then supplemented by a number of standards that were aimed at specific skill sets that observer program managers would need. This resulted in twelve standards, which are:

* Meet workplace OHS requirements
* Show leadership and promote team effectiveness
* Develop work priorities
* Establish networks
* Identify risk and apply risk management processes
* Plan and manage PIRFO program operations
* Manage off-site PIRFO personnel
* Administer and report on financial activities
* Administer PIRFO information processes
* Write reports
* Make a presentation
* Apply knowledge of fisheries management to observer programme activities

These standards were then developed as units of competency complete with elements of competency and accompanying performance criteria, required skills and knowledge, critical aspects of competence and suggested methods of assessment. The format used was the same as is now used for other PIRFO units of competency, ensuring consistency in the suite of units that make up the full range of PIRFO standards.

## Training and qualification process

It is anticipated that a training program to develop the skills and knowledge that are contained in the standards will be a combination of self learning on the job complemented by short, targeted training sessions focusing on some of the general management skills within the standards.

At the time that this document was prepared there is no formal PIRFO qualification for observer program managers but it is expected that in future a qualification formalising the attainment of the suite of standards will be put in place so that graduates receive acknowledgement that they have met the standards required to be a competent observer program manager.

While the title of a person overseeing an observer program may be either manager or coordinator depending on the country, this document has referred to the role as an observer program manager.

While no prerequisites have been defined in the standards and different jurisdictions will have different requirements and experience for observer program managers it would generally be expected that current or future managers will have observer and/or debriefer experience and qualifications. At the very least the person would have fisheries experience either at sea or in a fisheries division and ideally had exposure to monitoring, control and surveillance activities. There is no prerequisite for previous management experience and it is expected that these standards and any qualification that results will be used to provide the necessary frontline management skills for current or potential observer program managers.

# OBSERVER MANAGEMENT STANDARDS

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| PIRFO 4 – 1.01 Meet workplace OHS requirements |

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| Functional area Observer Program Management | |
| Prerequisites None | |
| Descriptor This unit of competency requires an Observer Program Manager to follow defined occupational health and safety (OHS) policies and procedures relating to the work being undertaken in order to ensure own safety and that of others in the workplace. | |
| Elements | Performance criteria |
| 1. Follow workplace procedures for **hazard identification**, **risk assessment** and**risk control** | 1.1 OHS hazards in the workplace are identified, assessed, reported and controlled using the hierarchy of control model  1.2 Workplace procedures and work instructions for controlling risks are accurately followed  1.3 Safety checks are undertaken before operation of all machinery and vehicles  1.3 Manual handling jobs are performed using safe manual handling techniques  1.4 Risks toworkplace bystanders are identified and action taken to reduce risk |
| 2. Follow appropriate emergency procedures | 2.1 Workplace procedures for dealing with accidents, injuries, fires, and other emergenciesare followed  2.2 Emergency equipment is used, serviced and maintained according to manufacturer specifications  2.3 Appropriate authorities are notified of emergencies according toworkplacepolicy |
| 3. Participate in arrangements for maintaining health and safety of all people in the workplace | 3.1 OH&S issues are raised with designated personnelaccording to workplace procedures  3.2 Contributions are made to workplace OHS participative arrangements and ongoing monitoring and reporting of all aspects of OHS  3.3 Hierarchy of control model is followed to the individual’s level of responsibility  3.4 Assistance is provided in developing effective solutions to control the level of risk associated with tasks |

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| 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:   * OHS principles * Workplace OHS policies and procedures relevant to the person’s jurisdiction * Designated personnel responsible for OHS within the agency * Emergency services * Preferred order of ways to control risks (i.e. hierarchy of control) * Reasons for and purpose of workplace health and safety requirements * Significant hazards in the workplace * Relevant OHS Acts, regulations and codes of practice * Ways in which OHS is managed in the workplace, and activities required under OHS legislation |
| Required skills The essential skills a person needs to perform work to the required standard include:   * Applying the hierarchy of control model * Communicating and contributing to OHS participative arrangements and reporting hazards and risks * Undertaking workplace activities following accepted OHS practices * Following workplace procedures for acting in an emergency * Following workplace procedures for hazard identification and risk control   Literacy skills used for:   * Interpreting OHS symbols * Reading labels, notices and relevant enterprise documentation and manufacturer specifications   Numeracy skills used for:   * Estimating weight of items to be lifted or moved. |

