

Core Unit 3: BSBMGT515A: Manage operational plan

This Unit describes the performance outcomes, skills and knowledge required to develop and monitor implementation of the operational plan to provide efficient and effective workplace practices within the organisation's productivity and profitability plans. The unit outline notes that no licencing, legislative, regulatory or certification requirements apply to the unit.

References: Course manual, Ch. 3, 8; Sport and Recreation Victoria, 1995, section 3; Dwyer, J. and Hopwood, N., 2010, Chs. 6, 8, 16

Unit Element	Performance Criteria	Study Program	References	Assessment Criteria	Work Evidence
1. Develop operational plan	1.1 Research, analyse and document resource requirements and develop an operational plan in consultation with relevant personnel, colleagues and specialist resource managers	<ol style="list-style-type: none"> 1. Read chapter 3 of the course manual and identify and summarise the pre-planning stages of a recreation planning project 2. With reference to a Council or other agency which has undertaken a recreation planning project in the past three years, use records and interviews and other information sources to identify the scope of the pre-planning stages which were undertaken 3. Provide a written evaluation of the pre-planning processes or stages which were covered and how they might have been improved as indicated by (a) those involved with the planning project and (b) your assessment of the elements which were covered 	Course manual, Ch. 3, 8; Sport and Recreation Victoria, 1995, section 3; Dwyer, J. and Hopwood, N., 2010, Chs. 6, 8, 16	<p>Students will demonstrate the ability to:</p> <ol style="list-style-type: none"> 1. Prepare a list of records, interviews and other documents used 2. List and describe the scope of any pre-planning stages that were undertaken 3. Provide a written evaluation of the pre-planning processes or stages which were covered and how they might have been improved as indicated by (a) those involved with the planning project and (b) your assessment of the elements which were covered 	<ol style="list-style-type: none"> 1. Provision of a list of records, interviews and other documents used in a recreation planning study 2.-3. Provision of a 3 column table of pre-planning stages undertaken, notes on how they were undertaken, and commentary on how the stages could have been improved

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1. Develop operational plan	1.2 Develop and/or implement consultation processes as an integral part of the operational planning process	<ol style="list-style-type: none"> 1. Read Chapters 3 and 8 of the course manual. 2. Prepare a SWOT analysis of the main consultative methods used with stakeholders in recreation planning 3. Identify or initiate a recreation planning project that you can be involved in. Review the consultative methods and targets which it is proposed by used and provide a review and commentary on these 4. Select one approved consultative method and manage its application in the planning study you are involved with. Prepare a written report, workshop presentation, conference presentation or other format which provides scope for you to: <ul style="list-style-type: none"> • Outline the consultative methodology you used • Conduct a SWOT of the methodology • Detail how the methodology could/should be improved in future and what other consultative techniques should be used in association with it • Provide an overview of the findings 	Manual, Ch. 8; Sport & Recreation, 1995, section 3; ABS, 1989; Veal, Research Methods (4 th edit.), Section II	<p>Students will demonstrate the ability to:</p> <ol style="list-style-type: none"> 1. Prepare a list of the main consultative methods used 2. Prepare a chart that lists and explains the strengths, weaknesses, opportunities and threats of the methods used 3. List other consultative methods that could have been used and how they would have benefitted the study/ research process 4. Devise and explain the use of a specific consultative method; explain how has been used; show evidence of the application of the method; discuss any strengths, weaknesses, opportunities and threats that were identified in relation to the method; identify and describe how the methodology could/should be improved in future and what other consultative techniques should be used in association with it 5. Write a brief written report that summarises the findings of applying the methodology 	<ol style="list-style-type: none"> 1. Provision of a table listing main consultative methods 2. Provision of a chart that lists and explains the strengths, weaknesses, opportunities and threats of the methods used 3. A list of other consultative methods that could have been used and how they could benefit a planning study 4. A description of a particular consultative method with details on: <ul style="list-style-type: none"> • how, when and where t was applied • information on any strengths, weaknesses, opportunities and threats that were identified • how the methodology could/ should be improved in future, and • other consultative techniques should be used in association with it

