BSBMGT402

IMPLEMENT OPERATION PLAN

CSTC

SUCCESSION TRAINING

Contents

Introduction

This unit describes the skills and knowledge required to implement the operational plan by monitoring and adjusting operational performance, planning and acquiring resources and providing reports on performance as required.

It applies to individuals who plan activities to achieve the measurable, stated objectives of the team and the organisation. At this level work will normally be carried out within routine and non-routine methods and procedures which require planning, evaluation, leadership and guidance of others.

1. Implement operational plan

Implementing an operational plan is crucial to the success of a business, an operational plan is a document that has been created by an organisation to provide clear direction on how various aspects of the business will work to meet the overall strategic goals of the business.

1.1. Collate, analyse and organise details of resource requirements

When preparing to implement an operational plan, it is important to collect details of the resources required to effectively implement the plan.

Resources that may be required can include:

- People (human resources)
- Plant and equipment
- Finances (money)
- Raw materials
- Goods and services

To know exactly what is required, consultation with relevant personnel is required, these people generally have some significant input into the operational plan as it will directly affect them in the workplace.

These people may include:

- Colleagues and specialist resource managers
- Managers
- Occupational health and safety committees and other people with specialist responsibilities
- Other employees
- People from a wide range of social, cultural and ethnic backgrounds, and people with a range of physical and mental abilities
- Supervisors

Consultation is required to ensure the operational plan will be able to be effectively implemented. By speaking with the key parties that will be involved with the plan implementation you can understand their needs and ensure these are catered for in your plan. During the consultation process you should ensure information is shared about the proposed operational plan and seek feedback. Providing opportunities for people closest to the task to contribute their ideas will engage them in the plan and win their support. You should also seek to gain their input to time frames so you can ensure they are realistic and achievable. Clarifying and confirming resource requirements and preferences will assist to ensure you have not omitted any essential requirements. They may also have valuable feedback on past operations and outcomes. Acknowledge the value of the information they are sharing with you.

A lack of consultation may result in insufficient knowledge and expertise being contributed to the operational plan. If key stakeholders are not involved in the consultation process then they are less likely to be engaged in the implementation process.

Once this the requirements have been determined they need to analysed and organised properly to determine the needs and the accessibility to those needs.

Analysing the requirements can be conducted by determining, the need for the resource, for instance, if an operational plan is to be effective it requires the creation of a department that deals with specific functions as outlined in the plan.

Therefore it can be considered the need for resources to be high.

Organising of the requirements that have been identified, can be done by breaking them down into categories of resource type and level of importance. Below is an example of how this can be conducted.

	Human	Physical	Virtual
High	3 new staff to work in the operations		
Medium	Further training of existing staff		Upgrade of customer service system
Low		Purchase of new POS units	

1.2. Implement operational plans to contribute to the achievement of organisation’s performance/business plan

Organisational plans are crucial to the success of the business, therefore plans must be implemented in a manner that contribute to the achievement of performance and business plans.

How can this be done? It is very important to ensure that any operational plan has been aligned to the business plan and strategic goals of a business. It would be pointless to implement an operational plan that goes against what the company wants to achieve.

In the CA City Retail Group business plan, there is 5 strategic directions outlined:

- Increase revenue through targeted marketing campaigns

- Control direct and indirect operational costs
- Maintain superior product and service quality standards
- Establish the CA City Retail Group brand as an ethical and environmentally responsible company
- Maintain and attract highly trained and motivated staff

These strategic directions have been established in the operation plan of the business as the operational objectives in which activities and strategies alongside operational resources, responsibilities have been factored in to ensure that the operational plan achieves to the future direction and goals of the organisation.

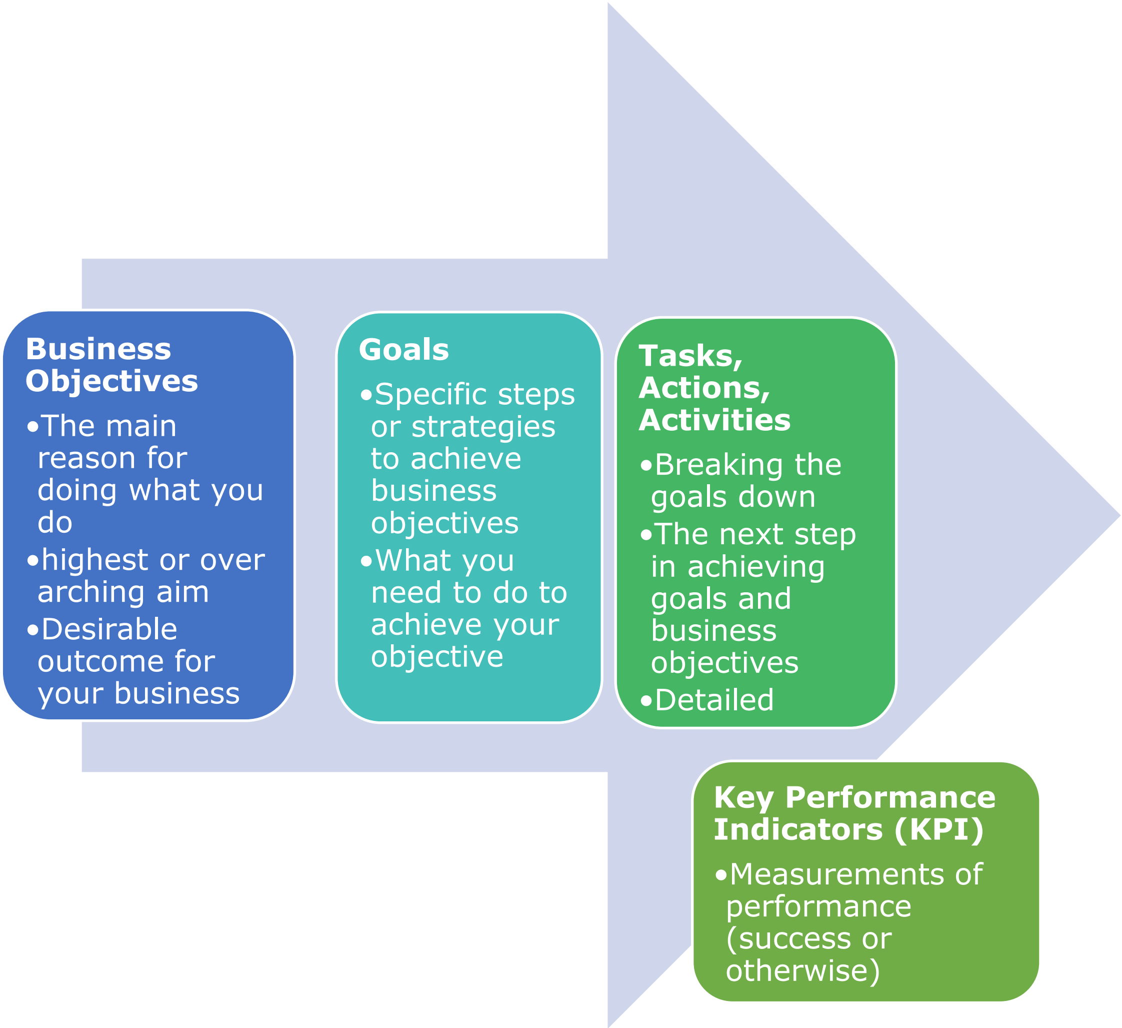
Operational objective	Activity/Strategy	Approved Resources	Responsibility	Timelines	Performance Measures
Control direct and indirect costs					
Financial objectives 1. Minimum 15% increase in gross profit income each year 2. Reduce the overhead per store through disciplined growth 3. Reduce cost of waste management by 15%	Budget review by store and preparation of budget variation report		Finance department	Quarterly	• Quarterly budget variation reports ($ variance and % variance)
	Renegotiation with suppliers: • Negotiate on basis of sales volume • Negotiate on basis of ability to purchase product on cash basis		Logistics department	Monthly or as required	
	• Implementation of 'green' initiative • Working with vendors that offer reverse logistics		Logistics department	Monthly or as required	

