

BSBOPS402

COORDINATE BUSINESS OPERATIONAL PLANS

THEORY EXAM

Participant name	
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FOR THE PARTICIPANT

Instructions

- You will complete written questions as outlined on the following pages. You must attempt all questions and provide enough detail in your responses to demonstrate your knowledge.
- It is anticipated that you should complete this assessment within two (2) hours, but additional time may be allowed upon negotiation with the Assessor.
- You must complete all questions unassisted by the Assessor or other personnel, but may refer to reference material as needed. All questions must be answered correctly for a 'Satisfactory' assessment outcome to be awarded.
- An oral examination may be applied under certain circumstances, whereby your answers will be documented by another party.
- Any written responses that are incomplete, or not answered satisfactorily will need to be completed again after further training support.
- If you answer a question incorrectly but modify your response, put your initials next to the written change (or the Assessor must initial a verbal change).

Resources required

Pen

FOR THE ASSESSOR

Instructions

- Where oral examination has occurred, ensure that this is acknowledged in writing (e.g. FT001 and Assessor Comments)
- All questions must be satisfactorily demonstrated by the Participant for a Satisfactory determination (indicated by an Assessor tick to the right of the question).
- Assessors are to complete marking in pen of a different colour to the Participant.
- If the Participant verbally modifies their response, write in the modified response verbatim and put your initials next to the written change.

ASSESSOR COMMENTS

As necessary, outline:

- Details on reattempts, alternative arrangements or reasonable adjustments made.
- Where a Participant is deemed 'Not Satisfactory', provide recommendations for future training.

Q1. **Provide a paragraph describing who you would consult when determining resource requirements relevant to an operational plan.**

Answer

Should reflect but is not limited to: senior managers to gain buy in and experience; other managers and colleagues to gain their views and ideas; specialist resource managers; suppliers and hire companies to ascertain stock availability and booking requirements. managers; health and safety committees and other people with specialist responsibilities to gain specialist knowledge and site safety requirements; work groups and team members to collect ideas and information from those who are closest to the work practices and hence know most about what happens and to demonstrate respect for the views of the team.



Q2. **In one (1) paragraph describe questions you would ask when seeking information on hire equipment for inclusion into the operational plan.**

Answer

Should reflect but is not limited to: When seeking information regarding hire resources, I could contact the hire company by phone to discuss the availability of needed equipment at approximate dates. I would ask for specific equipment and would need to know whether the equipment is provided with or without an operator; I would need to know the cost of the hire and whether daily/weekly hire is available. I would need to collect information relating to fuelling and maintenance requirements and how the equipment will be transported to site.



Q3. What are two (2) benefits of using a capability matrix when determining human resources for an operational plan.

Answer

1. Should reflect but is not limited to: makes it easier to work out exactly which skills and/or competences are required to perform a task and who is competent to complete the task/s; Assists in spotting shortfalls or skills gaps for recruitment & selection or training efforts; Effective tool for finding a replacement with the right expertise when a key member of staff is away sick or for ramping up staffing levels ahead of peak production. Provide a clear picture of skills and abilities of workers and can be used at a team or departmental level; Clearly outlines key players with special qualities that deliver above-average value.
- 2.



Q4. Identify three (3) different resources needed to develop an operational plan and why each of these is needed.

Answer

1. Should reflect but is not limited to three (3) of: Financial (budgetary) resources to determine funds available and any short-fall. Calendar of events/schedule is important to ascertain a timeline for the operational plan that aligns with other operational and business plans; Training plans to determine human resources and capabilities for the time of implementation; Personnel for consultation, internal and external personnel to contribute to resource requirements, availability and scheduling.
- 2.



3.

Q5. What is the purpose of contingency plans, provide an example.

Answer

Should reflect but is not limited to the following and example:



A contingency plan is sometimes referred to as "Plan B," because it can be also used as an alternative for action if expected results fail to materialise. Contingency planning is a component of business continuity, disaster recovery and risk management. Contingency planning means organising alternatives to cover certain situations such as: contracting out or outsourcing human resources and other functions or tasks; rental, hire purchase or other means of procurement of required materials and equipment; restructuring of organisation to reduce labour costs; risk identification, assessment and management processes; strategies for reducing costs, wastage, or consumables; finding cheaper or lower quality raw materials and consumables.