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| Critical aspects of competence Assessment must confirm the ability to:   * Act correctly in an emergency * Follow workplace procedure for hazard identification and risk control when completing a range of workplace operations and circumstances that the person would be expected to deal with.   Assessment must confirm knowledge of:   * Emergency services * Occupational health and safety risk management * Relevant parts of OHS legislation, relevant regulations and codes of practice which apply in the person’s jurisdiction * Significant physical, environmental and chemical hazards in the workplace. |
| Context of assessment Ideally, assessment would be undertaken in the workplace during observer management activities but practicalities are likely to prevent that taking place. Assessment should therefore be conducted so as to replicate as closely as possible the OHS activities that an Observer Program Manager or Coordinator undertakes in day to day operations.  If possible, further feedback from the office where the participant is, or will be employed and scrutiny of material prepared by the candidate when participating in OHS activities, as part of observer management operations after training and assessment should be analysed. |
| Method of assessment The following assessment methods are suggested:   * Observation of the candidate while participating in real or simulated OHS components of effective observer management operations, as described in the performance criteria and skills and knowledge outlined in this unit of competency. * Written or oral short answer questions to assess underpinning knowledge of OHS. * Practical exercises involving the observation of the candidate verifying correct OHS procedures and processes during a simulated observer management activity * Third-party reports, including reports from the Observer Program Manager superior. |
| Interdependent assessment of units This unit should be assessed in conjunction with other units relating to observer management operations to confirm that OHS procedures are followed during all observer management activities. |
| Resources required for assessment Resources may include:   * Relevant OHS policies and procedures * Relevant OHS Acts, regulations and codes of practice |
| |  | | --- | | PIRFO 4 – 1.02 Show leadership and promote team effectiveness |  |  |  | | --- | --- | | Functional area Observer Program Management | | | Prerequisites None |  | | Descriptor This unit describes the performance outcomes, skills and knowledge required by an observer program 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 | | 1. **Maintain high standards of management performance and behaviour** | 1.1 Ensure personal management performance and behaviour meets PIRFO requirements  1.2 Ensure personal management performance and behaviour serves as a positive role model for other PIRFO personnel  1.3 Develop and implement performance plans in accordance with PIRFO goals and objectives  1.4 Establish and use key performance indicators to meet PIRFO goals and objectives | | 1. Enhance the PIRFO image | * 1. Ensure performance of PIRFO personnel meets the standards and values expected of the PIRFO program   2. Maintain a commitment to governance and transparency in all PIRFO program related activities   3. Ensure all PIRFO personnel adhere to strong social principles | | 1. **Make informed decisions** | 3.1 Gather and organise information relevant to the issue/s under consideration  3.2 Examine options and assess associated risks to determine preferred course/s of action  3.4 Ensure decisions are timely and communicate them clearly to individuals and teams  3.5 Prepare plans to implement decisions and ensure they are understood by relevant individuals and teams  3.6 Use feedback processes effectively to monitor the implementation and impact of decisions |  |  |  | | --- | --- | | 1. **Participate in and facilitate work team** | * 1. Facilitate individuals and teams active participation in decision making processes   4.2 Give the team support to identify and resolve problems which impede performance  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 | | 1. **Develop team cohesion** | 5.1 Provide opportunities for input of team members into planning, decision making and operational aspects of work team  5.2 Encourage and support team members to take responsibility for their own workand to assist each other in undertaking required roles and responsibilities  5.3 Provide feedback to team members to encourage, value and reward individual and team efforts and contributions  5.4 Recognise and address issues, concerns and problems identified by team members or refer to relevant persons as required | | 1. **Liaise with management** | 6.1 Maintain open communicationwith managementat all times  6.2 Communicate information from management to the team  6.3 Communicate unresolved issues, concerns and problems raised by the team/team members to management and ensure follow-up action is taken  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 | | 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   Assessment must confirm knowledge of:   * 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 observer 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 observer management operations. | | Resources required for assessment Resources may include:   * Access to appropriate documentation and resources normally used in the workplace | |

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| PIRFO 4 – 1.03 Develop work priorities |

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| Functional area Observer Program Management | |
| Prerequisites None | |
| Descriptor This unit describes the performance outcomes, skills and knowledge required to plan one's own work schedules, to monitor, to obtain feedback on work performance and development and to take responsibility for one's own career planning and professional development. | |
| Elements | Performance criteria |
| 1. Plan and complete own work schedule | 1.1. Prepare workplans which reflect consideration of resources, stakeholder needs and workgroup targets  1.2. Analyse and incorporate work objectives and priorities into personal schedules and responsibilities  1.3. Identify factors affecting the achievement of work objectives and establish contingencies and incorporate them into work plans  1.4 Efficiently and effectively use business technology to manage and monitor planning completion and scheduling of tasks |
| 2. Monitor own work performance | 2.1. Identify and analysed personal performance through self-assessment and feedback from others on the achievement of work objectives  2.2. Seek and evaluate feedback on performance from colleagues and clients in the context of individual and group requirements  2.3 Routinely identify and report on variations in the quality of service and performance in accordance with organisational requirements |
| 3. Coordinate professional development | 3.1. Assess personal knowledge and skills against organisational benchmarks to determine development needs and priorities  3.2. Research and identify sources and plan for opportunities for improvement in consultation with colleagues  3.3. Use feedback to identify and develop ways to improve competence within available opportunities  3.4. Identify, access and complete professional development activities to assist career development  3.5 Store and maintain records and documents relating to achievements and assessments in accordance with organisational requirements |

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| **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:   * Relevant business technology applications to schedule tasks and plan work * Techniques to prepare personal plans and establish priorities * Methods to identify and prioritise personal learning needs * Understanding of a range of professional development options * Understanding of methods to elicit, analyse and interpret feedback * Understanding of methods to evaluate own performance |
| Required skills The essential skills a person needs to perform work to the required standard include:   * Learning skills to recognise and develop new and necessary skills and knowledge * Literacy skills to understand the organisation's policies, procedures and communications, to write personal work plans and professional development plans, and to request and receive feedback about performance * Organising skills to prioritise, manage time and meet deadlines * Problem solving skills to develop contingency plans |
| Critical aspects of competence Assessment must confirm the ability to:   * Prepare and communicate own work plan * Schedule work objectives and tasks to support the achievement of goals * Seek and act on feedback from clients and colleagues * Review own work performance against achievements through self-assessment * Access learning opportunities to extend own personal work competencies * Use business technology to monitor self-development.   Assessment must confirm knowledge of:   * Technology applications to schedule tasks and plan work and techniques to prepare personal plans and establish priorities * Professional development options * Feedback and performance evaluation techniques |

