



Australian Government

Department of Education, Employment and Workplace Relations

CPPCMN8001A Lead the strategic planning process for an enterprise

Release: 1

CPPCMN8001A Lead the strategic planning process for an enterprise

Modification History

New unit

Unit Descriptor

This unit of competency specifies the outcomes required to lead the development of high-level strategic plans for an enterprise or professional practice.

Strategic planning covers analysis of the environment, identification of risks and opportunities, and specification of strategic directions that serve the vision and mission of the organisation. Establishing financial and non-financial performance indicators, and monitoring them, are critical to success. The unit also addresses planning staffing requirements and succession planning.

Application of the Unit

This unit of competency supports senior managers and business owners who provide the strategic direction and planning for the organisation.

Licensing/Regulatory Information

Work in this area must be completed according to relevant legislative, industry and organisational requirements, including occupational health and safety (OHS) policies and procedures.

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

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| 1 | Initiate the strategic planning process | <p>1.1 Business owners and senior staff are extensively consulted to determine the parameters that will be used for the planning process, including timeframes and budget.</p> <p>1.2 Current strategic planning documents are analysed to determine a methodology that is in keeping with the organisation's needs and past practice.</p> <p>1.3 Stakeholders who will contribute to the plan's development are identified.</p> <p>1.4 Planning methodology is developed and a project plan including resource allocation is documented.</p> |
| 2 | Conduct an environmental and organisational scan | <p>2.1 Extensive research is conducted of local and international best practice and trends in the organisation's field of operation.</p> <p>2.2 Demographic and trend data is identified, collected and analysed to provide profiling information about the organisation's market.</p> <p>2.3 Industry intelligence relating to competitors is collected and analysed.</p> <p>2.4 Key strengths, weaknesses, opportunities and threats (SWOT) to the organisation are identified.</p> <p>2.5 Major risk factors are identified that could constrain the achievement of organisational goals in the short, medium and long term.</p> <p>2.6 Stakeholders are consulted to identify issues and expectations affecting the organisation's operations.</p> |

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| 3 | Lead the establishment of organisational key directions and goals | 3.1 | Processes to engage staff and relevant stakeholders in establishing the major goals of the organisation are developed and implemented during the predetermined <i>planning period</i> . |
| | | 3.2 | Leadership is provided to establish the vision, mission and key goals of the organisation for the planning period. |
| | | 3.3 | Leadership to establish the organisation's key result areas for the period of the plan is provided. |
| 4 | Lead the development of the plan's key activities and performance indicators | 4.1 | Processes and delegations are put in place and managed to develop detailed activities to achieve the organisation's goals. |
| | | 4.2 | Processes and delegations are put in place and managed to develop specific performance indicators to enable the measurement of success. |
| | | 4.3 | <i>Resourcing levels</i> to enable the plan to be enacted are costed and budgeted. |
| | | 4.4 | Appropriate methods are used to gain commitment to the process and the plan. |
| | | 4.5 | Sign-off and commitment to the finalised strategic plan are obtained from relevant stakeholders and participants. |
| 5 | Manage the implementation process | 5.1 | Development of necessary tactical or operational annual plans is lead and managed across the organisation to facilitate implementation of longer-term strategic plan. |
| | | 5.2 | Prioritising and resourcing (human, financial and capital) of programs or operational tactics are planned and conducted. |
| | | 5.3 | Changed processes or practices to support implementation are analysed and planned. |
| | | 5.4 | Succession planning and other human resource development strategies are enacted to ensure long-term business viability. |
| | | 5.5 | Strategies to skill the workforce in order to enact the |

- plan are put in place.
- 5.6 Communication processes are put in place to inform and support staff and stakeholders during required change and implementation process.
- 6 Manage the evaluation process
- 6.1 Processes to monitor performance against agreed benchmarks and performance indicators are put in place and enacted.
- 6.2 Outcomes of the strategic and operational plans are monitored in line with agreed processes.
- 6.3 Review or refinement of activities is undertaken in light of changing conditions to ensure the attainment of the strategic plan goals.

