



Australian Government

Department of Education, Employment and Workplace Relations

BSBFLM505B Manage operational plan

Release: 1

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Modification History

Not applicable.

Unit Descriptor

This unit specifies the outcomes required to develop and monitor the implementation of the operational plan to provide efficient and effective workplace practices within the organisation's productivity and profitability plans. Management at a strategic level requires systems and procedures to be developed and implemented to facilitate the organisation's operational plan.

This unit replaces BSBFLM505A Manage operational plan.

Frontline managers have a key role managing individuals within work teams/groups. They play an important part in managing the performance of people who report to them directly. At this level, work will normally be carried out within complex and diverse methods and procedures which require the exercise of considerable discretion and judgement, using a range of problem solving and decision making strategies.

This unit builds on BSBFLM405B Implement operational plan. Consider co-assessment with BSBFLM503B Manage effective workplace relationships, BSBFLM506B Manage workplace information systems, BSBMGT505A Ensure a safe workplace, BSBFLM509B Facilitate continuous improvement and BSBFLM512A Ensure team effectiveness.

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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 operational plan	<ul style="list-style-type: none">1.1 Resource requirements are researched, analysed and documented and an operational plan is developed and/or implemented in consultation with relevant personnel, colleagues and specialist resource managers1.2 Consultation processes are developed and/or implemented as an integral part of the operational planning process1.3 Operational plans are developed to contribute to the achievement of the organisation's performance/business plan1.4 Details of the operational plan include the development of key performance indicators to measure organisational performance1.5 Contingency plans are developed and implemented at appropriate stages of operational planning1.6 The development and presentation of proposals for resource requirements are assisted by a variety of information sources, and specialist advice is sought

as required

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|---|--|-----|--|
| 2 | Plan and manage resource acquisition | 2.1 | Strategies are developed and implemented to ensure that employees are recruited and/or inducted within the organisation's human resource management policies and practices |
| | | 2.2 | Strategies are developed and implemented to ensure that physical resources and services are acquired in accordance with the organisation's policies, practices and procedures |
| 3 | Monitor and review operational performance | 3.1 | Performance systems and processes are developed, monitored and reviewed to assess progress in achieving profit and productivity plans and targets |
| | | 3.2 | Budget and actual financial information is analysed and interpreted to monitor and review profit and productivity performance |
| | | 3.3 | Areas of under performance are identified, solutions recommended, and prompt action is taken to rectify the situation |
| | | 3.4 | Systems are planned and implemented to ensure that mentoring and coaching are provided to support individuals and teams to use resources effectively, economically and safely |
| | | 3.5 | Recommendations for variations to operational plans are negotiated and approved by designated persons/groups |
| | | 3.6 | Systems are developed and implemented to ensure that procedures and records associated with documenting performance are managed in accordance with the organisation's requirements |

Required Skills and Knowledge

Not applicable.

Evidence Guide

The Evidence Guide provides advice to inform and support appropriate assessment of this unit. It contains an overview of the assessment requirements followed by identification of specific aspects of evidence that will need to be addressed in determining competence. The Evidence Guide is an integral part of the unit and should be read and interpreted in conjunction with the other components of competency. Assessment must reflect the endorsed Assessment Guidelines of the parent Training Package.

Overview of Assessment Requirements

A person who demonstrates competence in this standard must be able to provide evidence of their ability to manage the implementation of the operational plans for department or section. This will include acquisition and use of resources, contingency planning, financial information and budgets, performance reports, and evidence of a system to monitor and adjust operational performance plans as required.

Specific Evidence Requirements

Required knowledge and understanding include:

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

the principles and techniques involved in the management and organisation of:

- planning and managing operations
- consultation and communication
- contingency planning
- resource planning and acquisition
- resource management systems
- budgeting and financial analysis and interpretation
- monitoring and review of performance systems and processes
- reporting performance
- problem identification and resolution

alternative approaches to improving resource usage and eliminating resource inefficiencies and waste

ways of supporting individuals/teams who have difficulty in performing to the required standard

Required skills and attributes include:

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

functional literacy skills to access and use workplace information

skills to:

- monitor and review a safe workplace and environment
- access and use feedback to improve operational performance
- prepare recommendations to improve operational plans
- access and use established systems and processes

coaching and mentoring skills to provide support to colleagues

Key competencies or generic skills relevant to this unit

The seven key competencies represent generic skills considered essential for effective work participation. Innovation skills represent a further area of generic competence. The bracketed numbering indicates the performance level required in this unit:

Level (1) represents the competence to undertake tasks effectively

Level (2) represents the competence to manage tasks

Level (3) represents the competence to use concepts for evaluating and reshaping tasks. The bulleted points provide examples of how the key competencies can be applied for this unit.