Q6. Name two (2) different stakeholders positions you would go to for advice when planning for contingencies and what approvals or workplace requirements must be met.

Answer

Should reflect but is not limited to discussion of two (2): If needing to contract out or organise additional workers, workplace procedures for hiring must be met, hire organisations would be located from organisations HR would be consulted to determine supplier list, alternatively, approved advertising would have to be made using approved channels with finance and HR. Should equipment be needed, the organisations supplier list is consulted for approved suppliers before contacting these to determine availability and budget requirements are met. The first stakeholders are internal such as finance and HR to determine budget availability and approved procedures which are then followed to gather data from external sources as required to complete the contingency plans.



Q7. How do operational plans contribute to organisational business plans.

Answer

Should reflect but is not limited to: the operational plan should align with the organisation's vision, mission, goals and objectives as detailed in the strategic and business plans, demonstrating the functional planning level of the organisation aligned to the business plan which provides the overall focus. The operational plan defines the resources required, the responsibilities and the designated timeframes for implementing actions. Operational plans govern day-to-day business and is the basis of the annual budget. KPIs are applied to tasks such as production targets, quality or grade requirements, unit cost or total cost targets, profit targets, plant availability targets, WHS targets.



Q8. What are two (2) methods/techniques you apply to operational plans to enable you to monitor and measure the implementation of the plan.

Answer

1. Should reflect but is not limited to: Use SMART goals and develop KPIs that are quantifiable, measurable and actionable and measure factors that are critical to the success of the organisation. Scheduling tasks in a Gantt chart and including performance targets or milestones to easily see the task schedule and whether tasks are on time. Development of a roster enables easy checking on worker availability throughout the project and who may be rostered for leave, training or other activities.
 - 2.
-
-
-
-



Q9. Complete a brief resource plan as part of proposal for resources needed to meet the requirements of an operational plan.

Answer

Resource Plan
Objective: Must state the objective participant wanted to achieve and how it relates to the organisational objectives.
Work schedule: Must define exactly how participant plans to achieve the objectives such as what tasks must be performed and timelines in which tasks must be completed.
Resources required: A list of resources required such as financial resources, physical resources (such as equipment, facilities, material), and staffing (including competencies, skills and training)
Contingencies: A description of potential risks or unexpected events and resolutions/ contingencies
Benefits: How the achievement of the objective will benefit the organisation



Q10. Provide a minimum ½ page report about how your company organises the resourcing of your area/department addressing the three bullet points below:

- the policies and procedures that control employee numbers
- procedure for the acquisition of employees
- procedure for the acquisition of other resources.

Answer

The below is a guide for expected information to show the level required.



The below list is not exhaustive

- monitoring wages and/or overtime
- monitoring of use of equipment, vehicles, other resources
- being on selection panel and/or interviewing panel for new staff coming into the area/department adhering to discrimination policies
- liaising with HR on staff transferring into (or out of) the area/department from another section
- inducting new staff into the area/department
- purchasing new resources
- liaising with suppliers on supervisor's behalf
- consult with staff, team, supervisors, etc. on resource & staff requirements
- coaching and mentoring others in the team on efficient use of resources

NB: They may have to go to their HR section to obtain information on how employee numbers are controlled in the organisation if no common policy available

Q11. How would you get the attention of the decision makers when making a proposal for resource requirements.

Answer

Should reflect but is not limited to: Use visual aids to demonstrate what the proposed resources will achieve in terms of productivity, quality, performance and profit. Clearly and respectfully discuss short and long-term costs and savings and costs that will accrue if resources are not made available. Provide background information of the operational plan, explain exactly how the proposed actions will work and if approved, how they will best be implemented into the organisation, include a detailed timeline for implementation showing milestones. Justify the cost of the project against the benefits, include the hourly rates of contractors, equipment required, worker hours that will be used etc.



Q12. Define each of the following methods used for supporting workers in safe, efficient and economical resource use and provide one (1) example you have applied for each.