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1. Develop operational plan	1.3 Ensure details of the operational plan include the development of key performance indicators to measure organisational performance	<ol style="list-style-type: none"> 1. Define the meaning of "key performance indicators" 2. From a recreation planning perspective, what areas might indicators usefully be applied to? 3. Using an identified recreation planning project, design a set of <i>input</i>, <i>output</i> and <i>outcome</i> performance indicators 4. Apply the indicators designed in 3. above (where the capacity to do so exists), and assess the actions taken in the light of the application 	Manual, Ch. 8 & Appendix 12; Wadsworth, 1991; Dwyer & Hopwood, Ch. 2, 7	<p>Students will demonstrate the ability to:</p> <ol style="list-style-type: none"> 1. Explain the concept of key performance indicators and explain why they are of value in a recreation planning context 2. Explain how key performance indicators might be used both during and following a planning project and which might be appropriate at these two points 3. Design a set of <i>input</i>, <i>output</i> and <i>outcome</i> performance indicators that could be applied to a recreation planning project; explain how they will be applied and measured 	<ol style="list-style-type: none"> 1. A definition of the concept of key performance indicators and an explanation of why they are of value in a recreation planning context 2. An explanation of how key performance indicators might be used <i>during</i> and <i>following</i> a planning project and which might be appropriate at these two points 3. A list of 3 of each of <i>input</i>, <i>output</i> and <i>outcome</i> performance indicators to be applied to a recreation planning project and explanation of how they could be applied and measured
	1.4 Develop and implement contingency plans at appropriate stages of operational planning	<ol style="list-style-type: none"> 1. Explain why contingency plans may be needed 2. What are the considerations that need to be addressed when implementing a contingency plan? 	Manual, Ch. 3; Dwyer & Hopwood, pp. 267, 274-5	<p>Students will demonstrate the ability to:</p> <ol style="list-style-type: none"> 1. Define the meaning of a contingency plan 2. Describe circumstances during the recreation planning process in which contingency plans may be needed, what they may be and how they would be applied 	<ol style="list-style-type: none"> 1. Provide a definition of a term "contingency plan" 2. A description of (a) the circumstances during a recreation planning process in which contingency plans may be needed, (b) what they may be and (c) how they would be applied eg: change of political authority; revised set of project outputs; review and revision of policy position and re-application of consultative strategies
	1.5 Ensure the development and presentation of proposals for resource requirements is supported by a variety of information sources and seek specialist advice as required	<ol style="list-style-type: none"> 1. Prepare a 3 page report detailing the resource needs for an actual or hypothetical recreation plan 2. Indicate the mix of specialist advice sources that might be used, the types of input that would be sought and how those specialists might continue to be involved with the planning study 	Manual Ch. 3	<p>Students will demonstrate the ability to:</p> <ol style="list-style-type: none"> 1. Prepare a statement outlining the stages of work that might be considered for implementing in preparing a recreation plan 2. Describe the resource needs for a recreation plan 3. Describe the specialist inputs that might be sought to ensure an effective planning process and how those specialists might continue to be involved with the planning study 	<ol style="list-style-type: none"> 1. Prepare a chart listing (a) the stages of work that might be considered for implementing in preparing a recreation plan (b) the resource needs for each stage (c) in which stages <i>specialist</i> inputs may be sought (eg: engineers, architects, natural vegetation specialists) and (d) how the specialists might continue to be involved with the planning study (eg: through review of conclusions and implications drawn from their work)

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1. Develop operational plan	1.6 Obtain approval for plan from relevant parties and ensure understanding among work team members	<ol style="list-style-type: none"> 1. Explain why an approvals process is important 2. Present an outline of the approvals process which must be followed in the organisation you work for or another organisation involved with planning. How might the process be improved? If there is no process in place, design what you feel is an appropriate process 	Manual Ch. 3	<p>Students will demonstrate the ability to:</p> <ol style="list-style-type: none"> 1. Show evidence of researching the approvals processes that have been adopted by their selected organisation or another organisation (eg: a university) to ensure (a) the validity of the research undertaken and (b) the confidentiality of information collected from participants 2. Provide a review of the scope of the approvals process and discuss how it can help and potentially, hamper research 3. Provide suggestions as to how the approvals process that is reviewed could be improved 4. If the approvals process studied is not from their selected organisation, discuss which elements might be appropriate for adoption by it and why 	<ol style="list-style-type: none"> 1. A written explanation of the approvals processes applied by the selected organisation to ensure (a) the validity of the research undertaken and (b) the confidentiality of information collected from participants 2. A brief discussion of the scope of the approvals process and how it can help and potentially, hamper research, together with suggestions as to how the process could be improved
2. Plan and manage resource acquisition	2.1 Develop and implement strategies to ensure that employees are recruited and/or inducted within the organisation's human resources management policies and practices	<ol style="list-style-type: none"> 1. Familiarise yourself with any employee recruitment and/or induction policies within your organisation and list the titles of the policies which apply 	Manual Ch. 3	<p>Students will demonstrate the ability to:</p> <ol style="list-style-type: none"> 1. Show evidence of researching the human resources management policies and practices of a selected organisation by summarising the scope and purpose of their policies and practices 	<ol style="list-style-type: none"> 1. A summary of the scope and purpose of the human resources management policies and practices of a selected organisation
	2.2 Develop and implement strategies to ensure that physical resources and services are acquired in accordance with the organisation's policies, practices and procedures	<ol style="list-style-type: none"> 1. Familiarise yourself with any resource acquisition policies within your organisation and list the titles of the policies which apply 	Manual Ch. 3	<p>Students will demonstrate the ability to:</p> <ol style="list-style-type: none"> 1. Prepare a written summary of the policies used by a selected organisation to guide the acquisition of physical resources and services and explain the extent to which these are linked to wider organisational policies, practices and procedures 	<ol style="list-style-type: none"> 1. A written summary of the policies used by a selected organisation to guide the acquisition of physical resources and services

