



Australian Government

Department of Education, Employment and Workplace Relations

RIIBEF602A Establish and evaluate operational performance management systems

Release: 1

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Modification History

Not applicable.

Unit Descriptor

This unit covers the establishment and evaluation of operational performance management systems in the resources and infrastructure industries. It includes identifying and researching the organisation's needs, preparing business plans and budgets, designing and implementing performance indicators, monitoring and reviewing performance, and explaining the cause of success or failure in operational performance. Licensing, legislative, regulatory and certification requirements that apply to this unit can vary between states, territories, and industry sectors. Relevant information must be sourced prior to application of the unit.

Application of the Unit

This unit is appropriate for those working in a management or supervisory role at worksites 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.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Identify and research organisation's needs	1.1. Access, interpret and apply compliance documentation relevant to the work activity 1.2. Analyse organisation goals, objectives and strategies to gain direction as to the type of research to be undertaken 1.3. Investigate and analyse site environments to develop options, strategies and anticipated outcomes 1.4. Clearly state in research briefs the objectives and outcomes, and the requirements for presentation of information 1.5. Develop and implement strategies that translate the objectives into the planning process 1.6. Evaluate existing system and equipment suitability 1.7. Research, evaluate, select and purchase new equipment 1.8. Analyse and interpret research information to establish options and opportunities
2. Prepare business plans/budgets	2.1. Involve internal and external stakeholders in the planning process in a way that uses their contribution effectively and gains their support for the outcomes 2.2. Prepare and present business plans/budgets including contingency plans 2.3. Prepare plans that contain a clear statement of priorities and schedules 2.4. Provide optional strategies in the contingency plans in the event that all resources are not secured or the situation changes 2.5. Identify all resources required for plans and strategies and how they will be acquired and utilised 2.6. Develop implementation plans and schedules in line with operational requirements incorporating support from all stakeholders
3. Design and implement performance indicators	3.1. Set and agree to operating targets 3.2. Establish and monitor systems against human/financial/ physical performance

	targets 3.3. Establish and gain agreement on reporting mechanisms 3.4. Ensure that criteria used to evaluate performance criteria provide sufficient information to make recommendations
4. Monitor and review performance	4.1. Interpret and analyse financial/human and physical information to monitor the relationship between budget/forecast/past performance and actual performance 4.2. Prepare and gain agreement on operating budgets by relevant stakeholders 4.3. Establish systems to monitor financial/human and physical performance using appropriate technology 4.4. Identify variations in performance and take action to rectify out-of-specification results 4.5. Make recommendations regarding future planning within the organisation's continuous improvement processes 4.6. Produce and analyse management reports in accordance with company/auditors requirements 4.7. Present operational performance in accurate, clear and concise manner, appropriate to audience
5. Explain the cause of success or failure in operation performance	5.1. Base explanations of the cause of success or failure on sufficient, reliable evidence 5.2. Explain site performance in an accurate, clear and concise manner appropriate to the audience 5.3. Evaluate, consider and present alternate explanations for operational performance 5.4. Incorporate lessons drawn from success or failure in future operational planning and continuous improvement activities

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 of this unit, particularly for its application in the various circumstances in which this unit may be used. This includes the ability to carry out the following as required to establish and evaluate an operational performance management system:

- apply legislative, organisation and site requirements and procedures for establishment and evaluation of an operational performance management system
- monitor mining plant and equipment performance and maintenance
- manage people and processes
- develop business plans
- prepare operating budgets and forecast trends
- analyse and review production costs and equipment/plant operating costs
- manage projects and tasks
- coordinate resources human, financial and physical
- control operating costs
- gain statutory/legal approvals
- prepare tender specifications
- implement change
- access and use appropriate technologies
- prepare and present management reports
- negotiate with internal/external customers, community and statutory/legal authorities
- resolve conflict

Required knowledge

Specific knowledge is required to achieve the Performance Criteria of this unit, particularly for its application in the various circumstances in which this unit may be used. This includes knowledge of the following as required to establish and evaluate an operational performance management system:

- site operations
- site products and services
- site plant and equipment
- team management
- quality systems
- relevant statutory/legal control
- organisational objectives
- resource quantification
- financial models

- fundamentals of contract law
- human resource policies and practices
- industrial awards/enterprise agreements
- business planning
- risk management, principles, strategies and applications
- customer/client relations
- organisational change and development
- environmental management
- occupational health and safety
- computer applications
- negotiation techniques

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 and evaluating operational performance management systems • implementation of procedures and techniques for the safe, effective and efficient establishment and evaluation of operational performance management systems • 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 operational performance management systems that best meet the required outcomes • working with others to undertake and complete the establishment and evaluation of operational performance management systems • consistent successful establishment and evaluation of operational performance management systems
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. • Assessment of this competency requires typical resources normally used in a resources and infrastructure sector environment. Selection

	and use of resources for particular worksites may differ due to the site circumstances. • 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 should sensitively accommodate cultural diversity. • Aboriginal people and other people from a non English speaking background may have second language issues. • 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 applications using more than one of the following assessment methods: • written and/or oral assessment of the candidate's required knowledge to apply in undertaking of the establishment and evaluation of operational performance management systems • observed, documented and/or first hand testimonial evidence of the candidate's: • implementation of appropriate requirements, procedures and techniques for the safe, effective and efficient achievement of 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 operational performance management systems that best meet the required outcomes • consistent achievement of required outcomes • first hand testimonial evidence of the candidate's: • working with others to undertake and complete the establishment and evaluation of operational performance management systems • provision of clear and timely required support and advice on the establishment and evaluation of operational performance management systems
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.

Compliance documentation may include:

- legislative, organisation and site requirements and procedures
- manufacturer's guidelines and specifications
- Australian standards
- operational requirements
- budget requirements
- risk management
- statutory compliance
- development approval, mining licenses (or equivalent), which may include:
 - OHS
 - environmental
 - quality
 - purchasing
 - contract management
 - administration (including records and reports)
- common law
- dangerous goods
- development of training policies/programs to aid compliance
- industrial relations
- industry licensing
- local government
- Mines Act
- navigation
- planning and assessment
- trade practices
- waterways
- weights and measures
- workers compensation/WorkCover
- Employment and workplace relations legislation
- Equal Employment Opportunity and Disability Discrimination legislation

Stakeholders may include:	• regulatory authorities • tenders • operating managers • project managers • contractors • employees • community • suppliers • customers
Resources may include:	• people • buildings/facilities • finance • equipment • power/energy • technology • information
Evaluation may include:	• cost-benefit analysis • pay-back period • discounted cash flow and net present value

Unit Sector(s)

Business Effectiveness

Competency field

Refer to Unit Sector(s).

Co-requisite units

Not applicable.