Required Skills and Knowledge

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

Required skills

- administration and management skills to:
 - manage documents
 - manage time, including planning and prioritising work
- analytical and problem-solving skills to:
 - identify appropriate external expertise and subcontractors
 - research compliance requirements
- interpersonal skills to:
 - interact with clients
 - network with relevant professionals to identify and build business relationships
- language, literacy and numeracy skills to:
 - communicate at a project management level with clients, colleagues and contacts, including writing reports
 - interpret and apply complex information, including contracts, legislation, regulations, and codes and standards
 - manage budgets and financial plans
- negotiation skills to conclude contracts
- planning skills to:
 - analyse the operational environment
 - develop business goals
 - develop operational plans
 - establish a vision and mission
 - set strategic directions
- technology skills to use information technology and relevant software

Required knowledge

- contractual requirements and implications for the business
- financial management requirements and processes of the business
- industry trends, including changes to technology
- organisational resource requirements to undertake projects
- processes and procedures for goal setting and activity setting
- regulatory and licensing arrangement and potential changes
- risk management processes

- strategic and operational planning processes, including:
 - environmental analysis
 - SWOT
 - establishing a vision and mission
 - establishing key performance indicators and performance measures

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.

Critical aspects for assessment and evidence required to demonstrate competency in this unit	A person should demonstrate the ability to: • consult and coordinate to initiate and implement an organisational strategic planning process • identify and analyse a body of research to identify industry trends and organisational requirements, including: • examples of industry best practice • industry intelligence • demographic trends and other market profiling • stakeholder interests and needs • use communication and management skills to design and drive a strategic planning process • develop a strategic plan that reflects organisational needs and positions the organisation for success, which is underpinned by sound financial and other analysis • harness resources and staff commitment to ensure implementation of the detailed tactics required for business success.
Context of and specific resources for assessment	Assessment of this unit: • must be in the context of the work environment • may be conducted in an off-site context, 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 • must meet relevant compliance requirements. Resource implications for assessment include: • access to: • suitable assessment venue and equipment

	• suitable simulated or real opportunities and resources to demonstrate competence • assessment instruments.
Method of assessment	Assessment for this unit must verify the practical application of the required skills and knowledge, using one or more of the following methods: • written and/or oral assessment of the candidates required knowledge for the unit • observed, documented and/or firsthand testimonial evidence of the candidates • 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 to meet the required outcomes • identification of viable options and the selection of options that best meet the required outcomes • consistently achieving the required outcomes.
Guidance information for assessment	This unit could be assessed on its own or in combination with other units relevant to the job function. 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. Assessment processes and techniques must be culturally appropriate, and appropriate to the language and literacy capacity of the candidate and the work being performed.

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.

Best practice and trends may include:	• emerging or changed use of technologies • company structures, including trends towards: • changed ownerships • merged or diversified organisations • multi-service organisations • new or changing levels and ranges of services.
Industry intelligence may include:	• data available from industry associations • information gained through industry networks • market research • published reports on industry composition • search of publicly available annual reports for listed companies • search of publicly available business records.
Risk factors may include:	• access to skilled workforce • change to regulatory or licensing environment • changing client requirements • cyclical changes within the industry or region • difficulties associated with the nature or complexity of the project itself • difficulties inherent to the site • difficulty in accessing funds • emergence of new technologies • ill health of principal or key staff • legal proceedings • OHS • reliance on gaining input from external professionals in a timely manner • requirement to operate within a complex and rigid regulatory and compliance system • strength of existing or new competitors • tightened economic environment • time delays due to the planning process.
Planning period may be:	• annually for an operational plan • typically three or five year horizons for a strategic plan.
Resourcing levels may include:	• consultant costs • funding of business expansion • human resources • infrastructure • new marketing effort and costs.

Unit Sector(s)

Common

Custom Content Section

Not applicable.