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| Context of assessment Ideally, assessment would be undertaken in the workplace during observer management activities but practicalities are likely to prevent that taking place. Assessment should therefore be conducted so as to confirm the development of work priorities that an Observer Program Manager or Coordinator undertakes in day-to-day operations.  If possible, further feedback from the office where the participant is, or will be employed and scrutiny of material prepared by the candidate demonstrating a focus on developing work priorities in observer management operations after training and assessment should be analysed. |
| Method of assessment The following assessment methods are suggested:   * Direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate * Observation of performance in role plays * Observation of presentations * Review of work and professional development plan |
| Interdependent assessment of units This unit can be assessed in conjunction with other relevant units relating to observer management operations. |
| Resources required for assessment Resources may include:   * Access to appropriate documentation and resources normally used in the workplace |

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| PIRFO 4 – 1.04 Establish networks |

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| Functional area Observer Program Management | |
| Prerequisites None | |
| Descriptor This unit describes the performance outcomes, skills and knowledge required to develop and maintain effective stakeholder relationships and networks. It covers the relationship building and negotiation skills required by observer program managers. | |
| Elements | Performance criteria |
| 1. Develop and maintain networks | 1.1. Use appropriate network strategies to establish and maintain relationships that promote the development of stakeholder relationships  1.2. Identify and pursue network opportunities to maximise a range of contacts  1.3. Communicate information regarding new networks to inform individuals, colleagues and stakeholders of potential benefits  1.4 Participate in professional networks and associations to obtain and maintain personal knowledge and skills |
| 2. Establish and maintain relationships | 2.1. Develop and maintain relationships to promote benefits consistent with organisational***/***stakeholder requirements  2.2. Gain and maintain trust and confidence of contacts through demonstration of high standards of business practices  2.3. Use a high level of negotiation skills to encourage positive outcomes  2.4. Identify difficult situations and negotiate solutions using collaborative problem-solving techniques  2.5 Seek specialist advice in the development of contacts where appropriate |
| 3. Promote the relationship | 3.1. Develop strategies to represent and promote the interests and requirements of the relationship  3.2. Use appropriate presentation skills to communicate the goals and objectives of the relationship  3.3. Effectively communicate issues, policies and practices of the relationship to a range of audiences, in writing and verbally  3.4 Obtain feedbackto identify and develop ways to improve promotional activities within available opportunities |

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| **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:   * PIRFO stakeholder and own organisational policies, plans and procedures * Related organisations, agencies and networks * Trends and forecasts for Western & Central Pacific Ocean observer programs. |
| Required skills The essential skills a person needs to perform work to the required standard include:   * Communication skills to receive and report on feedback, to maintain effective relationships and to manage conflict * Culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities * Leadership skills to gain trust and confidence of stakeholders and colleagues * Negotiation skills to achieve mutually acceptable outcomes * Technology skills to support effective communication and presentation. |
| Critical aspects of competence Assessment must confirm the ability to:   * Establish contacts and participate in networks * Identify opportunities for networking * Maintain records of relevant contacts.   Assessment must confirm knowledge of:   * Related organisations, agencies and networks |
| Context of assessment Ideally, assessment would be undertaken in the workplace during observer management activities but practicalities are likely to prevent that taking place. Assessment should therefore be conducted so as to replicate as closely as possible the networking activities that an observer program manager undertakes in day-to-day operations.  If possible, further feedback from the office where the participant is, or will be employed and scrutiny of networking material prepared by the candidate when participating in observer management operations should be analysed. |

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| Method of assessment The following assessment methods are suggested:   * Direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate * Observation of performance in networking role plays * Observation of negotiation of solutions between groups and individuals * Observation of networking presentations * Review of documentation on communicating issues, policies and practices of the relationship to a range of stakeholders * Evaluation of networking strategies |
| Interdependent assessment of units This unit can be assessed in conjunction with other relevant units relating to observer management operations. |
| Resources required for assessment Resources may include:   * Access to an actual workplace or simulated environment * Access to office equipment and resources * Access to examples of networking strategies and documentation. |

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| PIRFO 4 – 1.05 Identify risk and apply risk management processes |

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| Functional area Observer Program Management | |
| Prerequisites None | |
| Descriptor This unit describes the performance outcomes, skills and knowledge required to identify risks and to apply established risk management processes to an organisation’s operations that are within the person's own work responsibilities and area of operation. | |
| Elements | Performance criteria |
| 1. Identify risks | 1.1. Identify the contextfor risk management  1.2. Identify risksusing appropriate risk management tools, ensuring all reasonable steps have been taken to identify all potential risks  1.3 Document identified risks in accordance with relevant policies, procedures and legislation |
| 2. Analyse and evaluate risks | 2.1. Analyse and document risks in consultation with relevant stakeholders  2.2. Undertake risk categorisation and determine level of risk  2.3 Document analysis processes and outcomes |
| 3. Treat risks | 3.1. Determine appropriate control measures for risks and assess for strengths and weaknesses  3.2. Identify control measures for all risks  3.3. Refer risks relevant to whole of organisation or having an impact beyond own work responsibilities and area of operation to others as per established policies and procedures  3.4. Choose and implement control measures for own area of operation and/or responsibilities  3.5 Prepare and implement risk mitigation plans |
| 4. Monitor and review effectiveness of risk treatment/s | 4.1. Regularly review implemented risk mitigation plans against measures of success  4.2. Use review results to improve the mitigation of risks  4.3. Provide assistance to auditing risk in own area of operation  4.4 Monitor and review management of risk in own area of operation |

