

Competency Standard

UNIT TITLE: DEVELOP AND IMPLEMENT OPERATIONAL PLANS		NOMINAL HOURS: 60
UNIT NUMBER: D2.TTO.CL4.06		
UNIT DESCRIPTOR: This unit deals with the skills and knowledge required to develop and implement operational plans in a range of settings within the travel industries.		
ELEMENTS AND PERFORMANCE CRITERIA	UNIT VARIABLE AND ASSESSMENT GUIDE	
<p>Element 1. Develop operational plans</p> <p>1.1 Develop <i>operational plans</i> and <i>strategies</i> based on monitoring of workplace needs and identification of opportunities for improvement and innovation</p> <p>1.2 Develop scope and <i>objectives</i> of the required initiative based on enterprise goals, staff and customer feedback</p> <p>1.3 Identify and <i>analyse internal and external factors</i> that may impact on the plan</p> <p>1.4 Consult appropriate <i>stakeholders</i> during the development of the plan</p> <p>1.5 Develop appropriate and financially-sound resource strategies</p> <p>1.6 Develop administrative framework and systems capable of supporting the planned initiative</p>	<p>Unit Variables</p> <p>The Unit Variables provide advice to interpret the scope and context of this unit of competence, allowing for differences between enterprises and workplaces. It relates to the unit as a whole and facilitates holistic assessment.</p> <p>This unit applies to developing and implementing operational plans within the labour divisions of the hotel and travel industries and may include:</p> <ol style="list-style-type: none"> 1. Tour Operation <p>The <i>operational plan</i> may be for</p> <ul style="list-style-type: none"> • Introduction of a new product • Staff re-organisation • Impacts of marketing initiatives or campaigns • An office relocation or refurbishment • Upgrading of facilities • Changes in work practices or procedures • Business expansion or contraction • Introduction of new systems. 	

<p>1.7 Identify and communicate clearly all priorities, responsibilities and timelines</p> <p>1.8 Develop evaluation systems in consultation with appropriate colleagues</p> <p>Element 2. Administer and monitor operational plans</p> <p>2.1 Implement and <i>evaluate</i> identified actions in accordance with agreed priorities</p> <p>2.2 Monitor <i>performance indicators</i></p> <p>2.3 Provide progress and other reports in accordance with enterprise requirements</p> <p>2.4 Make assessment of the need for additional resource requirements and take appropriate action in accordance with enterprise policy</p> <p>Element 3. Conduct ongoing evaluation</p> <p>3.1 <i>Review the operational plan</i> to assess effectiveness in the workplace</p> <p>3.2 Monitor <i>performance</i></p> <p>3.3 Identify problems and make adjustments accordingly</p> <p>3.4 Incorporate the results of evaluation into ongoing planning and operational management</p>	<p><i>Strategies</i> may include:</p> <ul style="list-style-type: none"> • Client development • Geographic expansion • Organisational growth • Service growth • Debt reduction • Income development. <p><i>Objectives</i> may include:</p> <ul style="list-style-type: none"> • Sales figures • Revenues • Delivery times • Service standards • Client numbers • Sales figures and targets • Booking levels • Customer or staff feedback • Productivity gains. <p><i>Analyse internal and external factors</i> may relate to:</p> <ul style="list-style-type: none"> • Capabilities and resources: • Human resources • Financial resources • Equipment capacity • Staff skill levels
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- Hours of operation
- Communication capabilities
- Location/position
- Trends and developments in the marketplace:
 - Economic
 - Ecological/environmental
 - Government activities
 - Social and cultural
 - Demographic
 - Technology
 - Industrial
- Comparative market information:
 - Best practice information
 - Benchmarking
 - Competitor information
- Legal and ethical constraints:
 - Legislation
 - Regulation
 - Codes of practice
 - Cultural expectations and influences
- Social responsibilities, e.g. Protection of children and environmental issues.

Stakeholders may include:

- Customers
- Employees
- Government agencies
- Owners
- Suppliers
- Strategic alliance partners.

Evaluate may include

- Key performance indicators
- Gap analysis
- Customer feedback
- Compliance reports
- Employee feedback.

Performance indicators may include:

- Sales
- Return on investment
- Customer service
- Debt servicing costs.

Review the operational plan may relate to:

- Quarterly reviews
- Business plan cycle
- Major events triggering a review, e.g. Change in market place.

Performance may relate to:

- Market share
- Sales figures
- Customer satisfaction.

Assessment Guide

The following skills and knowledge must be assessed as part of this unit:

- Knowledge of the key planning concepts and techniques including the structure of plans and steps in the planning process
- Understanding of current internal and external environments which impact on planning within the enterprise or industry sector
- Knowledge of research skills sufficient to source and analyse a broad range of information on varying issues and from multiple sources
- Knowledge of legal issues that impact on enterprise operations as appropriate to the industry sector.

Linkages To Other Units

- Develop and implement business plans
- Plan and establish systems and procedures
- Prepare business documents
- Maintain financial standards and records
- Manage legal requirements for business compliance
- Manage physical assets and infrastructure
- Lead and manage people.

Critical Aspects of Assessment

Evidence of the following is essential:

- Demonstrated ability to undertake detailed, thorough and appropriate analysis of both internal and external business environments to provide a sound basis for business planning
- Demonstrated ability to develop and implement an integrated operational plan within a travel and hotel industry context
- Consistency of performance across a range of situations that demonstrates knowledge, understanding and skill in implementing the principles and practices of developing and implementing operational plans
- Demonstrated ability to collect and analyse financial performance information
- Demonstrated ability to plan and forecast
- Demonstrated ability to schedule activities to meet milestones
- Demonstrated ability to research data and trends.

Context of Assessment

This unit may be assessed on or off the job:

- Assessment should include practical demonstration of the ability to develop and implement an operational plan in the workplace or through a simulation activity, supported by a range of methods to assess underpinning knowledge
- Assessment must relate to the individual's work area, job role and area of responsibility
- Assessment must include project or work activities that allow the candidate to respond to multiple and varying workplace issues relevant to work area, job role and area of responsibility that allow the candidate to demonstrate knowledge and awareness of developing and implementing operational plans.

Resource Implications

Training and assessment to include access to a real or simulated commercial workplace environment in which the operational plan can be implemented; and access to workplace standards, procedures, policies, guidelines, tools and equipment.

Assessment Methods

The following methods may be used to assess competency for this unit:

- Case studies
- Observation of practical candidate performance
- Oral and written questions
- Portfolio evidence
- Problem solving
- Role plays
- Third party reports completed by a supervisor
- Project and assignment work.

<p>Key Competencies in this Unit</p> <p><i>Level 1 = competence to undertake tasks effectively</i></p> <p><i>Level 2 = competence to manage tasks</i></p> <p><i>Level 3 = competence to use concepts for evaluating</i></p>		
Key Competencies	Level	Examples
Collecting, organising and analysing information	3	Identify and analyse competitive activity
Communicating ideas and information	3	Express complex strategies in a clear and concise format
Planning and organising activities	3	Coordinate stakeholder involvement in the planning process
Working with others and in teams	3	Devise strategies to ensure team commitment to business strategies
Using mathematical ideas and techniques	2	Create financial projections and forecasts
Solving problems	3	Adjust strategies to respond to severe and sudden budgetary constraints
Using technology	2	Identify and analyse the optimum use of technology to achieve business objectives