



Australian Government

Department of Education, Employment and Workplace Relations

BSBMGT603A Review and develop business plans

Release: 1

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Modification History

Not applicable.

Unit Descriptor

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This unit covers those areas of business planning and system review undertaken by an operational manager and incorporates the development of various tactical and operational plans incorporating risk management plans.

Consider co-assessment with BSBMGT604A Manage business operations.

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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

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Element	Performance Criteria
1 Develop tactical and operational plans	1.1 Pre-existing tactical and operational plans have been reviewed and evaluated 1.2 Strategic objectives are analysed, interpreted and relevant operational objectives are developed 1.3 Project management protocols for the organisation are developed 1.4 Consultation with appropriate groups and individuals is built into plans 1.5 Requirements of internal/external customers are identified through consultation and documented 1.6 Plans include methods for measuring customer satisfaction and obtaining feedback 1.7 Operational performance objectives, measures and criteria are developed through consultation with relevant groups and individuals 1.8 Tactical and operational plans identify financial, human and physical resource requirements 1.9 Scheduling of activities meets customer/marketing requirements
0	1.1 Plans contain clear profitability, productivity and performance targets for key result areas (e.g. OHS, environment, quality, customer service)
1	1.1 Plans are concise, logical and comply with organisation requirements
2	1.1 Plans address all relevant operational issues, including internal/external environmental factors
3	1.1 Tactical and operational plans have been subject to risk assessment and analyses, and include risk management plans

- 2 Review business systems
 - 2.1 Reviews are undertaken regularly of the implementation of tactical and operational plans
 - 2.2 Information/reports are available to compare plans, budgets and forecasts to actual performance
 - 2.3 Systems are reviewed in consultation with users and people responsible for implementing the business plans
 - 2.4 Systems provide for identification of system variance or failure, to allow early intervention and prompt remediation
 - 2.5 Systems monitor resource usage in a timely manner
 - 2.6 Systems allow for flexible responses to changing and emerging situations
 - 2.7 Systems are in place to provide feedback to relevant groups and individuals on their performance
 - 2.8 Systems provide for immediate response to incidents involving potential risk to people, product or the environment
 - 2.9 Systems are designed to achieve the organisation's energy saving targets

Required Skills and Knowledge

Not applicable.

Evidence Guide

The Evidence Guide identifies the critical aspects, knowledge and skills to be demonstrated to confirm competence for this unit. This is an integral part of the assessment of competence and should be read in conjunction with the Range Statement.

Critical Aspects of Evidence

Assessment for this unit will need to occur over a sufficient period of time to allow an holistic assessment of the tactical and operational planning activities

Plans developed must meet the organisation's criteria as well as those set down in the unit

Systems review and revision is a crucial aspect of the business planning process and needs to be clearly evidenced

OHS considerations may include:

review and evaluation of previous OHS plans and programs

implementation of OHS systems for projects

use of participative arrangements for review of OHS in operational performance

development and review of OHS performance targets

framework and components of OHS management system, its structures and performance

systemic review procedures

Underpinning Knowledge*

* At this level the learner must demonstrate understanding of specialised knowledge with depth in some areas.

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

Strategic planning

All legislation relevant to the organisation's operation

Critical path/PERT methodology

Relevant industrial awards and agreements

Electronic commerce systems

Consultative methods and processes

Performance measurement and benchmarking methodology

Operations management

High reliability organisational concepts

Energy management

Capital investment evaluative methodology including NPV and ROI

Underpinning Skills

Analytical skills to interpret strategic objectives and develop tactical and operational objectives

Communication/consultation skills to ensure all relevant groups and individuals are advised of what is occurring and are provided with an opportunity for input

Risk management skills to analyse, identify and develop mitigation strategies for identified risks

Systems analysis and design skills to ensure that system outputs meet tactical/operational objectives and measure performance in a timely way

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

Resource Implications

The learner and trainer should have access to appropriate documentation and resources normally used in the workplace

Consistency of Performance

In order to achieve consistency of performance, evidence should be collected over a set period of time which is sufficient to include dealings with an appropriate range and variety of situations

Context/s of Assessment

Competency is demonstrated by performance of all stated criteria, including paying particular attention to the critical aspects and the knowledge and skills elaborated in the Evidence Guide, and within the scope as defined by the Range Statement

Assessment must take account of the endorsed assessment guidelines in the Business Services Training Package

Assessment of performance requirements in this unit should be undertaken in an actual workplace or simulated environment

Assessment should reinforce the integration of the key competencies and the business services common competencies for the particular AQF level. Refer to the Key Competency Levels at the end of this unit

Key Competency Levels

Collecting, analysing and organising information (Level 3) - to prepare the tactical and operational plans

Communicating ideas and information (Level 3) - to internal/external customers and review systems

Planning and organising activities (Level 3) - to develop plans and review/redesign systems

Working with teams and others (Level 3) - to consult with them and obtain their input into planning and system review activities

Using mathematical ideas and techniques (Level 2) - to ensure appropriate measurement activities are in place

Solving problems (Level 3) - to improve existing systems and achieve tactical/operational objectives

Using technology (Level 2) - to improve system's performance

Please refer to the Assessment Guidelines for advice on how to use the Key Competencies

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Range Statement

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Systems monitor resource usage in a timely manner

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Unit Sector(s)

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