RIIMEX605A Establish, implement and maintain operational management plans

Release: 1

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Modification History

Not applicable.

Unit Descriptor

This unit covers establishing, implementing and maintaining operational management plans in resources and infrastructure industries. It includes: identifying and measuring satisfaction levels of internal/external customers; measuring current operational processes for quality and efficiency; interpreting strategic goals to determine operational implications; developing operational plans to enable the achievement and improvement of strategic goals.

Application of the Unit

This unit is appropriate for those working in a management or technical specialist role, within:

- Civil construction
- Coal mining
- Drilling
- Extractive industries
- Metalliferous mining

Licensing/Regulatory Information

Refer to Unit Descriptor.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

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.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Identify and measure satisfaction levels of internal/external customers	1.1. Access, interpret and apply *compliance documentation* relevant to operational *management* plans 1.2. Identify internal and external customers and establish their requirements 1.3. Analyse various formal and informal methods of measuring customer satisfaction 1.4. Develop appropriate *strategies* and plans to measure customer satisfaction levels 1.5. Communicate feedback from customers to all areas which may benefit from the information 1.6. Monitor trends in customer satisfaction levels to seek opportunities for improvement
2. Measure current operational processes for quality and efficiency	2.1. Identify the key performance indicators (KPIs) influencing quality and efficiency of specified processes 2.2. Identify and analyse parameters of desired performance 2.3. Use information on current practices and performance to identify opportunities for improvements in quality and productivity 2.4. Communicate recommendations so that improvement plans can be developed
3. Interpret strategic goals to determine operational implications	3.1. Know and understand the organisation's current strategic goals 3.2. Interpret strategic plans to identify implications for own site 3.3. Undertake risk *analysis* of strategic plans to establish implications for own site 3.4. Undertake *consultation* with appropriate people to ensure that the full implications of the organisation's strategic goals on the site are known 3.5. Ensure that the strategic role of the site operations within the total business system is communicated to relevant personnel
4. Develop operational plans to enable the achievement and improvement of strategic goals	4.1. Analyse operations to identify improvements required to achieve the strategic goals 4.2. Establish communication processes to report the progress and any problems

	occurring with the implementation of operational plans
	4.3. Formulate and deploy action plans which detail site goals, *resource* requirements, priorities and timelines
	4.4. When anticipated improvements are unachievable analyse the causes and make appropriate adjustments
	4.5. Review and use the outcomes of improvements for further learning and continuous improvement

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Required Skills and Knowledge

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

Required skills

Specific skills are required to achieve the performance criteria in this unit, particularly for the application in the various circumstances in which this unit may be applied. This includes the ability to carry out the following as required to establish, implement and maintain operational management plans:

- apply legislative, organisation and site requirements and procedures
- identify the aspects of the site and their relationship to the environment
- identify possible reasons for failure in site performance
- relate goals and actions to the strategic aims of the site
- identify the vision of the future of the site
- identify the relationship between proposed goals and actions and the strategic aims of the site
- apply opportunities to achieving longer-term aims or needs of site
- apply ethical principles to proposed objectives and the create an ethical cultures
- identify the interests of stakeholders and their implications for the site and individuals
- identify and raise ethical concerns relevant to the site
- work towards the resolution of ethical dilemmas based on reasoned approaches
- communicate a vision which generates excitement, enthusiasm and commitment
- listen actively, ask questions, clarify points and rephrase others' statements to check mutual understanding
- adopt communication styles appropriate to listeners and situations, including selecting an appropriate time and place
- present yourself positively to others
- create and prepare strategies for influencing others
- demonstrate an understanding of the culture of the site and act to work within it or influence it
- establish information networks to search for and gather relevant information
- make use of existing sources of information
- seek information from multiple sources
- break processes down into tasks and activities
- identify patterns or meaning from events and data which are not obviously related
- produce a variety of solutions before taking a decision
- take decisions which are realistic for the situation

Required knowledge

Specific knowledge is required to achieve the Performance Criteria of this unit, particularly its application in a variety of circumstances in which the unit may be used. This includes knowledge of the following, as required to establish, implement and

maintain operational management plans:

- strategic planning
- statutory and site rules, policies, procedures and regulations
- critical path analysis and planning methods and techniques
- corporate planning model and techniques
- risk management processes and techniques
- industrial awards/enterprise agreements
- OHS
- advanced negotiation techniques
- organisational change and development
- assertive techniques
- action planning methods

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	The evidence required to demonstrate competency in this unit must be relevant to worksite operations and satisfy all of the requirements of the performance criteria, required skills and knowledge and the range statement of this unit and include evidence of the following: • knowledge of the requirements, procedures and instructions for establishing, implementing and maintaining operational management plans • implementation of procedures and techniques for the safe, effective and efficient establishing, implementing and maintaining of operational management plans • the identification of the relevant information and scope of the work required to meet the required outcomes • the identification of viable options and the selection of options that best meet the required outcomes • working with others to establish, implement and maintain operational management plans • consistent and timely establishing, implementing and maintenance of operational management plans
Context of and specific resources for assessment	• This unit must be assessed in the context of the work environment. Where personal safety or environmental damage are limiting factors, assessment may occur in a simulated environment provided it is realistic and sufficiently rigorous to cover all aspects of workplace performance, including task skills, task management skills, contingency management skills and job role environment skills. • The assessment environment should not disadvantage the participant. For example, language, literacy and numeracy demands of assessment should not be greater than those

	required on the job.
	• Customisation of assessment and delivery environment to sensitively accommodate cultural diversity.
	• Aboriginal people and other people from a non English speaking background may have second language issues.
	• Assessment of this competency requires typical resources normally used in the work environment. Selection and use of resources for particular worksites may differ due to site circumstances.
	• Where applicable, physical resources should include equipment modified for people with disabilities.
	• Access must be provided to appropriate learning and/or assessment support when required.

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Method of assessment	This unit may be assessed in a holistic way with other units of competency. The assessment strategy for this unit must verify required knowledge and skill and practical application using more than one of the following assessment methods:
	• written and/or oral assessment of the candidate's required knowledge
	• observed, documented and/or first hand testimonial evidence of the candidate's:
	• implementation of appropriate procedures and techniques for the safe, effective and efficient achievement of the required outcomes
	• identification of the relevant information and scope of the work required
	• identification of viable options and the selection of options that best meet the required outcomes
	• consistently achieving the required outcomes
	• first hand testimonial and documentary evidence of the candidate's:
	• working with others to establish, implement and maintain operational management plans
	• consistent and timely gaining of approval of operational management plans
	• provision of clear, timely required support and advice on the implementation of operational management plans
Guidance information for assessment	Consult the SkillsDMC User Guide for further information on assessment including access and equity issues.

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.

Relevant compliance documentation may include:	• legislative, organisation and site requirements and procedures • manufacturer's guidelines and specifications • Australian standards • codes of practice • Employment and Workplace Relations legislation • Equal Employment Opportunity and Disability Discrimination legislation
Management operates within:	• work schedules may include shift work and varying hours of duty • environments ranging from simple to complex and diverse • appropriate policies, guidelines and processes • a level of autonomy which may range from limited to substantial • quality and continuous improvement processes and standards • business and performance plans • ethical standards established by the organisation • productivity and profitability objectives and targets • best practice and benchmarking principles and practices • legislation, code and practices • resource parameters which may be defined or negotiated • training and development principles and practices • human resource policies and practices including interviewing, counselling, dispute settling and discipline • financial accountability including profit and loss statements • enterprise/industrial agreements/awards

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Management may assume varying roles including:	• leader • coach/facilitator • mentor • participant • director • trainer • assessor
Management will typically make decisions to:	• maintain statutory/legal compliance • influence operational performance • plan production schedules • maximise production and minimise operating costs/risks and non-conformances • analyse and review market/production predictions and costs • manage projects and tasks
Strategies are:	• plans which will guide the site in achieving its objectives
Analysis is:	• the process of organising and interpreting information so that conclusions can be drawn; methods may be formal and planned, or informal and *ad hoc*
Consultation is:	• asking others for their views and involving them openly in decision making
Consultation may typically include:	• regulatory authorities • tenderers/project managers • contractors/employees • community • customers • suppliers
Resources may include:	• people • finance • equipment • environment • buildings/facilities • technology/information

Unit Sector(s)

Materials Extraction

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Competency field

Refer to Unit Sector(s).

Co-requisite units

Not applicable.