As it can be seen, 3 objectives have been identified, each consists of activities and strategies to aid in the progress towards achieving business goals. There is a column for approved resources, this is generally indicated by the budget allocations to the strategy. Each strategy has a department allocated responsibility to it and time lines for activities and strategies. The final column is performance measures which can be used to formulate KPIs for the implementation of the operational plan.

1.3. Identify and use key performance indicators (KPIs) to monitor operational performance

There are many applications for KPI's (Key Performance Indicators) in business. These are essentially a measure of success. KPIs commonly cover five key areas of performance: Cost, Quality, Quantity, Time and Safety.

Business objectives, goals, key performance indicators (KPI)….What is the difference?



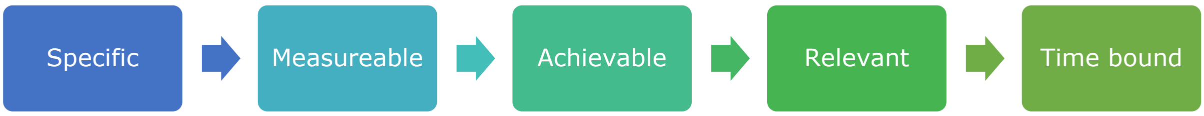
Steps to take when establishing the direction of the organisation, the team and the individual.

Key Performance Indicators (KPIs) are used to measure an organisations progress and performance towards achievement of goals and business objectives. KPIs can, and should be, **established to measure all aspects of the organisation.**

Example Financial, service, employee behavioural management, employee performance management, product development, productivity – **Specifically** numbers of new customers, debtor reduction, return on investment (ROI). A financial indicator can be sales figures, non-financial indicators are the benefits created by hiring new executives.

KPIs should be set and reviewed at regular intervals. Management should monitor these measures to ensure individuals and teams are meeting required performance standards. If not, corrective action should be taken.

KPIs are best written using the SMART method.



When the SMART method is used an action plan is created to identify what will happen, how it will happen, when it will happen, who has responsibility and how the outcome will be measured.

Example You are running a restaurant in a busy part of town with many competitors. Your main clientele come to you for short breakfast and lunch meetings and after work drinks. You decide to offer extra seating sessions as a way to differentiate your business from your competitors.

Your business **objective** might be to: Increase sales during the early breakfast period through a targeted marketing campaign.

A relevant **goal** could be to:

Give out 10 vouchers a day over the next month for early bird discounts. The vouchers must be redeemed the day after issue.

Tasks, actions, activities could be to create an advertisement for your promotion, decide who your target is, create a social media campaign and hand out vouchers. Key personnel to complete these tasks within timeframes can be outlined at this stage.

KPIs to measure the success of the promotion.

150 people will redeem the early bird discount voucher within the first two weeks

By the end of the month you will be able to measure the number of vouchers used and calculate the cost of the promotion against the increase in sales

After the first two weeks work with your team to review the results to make sure the KPI has been met, if not why not? What is a better KPI going forward?

Operational plans need to align with Organisational strategy and provide clear KPI's for the business. KPI's then need to be evaluated for their efficiency and effectiveness in delivering the required outcomes. Corrective action must be taken when performance falls below the agreed KPI.

1.4. Manage contingencies by adjusting the implementation of the operational plan in consultation with others

A Contingency plan is a set of pre-planned steps to take if an original plan defaults, or a crisis or emergency occurs. Contingency plans are commonly referred to as 'Plan B'. There are many reasons why your operational plan may steer off course. For example, change to the economy; a major weather event; change of government; change to funding arrangements; and unexpected high staff turnover, just to name a few.

You will of course be invested in your plan A; as this is your favoured approach, but you should put time and effort in identifying you plan B, just in case.

How to approach contingency planning:

Maintain Operations	Your main goal in an emergency or crisis situation is to maintain operations. Plan to minimise the impact on the business.
Timing	Plan the timing for contigency implementaion. How urgent is the action?
Simplistic	Keep your plan simple with clear instrutions. Remember it is likely to be used in a 'pressure' situation.
Plan Resources	Will you need to access alternative resource to enable plan B?
SOP	Include your contingency plans in your standard operating procedures. Train your staff for Plan B.
Consider Risks	Consider the level of risk to the business. If the risk is high- than plan to elimate or reduce. Ensure you review your risk analysis frequently.

Managing contingencies is important in implementing an operational plan, fundamentally it is about making adjustments to the implementation to ensure it runs effectively.

Some examples of contingencies include:

- Contracting out or outsourcing human resources and other functions or tasks
- Diversification of outcomes
- Finding cheaper or lower quality raw materials and consumables
- Increasing sales or production
- Recycling and re-use
- Rental, hire purchase or alternative means of procurement of required materials, equipment and stock
- Restructuring of organisation to reduce labour costs
- Risk identification, assessment and management processes
- Seeking further funding
- Strategies for reducing costs, wastage, stock or consumables
- Succession planning

You would consult with relevant personnel in regards to contingency action you may take as listed above. Though it is important to know who you would be required to consult with.

Relevant personnel may include:

- Colleagues and specialist resource managers
- Managers
- Occupational health and safety committees and other people with specialist responsibilities
- Other employees
- People from a wide range of social, cultural and ethnic backgrounds, and people with a range of physical and mental abilities
- Supervisors

1.5. Provide assistance in the development and presentation of proposals for resource requirements

Many operational plans fail to be implemented satisfactorily due to lack of resources, typically money, people or both.

Therefore it is important to make a strong case for proposals to acquire resources for the operational plan, to ensure it is implemented effectively.

This must be conducted in line with the organisation's planning process, this is a series of steps and requirements outlined by the organisation for its employees to follow to ensure consistency and accuracy of planning.

Things that need to be taken into consideration are:

- Budget

- Consultation
- Strategic objectives
- Resources
- Risk

Budget

When presenting a proposal for resources, the budget must be considered. You must be able to claim with factual information that the resource required are able to be purchased within the designated budget.

