



**Australian Government**

**Department of Education, Employment and Workplace Relations**

# **BSBFLM405B Implement operational plan**

**Release: 1**

## **BSBFLM405B Implement operational plan**

### **Modification History**

Not applicable.

### **Unit Descriptor**

This unit specifies the outcomes required to implement the operational plan by monitoring and adjusting operational performance, producing short-term plans for the department/section, planning and acquiring resources and providing reports on performance as required.

This unit replaces BSBFLM405A Implement operational plan.

Frontline managers are actively engaged in planning activities to achieve the measurable, stated objectives of the team and the organisation. This key role is carried out to provide safe, efficient and effective products and services to customer satisfaction within the organisation's productivity and profitability plans.

At this level, work will normally be carried out within routine and non-routine methods and procedures, which require planning and evaluation and leadership and guidance of others.

This unit builds on BSBFLM305B Support operational plan. Consider co-assessment with BSBFLM412A Promote team effectiveness, BSBFLM406B Implement workplace information system, BSBCMN411A Monitor a safe workplace, and BSBFLM409B Implement continuous improvement. This unit is related to BSBFLM505B Manage operational plan.

This unit specifies the outcomes required to implement the operational plan by monitoring and adjusting operational performance, producing short-term plans for the department/section, planning and acquiring resources and providing reports on performance as required.

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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 Implement operational plan	1.1 Details of resource requirements are collated, analysed and organised in consultation with relevant personnel, colleagues and specialist resource managers
	1.2 Operational plans are implemented to contribute to the achievement of the organisation's performance/business plan
	1.3 Key performance indicators are identified and used to monitor operational performance
	1.4 Contingency planning is undertaken as required
	1.5 Consultation processes are undertaken as required
	1.6 Assistance in the development and presentation of proposals for resource requirements is provided in line with operational planning processes
2 Implement resource acquisition	2.1 Employees are recruited and inducted within the organisation's policies, practices and procedures
	2.2 Plans for acquisition of physical resources and services are implemented within the organisation's

- policies, practices and procedures in consultation with relevant personnel
- 3 Monitor operational performance
- 3.1 Performance systems and processes are monitored to assess progress in achieving profit/productivity plans and targets
  - 3.2 Budget and actual financial information is analysed and used to monitor profit/productivity performance
  - 3.3 Unsatisfactory performance is identified and prompt action is taken to rectify the situation according to organisational policies
  - 3.4 Mentoring, coaching and supervision is provided to support individuals/teams to use resources effectively, economically and safely
  - 3.5 Recommendations for variation to operational plans are presented and approved by the designated persons/groups
  - 3.6 Systems, procedures and records associated with performance are implemented in accordance with the organisation's requirements

## Required Skills and Knowledge

Not applicable.

## Evidence Guide

The Evidence Guide provides advice to inform and support appropriate assessment of this unit. It contains an overview of the assessment requirements followed by identification of specific aspects of evidence that will need to be addressed in determining competence. The Evidence Guide is an integral part of the unit and should be read and interpreted in conjunction with the other components of competency. Assessment must reflect the endorsed Assessment Guidelines of the parent Training Package.

### Overview of Assessment Requirements

A person who demonstrates competence in this standard must be able to provide evidence that they are able to implement an operational plan. This will include monitoring and adjusting operational performance, producing short-term plans for the department or section, planning and acquiring resources, and providing reports on performance as required.

### Specific Evidence Requirements

#### Required knowledge and understanding include:

relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety and environmental issues, equal opportunity, industrial relations and anti-discrimination

the principles and techniques associated with:

- monitoring and implementing operations and procedures
- resource planning and acquisition
  - resource management systems at the tactical implementation level
- relevant budgeting and financial analysis, interpretation and reporting requirements
- methods for monitoring and reporting on performance
- problem identification and methods of resolution
- tactical risk analysis including identification and reporting requirements
- contingency planning

alternative approaches to improving resource usage and eliminating resource inefficiencies and waste

alternative approaches to mentoring and coaching individuals and teams who have difficulty in performing to the required standard

#### Required skills and attributes include:

ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities

functional literacy skills to access and use workplace information and to prepare reports

- skills to:
- monitor and maintain a safe workplace and environment
  - access and use feedback to improve operational performance
  - prepare recommendations to improve operations
  - access and use established systems and processes

coaching and mentoring skills to provide support to colleagues

#### Key competencies or generic skills relevant to this unit

The seven key competencies represent generic skills considered essential for effective work participation. Innovation skills represent a further area of generic competence. The bracketed numbering indicates the performance level required in this unit:

Level (1) represents the competence to undertake tasks effectively

Level (2) represents the competence to manage tasks

Level (3) represents the competence to use concepts for evaluating and reshaping tasks. The bulleted points provide examples of how the key competencies can be applied for this unit.

