
Overview

Every organisation should have an overall strategic business plan and each identified area of responsibility should also have an operational plan that will contribute to achieving the objectives set out in the strategic business plan. This standard is about implementing that operational plan.

This standard is relevant to managers and leaders who are responsible for implementing operational plans in their area of responsibility.

This standard links closely to *CFAM&LBA9 Develop operational plans* and *CFAM&LFA1 Implement and evaluate strategic business plans*.

Implement operational plans

Performance criteria

- You must be able to:*
- P1 Communicate your operational plan in ways which gain the understanding and support of those involved and other key stakeholders.
 - P2 Delegate responsibilities for achieving operational objectives to individuals and gain their commitment to these.
 - P3 Make available the resources required to achieve the objectives in your operational plan.
 - P4 Hold people to account for the achievement of the operational objectives delegated to them and require them to explain variances and propose action to address significant variances.
 - P5 Employ reliable indicators and methods for monitoring progress against your plan at agreed intervals.
 - P6 Evaluate variances from your plan and the reasons for significant variances.
 - P7 Adjust your plan or the deployment of people and resources to take account of significant variances, availability of people and resources, or changes in your organisation's strategy.
 - P8 Inform those involved of adjustments to your plan and help them make changes to their own plans.
 - P9 Evaluate the implementation of your plan and make recommendations that identify good practice and areas for improvement.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 Principles and methods of effective communication and how to apply them.
- K2 Principles and methods of delegation.
- K3 How to hold people to account for the achievement of objectives.
- K4 How to use resources effectively to achieve objectives.
- K5 How to consult with colleagues and other key stakeholders.
- K6 Indicators and methods for measuring progress against plan and evaluating the implementation of plans.
- K7 How to monitor and control operational plans to achieve their objectives.
- K8 How to evaluate the implementation of plans and identify and share the lessons learned.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K9 Legal, regulatory and ethical requirements in your sector.
- K10 Trends and developments in your sector.

You need to know and understand:

Context specific knowledge and understanding

- K11 Trends and development in your organisation's operating environment.
- K12 The overall vision of your organisation and the goals you are responsible for achieving.
- K13 Individuals in your area of responsibility, their roles, responsibilities, competences and potential.
- K14 Your organisations key stakeholders and their interests.
- K15 Sources of information you can use to monitor and evaluate plans.
- K16 Procedures for reporting and making recommendations.

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Behaviours

When performing to this standard, you are likely to demonstrate the following behaviours:

- 1 Recognise changes in circumstances promptly and adjust plans and activities accordingly
- 2 Seek opportunities to improve performance
- 3 Present information clearly, concisely, accurately and in ways that promote understanding
- 4 Reflect on your experiences and use the lessons to guide your decisions and actions
- 5 Act within the limits of your authority
- 6 Refer issues outside the limits of your authority to appropriate people
- 7 Prioritise objectives and plan work to make the effective use of time and resources
- 8 Clearly agree what is expected of others and hold them to account
- 9 Monitor the quality of work and progress against plans and take appropriate corrective action, where necessary
- 10 Create a sense of common purpose
- 11 Communicate clearly the value and benefits of a proposed course of action
- 12 Identify the implications or consequences of a situation
- 13 Take timely decisions that are realistic for the situation

Skills

When performing to this standard, you are likely to demonstrate the following skills:

- Communicating
- Delegating
- Evaluating
- Influencing
- Monitoring
- Planning
- Presenting information
- Prioritising
- Problem solving
- Providing feedback
- Reflecting
- Risk management
- Setting objectives

CFAM&LFA2

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