Consultation

There has been overwhelming support from the relevant personnel involved in the implementation for the acquisition of the resources, with the benefits of the acquisition clearly outlined.

Strategic objectives

How will acquiring the resources assist in the achievement of the operational objectives aligned with the operational plan? Through the social media campaign strategy in the CA City Retail Groups operational plan, a social media coordinator will need to be hired in the marketing department, therefore placing emphasis on the resource as vital to the achievement of the strategic goal.

Resources

This is an analysis question, what resources do we currently have? Will they be as effective to use? What is the need to get new resources?

Risk

What are the risks of not acquiring this resource? What will need to be done to ensure that risks are minimised by gaining this resource?

2. Implement resource acquisition

2.1. Recruit and induct employees

The amount of involvement the manager or supervisor has in the recruitment, selection and induction process will be dependent on the organisation's policy and procedures.

Consult with your Human Resource specialist to undertake the recruitment and selection process where possible. The steps you will follow will include:

- Gaining approval for hiring
- Analysing job requirements and completing a job analysis
- Preparation of Job Description documents
- Obtaining approval to advertise position
- Advertise vacancy
- Develop interview method and questions (selection panel)
- Agree on short listing selection criteria
- Short listing of applicants
- Scheduling and conducting interviews
- Apply selection criteria and identify successful applicant
- Conduct reference checks
- Complete selection report
- Make offer of employment
- Confirm offer of employment (signed contract)
- Advise unsuccessful candidates

It is important that you work within the organisational policies and procedures and that you ensure you adhere with employment legislations. Where possible working in conjunction with a Human Resource specialist is recommended.

Your operational plan should identify all human resource requirements and outline a schedule for the recruitment process.

Strategic human resource strategies may include:

- **Recruitment agencies:** your organisation may have an operational strategy to utilise external recruitment agencies to remove the time intensive exercises such as initial applicant screening; assessing qualification and skills; and reference checks. Recruitment agencies then put forward the best candidate options for you to consider for the positions vacant
- **Allocation of internal resources:** workforce planning and analysis will identify if there are existing employees that can be transitioned into new roles in order to meet with your operational plan requirements. Utilising

existing talent makes good sense, as the organisation has already established a relationship with the employee (this also reduces the need and expense of recruitment and induction processes)

- **Secondment:** this is an arrangement made with mutual consent between employee and employer where the staff member is released under specific agreed arrangements to work in another area of the business. The secondment period is clearly established; as are the arrangements post the secondment period. The employee is able to reap the benefits of personal and professional development during the secondment period. Your operational plan may include secondment strategies
- **Temporary or casual hire:** labour hire is a simple, cost-effective way to attain staff with desired knowledge, skills and expertise to meet with the operational plan. Labour hire providers will have a large pool of candidates to access and provide a good solution to increasing the workforce quickly. You are able to negotiate your requirements for skills and unskilled labour hire; as well as contracted hours and remuneration rates
- **Traineeship and apprenticeships:** there are options for adult, mature age and school based traineeship and apprenticeships. Often these options also offer the benefit of funding to support the initiative. Traineeships and apprenticeships are available across a wide range of industries. Your operational plan may include this strategy to build your workforce
- **Targeted entry-level hiring:** targeting employees who are still gaining educational experience can provide a strategic advantage to the organisation. Businesses can target university students to recruit for intern positions or graduate positions. The benefit to the organisation includes remuneration at the entry point being lower, and progressing with years of experience. Your operational plan may include targeted recruitment strategies

Induction:

Induction is the process of introducing a new employee to the workplace. Induction should provide the employee with:

- An understanding of their role and how it fits within the organisational goals and objectives
- An understanding of Workplace Health and Safety requirements
- Introduces the employ to workplace culture, policies and practices
- Provides an understanding of role duties and responsibilities, performance expectations and performance management systems

Induction should take place as soon as practicable after employment commencement, with priority given to WHS safety and emergency inductions.

2.2. Implement plans for acquisition of physical resources and services

Physical resources are acquired in accordance with the organisation's policies, practices and procedures. You would consult with Senior Management, Finance and other Managers to understand the organisational requirements. Physical resources include raw materials, plant and equipment and distribution facilities. It is essential for an effective operational plan that resources are available at the right quality and on time; after all, the people assigned to the task will not be able to complete it without required resources.

Ordering resources at the correct time will avoid additional costs such as extra storage or express delivery. You will be guided by the organisational policies and procedures on presentation of proposals for resource procurement. Procurement is the process of planning and preparing for purchasing; and receipt and approval of payment of goods. The procurement process is often part of the organisational strategy, as the ability to purchase with cost efficiency; quality and within effective timeframes, is a major contributor to the operations of a business.

Planning for physical resources requires planning, this will be generally coordinated by management but as employee involved in the implementation of these plans it is good to know.

Resources and services need to be evaluated based on:

- What is needed?
- When is it needed?
- Why is it needed?
- Can it be purchased with the budget?

Like an operational plan that is being implemented, the acquisition of physical resources and services need to be planned for implementation to effectively support the implementation of the operational plan.

3. Monitor operational performance

3.1. Monitor performance systems and processes

Once an operational plan has been implemented it is important to focus on monitoring its performance. This is essential assess progress in achieving profit/productivity plans and targets.

Ensuring that the performance of an operational plan is achieving its targets, is crucially important to ensure that the implementation is effective and, ensuring any negative performance can be corrected, to avoid affecting the business overall.

Performance systems can include:

- Informal systems used by frontline managers for the work team in the place of existing organisation-wide systems
- Formal processes within the organisation to measure performance, such as:
    - Feedback arrangements
    - Individual and teamwork plans
    - KPIs
    - Specified work outcomes

Monitoring these would be conducted on a basis as determined by the organisation. For example, team KPIs may be monitored daily, where as individual KPIs are assessed weekly.

KPI's should clearly indicate you method of evaluation/ measurement. For example, if you are monitoring the monthly sales report, is your measure the volume of sales transactions; the average sale value; additional 'add on' sales; or new business sales?