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3. Monitor and review operational performance	3.1 Develop, monitor and review performance systems and processes to assess progress in achieving profit and productivity plans and targets	<ol style="list-style-type: none"> 1. Familiarise yourself staff performance review systems in your organisation and list the titles of the policies which apply 2. Review the assessment program for core Unit 2, Manage Budgets and Financial Plans 3. Review your work on key performance indicators (1.3 above) 	Manual, Ch. 12.7; Dwyer & Hopwood, Ch. 9	<p>Students will demonstrate the ability to:</p> <ol style="list-style-type: none"> 1. Prepare a written summary of any staff performance review systems with a specific focus on enhancing productivity in a selected organisation and list the titles of the policies that apply 	<ol style="list-style-type: none"> 1. A written summary of any staff performance review systems with a specific focus on enhancing productivity in a selected organisation and list the titles of the policies that apply
	3.2 Analyse and interpret budget and actual financial information to monitor and review profit and productivity performance	<ol style="list-style-type: none"> 1. Review the assessment program for core Unit 2, Manage Budgets and Financial Plans 	Banks & Giliberti, Ch. 8; Kemp & Dunbar, Ch. 9	See Core Unit 2	
	3.3 Identify areas of under performance, recommend solutions, and take prompt action to rectify the situation	<ol style="list-style-type: none"> 1. Review the assessment program for core Unit 2, Manage Budgets and Financial Plans 	Dwyer & Hopwood, Ch. 6		
	3.4 Plan and implement systems to ensure that mentoring and coaching are provided to support individuals and teams to effectively, economically and safely use resources	<ol style="list-style-type: none"> 1. Identify human resources staff with the responsibility for mentoring and coaching employees and to provide support to individuals and teams of staff so they can undertake work responsibilities effectively 	Dwyer & Hopwood, pp. 277, 310-11; 437-42; 598-600	<p>Students will demonstrate the ability to:</p> <ol style="list-style-type: none"> 1. Identify human services staff employed/ contracted by their selected organisation and summarise the scope of the mentoring and coaching services they provide 	<ol style="list-style-type: none"> 1. Preparation of a chart that lists the individual or types of human services staff employed/ contracted by their selected organisation and summarise the scope of any mentoring and coaching services they provide
	3.5 Negotiate recommendations for variations to operational plans and gain approval from designated persons/groups	As per 1.4 above	Dwyer & Hopwood, Ch. 8		

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3. Monitor and review operational performance	3.6 Develop and implement systems to ensure that procedures and records associated with document-ing performance are managed in accordance with organisational requirements	<ol style="list-style-type: none"> 1. Familiarise yourself staff performance review systems in your organisation and list the titles of the policies which apply. Comment on their applicability to recreation planning personnel and devise additional assessments in response to any shortfalls you have identified 2. Where no staff performance review systems exist, devise a draft timetable for reviews and a schedule of items which might be covered. Identify strategies for responding to poor staff assessments. 	Dwyer & Hopwood, Ch. 18	<p>Students will demonstrate the ability to:</p> <ol style="list-style-type: none"> 1. Identify and describe the staff performance review systems in their selected organisation 2. Provide a written commentary on the applicability of the staff performance review systems to recreation planning personnel 3. Devise additional assessments in response to any shortfalls identified 	<ol style="list-style-type: none"> 1. A list and description of any staff performance review systems in the selected organisation 2. A brief commentary on the applicability of the staff performance review systems to recreation planning personnel together with suggested additional assessments in response to any shortfalls identified