

BSBMGT515A

Unit Descriptor

Manage operational plan

This unit describes the performance outcomes, skills and knowledge required to develop and monitor implementation of the operational plan to provide efficient and effective workplace practices within the organisation's productivity and profitability plans.

Management at a strategic level requires systems and procedures to be developed and implemented to facilitate the organisation's operational plan.

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Employability Skills

This unit contains employability skills.

Application of the Unit

This unit applies to people who manage the work of others and operate within the parameters of a broader strategic and/or business plan. The task of the manager at this level is to develop and implement an operational plan to ensure that the objectives and strategies outlined in the strategic and/or business plan are met by work teams. However in some larger organisations operational plans may be developed by a strategic planning unit.

At this level work will normally be carried out within complex and diverse methods and procedures, which require the exercise of considerable discretion and judgement, using a range of problem solving and decision making strategies.

Unit Sector

No sector assigned

ELEMENT

PERFORMANCE CRITERIA

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| 1. Develop operational plan | <p>1.1 Research, analyse and document resource requirements and develop an operational plan in consultation with relevant personnel, colleagues and specialist resource managers</p> <p>1.2 Develop and/or implement consultation processes as an integral part of the operational planning process</p> <p>1.3 Ensure details of the operational plan include the development of key performance indicators to measure organisational performance</p> <p>1.4 Develop and implement contingency plans at appropriate stages of operational planning</p> <p>1.5 Ensure the development and presentation of proposals for resource requirements is supported by a variety of information sources and seek specialist advice as required</p> <p>1.6 Obtain approval for plan from relevant parties and ensure understanding among work teams involved</p> |
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| 2. Plan and manage resource acquisition | 2.1 Develop and implement strategies to ensure that employees are recruited and/or inducted within the organisation's human resources management policies and practices |
| | 2.2 Develop and implement strategies to ensure that physical resources and services are acquired in accordance with the organisation's policies, practices and procedures |
| 3. Monitor and review operational performance | 3.1 Develop, monitor and review performance systems and processes to assess progress in achieving profit and productivity plans and targets |
| | 3.2 Analyse and interpret budget and actual financial information to monitor and review profit and productivity performance |
| | 3.3 Identify areas of under performance, recommend solutions, and take prompt action to rectify the situation |
| | 3.4 Plan and implement systems to ensure that mentoring and coaching are provided to support individuals and teams to effectively, economically and safely use resources |
| | 3.5 Negotiate recommendations for variations to operational plans and gain approval from designated persons/groups |
| | 3.6 Develop and implement systems to ensure that procedures and records associated with documenting performance are managed in accordance with organisational requirements |

REQUIRED SKILLS AND KNOWLEDGE

This describes the essential skills and knowledge and their level, required for this unit.

Required skills

- literacy skills to access and use workplace information and to write a succinct and practical plan
- technology skills to use software to produce and monitor the plan against performance indicators
- planning and organisational skills
- coaching skills to work with people with poor performance
- numeracy skills to allocate and manage financial resources.

Required knowledge

- models and methods for operational plans
- budgeting processes
- alternative approaches to improving resource usage and eliminating resource inefficiencies and waste.

RANGE STATEMENT

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

Resource requirements may include:

- goods and services to be purchased and ordered
- human, physical and financial resources - both current and projected
- stock requirements and requisitions

Relevant personnel, colleagues and specialist resource managers may include:

- employees at the same level or more senior managers
- managers
- occupational health and safety committee/s and other people with specialist responsibilities
- supervisors
- union or employee representatives

Consultation processes may refer to:

- email/intranet communications, newsletters or other processes and devices which ensure that all employees have the opportunity to contribute to team and individual operational plans
- mechanisms used to provide feedback to the work team in relation to outcomes of consultation
- meetings, interviews, brainstorming sessions

Operational plans may also be termed:

- action plans
- annual plans
- management plans
- tactical plans

Key performance indicators may refer to:

- measures for monitoring or evaluating the efficiency or effectiveness of a system which may be used to demonstrate accountability and to identify areas for improvements

Contingency plans may include:

- contracting out or outsourcing human resources and other functions or tasks
- diversification of outcomes
- finding cheaper or lower quality raw materials and consumables
- increasing sales or production
- recycling and re-using
- rental, hire purchase or alternative means of procurement of required materials, equipment and stock
- restructuring of organisation to reduce labour costs
- risk identification, assessment and management processes
- seeking further funding
- strategies for reducing costs, wastage, stock or consumables
- succession planning

Organisation's policies, practices and procedures may include:

- organisational culture
- organisational guidelines which govern and prescribe operational functions, such as the acquisition and management of human and physical resources
- Standard Operating Procedures
- undocumented practices in line with organisational operations

Designated persons/groups may include:

- groups designated in workplace policies and procedures
- managers or supervisors whose roles and responsibilities include decision making on operations
- other stakeholders such as Board members
- other work groups or teams whose work will be affected by recommendations for variations

EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment

Critical aspects for assessment and evidence required to demonstrate competency in this unit

Evidence of the following is essential:

- development of an operational plan with details of how it will be implemented and monitored
- knowledge of models and methods for operational plans.

Context of and specific resources for assessment

Assessment must ensure:

- access to appropriate documentation and resources normally used in the workplace.

Method of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate
- oral or written questioning to assess knowledge of budgeting processes
- review of operational plan, key performance indicators and contingency plans
- evaluation of employee recruitment and induction strategies
- evaluation of processes implemented to acquire physical resources and services.

Guidance information for assessment

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:

- other units from the Diploma of Management.