

**Ofqual unit number** T/616/3225

**RQF level** 5

**Guided learning hours** 22

**Total unit time** 52

**Aims of unit** The ability to translate organisational objectives into operational plans is an essential management skill. The unit opens with the importance of understanding the strategic direction of the organisation and how to contribute to the strategic planning process. It then focuses on the knowledge and skills required to create and deliver operational plans. This includes the need to set key performance indicators, monitor quality and outcomes against the plan, and know how to effectively report on findings.

**Keywords** Strategic objectives, operational planning, key performance indicators, continuous improvement, setting targets, contingency planning, deliver operational plan, time management, manage resources, problem solving, decision making, monitoring and measuring outcomes.

### Learning outcome 1

#### Understand the principles of operational planning in an organisation

#### Assessment criteria

- 1.1 Assess the **relationship** between an organisation's strategic objectives and operational planning
- 1.2 Evaluate the use of **approaches** to operational planning

#### Indicative content

1.1 **Relationship** refers to the input into strategic planning and may include but is not limited to the vision, mission, aims and objectives (also known as the Golden Thread), values and ethics the translation of strategic goals in to deliverables, links between/roles of different operational areas.

1.2 **Approaches** refer to operational business planning techniques and approaches including managing multiple tasks, resource management, setting targets and key performance indicators (KPIs), business development tools e.g. SWOT and approaches to continuous improvement and may include but are not limited to stakeholder consultation, cost benefit analysis, risk analysis, contingency planning, quality (e.g. LEAN methods), supply chain and capacity planning, setting SMART targets, work breakdown structure, Plan, Do Check Act (Deming, c.1950s), Stakeholder Management (Freeman, 1984; Eden and Ackerman, 1998).

### Learning outcome 2

#### Know how to create an operational plan in line with organisational objectives

#### Assessment criteria

- 2.1 Examine the impact of **legal** and **organisational** factors on an operational plan
- 2.2 Assess the **ethical** requirements that influence an operational plan
- 2.3 Create an **operational plan** in line with organisational objectives

<b>Indicative content</b>
<p>2.1 <b>Legal</b> may include but is not limited to Health and Safety at Work Act 1974, Consumer Protection Act 1987, Data Protection Act 1998, Freedom of Information Act 2000, Sale of Goods Act 1979, Equality Act 2010, Digital Economy Bill, 2016, Working Time Directive, 1998, Safeguarding Vulnerable Groups Act (SVGA), 2006, Communication Act 2003 and industry specific regulations.</p> <p><b>Organisational</b> may include but is not limited to performance standards, customer service charters, policies and procedures for human resources, health and safety, safety and security, equality and diversity, communication and data protection, procurement, risk assessment, LEAN production, quality standards.</p> <p>2.2 <b>Ethical</b> may include but is not limited to code of conduct, sustainability, corporate social responsibility, organisational values and culture, equality and diversity.</p> <p>2.3 <b>Operational plan</b> refers to operational business planning techniques, create plans in line with organisational objectives, setting key performance indicators (KPIs) and SMART targets, (Ten-step Target Setting Process, Bourne and Franco-Santos, 2010), ability to demonstrate commercial awareness and identify and shape new opportunities, plan, organise and manage resources, management systems, processes and contingency planning, management of multiple tasks, monitoring performing against plans and development of sales and marketing plans.</p> <p>The plan may be in the form of a short, medium, long term or interval plan and may include but is not limited to aims, relationship to organisational objectives, analysis of data, assessment of current capability, gap analysis, assessing supply and resources (including partner/supplier arrangements), risk management, budget allocation, production methods, service delivery, communications plan, implementation and review, data and performance measures, conclusions and recommendations.</p>

<b>Learning outcome 3</b>
<b>Know how to manage and lead the delivery of an operational plan</b>
<b>Assessment criteria</b>
<p>3.1 Assess <b>methods</b> of managing and leading the delivery of an operational plan</p> <p>3.2 Examine <b>techniques</b> for problem solving and decision making</p>
<b>Indicative content</b>
<p>3.1 <b>Methods</b> refer to effective delegation and enabling delivery through others, using specialist advice and support to deliver against plans, managing resources (e.g. budget allocation, availability and quality of supplies, supply chain management, reliability of equipment, contingency arrangements), monitoring performance against plans, use of time management and prioritisation techniques and tools and may include but are not limited to communication of plan, briefings, learning and development (including development for licence to practice), coaching mentoring and motivation of staff, performance management, management of virtual, multiple and remote teams.</p> <p>3.2 <b>Techniques</b> refer to use of critical analysis and evaluation to support decision making and use of effective problem solving techniques and may include but are not limited to Root Cause Analysis (RCA), Fishbone Diagram (Ishikawa, c.1968), brainstorming, mind mapping, action planning, Six Thinking Hats (De Bono, 1986), Ladder of Inference (Senge, 2006), Rational Decision-Making (Kepner-Tregoe, 1965).</p>