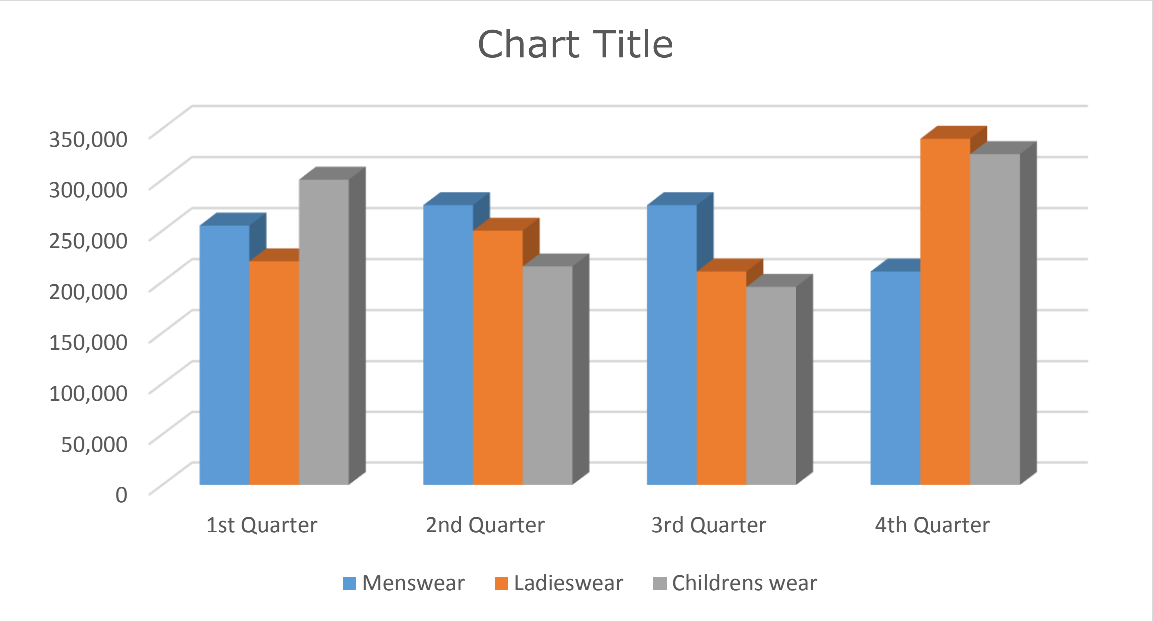
You should reference how you will locate the data for your performance systems. What reports will you access? You will need to ensure these reports are compiled with accurate and valid data.

You may seek to utilise:

- Weekly sales reports
- Payroll reports
- Production (volume, quality, and cost) reports
- Income and expenditure reports
- Budget (actual to forecast)

Your performance system may seek to compare results on a month by month basis; or against previous trading periods (comparison against last years – quarterly results' or seasonal outcomes). In order for the performance system to be a valuable tool for analysis and evaluation the data source must remain consistent. If there have been reporting variances these must be noted. For example, should the hours of trading have changed, in comparison to the last reporting period, this should be clearly noted.

Share details of the progress to towards targets, celebrate success and positive progression. Colourful charts are an effective way to communicate progress, as they are easily and quickly interpreted.



3.2. Analyse and use budget and actual financial information to monitor profit/productivity performance

There are various ways you can monitor the financial performance of your business using the data you have collected. Using financial ratios may assist in measuring where your business is underperforming.

Key financial ratios:

Ratio	Indicator of	Method
Gross profit margin	% of gross profit on sales	(Gross Profit x 100) / sales
Net profit margin	% of net profit on sales	(Net profit before tax x 100) / sales
Material to sales	% of sales dollars spent on materials	(Direct materials x 100) / sales

Labour to sales	% of sales dollars spent on labour	(Direct labour x 100)/s sales
Overhead expenses to sales	% of sales dollars spend on overhead expenses	(Overhead expense x 100) / Sales
Stock turnover	Number of times stock turns over	Cost of goods sold / (0.5 x opening + closing stock)
Debtors turnover	Average time to collect debts	(Debtors x days in period) / credit sales
Working Capital	Liquidity of the business	Current assets / Current liabilities

Profit drivers are factors that have a significant impact on your bottom line result. Profit drivers may be price, fixed costs, variable costs, sales volumes, cost of debt and inventory.

Tracking your profit drivers and regularly monitoring performance outcomes are keys to success. To measure your profit drivers you may use the following calculations:

Earnings to Sales Ratio: This measures how well you are containing your expenses

Earnings to sales ratio = (net profit ÷ total sales) x 100

You may also choose to measure your staff job satisfaction, a method to do this is referred to as Sick days to total paid days ratio:

Sick days to total paid days ratio = (total sick days ÷ total days paid) x 100

When you are seeking to measure the quality of your production and evaluate the cost of producing your goods, you can us the Error rate ratio:

Error rate ratio = (total items rejected ÷ total items produced) x 100

Other non-financial ratios:

There are many other non-financial ratios that are also used in business to monitor and review productivity performance. These may include:

Product returns ratio: Number of returned, faulty products / total product production

KPI ratio: Rate at which the KPI’s have been achieved for a department/business

Days lost to injury ratio: Record of productive hours lost due to injury / overall total hours worked.

Absenteeism ratio: Number of days an employee absent from work / overall rate of absenteeism.

Staff turnover: (number of staff who left/ total number of staff) x 100

3.3. Identify unsatisfactory performance and take prompt action to rectify the situation

When monitoring the performance systems it is important to be able to identify unsatisfactory performance and, take steps to rectify these situations.

So what could be deemed unsatisfactory performance?

- Deadlines not being met
- Not achieving KPIs
- Overspending budget
- Low productivity levels
- Low profit levels

To determine what action that is required it is often essential to understand the causes of this unsatisfactory performance.

- Identify the exact area of non-performance (undertake benchmarking)
- Identify the cause of performance issues
- Check the pattern or usual items/transactions; identify any exceptions to the norm/expected
- What is the exact impact of the cause on overall operation plan
- Is the cause internal or external to the organisation
- Are you able to control the cause, or is it uncontrollable
- Do you have a contingency plan

There needs to be a process of critical analysis undertaken to review areas of underperformance.

Once a clear understanding of the unsatisfactory performance has been determined it allows you to implement appropriate action to rectify the issues.

Your action plan will, of course, vary depending on the performance issues that need to be addressed, however the plan may include:

- Revision of resources required (human resource and/or physical resources)
- Reorganising/reallocation of resources
- Additional training and support
- Improved systems and processes
- Review of performance measurement and data collected
- Marketing strategies

- Cost saving actions (purchasing at lower cost; bulk purchase; or elimination of waste)
- Enact contingency plans
- Make adjustments to the operational plan

Take action and communicate the plan with your employees; ask for their input and feedback; this way everyone can be involved in rectifying the underperformance as early as possible. To take no action will mean that you will not get your plan back on track for success.

3.4. Provide mentoring, coaching and supervision

Your operational plan should include strategies to provide coaching, mentoring and supervision to your teams. These all should address the needs of individuals and teams to develop the skills to effectively, economically and safely use resources.

3.4.1. Coaching

'A good coach is someone who will get you to do something you don't want to do; that you have to do; in order to reach your goals.'
Coaching is a useful way of developing employee's skills and abilities, and improving performance.
A coaching session takes place between a coach and the coachee and focuses on helping the coachee discover answers from themselves. People are more likely to engage with solutions that they come up with themselves, rather than those that are forced upon them.
Most formal professional coaching is carried out by qualified people who work with clients to improve their effectiveness and performance and help them to reach their full potential.

Foundation for Coaching

Coaching is founded on confidentiality and trust. The coachee must be able to speak about all aspects or an issue or challenge with their coach. Coaching should be something all managers do with their teams. It can help to improve work performance and deal with issues before they become larger problems.