Answer

Supervision:

e.g. provides an opportunity to identify short falls in work processes or procedures and identify the need of individuals or teams to undergo training, coaching or mentoring activities. e.g. Supervising a team to ensure safety, time and quality specifications are met during a work task.

Mentoring:

e.g. the process by which an individual guides another through workplace processes and procedures. e.g. mentoring a new worker at a site, showing them where facilities are located, helping them through organisational procedures and providing emotional support until they are confident to continue alone.

Coaching:

Coaching is a process that aims to improve performance. Coaching is generally directed at a specific task or activity. A person will coach another in the use of processes and procedures according to best practice and/or organisational requirements. e.g. coaching a worker in the use of new equipment, training them in the correct procedures for the safe and efficient use of the equipment.



Q13. The project has been delayed due to inclement weather; this has put the operational plan out by three (3) days. Discuss what can be done to bring the schedule back on track and steps you would take to ensure this occurs.

Answer

Should reflect but is not limited to: Look at contingency plans to determine what is in place to deal with the situation. A contingency plan indicates employing additional staff for the time needed to bring the schedule back on track. I would approach management to gain approval to go ahead with the contingency plan, adjust the schedule and organise the hiring of casual competent workers to attend site for the required period. If the request is not approved, I would look to move workers from another area to increase the productivity for the allocated period.



Q14. Write down an issue you have had in meeting an operational plan and document the steps taken in the following table to implement a solution.

Answer

Identify the problem:
Will be project specific but may be time/schedule related; lack of resources; incident or other issue with meeting the requirements/demands of the operational plan
Generate possible solution:
e.g. look for a contingency plans or alternative options to resolve the issue
Evaluate alternatives and decide on solution:
e.g. determine the best possible solution from options
Implement the solution and evaluate solution:
e.g. gain approval for adjustments, document and make changes, monitoring for safety and other issues, evaluating the success of the changes against the schedule and costs.



Q15. What are the five (5) characteristics of an effective monitoring process and provide an example applicable to your work systems for each.

Answer

1. e.g. Accuracy: The information gathered must be accurate .e.g. resource requirements must be accurate to achieve outcomes.
2. Timeliness: The information gathered must be in time to allow corrective action to be taken. e.g. monitoring must provide insight into issues early
3. Economy: The benefits of gathering the information must be greater than the cost of gathering it. e.g. information must assist in achievement
4. Ease of understanding: The information should be understandable by the target audience .e.g. written or discussed in plain English.
5. Meeting needs: the information must meet the needs of the organisation and the individuals involved in the process. e.g. relevant to the project.



Q16. What is the importance of accurate costing and the budget for the operational plan. Provide two (2) reasons why a budget may need to be revised.

Answer

Should reflect but is not limited to: Accurate costing is vital to the operational plan. If costing is not accurate, or even sufficient allowing for variations, the budget for the plan will be affected and consequently the budget for the project will be affected.

changes in the revised budget might include:

- materials or cost of material (due to unexpected market Increase)
- change in working method altering expected labour costs
- unexpected change in rate of pay to the workforce.

Contingency plans must be in place to address cost and budget changes and these must be approved by the finance department during planning stages and reviewed at pre-determined milestones.



Q17. Provide a minimum ½ page report recommending a variation to an operational plan for an earthworks project where the supplier of plant and equipment has upgraded all equipment and consequently increased the hire cost significantly.

Answer

Should reflect but is not limited to a report requesting a variation to the operational plan that communicates ideas clearly, matching the style of writing to the purpose and audience. It should discuss the background of the request, and include relevant information structured in an easy to follow format. The report should be easy to understand using concise and professional language.



Q18. Considering your response to the previous question, explain what information you would prepare for a presentation to the relevant manager including any recommendations.

Answer

Should reflect but is not limited to discussion relating to researching historical information relating to both past interactions with the particular supplier, business relationships current and past. Business relationships with other suppliers. Costing both past and new with the current supplier and alternative options. Should discuss what information and documents should be collected and taken to the presentation.



Q19. Discuss version control and its importance in maintaining, saving and recording workplace documents.

Answer

Should reflect but is not limited to: It is essential that a process is in place to identify the most recent version of workplace documents. It is essential that when staff access files and documents that they are referring to the most current version.