Communicating ideas and information (3)

sharing information with all stakeholders, including members of work teams to manage the facilitation of the operational plan

negotiating variation to operational plans

Collecting, analysing and organising information (3)

acquiring information for reporting and planning purposes to aid in the development and management of the operational plan

Planning and organising activities (3)

planning resource acquisition and usage including human resources and contingency planning

Working in a team (3)

managing the operation to achieve planning outcomes, especially in regard to team effectiveness

Using mathematical ideas and techniques (2)

developing, analysing and monitoring budget and financial plans

Solving problems (3)

developing and managing risk management and contingency plans and addressing unsatisfactory performance in all areas of the operation

Using technology (2)

using technology to assist the management of information and to aid the planning process

Innovation skills (3)

managing the team's operations by developing innovative operational plans to achieve organisational outcomes

Products that could be used as evidence include:

documentation produced while managing the operational plan, such as:

- operational plan
- rosters and staff allocation
- resource planning
- actions taken to address resource shortfalls
- financial plans and budgets
- contingency planning
- risk management plans
- learning and development plans for team members
- materials developed for coaching, mentoring and training
- induction programs developed and/or delivered
- actions taken to address poor, unsafe or excellent performance
- actions taken to address issues and problems within work team
- reviews of people management
- advice and input into management decisions related to the operational plan
- records of people management lessons learned

Processes that could be used as evidence include:

how resource requirements have been researched and analysed, and management procedures addressed

how work has been allocated within work team, and the rationale for allocation

how strategies have been developed/implemented to ensure that employees were recruited and resources acquired

how financial plans and budgets were formulated
how the operational plan was developed and/or managed
how key performance indicators were developed and used
how contingency planning was undertaken
how team members were guided and supported in performing their role, including induction process for new team members
how individual learning and development pathways were developed
how performance management system was implemented within work team and how areas of under performance were identified and addressed
how problems and issues within the work team were addressed
how input and advice was provided to management in relation to human resource management of the work team
how own people management processes were reviewed and evaluated, and improvements identified, reported and acted upon

Resource implications for assessment include:

access by the learner and trainer to appropriate documentation and resources normally used in the workplace

Validity and sufficiency of evidence requires:

that this unit can be assessed in the workplace or in a closely simulated work environment
that where assessment is part of a learning experience, evidence will need to be collected over a period of time, involving both formative and summative assessment
that examples of actions taken by the candidate to manage the operational plan are provided

Integrated competency assessment means:

that this unit should be assessed with other frontline management units taken as part of this qualification, as applicable to the candidate's leadership role in a work team and as part of an integrated assessment activity

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- planning and managing operations
- consultation and communication
- contingency planning
- resource planning and acquisition

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alternative approaches to improving resource usage and eliminating resource inefficiencies and waste

ways of supporting individuals/teams who have difficulty in performing to the required standard

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Range Statement

The Range Statement adds definition to the unit by elaborating critical or significant aspects of the performance requirements of the unit. The Range Statement establishes the range of indicative meanings or applications of these requirements in different operating contexts and conditions. The specific aspects which require elaboration are identified by the use of italics in the Performance Criteria.

Legislation, codes and national standards relevant to the workplace may include:

award and enterprise agreements and relevant industrial instruments

relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety (OHS) and environmental issues, equal opportunity, industrial relations and anti-discrimination

relevant industry codes of practice

OHS considerations may include:

knowledge of OHS legislation, principles and practice within the context of the organisation's operations and plans

OHS practice as an ethical standard and legislative requirement

training of all employees in health and safety procedures

update and review of organisation's OHS systems, procedures and records organisation's

procedures for dealing with hazardous events adjustment of communications and OHS

approach to cater for social and cultural diversity and special needs

inclusion of OHS in key performance indicators

Resource requirements may include:

human, physical and financial resources - both current and projected

stock requirements and requisitions

good and services to be purchased and ordered

Developed and/or implemented in some cases may mean that:

the operational plan has been developed at a higher or specialist level and that a frontline

manager may have little or no input to its development

Relevant personnel, colleagues and specialist resource managers may include:

managers

supervisors

other employees

OHS committee(s) and other people with specialist responsibilities

union or employee representatives

people at the same level or more senior managers

people from a wide range of social, cultural and ethnic backgrounds

Consultation processes may refer to:

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

mechanisms used to provide feedback to the work team in relation to outcomes of

consultation

Operational plans may include:

tactical plans developed by the department or section to detail product and service

performance

organisational plans

Key performance indicators may refer to:

measures for monitoring or evaluating the efficiency or effectiveness of a system which may be used to demonstrate accountability and to identify areas for improvements

Contingency plans may include:

rental, hire purchase or alternative means of procurement of required materials, equipment and stock

contracting out or outsourcing human resource and other functions or tasks

restructuring of organisation to reduce labour costs

strategies for reducing costs, wastage, stock or consumables

diversification of outcomes

recycling and re-use

finding cheaper or lower quality raw materials and consumables

seeking further funding

increasing sales or production

risk identification, assessment and management processes

succession planning

The organisation's policies, practices and procedures may include:

those organisational guidelines which govern and prescribe operational functions, such as the acquisition and management of human and physical resources

Standard Operating Procedures

undocumented practices in line with organisational operations

organisational culture

Designated persons/groups may include:

managers or supervisors whose roles and responsibilities include decision making on operations

other work groups or teams whose work will be affected by recommendations for variations

groups designated in workplace policies and procedures

other stakeholders such as Board members

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Unit Sector(s)

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