Solution Focused Coaching

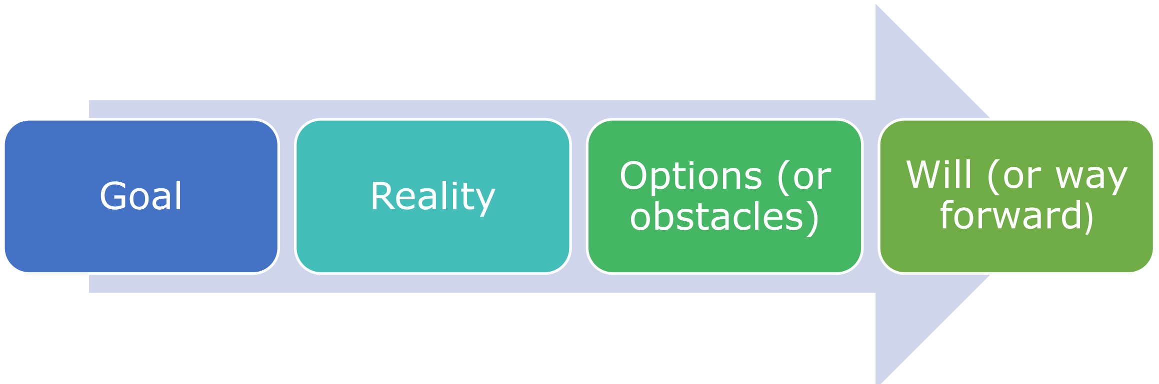
This approach places primary emphasis on assisting the client to define a desired future state (where or what they want to be); and constructs a pathway emphasis on assisting the client to define desire future state. The approach looks to identify a way of thinking and acting that will allow the coachee to reach their goal.
The following YouTube provides a good explanation of solution focused coaching:
https://www.youtube.com/watch?feature=player_detailpage&v=JX2FnFUqLMo

Team coaching

Team coaching is designed to help people understand how to work better with others. It is a good method to improve working relationships and reduce conflict. When team coaching you focus on interpersonal skills and interactions, rather that the development of an individual.
A good place to start with team coaching is to understand the dynamics of the team. Individuals have different styles of working and communicating; and when we encounter someone different to us, we may be frustrated and fail to recognise the other person's strengths.
Personality and behavioural assessments are great tools for improving a team's understanding of its own dynamics, and why people react the way they do. By understanding others they can improve how they relate to each other, being more tolerant and understanding of each other's needs and abilities.
Myers-Briggs is an excellent tool for uncovering individual patters in things such as communication and conflict resolution.
As a coach your role is to bring team members together and to encourage effective team work. It is good practice to establish behaviour expectations, a team charter is an effective way to do this.
Effective working relationships are built by understanding team members' needs, preferences, and styles of work. By helping people understand their own styles and appreciate the different styles of others, you can work with them to change their behaviours and use everyone's strengths.

The GROW Model

There are many coaching models. GROW is one model a coach can use.



The model was originally developed in 1980s by performance coach Sire Joh Whitmore, although is have been further developed by others, including Graham Alexander.
A good way to think about GROW is to think about how you would plan a journey. First you decide where you would like to go (Goal); then you look at where you are now (current reality). Then you explore your options (consider obstacles, such as money, time etc). Then finally you commit to your journey.
This is the process the coach would take the coachee through, the coach acts as the facilitator of the process.
The two most important skills for a coach are:

Ask good questions → Actively listen

3.4.2. Mentoring Skills

Using your knowledge and experience to help others:

By mentoring in the workplace you can help people increase their effectiveness, advance their careers, and create a more productive organisation. Being a mentor can be very rewarding.

Benefits of Mentoring

Mentoring is based on the relationship between two people the 'mentor' and the 'mentee'. As a mentor, you pass on valuable skills, knowledge and experiences to your mentee.
Mentoring is designed to help the mentee feel more confident and supported. Mentees should, through the mentor process, develop a clearer sense of what they want to achieve in their careers and personal lives.
For an organisation mentoring is a good way of efficiently transferring valuable competencies from one person to another. This increases the organisations knowledge base, helps to build strong working teams, and can be utilised in a succession planning strategy.
Developmental mentoring: is where the mentor is helping the mentee develop new skills and abilities. The mentor is to guide the mentee and help them grow.
Sponsorship mentoring: is when the mentor is more of a career influencer than a guide. The mentor really drives the mentees progress, opening doors for the mentee to gain opportunities, and influencing others to help the mentee to advance.

Skills for mentoring:

To be an effective mentor you will need to:

- Have the desire to mentor- you must be willing to spend time helping the mentee
- Be a role model for continual personal and professional growth- you need to demonstrate to the mentee that learning and development never ceases
- Be confident – we are not talking about having a big ego, rather being confident in your abilities to apply critical thinking and challenge your mentee to do the same
- Ask the right questions- good mentors ask their mentees questions that make them think! Then they support the mentee as they seek to find the answers. The goal is to guide the mentee to a path that will allow them to find the answer or reach a conclusion

- Listen actively- watch your mentee carefully, read body language and recognise what topics your mentee finds difficult. Be patience and willing to listen fully without judgement
- Provide feedback- show the mentee that you have listened and provide them with feedback that gives them an alternative perspective on their thoughts

Mentoring is about transferring information, competence, and experience to mentees, so that they build confidence. You need to be:

Encouraging	Nurturing	Supportive	Able to relate to their journey

When analysing and evaluating underperformance you may identify a skill or knowledge gaps that requires additional training and development. On the job coaching or mentoring may be the best solution. To effectively implement this solution it is recommended that a formal development plan be prepared, discussed and agree with the employees. The plan can then be implemented, monitored, reviewed and evaluated. The business should always look to evaluate training and development activities to verify return on investment.

3.4.3. Supervising

Supervising is not about micro-managing, it is about providing a presence for team members to gain support from. The role of the supervisor is to provide leadership in a team.

Through leadership team members will follow the example set by the supervisor in all aspects of work, including the effective, economical and safe use of work resources.

Another function of the supervisor is to provide feedback and support to teams and individuals to ensure they continue to work towards their objectives, goals and KPIs.