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| **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:   * Recognised standards for risk management * Key provisions of relevant legislation from all levels of government that may affect aspects of business operations, such as: * anti-discrimination legislation * ethical principles * codes of practice * privacy laws * environmental issues * occupational health and safety * Organisational policies and procedures relating to risk management processes and strategies * Auditing requirements relating to risk management. |
| Required skills The essential skills a person needs to perform work to the required standard include:   * Research and data collection skills to monitor and evaluate risks * Problem-solving skills to appropriately address identified risks.   Literacy skills used to:   * Read and understand a variety of texts * Write, edit and proofread documents to ensure clarity of meaning, accuracy and consistency of information |
| Critical aspects of competence Assessment must confirm the ability to:   * Identify, analyse and evaluate risks * Appropriately address identified risks   Assessment must confirm knowledge of:   * Risk management processes and procedures * Personal role in relation to wider organisational or regional context |

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| Context of assessment Ideally, assessment would be undertaken in the workplace during observer management activities but practicalities are likely to prevent that taking place. Assessment should therefore be conducted so as to replicate as closely as possible risks that an Observer Program Manager or Coordinator may encounter and need to manage in day-to-day operations.  If possible, further feedback from the office where the participant is, or will be employed and scrutiny of material prepared by the candidate when participating in risk management activities, as part of observer management operations should be analysed. |
| Method of assessment The following assessment methods are suggested:   * Direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job risk management activities by the candidate * Review of documentation outlining risk analysis processes and outcomes * Role plays undertaking simulated risk management activities * Analysis of responses to case studies and scenarios * Oral or written questioning to assess knowledge of accepted standards for risk management * Review of implementation of risk mitigation plans |
| Interdependent assessment of units This unit can be assessed in conjunction with other relevant units relating to observer management operations. |
| Resources required for assessment Resources may include:   * Access to workplace documentation relating to risk management * Access to risk management tools and frameworks. |

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| PIRFO 4 – 1.06 Plan and manage PIRFO program operations |

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| Functional area Observer Program Management | |
| Prerequisites None | |
| Descriptor This unit describes the performance outcomes, skills and knowledge required to manage/coordinate a PIRFO program according to the organisation’s operational policies and procedures and within the person's own level of work responsibilities and area of operation. | |
| Elements | Performance criteria |
| 1. **Develop annual PIRFO program work plan** | 1.1 Determine operational requirements  1.2 Allocate resources (personnel, equipment, logistics, finances, training) according to operational requirements  1.3 Identify factors effecting the successful implementation of the operational plan and find solutions  1.4 Develop an operational plan and seek endorsement from relevant stakeholders |
| 1. **Plan and manage individual PIRFO personnel work placements** | 2.1 Identify and align personnel and other resources with operational needs  2.2 Liaise with relevant stakeholders regarding work placements  2.3 Organise logistics (advances, travel, equipment) according to requirements  2.4 Facilitate post-trip PIRFO activities including debriefing, travel and payments |
| 1. **Manage data, samples and reports** | 3.1 Verify that necessary data, samples and reports have been completed and provided  3.2 Follow agreed data information and sample dissemination protocols  3.3 Keep appropriate records of data movements  3.4 Ensure that information systems are maintained |
| 1. Report on operational activities | 4.1 Ensure critical incidents identified by PIRFO personnel are reported through the appropriate channels in a timely manner  4.2 Access and provide relevant PIRFO programme information to the appropriate person for inclusion in reports as required  4.3 Provide operational reports as required according to organisational policy  4.4 Follow Information Management Systems **(**IMS) protocols with respect to confidentiality of reports |

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| **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:   * PIRFO policies and protocols * Fisheries regulations in the WCPO and the treaties that underpin the fisheries in the region * Fisheries IMS |
| Required skills The essential skills a person needs to perform work to the required standard include:   * Developing work plans to meet the organisation’s PIRFO obligations * Allocating human resources and logistical support to meet those obligations * Managing a group of observers, debriefers and support staff to ensure effective pre, at sea and post placement activities and ongoing professional development is undertaken * Preparing and disseminating data, reports and other relevant information to relevant stakeholders * Problem solving, risk management and critical incident identification skills   Literacy skills used for:   * Reading regulations, policies & procedures and protocols * Preparing and evaluating reports   Numeracy skills used for:   * Financial management * Fisheries IMS data |
| Critical aspects of competence Assessment must confirm the ability to:   * Develop and successfully implement observer program work plans * Manage people both in person and remotely * Correctly follow PIRFO policies and protocols   Assessment must confirm knowledge of:   * The fisheries in the WCPO and the regulations, policies and protocols that underpin those fisheries * PIRFO policies & protocols * Work planning frameworks |

