



Australian Government

Department of Education, Employment and Workplace Relations

BSBFLM305C Support operational plan

Release: 1

BSBFLM305C Support operational plan

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	<p>This unit describes the performance outcomes, skills and knowledge required to provide support for operational practices and procedures within the organisation's productivity and profitability plans. This includes contributing to the operational plan, assisting in recruiting employees and acquiring resources, and monitoring and adjusting operational performance.</p> <p>No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.</p>
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Application of the Unit

Application of the unit	<p>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.</p> <p>At this level, work will normally be carried out within known routines, methods and procedures, and may also involve a number of complex or non routine activities that require some discretion and judgement.</p> <p>This unit is related to BSBMGT402A Implement operational plan.</p>
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
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Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Contribute to implementation of operational plan	1.1. Collect and record details of <i>resource requirements</i> and report to <i>relevant personnel</i> 1.2. Ensure the <i>operational plan</i> contributes to the achievement of the organisation's performance and business plan 1.3. Identify <i>key performance indicators</i> to measure own and work team's performance 1.4. Undertake <i>contingency planning</i> as required 1.5. Support the development and presentation of proposals for resource requirements as required
2. Assist in recruiting employees and acquiring resources	2.1. Assist with employee recruitment and/or induction as required, within <i>the organisation's policies, practices and procedures</i> 2.2. Acquire physical resources and services according to the organisation's policies, practices and procedures and in consultation with relevant personnel
3. Support operations	3.1. Identify and utilise <i>performance systems and processes</i> to assess team progress in achieving plans and targets 3.2. Compare actual productivity and performance with identified short-term budgets, targets and performance results 3.3. Identify and report unsatisfactory performance to relevant personnel, to enable action to be taken to rectify the situation 3.4. Provide coaching to support individuals and teams to use resources effectively, economically and safely 3.5. Support <i>consultation processes</i> for the development and/or variation of the operational plan as required 3.6. Present recommendations for variation to operational plans to relevant personnel 3.7. Follow performance <i>systems, procedures and recording processes</i> in accordance with organisation requirements

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit.

Required skills

- ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities
- coaching and mentoring skills to provide support to colleagues
- functional literacy skills to access and use workplace information
- skills to:
 - 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.

Required knowledge

- principles and techniques of:
 - short-term operational scheduling
 - physical resources and services acquisition procedures and/or systems
 - budget and performance figures interpretation
 - performance monitoring within defined job role
 - performance reporting
 - problem identification and resolution
 - alternative approaches to improving resource usage and eliminating resource inefficiencies and waste within defined job role
- relevant legislation from all levels of government that may affect business operations, especially in regard to occupational health and safety and environmental issues, equal opportunity, industrial relations and anti-discrimination
- support for individuals and teams who have difficulty in performing to the required standard.

Evidence Guide

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	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> • sharing information with members of the work team about implementing and monitoring the operational plan • assisting in planning resource acquisition and usage including human resources, risk management and contingency planning • monitoring, analysing and reporting individual and team performance against identified targets.
Context of and specific resources for assessment	<p>Assessment must ensure:</p> <ul style="list-style-type: none"> • access to appropriate documentation and resources normally used in the workplace.
Method of assessment	<p>A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:</p> <ul style="list-style-type: none"> • direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate • records produced while working with the operational plan, such as: <ul style="list-style-type: none"> • suggestions for variations to the operational plan • rosters and staff allocation • short-term resource acquisition planning, contingency planning and/or risk management plans • induction programs conducted • suggestions and input into management decisions related to the operational plan • records of actions taken to address day-to-day resource shortfalls.
Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:</p>

EVIDENCE GUIDE

- BSBFLM303C Contribute to effective workplace relationships
- BSBFLM306C Provide workplace information and resourcing plans
- BSBFLM312C Contribute to team effectiveness
- BSBCMN311B Maintain workplace safety.

Range Statement

RANGE STATEMENT	
<p>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.</p>	
<p>Resource requirements may include:</p>	<ul style="list-style-type: none"> • purchasing or ordering of goods • stock requirements and requisitions • supply of resources.
<p>Relevant personnel may include:</p>	<ul style="list-style-type: none"> • colleagues, supervisors and managers • OHS committees and other people with specialist responsibilities • specialist resource managers • unions/employee groups • other employees.
<p>Operational plan may include:</p>	<ul style="list-style-type: none"> • organisational plans • tactical plans developed by the department or section to detail product and service performance.
<p>Key performance indicators may refer to:</p>	<ul style="list-style-type: none"> • measures for monitoring or evaluating the efficiency or effectiveness of a system, and which may be used to demonstrate accountability and identify areas for improvements.
<p>Contingency planning may refer to:</p>	<ul style="list-style-type: none"> • contracting or outsourcing human resource and other functions or tasks • diversification of outcomes • finding cheaper or lower quality raw materials and consumables • increasing sales or production • recycling and re-use • 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

RANGE STATEMENT	
	<ul style="list-style-type: none"> consumables • succession planning.
<i>The organisation's policies practices and procedures</i> may include:	<ul style="list-style-type: none"> • organisational guidelines which govern and prescribe operational functions, such as the acquisition and management of human and physical resources • organisational culture • Standard Operating Procedures • undocumented practices in line with organisational operations.
<i>Performance systems and processes</i> may be:	<ul style="list-style-type: none"> • formal or informal processes within the organisation, such as: <ul style="list-style-type: none"> • Key Performance Indicators (KPIs) • specified work outcomes • individual and team work plans • feedback arrangements • informal systems used in the place of existing organisation-wide systems.
<i>Consultation processes</i> may refer to:	<ul style="list-style-type: none"> • mechanisms used to provide feedback to the work team in relation to outcomes of consultation • 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.
<i>Performance systems, procedures and recording processes</i> may include:	<ul style="list-style-type: none"> • databases and other recording mechanisms • individual and team performance plans • organisational policies and procedures relative to performance.

Unit Sector(s)

Unit sector	
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Competency field

Competency field	Management and Leadership - Frontline Management
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Co-requisite units

Co-requisite units		