Communicating ideas and information (2)

sharing information with team on strategies and processes for implementation' providing feedback to team members on work performance

Collecting, analysing and organising information (2)

acquiring information for monitoring and reporting purposes, and to aid in the implementation of the operational plan

Planning and organising activities (2)

planning the acquisition of physical and human resources allocating work within the team

Working in a team (2)

working cooperatively with team to achieve planned outcomes

Using mathematical ideas and techniques (1)

carrying out calculations associated with resource usage and analysing and monitoring budget and financial plans

Solving problems (2)

monitoring and implementing contingency plans to address unsatisfactory performance in all areas of the operation

Using technology (2)

using technology to track, monitor and report on implementation of operating plan

Innovation skills (2)

creating innovative methods to achieve planned outcomes

**Products that could be used as evidence include:**

- documentation produced while implementing the operational plan, such as:
- variations to operational plan rosters and staff allocation resource acquisition planning
- actions taken to address resource shortfalls
- monitoring of financial plans and budgets
- contingency planning
- risk management
- learning and development plans for team members
- materials developed for coaching, mentoring and training
- induction programs developed and/or delivered
- actions taken to address poor, unsafe or excellent performance
- actions taken to address issues and problems within work team
- reviews of people management
- advice and input into management decisions related to the operational plan
- records of people management lessons learned

**Processes that could be used as evidence include:**

how the operational plan was implemented

how contingency plan was implemented

how work has been allocated within work the team, and the rationale for allocations

how team members were recruited, guided and supported in performing their role including the induction process for new team members

how performance systems and process were monitored

how the budget and financial information were analysed and used

how the performance management system was implemented and/or monitored within work team

examples of how consultation processes were conducted

how problems and issues within the work team have been addressed  
how input and advice was provided to management in relation to human resource management

how own people management processes have been reviewed and evaluated, and improvements identified, reported and acted upon

**Resource implications for assessment include:**

access by the learner and trainer to appropriate documentation and resources normally used in the workplace

**Validity and sufficiency of evidence requires:**

that this unit can be assessed in the workplace or in a closely simulated work environment  
that where assessment is part of a learning experience, evidence will need to be collected over a period of time, involving both formative and summative assessment

that examples of actions taken by candidate to implement the operational plan are provided

**Integrated competency assessment means:**

this unit should be assessed with other frontline management units taken as part of this qualification, as applicable to the candidate's leadership role in a work team and as part of an integrated assessment activity

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**Required knowledge and understanding include:**

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alternative approaches to improving resource usage and eliminating resource inefficiencies and waste

alternative approaches to mentoring and coaching individuals and teams who have difficulty in performing to the required standard

**Required skills and attributes include:**

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## Range Statement

The Range Statement adds definition to the unit by elaborating critical or significant aspects of the performance requirements of the unit. The Range Statement establishes the range of indicative meanings or applications of these requirements in different operating contexts and conditions. The specific aspects which require elaboration are identified by the use of italics in the Performance Criteria.

Legislation, codes and national standards relevant to the workplace may include:

award and enterprise agreements and relevant industrial instruments

relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety (OHS) and environmental issues, equal opportunity, industrial relations, anti-discrimination and recordkeeping standards and legislation

relevant industry codes of practice

OHS considerations may include:

provision of information about OHS legislative requirements, guidelines and the organisation's OHS policies, procedures and programs

OHS practice as an ethical standard and legislative requirement

ensuring all employees are effectively trained in health and safety procedures and are regularly updated on OHS systems

OHS requirements are taken into consideration in the planning process

ensuring the organisation's OHS systems, procedures and records are regularly updated and reviewed

organisation's procedures for dealing with hazardous events are regularly updated and reviewed

key performance indicators include appropriate OHS procedures

**Resource requirements** may refer to:

human, physical and financial resources - both current and projected

stock requirements and requisitions

good and services to be purchased and ordered

**Relevant personnel, colleagues and specialist resource managers** may include:

managers

supervisors

other employees

colleagues and specialist resource managers

OHS committees and other people with specialist responsibilities

people from a wide range of social, cultural and ethnic backgrounds and physical and mental abilities

**Operational plans** may refer to:

tactical plans developed by the department or section to detail product and service performance

organisational plans

**Key performance indicators** may refer to:

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

**Contingency planning** may refer to:

rental, hire purchase or alternative means of procurement of required materials, equipment and stock

contracting out or outsourcing human resource and other functions or tasks

restructuring of organisation to reduce labour costs  
strategies for reducing costs, wastage, stock or consumables  
diversification of outcomes  
recycling and re-use  
finding cheaper or lower quality raw materials and consumables  
seeking further funding  
increasing sales or production  
risk identification, assessment and management processes  
succession planning

**Consultation processes** may refer to:

meetings, interviews, brainstorming sessions, 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

**The organisation's policies, practices and procedures** may include:

those 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  
organisational culture

**Performance systems and processes** may refer to:

formal processes within the organisation to measure performance, such as:

- Key Performance Indicators (KPIs)
- specified work outcomes
- individual and team work plans
- feedback arrangements

informal systems used by frontline managers for the work team in the place of existing organisation-wide systems

**Designated persons/groups** may include:

those who have the authority to make decisions and/or recommendations about operations such as workplace supervisors, other managers  
other affected work groups or teams and groups designated in workplace policies and procedures

**Systems, procedures and records** may include:

individual and team performance plans  
organisational policies and procedures relative to performance  
databases and other recording mechanisms for ensuring records are kept in line with organizational requirements

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**Unit Sector(s)**

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