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| Context of assessment Ideally, assessment would be undertaken in the workplace during observer management activities but practicalities are likely to prevent that taking place. Assessment should therefore be conducted so as to replicate as closely as possible the tasks and activities that an Observer Program Manager or Coordinator may undertake in day-to-day operations.  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:   * Direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job operational management activities by the candidate * Review of documentation such as work plans, reports and data gathering * Role plays undertaking simulated management of PIRFO program operations * Analysis of responses to case studies and scenarios * Oral or written questioning to assess knowledge of managing/coordinating PIRFO program operations * Review of implementation of work plans |
| Interdependent assessment of units This unit can be assessed in conjunction with other relevant units relating to observer management operations. |
| Resources required for assessment Resources may include:   * Work plan pro-formas * Relevant fisheries regulations * PIRFO policy documents * Relevant PIRFO program reports |

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| PIRFO 4 – 1.07 Manage off-site PIRFO personnel |

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| Functional area Observer Program Management | |
| Prerequisites None |  |
| Descriptor This unit describes the performance outcomes, skills and knowledge required to supervise PIRFO personnel who perform duties away from the organisation’s base, including at-sea and a range of different ports. | |
| Elements | Performance criteria |
| 1. Facilitate and support at-sea observer activities | 1.1 Monitor observer status through regular communications with observer according to prearranged protocols and procedures  1.2 Facilitate at-sea vessel transfers of the observer  1.3 Track movement of the observer’s designated vessel using available tools  1.4 Ensure observers agreed personal on-shore arrangements are attended to |
| 1. Facilitate and support remotely located debriefers | 2.1 Ensure suitable facilities to undertake debriefing has been arranged  2.2 Ensure all necessary resources to conduct a debriefing have been made available  2.3 Communicate movements of observer to be debriefed  2.4 Facilitate linkages with relevant stakeholders involved in observer activities |
| 1. **Manage off-site performance** | 3.1 Plan and conduct regular meetings with PIRFO personnel to determine individual progress, identify needs, clarify and solve issues and provide network opportunities  3.2 Participate in relevant regional workshops and contribute to identifying and solving PIRFO program off-site issues  3.3 Evaluate PIRFO personnel off-site performance against recognised PIRFO protocols and procedures  3.4 Address problems in PIRFO personnel off-site work performance through constructive solutions identified with PIRFO personnel |

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| **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:   * PIRFO policies & protocols * Relevant WCPO fishing vessel disembarkation/unloading points and available facilities * Vessels using observers from the observer manager’s program * Performance management strategies relating to off-site work |
| Required skills The essential skills a person needs to perform work to the required standard include:   * Monitoring observer status using a range of communication tools * Communicating with vessel operators to monitor observer movements * Using available tools to track vessel movements * Facilitating resources and services in a range of disembarkation/unloading ports * Managing observer/debriefer off-site work performance and professional development * Participating in forums to address observer at-sea issues.   Numeracy skills used to:   * Determine time differences and vessel schedules * Fix vessel positions |
| Critical aspects of competence Assessment must confirm the ability to:   * Manage and provide necessary support for observers/debriefers while at sea and at other off-site locations * Facilitate resources and services away from the organisation’s home base.   Assessment must confirm knowledge of:   * WCPO fishery strategies and vessel movements relevant to the manager’s program * Issues that observers and debriefers will encounter away from the home base. |

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| Context of assessment Ideally, assessment would be undertaken in the workplace during observer management activities but practicalities are likely to prevent that taking place. Assessment should therefore be conducted so as to replicate as closely as possible the tasks and activities that an Observer Program Manager or Coordinator may undertake when managing off-site PIRFO personnel.  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 off-site PIRFO personnel, should be analysed. |
| Method of assessment The following assessment methods are suggested:   * Direct questioning combined with review of portfolios of evidence and third party workplace reports of the management of off-site personnel * Review of documentation related to facilitating resources and services off-site * Role plays undertaking simulated management of off-site PIRFO personnel * Analysis of responses to case studies and scenarios * Oral or written questioning to assess knowledge of managing/coordinating PIRFO off-site personnel * Review of implementation of strategies to manage PIRFO off-site personnel |
| Interdependent assessment of units This unit can be assessed in conjunction with other relevant units relating to observer management operations. |
| Resources required for assessment Resources may include:   * Access to tools used to track vessel movements * Documentation relating to managing off-site personnel * Performance management proformas |

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| PIRFO 4 – 1.08 Administer and report on financial activities |

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| Functional area Observer Program Management | |
| Prerequisites None | |
| Descriptor This unit describes the performance outcomes, skills and knowledge required to administer and report on financial activities for an observer program and to meet organisational and statutory requirements such as the completion of required financial reports. | |
| Elements | Performance criteria |
| 1. **Maintain observer program financial records** | 1.1 Keep up to date records of all PIRFO program income and expenditure according to organisational requirements  1.2 Ensure all invoices and receipts related to PIRFO program income and expenditure are retained and filed securely  1.3 Keep up to date register of PIRFO program assets |
| 1. **Prepare observer program financial reports** | 2.1 Provide financial statements according to organisational requirements  2.2 Provide asset register information to the relevant financial personnel  2.3 Check and authorise relevant purchases and payments according to the organisational financial procedures  2.4 Ensure structure and format of reports are clear and conform to organisational and statutory requirements |
| 1. **Provide financial program recommendations** | 3.1 Prepare an annual PIRFO program budget according to organisational requirements  3.2 Provide timely advice on changes to annual budget  3.3 Ensure that discrepancies***,*** lack of transparency or other financial issues are identified and resolved |