3.5. Present recommendations for variation to operational plans

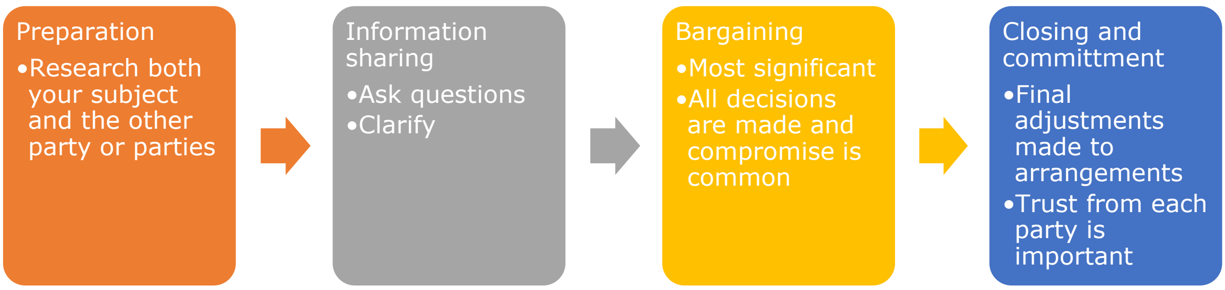
Should there be cause for the operational plan to be amended, a consultative process should be undertaken with all key stakeholders that may be impacted by the proposed change. You should prepare a change proposal which will include a justification for the proposed change. This proposal is normally presented in report format and includes cost/benefit calculations. The change proposal should be compiled after consultation with key stakeholder, so that their feedback is considered and included in the report recommendations. The change proposal will need to be presented to all relevant authorities to gain approval for the change.

When making a presentation of recommendations, there are a number of factors that need to be considered.

These can include:

- What was done previously?
- Why did or did it not work?
- What has worked for others?
- Why did it work?
- What needs to be changed?

Another important consideration is to negotiate your recommendations that you make. When doing this it is important to be prepared.



It is always important to be confident and support your recommendations with facts, this will give you a better chance of gaining approval to make variations in the operational plan from designated personnel and groups.

Designated personnel and groups may be comprised of:

- Other affected work groups or teams and groups designated in workplace policies and procedures
- Those who have the authority to make decisions and/or recommendations about operations such as workplace supervisors, other managers

3.6. Implement systems, procedures and records associated with performance in accordance with organisation's requirements

Your operational plan will be supported by organisational policies and procedures which are put into place to ensure compliance with legislative requirements and to meet with organisational needs.

There are many Legislations, Acts and Code of Practice that you need to understand in order to ensure that your organisation is not at risk of non-compliance. A summary of the legislations in Australia is provided in the Appendix. This is a good starting point for you to ensure your knowledge is current. You will also need to undertake additional research on this topic. Useful websites to conduct your research include:

Fair Work	http://www.fairwork.gov.au/	Employment legislation
Australian Human Rights Commission	https://www.humanrights.gov.au/commission-website-information-employers-3	Fact Sheets for use in the workplace
Australian Taxation Office (ATO)	https://www.ato.gov.au/	Regulatory reporting responsibilities
Business.gov.au	http://www.business.gov.au	Registration and licencing. Grants and assistance.
Australian Securities & Investments Commission (ASIC)	http://asic.gov.au/regulatory-resources/financial-reporting-and-audit/	Financial reporting and audit requirements

To ensure employees meet with regulatory obligations organisational policies and procedures are created and implemented. Your operation plan should follow policies and procedures for the following:

Recruitment, Selection and Induction Policy and Procedures	Workforce recruitment, selection and induction; including document storage, distribution and accessibility. Policies and procedures are in place to ensure compliance with employment legislation, privacy act and meet with organisational requirements.
Performance Management Policy and Procedures	Following policies and procedures will ensure compliance with employment legislation, privacy act and human rights obligations. In addition to meeting with organisational needs for efficient productive workforce management. Policy and procedures will also govern the storage, distribution and accessibility of performance management documents.

Financial Reporting Policy and Procedures	Financial reporting policies and procedures will be in place to ensure compliance with ATO regulations, ASIC regulations, in addition to organisational needs. Policies and procedures for the storage, distribution and accessibility of financial documents will be implemented to meet with legislative and organisational requirements.

There are different types of systems, procedures and records that relate to performance, so it is important to understand how to implement them effectively.

	Options	Implementation
Systems	Record management systems	Undertake resource acquisition process, train staff in its use, ensure all relevant systems are interconnected
	Project management systems	Undertake resource acquisition process, train staff in its use, ensure all relevant systems are interconnected
	Productivity logs	Gain approval to use system, train staff in the method of using and there are clear processes for the system
Procedures	Recruitment, Selection and Induction Policy and Procedures	Train staff in how to follow requirements, include as a part of any induction and refer to the procedures for performance measurements of implementation
	Performance Management Policy and Procedures	Train staff in how to follow requirements, include as a part of any induction and refer to the procedures for performance measurements of implementation
	Financial Reporting Policy and Procedures	Train staff in how to follow requirements, include as a part of any induction and refer to the procedures for performance measurements of implementation
	Resource Acquisition policy and procedures	Train staff in how to follow requirements, include as a part of any induction and refer to the procedures for performance measurements of implementation

	Options	Implementation
Records	Historical performance records	Gain approval to use, set up a document, spreadsheet or appropriate medium, train staff in use, apply available historic data and update as required, use to review trends
	Databases of records	Gain approval to use, Arrange to have database set up, train staff in use, apply available historic data and update as required, use to review trends
	Individual and team performance plans	Gain approval to use, set up a document, spreadsheet or appropriate medium, train staff in the process so they understand the plans, use these plans to align performance to the plans and operational plan

Appendix

Legislation in Australian business

This document is intended to provide an introduction to some of the most often used pieces of legislation and issues that affect businesses in Australia. It is by no means exhaustive and nor should it be used as an instrument to provide legal advice to others. The document is intended to provide general legislative and regulatory compliance guidelines relating to business activities. It should be used as a starting point for your own research into a particular issue. REMEMBER Australian businesses are obligated to comply with a range of laws.

Legal compliance is mandatory in all business organisations. Non–compliance is not accepted or tolerated. Ignorance of the law is no excuse!

Legislation is a set of rules, regulations or guidelines passed by an Act of parliament (State or Commonwealth).

Regulatory requirements are details of a particular Act. Regulations always follow legislation and set out standards, procedures and guidelines in the compliance of legislation. These rules and guidelines assist organisations to properly carry out compliance requirements as per the relevant legislation.

Standards are set by relevant government departments as codes of practice and industry standards.

General consumer protection laws

Federal government legislation exists to protect consumers, the environment and the community, as well as to promote fair trading and competition. These laws govern how businesses interact with their suppliers, customers and other businesses. They also outline the legal rights of businesses and business owners when conflicts arise.

You must determine which of these affects *your* business operations.

Managers need to be aware of legislation relevant to their particular managerial functions and industry. Employers and managers are required to understand legal compliance issues within their respective organisations and be able to carry out compliance at all times as part of the management process.

Managers are both professionally and legally accountable for their conduct and work practices within their parameters. Statutory requirements are legally binding and managers are required to comply with compliance matters depending on the requirements of the legislation. A business owner, manager or employee who contravenes relevant Act and regulations may be liable to criminal penalties and or civil action. It is also important to note here that if the legal entity of the business /organisation is a company structure, the business may be separately legally liable.

Government regulations and legislation is dynamic and changing. You must remain up to date as it is your responsibility.

Often Federal legislation is different to that of each state, make sure you are compliant with the correct legislation. If you are not sure check!