Workplaces will use a form of version control which is a system that numbers and dates individual documents. References to policies and procedures should either specify the version number or point to the location, electronic or hardcopy, where the latest version will be found.



BSBOPS402

COORDINATE BUSINESS OPERATIONAL PLANS

PRACTICAL ASSESSMENT

Participant name	
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FOR THE PARTICIPANT

Instructions

- The tasks outlined on the following pages will require performance of normal workplace activities, as a result of a structured activity set by an Observer in the workplace or a simulated activity set by your Assessor/Observer.
- The timeframe for these tasks will be established by your Assessor/Observer in consideration of location conditions and industry requirements.
- You must complete all tasks assisted by the Assessor or other personnel, unless the steps note this assistance.
- You must attempt all task (and itemised steps) for a 'Satisfactory' assessment outcome to be achieved.
 - For an observation conducted that is incomplete, or without satisfactory performance, the observation will need to be completed again after further training support.

FOR THE ASSESSOR/OBSERVER

Instructions

- The following observation record should be used to judge and record your observations of the Participant as they complete the task(s) set. You must record your observations of the Participant's performance.
 - For each occasion, indicate the task performed and whether it was a simulation or workplace-based task.
 - Any simulated assessment must ensure the Participant still performs under workplace conditions which reflect industry standards.
 - In the comments, provide clear detail regarding the task that the Participant was required to do (e.g. PPE used, materials handled, attachments connected, plant types).
- All steps must be satisfactorily demonstrated by the Participant for a 'Satisfactory' determination (indicated by an Assessor tick to the right of each itemised step, or an Observer tick to the right of each itemised step, and confirmation by an Assessor in the Assessor Comments).
 - Where you have determined that one or more task steps have not been satisfactorily demonstrated, provide the Participant with additional support and outline details of such assistance in the Assessor/Observer Comments. Allow the Participant two (2) further opportunities to demonstrate the task again to allow an opportunity for a 'Satisfactory' assessment outcome to be achieved.
 - If after three (3) attempts the Assessor determines that the Participant cannot demonstrate the required steps, a 'Not Satisfactory' outcome is to be determined.

TASK OUTCOME					
Task	Date	Task Type (Tick)	Location	Task outcome (Tick)	
				Satisfactory	Not Satisfactory
Task 1 (Occasion 1)		☐ Workplace ☐ Simulation		☐	☐
Task 1 (Occasion 2)		☐ Workplace ☐ Simulation		☐	☐

ASSESSOR COMMENTS: GENERAL

As necessary, outline:

- Details on reattempts, alternative arrangements or reasonable adjustments made.
- Where a Participant is deemed 'Not Satisfactory', provide recommendations for future training.

ASSESSOR COMMENTS: PRACTICAL TASK 1: OCCASION 1

- ☐ Individual student (as named on cover page)
☐ Multiple students [☐ All from Attendance Report, ☐ Specific students involved – identify students]

Task	Provide detail
1.1A	Specify stakeholders consulted. e.g. project manager, operators, safety rep
1.1F	Specify role proposals presented to. e.g. project manager
1.2D	Specify how personnel were supported. e.g. mentoring, in-depth discussion of tasks and procedures during pre-start
1.3C	Specify unsatisfactory performance rectified. e.g. specified tolerance not met, adjusted and re-tested
1.4C	Specify who presentation was made to. e.g. other operations managers, project management team

ASSESSOR COMMENTS: PRACTICAL TASK 1: OCCASION 2	
☐ Individual student (as named on cover page) ☐ Multiple students [☐ All from Attendance Report, ☐ Specific students involved – identify students]	
Task	Provide detail
1.1A	Specify stakeholders consulted. e.g. project manager, operators, safety rep
1.1F	Specify role proposals presented to. e.g. project manager
1.2D	Specify how personnel were supported. e.g. mentoring, in-depth discussion of tasks and procedures during pre-start
1.3C	Specify unsatisfactory performance rectified. e.g. specified tolerance not met, adjusted and re-tested
1.4C	Specify who presentation was made to. e.g. other operations managers, project management team