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| **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 policies and procedures relating to maintaining financial records * Definition of credits/creditors and debits/debtors * Basic principles of bookkeeping and financial accounting * Methods of presenting financial data. * Options, methods and practices for deductions and benefits. |
| Required skills The essential skills a person needs to perform work to the required standard include:   * Preparing and maintaining observer program budgets, financial statements and asset registers according to organisational requirements * Identifying financial errors or discrepancies and resolving according to organisational protocols * Problem-solving skills to reconcile figures   Literacy skills used to:   * Identify financial information * Read and understand the organisation's financial accounting methodology   Numeracy skills used to:   * Read and interpret financial data * Prepare cash analysis sheets |
| Critical aspects of competence Assessment must confirm the ability to:   * Identify and respond to discrepancies and errors in observer program financial activities * Transfer and record observer program financial data accurately * Reconcile observer program expenditures and revenue   Assessment must confirm knowledge of:   * Organisational policies and procedures relating to maintaining financial records * Basic principles of bookkeeping and financial accounting |

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| Context of assessment Ideally, assessment would be undertaken in the workplace during observer management activities but practicalities are likely to prevent that taking place. Assessment should therefore be conducted so as to replicate as closely as possible financial activities that an observer program manager may undertake and need to manage in day-to-day operations.  If possible, further feedback from the office where the participant is, or will be employed and scrutiny of material prepared by the candidate when participating in financial management activities, as part of observer management operations should be analysed. |
| Method of assessment The following assessment methods are suggested:   * Direct questioning combined with review of portfolios of evidence and third party workplace reports of financial management activities by the candidate * Review of financial record documentation completed by the candidate * Role plays undertaking observer program financial recording activities including budgets, financial statements and asset registers * Analysis of responses to case studies and scenarios * Oral or written questioning to assess knowledge of accepted standards for financial administration and reporting. |
| Interdependent assessment of units This unit can be assessed in conjunction with other relevant units relating to observer management operations. |
| Resources required for assessment Resources may include:   * Access to an actual workplace or simulated environment * Access to office equipment and resources * Examples of source documents relating to financial record keeping. |

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| PIRFO 4 – 1.09 Administer PIRFO information processes |

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| Functional area Observer Program Management | |
| Prerequisites None |  |
| Descriptor Observer program managers administer national and regional IMS to manage the observer program and interpret, evaluate and analyse information provided from the IMS. The manager will also be expected to provide guidance to observer program personnel on providing correct information, keep abreast of IMS changes and provide input into IMS improvement. | |
| Elements | Performance criteria |
| 1. **Administer input of data** | 1.1 Administer the input of PIRFO program management data such as personal details, travel arrangements and payments into the organisation’s Information Management System  1.2 Ensure data gathered by PIRFO personnel for fisheries management purposes is inputted into the appropriate IMS |
| 1. **Administer data flow** | 2.1 Verify that all required data is complete and submitted in a timely manner  2.2 Ensure information is disseminated according to PIRFO program protocols  2.3 Follow approved data quality control processes |
| 1. **Interpret and analyse data** | 3.1 Retrieve relevant data and summaries for PIRFO program management and reporting  3.2 Interpret relevant data and summaries to evaluate PIRFO program and personnel performance  3.3 Analyse information to identify and report relevant trends and developments |
| 1. Maintain currency | 4.1 Participate in PIRFO forums on information system processes, changes and issues  4.2 Prepare PIRFO personnel to work with new technology, processes and information system changes |

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| **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:   * National observer program IMS * Regional observer program IMS * PIRFO program protocols for information dissemination and quality control |
| Required skills The essential skills a person needs to perform work to the required standard include:   * Technological skills to work with national and regional IMS * Interpretation and evaluation skills of available information from IMS * Analytical skills to identify and report trends and developments in the PIRFO program * Capacity building skills to train staff to provide correct information for IMS * Provision of effective input into forums to improve/further develop IMS.   Literacy skills used to:   * Read, interpret and evaluate available information * Present information in ways that are appropriate to the PIRFO team. |
| Critical aspects of competence Assessment must confirm the ability to:   * Effectively use observer program national and regional IMS * Interpret, evaluate and analyse available information * Recognise IMS shortcomings and provide input into IMS improvements.   Assessment must confirm knowledge of:   * IMS used in the WCPO fisheries * PIRFO protocols for using IMS |
| Context of assessment Ideally, assessment would be undertaken in the workplace during observer management activities but practicalities are likely to prevent that taking place. Assessment should therefore be conducted in a simulated environment so that the candidate is using IMS compatible with WCPO observer program operations.  If possible, further feedback from the office where the participant is, or will be employed and scrutiny of material prepared by the candidate when administering IMS in PIRFO program operations, should be analysed. |

