



Australian Government

Department of Education, Employment and Workplace Relations

BSBMGT402A Implement operational plan

Release: 1

BSBMGT402A Implement operational plan

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge 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. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.
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Application of the Unit

Application of the unit	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, evaluation, leadership and guidance of others.
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

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. Implement operational plan	1.1. Collate, analyse and organise details of resource requirements in consultation with relevant personnel, colleagues and specialist resource managers 1.2. Implement operational plans to contribute to the achievement of organisation's performance/business plan 1.3. Identify and use key performance indicators (KPIs) to monitor operational performance 1.4. Undertake contingency planning and consultation processes 1.5. Provide assistance in the development and presentation of proposals for resource requirements in line with operational planning processes
2. Implement resource acquisition	2.1. Recruit and induct employees within organisation's policies, practices and procedures 2.2. Implement plans for acquisition of physical resources and services within organisation's policies, practices and procedures and in consultation with relevant personnel
3. Monitor operational performance	3.1. Monitor performance systems and processes to assess progress in achieving profit/productivity plans and targets 3.2. Analyse and use budget and actual financial information to monitor profit/productivity performance 3.3. Identify unsatisfactory performance and take prompt action to rectify the situation according to organisational policies 3.4. Provide mentoring, coaching and supervision to support individuals and teams to use resources effectively, economically and safely 3.5. Present recommendations for variation to operational plans to the designated persons/groups and gain approval 3.6. Implement systems, procedures and records associated with performance in accordance with organisation's requirements

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- coaching and mentoring skills to provide support to colleagues
- literacy skills to access and use workplace information, and to prepare reports
- planning and organising skills to monitor performance and to sequence work of self and others to achieve planned outcomes.

Required knowledge

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

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

Evidence of the following is essential:

- ability to monitor and adjust operational performance, produce short-term plans for the department or section, plan and acquire resources, and provide reports on performance as required
- knowledge of principles and techniques associated with monitoring and implementing operations and procedures.

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
- review of documentation outlining contingency planning and consultation processes undertaken
- demonstration of techniques in managing performance
- evaluation of mentoring, coaching and supervision provided to support individuals and teams to use resources effectively, economically and safely.

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 Certificate IV in Frontline Management.

Range Statement

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.

<i>Resource requirements</i> may refer to:	• goods and services to be purchased and ordered • human, physical and financial resources - both current and projected • stock requirements and requisitions
<i>Relevant personnel, colleagues and specialist resource managers</i> may include:	• colleagues and specialist resource managers • managers • occupational health and safety committees and other people with specialist responsibilities • other employees • people from a wide range of social, cultural and ethnic backgrounds, and people with a range of physical and mental abilities • supervisors
<i>Operational plans</i> may refer to:	• organisational plans • tactical plans developed by the department or section to detail product and service performance
<i>Key performance indicators</i> 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
<i>Contingency planning</i> may refer to:	• 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-use • rental, hire purchase or alternative means of procurement of required materials, equipment and stock • restructuring of organisation to reduce labour

RANGE STATEMENT	
	- costs - risk identification, assessment and management processes - seeking further funding - strategies for reducing costs, wastage, stock or consumables - succession planning
Consultation processes may refer to:	- 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
Organisation's policies, practices and procedures may include:	- organisational culture - Standard Operating Procedures - organisational guidelines which govern and prescribe operational functions, such as the acquisition and management of human and physical resources - undocumented practices in line with organisational operations
Performance systems and processes may refer to:	- informal systems used by frontline managers for the work team in the place of existing organisation-wide systems - formal processes within the organisation to measure performance, such as: - feedback arrangements - individual and teamwork plans - KPIs - specified work outcomes
Designated persons/groups may include:	- other affected work groups or teams and groups designated in workplace policies and procedures - those who have the authority to make decisions and/or recommendations about operations such as workplace supervisors, other managers
Systems, procedures and records	databases and other recording mechanisms for ensuring records are kept in accordance with

RANGE STATEMENT

may include:

- organisational requirements
- individual and team performance plans
- organisational policies and procedures relative to performance

Unit Sector(s)**Unit sector****Competency field****Competency field**

Management and Leadership - Management

Co-requisite units**Co-requisite units**