<b>Learning outcome 4</b>
<b>Know how to monitor and measure the outcome of operational planning</b>
<b>Assessment criteria</b>
<p>4.1 Evaluate <b>methods</b> to monitor progress and measure the outcomes of operational plans</p>
<b>Indicative content</b>

4.1 **Methods** refer to key performance indicators (KPIs), setting targets and monitoring performance against plans, continuous improvement cycle (including quality audits and quality control), input into strategic planning, production of reports, produce reports and provide management information based on the collation, analysis and interpretation of data (including metrics and analytics) and may include but are not limited to quantitative (e.g. profitability, contribution to overheads, securing future business/contracts, repeat business) and qualitative (e.g. reputation, retention and loyalty, customer and employee feedback, satisfaction levels, ability to attract new/retain customers/staff, staff performance, achievement of awards and accolades, growth and innovation).

### Recommendations for assessment

Learners may approach the assessment in a number of ways. All assessment criteria must be met. The following opportunities are recommendations for guidance purposes only.

- 1 The learner may be asked to write an **account** or **assignment** on the principles of managing and delivering operational plans.
- 2 The learner may be asked to respond to a **scenario or case study** based on how they would create and deliver operational plans.
- 3 Learners may write a **report** based on the principles of creating and delivering operational plans.
- 4 The learner may draw upon their **own experience** of creating and delivering operational plans within their own organisation.
- 5 They may present **work based evidence** accompanied by reports/reflective accounts to meet each assessment criteria.
- 6 To meet the requirements of AC 2.3 (Create an operational plan in line with organisational objectives) the learner is required to **create a plan** for a minimum of one work area for a period of 3 months.

### Further guidance

It is not a requirement for the learner to cover all aspects of the indicative content when completing the assessment. The learner is encouraged to select and present well chosen information and examples to evidence they sufficiently understand the assessment criteria.

### Relationship with other frameworks and occupational standards

This unit is mapped to the following requirements of the Apprenticeship Standard for Operations/Departmental Manager ST0385/01:

#### A. Operational Management

- A1 Operational management approaches and models including creating plans to deliver objectives and set KPIs
- A2 Business development tools e.g. SWOT and approaches to continuous improvement
- A3 Operational business planning techniques, including how to manage resources, development of sales and marketing plans, setting targets and monitoring performance
- A4 Management systems, processes and contingency planning
- A7 Input to strategic planning
- A8 Create plans in line with organisational objectives
- A10 Demonstrate commercial awareness and the ability to identify and shape new opportunities
- A11 Create and deliver operational plans including setting KPIs and monitoring performance against plans
- A12 Produce reports, providing management information based on the collation, analysis and interpretation of data

#### B. Project Management

- B5 Plan, organise and manage resources

#### D. Leading People

- D6 How to delegate effectively

*E. Managing People*

- E9 Delegate and enable delivery through others

*F. Building Relationships*

- F9 Use specialist advice and support to deliver against plans

*I. Management of Self*

- I3 Approaches to planning including managing multiple tasks

*J. Decision Making*

- J2 Problem solving and decision making techniques
- J3 Undertake critical analysis and evaluation to support decision making
- J4 Use effective problem solving techniques

**Suggested reading/web resource materials**

Reading/resource materials available on ManagementDirect

Textbooks/eBooks

- Johnson, Whittington and Scholes (2012) Fundamentals of Strategy
- Adair (2010) Strategic Leadership: how to think and plan strategically and provide direction

Relevant Theories, Frameworks and Models

- Balanced Scorecard (Kaplan and Norton, 1992)
- Plan Do Check Act cycle (Deming, 1950s)
- Ten-step target setting process (Bourne and Franco-Santos, 2010, Cranfield)
- Fishbone Diagram (Ishikawa, 1968)
- Six Thinking Hats (De Bono, 1986)
- Ladder of Inference (Senge, 2006)
- Rational Decision-Making (Kepner and Tregoe, 1965)

Please note: This list is provided to guide the learner to potential sources of information and is by no means exhaustive. The content of the list is liable to change. The content was checked for accuracy at the time of unit development.

Please note: all references to legislation may be subject to subsequent changes, deletions and replacements. ManagementDirect resources require CMI membership and a username and password.