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| Method of assessment The following assessment methods are suggested:   * Demonstration of techniques in working with observer program IMS including interpreting, evaluating and analysing data produced * Direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job IMS administration * Oral or written questioning to assess knowledge of current information systems and future information system needs * Review of documentation analysing information trends and developments * Analysis of responses to case studies and scenarios * Review of preparation undertaken for observers to work with new technology and information system changes. |
| Interdependent assessment of units This unit can be assessed in conjunction with other relevant units relating to observer management operations. |
| Resources required for assessment Resources may include:   * Computer hardware and relevant observer program IMS software * Other appropriate documentation and resources used in administrating observer program IMS |

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| PIRFO 4 – 1.10 Write reports |

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| Functional area Observer Program Management | |
| Prerequisites None | |
| Descriptor This unit describes the performance outcomes, skills and knowledge required to plan, draft, review and write a final report. | |
| Elements | Performance criteria |
| 1. **Plan a report** | 1.1 Determine audienceand purposefor the report  1.2 Determine formatand structure  1.3 Establish key points for inclusion  1.4 Identify organisational reporting requirements  1.5 Establish method of reporting  1.6 Establishmeans of reporting |
| 1. **Prepare and review a draft report** | 2.1 Develop draft report to communicate key points  2.2 Obtain and include any required additional information  2.3 Check draft for suitability of tone for audience, purpose, format and communication style  2.4 Check draft for readability, grammar, spelling, and sentence and paragraph construction  2.5 Check draft for sequencing and structure  2.6 Check draft to ensure it meets organisational requirements  2.7 Ensure draft is proofread, where appropriate, by supervisor or colleague |
| 1. Write a final report | 3.1 Make and proofread necessary changes  3.2 Ensure report is sent to intended recipient  3.3 File copy of report in accordance with organisational policies and procedures |

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| **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:   * Basic grammar, spelling and punctuation * Report protocols * How audience, purpose and method of communication influence tone of report * Organisational policies and procedures for reports * Resources to assist in report production, such as dictionary, thesaurus, templates, style sheets. |
| Required skills The essential skills a person needs to perform work to the required standard include:   * Collating the required information to include in the report * Preparing a report according to target audience, using appropriate report proforma * Proofread and edit reports to ensure clarity of meaning and conformity to organisational requirements * Problem-solving skills to determine report design and production processes   Literacy skills used to:   * Read and understand a variety of texts * Write coherent reports that clearly articulate the purpose of the report. |
| Critical aspects of competence Assessment must confirm the ability to:   * Produce a range of reports that accurately convey required information * Use formatting suitable for intended audience   Assessment must confirm knowledge of:   * Organisational policies and procedures for report production |

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| Context of assessment Ideally, assessment would be undertaken in the workplace during observer management activities but practicalities are likely to prevent that taking place. Assessment should therefore be conducted so as to replicate as closely as possible the reports that an Observer Program Manager or Coordinator may need to produce in the work place.  If possible, further feedback from the office where the participant is, or will be employed and scrutiny of reports prepared by the candidate, as part of observer management operations should be analysed. |
| Method of assessment The following assessment methods are suggested:   * Direct questioning combined with review of portfolios of evidence and third party workplace feedback of on-the-job report writing by the candidate * Review of draft reports * Analysis of responses to case studies and scenarios * Demonstration of report writing techniques * Oral or written questioning to assess knowledge of reporting protocols * Review of final reports. |
| Interdependent assessment of units This unit can be assessed in conjunction with other relevant units relating to observer management operations. |
| Resources required for assessment Resources may include:   * Access to office equipment and resources * Examples of PIRFO related reports. |

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| PIRFO 4 – 1.11 Make a presentation |

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| Functional area Observer Program Management | |
| Prerequisites None |  |
| Descriptor This unit covers the performance outcomes, skills and knowledge required to prepare, deliver and review a presentation to a target audience. | |
| Elements | Performance criteria |
| 1. **Prepare a presentation** | 1.1 Plan and document presentation approach and intended outcomes  1.2 Choose presentation strategies***,*** format and delivery methodsthat match thecharacteristics of the target audience, location, resources and personnel needed  1.3 Select presentation aids***,*** materialsandtechniquesthat suit the format and purpose of the presentation, and will enhance audience understanding of key concepts and central ideas  1.4 Brief others involved in the presentation on their roles/responsibilities within the presentation  1.5 Select techniques to evaluate presentation effectiveness |
| 1. **Deliver a presentation** | 2.1 Explain and discuss desired outcomes of the presentation with the target audience  2.2 Use presentation aids, materials and examples to support target audience understanding of key concepts and central ideas  2.3 Monitor non-verbal and verbal communication of participants to promote understanding of presentation outcomes  2.4 Use persuasive communication techniques to secure audience interest  2.5 Provide opportunities for participants to seek clarification on central ideas and concepts, and adjust the presentation to meet participant needs and preferences  2.6 Summarise key concepts and ideas at strategic points to facilitate participant understanding |
| 1. **Review the presentation** | 3.1 Implement techniques to review the effectiveness of the presentation  3.2 Seek and discuss reactions to the presentation from participants or from key personnel involved in the presentation  3.3 Utilise feedback from the audience or from key personnel involved in the presentation to make changes to central ideas presented |