Access to State and Commonwealth Acts and regulations can be found online at a number of sources – Example of a range of internet sites to begin your research include:
www.business.gov.au www.comlaw.gov.au/
http://www.oaic.gov.au/freedom-of-information
http://www.fairwork.gov.au/about-us http://www.comcare.gov.au

Issue	Legislation	Detail correct at time of printing November 2014
Affirmative Action	Equal Employment Legislation	
Anti-Bullying	Fair work WHS Anti-Discrimination	People who believe they're being bullied in the workplace can apply to the Fair Work Commission for help in resolving the issue. Bullying occurs when a person or group of people, repeatedly behave unreasonably towards a worker. The behaviour also has to be deemed a risk to the worker's health or safety.
Anti-discrimination	Anti-discrimination is the key diversity legislation in Australia. There are also State and territory legislation which follows the federal Acts. These include: • Disability Discrimination and Other Human Rights Legislation Amendment Act 2009 • Disability Discrimination Amendment Act 2005 • Equal Opportunity for Women in the Workplace Act 1999 • Fair Work Act 2009 • Human Rights and Equal Opportunity Commission Act 1986 • Racial Discrimination Amendment Act 1980 • Sex and Age Discrimination Amendment Act 2011	Together, they prohibit discrimination on the basis of: • Gender, sexual preference, political opinion, trade union activities, colour, race and ethnicity, social origin, religion, nationality, family responsibility, irrelevant medical record, irrelevant criminal history, age, marital status, carer status, parental status, breastfeeding, disability, pregnancy Managers need to ensure that performance-management processes do not contravene anti-discrimination legislation. A manager can be seen to discriminate against employees when they treat them with a particular attribute (i.e. age, gender, parental status, disability) less favourably than employees without that attribute or with a different attribute. Employers and managers are also considered to be acting in a discriminatory manner if they impose an employment condition that: • An employee with a particular attribute cannot comply with • A higher percentage of people without an attribute can comply with • A higher percentage of people with a different attribute can comply with • Is universally applied and that people with an impairment or a disability cannot meet • Is unreasonable

Competition laws/ Consumer laws Product liability regulation	Australian Consumer Law (ACL) is set out in Schedule 2 of the *Competition and Consumer Act 2010*. The standards are enforced by the Australian Competition and Consumer Commission (ACCC).	Provides regulations on unfair contract terms, consumer rights guarantees, product safety laws, unsolicited consumer agreements, lay-by agreements and penalties, and other areas. Further information see Ministerial Council on Consumer Affairs: Australian Consumer Law.
Copyright	Copyright Act 1968 which applies the national law throughout Australia.	The Copyright Law of Australia defines the legally enforceable rights of Intellectual Property which includes creators of creative and artistic works under Australian law.
Employee rehabilitation and compensation	Safety *Rehabilitation and Compensation Act 1988* The SRC Act Workers Compensation and Rehabilitation Act 2003 QLD	The SRC Act 1988 covers: Commonwealth and ACT public servants Employees of Commonwealth and ACT statutory authorities and corporations. Australian Defence Force members for injuries before 1 July 2004. Employees of corporations with a licence to self-insure under the SRC Act. The SRC Act provides rehabilitation and workers' compensation to employees covered by the scheme for a work related injury. The QLD legislation established a workers compensation scheme for Queensland which provides benefits for workers who sustain injury in their employment, also for dependants if an injury results in the workers death.
Employment contracts See also Independent contractors	This comes under the general law of contract and determines the legal relationship between employers and employees and sets out the terms and conditions of employment.	• Codes of conduct that employees are required to comply with • Contractual requirements of both employers and employees under a contract of employment • Organisational policies that employees need to observe. These requirements are generally set out by the human resource management department • The grounds upon which an employer can terminate without notice • Period of notice an employee needs to be given when employment is terminated with notice • How and when an employee's performance will be appraised or reviewed • How the employee will be renumerated for their work • Many of the legal requirements mentioned here also refer to employment relations under the Fair Work Act 2009

<table>
<tr><td colspan="2">Environmental
Australian Government, state, territory governments, and local governments jointly administer environmental protection. There are many pieces of legislation which apply, check which one applies in your situation. The following are some examples:
• Coastal Protection and Management Act 1995
• Waste Reduction and Recycling Act 2011
• Environmental Protection Act 1994
• Nature Conservation Act 1992
• Queensland Heritage Act 1992
• Sustainable Planning Act 2009
• Water Act 2000 (Chapter 3)</td><td>Australian Government legislation governs the process of assessment and approval of national environmental and cultural concerns.
State and territory environmental protection legislation apply to specific business activities.
For further information, see business.gov.au: Environmental legislation.</td></tr>
<tr><td>Ethical principles</td><td>Universal standards of right and wrong. Be sure to consult with State legislation which apply to your relevant industry. Each business should have relevant HR policy and procedures covering this for their practices.</td><td>They detail the kind of behaviour a company or person with sound ethics should and should not engage in.
How your character is judged is critical to success of your business.
Unethical actions will destroy trust and credibility.
Ethical principles are: Honesty, integrity, promise keeping, loyalty, fair, caring, respect for others, legal, commitment to excellence, leadership, reputation, accountable, avoiding conflicts of interest,</td></tr>
<tr><td>Freedom of Information</td><td>Freedom of Information Act 1982</td><td>The FOI Act provides a legally enforceable right of access to government documents. It applies to Australian Government ministers and most agencies - obligations of agencies and ministers are different.
FOI allows individuals to see what information government holds about them, and to seek correction of that information if they consider it wrong or misleading.</td></tr>
<tr><td>Human Rights</td><td>The Australian Human Rights Commission Act 1986</td><td>Anti-discrimination legislation</td></tr>
<tr><td>Independent contractors
See also Emplyment contracts</td><td>Are self-employed and provide a service to a business.
Often negotiate their own payments and working arrangements, and can work for a range of clients at any given time.</td><td>Before entering into a contract, determine whether someone is classified as an independent contractor so you can comply with your legal obligations. Their status affects their rights and obligations. It's possible for someone to be an employee for some work and independent contractor for other work.
Remember it's illegal to fire, or threaten to fire, an employee if they don't agree to become a contractor.</td></tr>
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Industrial relations reform	Federal – Fair Work Act 2009 State QLD for example QLD Industrial Relations Act	The Industrial Relations Reform Act allowed workplace disputes to be settled by enterprise bargaining between employers and unions in the workplace. If the dispute was not settled, the Australian Industrial Relations Commission could settle it.
Privacy	Privacy Act 1988 You need to be aware of your obligations under the Australian Privacy Principles (APPs). Australia has national privacy legislation, overseen by the Office of the Australian Information Commissioner (OAIC) this regulates how businesses collect, access, and store personal information and communication.	There are specific requirements on management of sensitive information e.g. medical records. Legislation applies to a number of different activities and sectors. Australian states and territories also have individual privacy laws that may apply in the workplace and affect business in each jurisdiction. A new set of privacy principles was introduced in March 2014. The principles cover how a business handles personal information, including the: handling and processing personal information use of personal information for direct marketing and disclosing personal information to people overseas.
Racial Discrimination	Racial Discrimination Act 1975	Anti-discrimination legislation
Sex Discrimination	Sex Discrimination Act 1984	Anti-discrimination legislation
Trade Practices	Australian Consumer Law	Superseded in January 2011 by the Competition and Consumer Act 2010
Unfair or unlawful dismissal	The primary piece of legislation relating to unfair and unlawful dismissal is Fair Work Act 2009 (Cwlth).	Under this legislation, employees can claim their dismissal was harsh, unjust/ unreasonable, not a case of genuine redundancy or the dismissal was not consistent with the Small Business Fair Dismissal Code.