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| 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 make presentations to the required standard include:   * Principles of effective communication * Range of presentation aids and materials available to support presentations * PIRFO policies, protocols and operations * Data collection methods that will support review of presentations. |
| Required skills The essential skills a person needs to perform work to the required standard include:   * Culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities * Facilitation and presentation skills to communicate central ideas of a message in an informative and engaging manner, and to utilise verbal and non-verbal techniques to sustain participant engagement * Technical skills to use presentation aids such as computers, power point presentations and audio equipment.   Literacy skills used to:   * Prepare presentation information and to write in a range of styles for different target audiences. |
| Critical aspects of competence Assessment must confirm the ability to:   * Prepare, deliver and evaluate the effectiveness of at least two presentations related to the PIRFO program.   Assessment must confirm knowledge of:   * Principles of effective communication. |

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| Context of assessment Ideally, assessment would be undertaken in the workplace during observer management activities but practicalities are likely to prevent that taking place. Assessment should therefore be conducted in a training environment so that the candidate makes a minimum of two presentations that an Observer Program Manager is likely to deliver as part of their job role.  If possible, further feedback from the office where the participant is, or will be employed and comments/judgements on presentations delivered by the candidate, as part of observer management operations should be obtained. |
| Method of assessment The following assessment methods are suggested:   * Demonstration of preparation, delivery and evaluation of a presentation * Direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job presentation performance by the candidate * Observation of presentations * Review of selected presentation aids, materials and techniques * Review of briefing provided for others involved in the presentation * Evaluation of techniques implemented to review the effectiveness of the presentation. |
| Interdependent assessment of units This unit can be assessed in conjunction with other relevant units relating to observer management operations. |
| Resources required for assessment Resources may include:   * Access to an actual workplace or simulated environment * Access to office equipment, documentation and resources. |

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| PIRFO 4 – 1.12 Apply knowledge of fisheries management to observer programme activities |

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| Functional area Observer Program Management | |
| Prerequisites None |  |
| Descriptor This unit describes the performance outcomes, skills and knowledge required to apply fisheries management principles to PIRFO program activities and ensure that observer activities adhere to relevant legislation, regulations and treaties so as to meet organisational and statutory requirements and support for the management of fish stocks through sampling and identifying IUU fishing is effectively carried out. | |
| Elements | Performance criteria |
| 1. **Determine fisheries management principles that relate to observer operations** | 1.1 Apply knowledge of PIRFO observer protocols and processes and MCS activities to ensure the observer programme is meeting defined responsibilities  1.2 Facilitate appropriate training to ensure PIRFO observers and debriefers are able to effectively carry out required duties  1.3 Identify consequences of non-compliance with national, regional and international legislation, regulations and agreements. |
| 1. **Ensure scientific sampling is correctly undertaken** | 2.1 Identify appropriate scientific sampling methods in consultation with relevant WCPO scientific staff  2.2 Ensure observers and debriefers are aware of sampling methodology and facilitate appropriate training to undertake sampling effectively  2.3 Facilitate the collection and correct dispatch of samples |
| 1. Keep up-to-date with relevant legislation, regulations, treaties and publications that relate to observer operations | 3.1 Identify and access current fisheries management documentation relevant to the WCPO fishery observer operations  3.2 Communicate information on relevant legislative changes and relevant publications to the observer programme team |

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| **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:   * PIRFO processes and protocols * Monitoring, control & surveillance (MCS) activities undertaken in the WCPO * Relevant national, regional and international fisheries legislation, regulations and agreements pertaining to PIRFO activities in the WCPO * Sampling methodology undertaken by observers for regional organisations such as SPC. |
| Required skills The essential skills a person needs to perform work to the required standard include:   * Facilitating and assisting in delivering training for observers and debriefers * Identifying non-compliant and IUU fishing activities in the WCPO * Identifying and facilitating relevant sampling methods with regional scientific personnel * Managing collection and correct dissemination of sampling undertaken by observers * Communicating skills.   Literacy skills used for:   * Interpreting relevant national, regional and international fisheries legislation, regulations and agreements * Reading and disseminating PIRFO processes and protocols   Numeracy skills used for:   * Sampling processes |
| Critical aspects of competence Assessment must confirm the ability to:   * Apply knowledge of fisheries management when managing and coordinating observer programs.   Assessment must confirm knowledge of:   * PIRFO processes & protocols * Relevant national, regional and international fisheries legislation, regulations and agreements pertaining to PIRFO activities in the WCPO * MCS activities in the WCPO fisheries * Scientific sampling relevant to the WCPO fishery. |

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| Context of assessment Ideally, assessment would be undertaken in the workplace during observer management activities but practicalities are likely to prevent that taking place. Assessment should therefore be conducted so as to confirm that the candidate has a good knowledge of fisheries management relevant to an observer program in the WCPO fisheries and is able to apply that knowledge in managing or coordinating day-to-day observer program operations.  If possible, further feedback from the office where the participant is, or will be employed and scrutiny of fisheries management knowledge and application by the candidate when undertaking the management of PIRFO program operations should be analysed. |
| Method of assessment The following assessment methods are suggested:   * Direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job management activities by the candidate * Review of documentation such as work plans, reports and data gathering * Role plays undertaking simulated management of PIRFO program operations * Analysis of responses to case studies and scenarios * Oral or written questioning to assess knowledge of fisheries management relevant to the PIRFO program operations |
| Interdependent assessment of units This unit will ideally be assessed in conjunction with other relevant units relating to observer management operations. |
| Resources required for assessment Resources may include:   * National, regional and international fisheries legislation, regulations and agreements * PIRFO policies & procedures documentation * SPC sampling protocol documentation. |