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<td>Work Health and Safety</td>
<td>Workplace Health and Safety Act 2011
Some states still use OHS be sure to check with your state as to the particular areas you need to comply.
Under health and safety legislation, employers have a duty to ensure that employees' working environments are safe and pose no threats to their health and wellbeing in the workplace.</td>
<td>Under this legislation, risks to health and safety also includes bullying and violence in the workplace.
Bullying can be defined as repeated, unreasonable behaviour directed at employees that poses risk to health and safety. Performance-management needs to ensure that in carrying out their duties, their behaviour cannot be construed as bullying. Particularly relevant when addressing poor employee performance.
They should be careful not to:
Verbally abuse employees
Exclude or isolate employees
Set employees impossible tasks or assignments
Harass employees, psychologically or otherwise
Intimidate employees
Intentionally withhold information vital for effective work performance
Assign meaningless tasks to employees are not job related</td>
</tr>
<tr>
<td>Work place diversity</td>
<td colspan="2">These federal and state legislations covers workplace diversity and equal opportunity in Australia:
The Australian Human Rights Commission Act 1986
The Age Discrimination Act
The Sex Discrimination Act 1984
The Racial Discrimination Act 1975
The Racial Hatred Act
The Disability Discrimination Act
The Workplace Gender Equality Act 2012
The Fair Work Act 2009
State-based anti-discrimination and WHS laws</td>
</tr>
</table>

Remember: you need to be aware of your own responsibilities. Legislation changes. Keep up to date. **Non-compliance is not tolerated and ignorance of the law is no excuse!**

Tips for excellent presentations

You	• Show your passion, be confident and let your enthusiasm come out. Facts without human–ness, passion or humour mean less attention for you and no interest for your audience • Be an entertainer – Speeches should be entertaining and informative. Emotional contact and appeal are important to the audience, they want to feel something • What do you want to achieve, what is your end game? • Why have you been asked to do the presentation? • Breathe, it helps you slow down and avoids um! The pause may seem awkward to you, but the audience will barely notice it • Don't Apologise – Unless you've done something wrong • Can you summarise your idea in fifteen words? If not, rewrite it and try again. Knowing the most important words makes it easy to remember and use when necessary • Be gracious and grateful for feedback and input even in a difficult situation • Eye contact look at individuals rather than just the group • Get close to your audience, don't hide behind barriers, build rapport by moving out and forward • If you are asked a question acknowledge the asking with statements like 'Thanks for asking that's an interesting question' or 'I'm glad you asked me that what a good question' allows you to work out what to respond with • What decisions can you make regarding delivery of the session?
The audience	• Know your audience – who are they? Why is the event running? What are their expectations of you and why are you being asked to speak? What do the participants hope to get out of the presentation? • What is their current knowledge on the subject I am presenting? • Why are they attending the presentation? • What are the backgrounds of the participants? • What are their job roles? • Would they have already attended something like this in the past? If so, how can I make my presentation different? • Put yourself in the shoes of the audience – What will the audience think of your presentation? Will they understand? Will any of it be boring? Consider the WIIFM (What's In It For Me) principle
Venue	• Where and when is it? Consider the logistics of the venue. • How many people are attending? • Where is it being held? • What equipment and resources can you access? What is your back-up in the case of equipment failure?

The presentation	• Make a decisive start, the first few minutes are most important to make a connection – don't share unnecessary information, make that impression. • Keep it short – finish early and leave them wanting more. • Use stories to reinforce your message and improve the relationship factor with your audience. • Make sure you have enough content, not an overload but enough appropriate content to provide the information and basis for a great story. • If you are using an electronic presentation consider having parts of the presentation without any electronics allow the audience to look back to you, they need to connect with you. • Don't read it becomes predictable and dull for the audience. • Keep it simple – what will you leave out? What will you include? What do you want the audience to remember? • Will I be using PowerPoint slides? • Will I be talking most of the time? • Do I need to prepare handouts?
The design	• Keep it very simple, no extra images if they add nothing • Use professional formatting and special effects like animations carefully • Images need to be excellent quality and suit the subject • Create a visual theme, not standard templates • Consider the effect of colour on the audience • Choose the font carefully • View often and critically the side sorter can help
The planning	• Pen and paper • Planning is a critical part of the presentation. It provides answers to all the questions we have already raised. • Some presenters prefer to work out their plans using pen and paper. Using large sheets of paper or small notes you are able to quickly jot down your ideas for the topic and reorder them or add or subtract quickly and simply. • Others prefer to move straight to an electronic format, which ever method you prefer to work with take care in the planning. • When adding details or information ask yourself – so? Does it matter if this information is included? Does it help? If it doesn't matter or help leave it out!

Glossary

Business plan	A written document that describes in detail how a new business is going to achieve its goals. A business plan will lay out a written plan from a marketing, financial and operational viewpoint.
Consultation	Business consulting refers to both the industry, and the practice of, helping organisations improve their performance, primarily through the thorough analysis of existing business problems and development of plans for improvement.
Contingencies	A possibility that must be prepared for; a future emergency.
Goal	An observable and measurable end result having one or more objectives to be achieved within a more or less fixed timeframe.
Implement	To make something such as an idea, plan, system, or law start to work and be used.
KPI	KPIs evaluate the success of an organisation or of a particular activity in which it engages. Often success is simply the repeated, periodic achievement of some levels of operational goal (e.g. zero defects, 10/10 customer satisfaction, etc.), and sometimes success is defined in terms of making progress toward strategic goals.
Objective	In general, objectives are more specific and easier to measure than goals. Objectives are basic tools that underlie all planning and strategic activities. They serve as the basis for creating policy and evaluating performance. Some examples of business objectives include minimizing expenses, expanding internationally, or making a profit.
Operational plan	An Operational Plan is a detailed plan used to provide a clear picture of how a team, section or department will contribute to the achievement of the organisation's strategic goals.

Performance systems	Systems that can be physical or virtual which serve the function of monitoring performance such as productivity, KPIs, financial data and staff absenteeism.
Resources	An economic or productive factor required to accomplish an activity, or as means to undertake an enterprise and achieve desired outcome. Three most basic resources are land, labour, and capital; other resources include energy, entrepreneurship, information, expertise, management, and time.
Strategic direction	A course of action that leads to the achievement of the goals of an organisation's strategy.

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