

Unit CFAM&LFA2 (HC03 04) Implement Operational Plans

I confirm that the evidence detailed in this unit is my own work.

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| **Candidate’s name** |  | **Candidate’s signature** |  | **Date** |
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I confirm that the candidate has achieved all the requirements of this unit.

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| **Assessor’s name** |  | **Assessor’s signature** |  | **Date** |
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| **Countersigning — Assessor’s name**  **(if applicable)** |  | **Countersigning — Assessor’s signature**  **(if applicable)** |  | **Date** |
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I confirm that the candidate’s sampled work meets the standards specified for this unit and may be presented for external verification.

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| **Internal verifier’s name** |  | **Internal verifier’s signature** |  | **Date** |
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| **Countersigning — Internal verifier’s name**  **(if applicable)** |  | **Countersigning — Internal verifier’s signature**  **(if applicable)** |  | **Date** |
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| **External Verifier’s initials and date (if sampled)** |  |

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| **Unit 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. |

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| **Sufficiency of evidence** |
| There must be sufficient evidence to ensure that the candidate can consistently achieve the required standard over a period of time in the workplace or approved realistic working environment. |

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| **Performance criteria** |
| **What you must do:** |
| There must be evidence for **all** Performance Criteria (PC). |
| 1. Communicate your operational plan in ways which gain the understanding and support of those involved and other key stakeholders. 2. Delegate responsibilities for achieving operational objectives to individuals and gain their commitment to these. 3. Make available the resources required to achieve the objectives in your operational plan. 4. 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. 5. Employ reliable indicators and methods for monitoring progress against your plan at agreed intervals. 6. Evaluate variances from your plan and the reasons for significant variances. 7. 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. 8. Inform those involved of adjustments to your plan and help them make changes to their own plans. 9. Evaluate the implementation of your plan and make recommendations that identify good practice and areas for improvement. |

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| **Evidence reference** | **Evidence description** | **Date** | **Performance criteria** | | | | | | | | |
| **What you must do** | | | | | | | | |
| **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** |
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| **Knowledge and understanding** | | **Evidence reference**  **and date** |
| **What you must know and understand** | |
| For those knowledge statements that relate to **how** the candidate should do something, the assessor may be able to infer that the candidate has the necessary knowledge from observing their performance or checking products of their work. In **all** other cases, evidence of the candidate’s knowledge and understanding must be gathered by alternative methods of assessment (eg oral or written questioning). | |
|  | **General knowledge and understanding** |  |
|  | Principles and methods of effective communication and how to apply them. |  |
|  | Principles and methods of delegation. |  |
|  | How to hold people to account for the achievement of objectives. |  |
|  | How to use resources effectively to achieve objectives. |  |
|  | How to consult with colleagues and other key stakeholders. |  |
|  | Indicators and methods for measuring progress against plan and evaluating the implementation of plans. |  |
|  | How to monitor and control operational plans to achieve their objectives. |  |
|  | How to evaluate the implementation of plans and identify and share the lessons learned. |  |
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|  | **Industry/sector specific knowledge and understanding** |  |
|  | Legal, regulatory and ethical requirements in your sector. |  |
|  | Trends and developments in your sector. |  |
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|  | **Context specific knowledge and understanding** |  |
|  | Trends and development in your organisation’s operating environment. |  |
|  | The overall vision of your organisation and the goals you are responsible for achieving. |  |
|  | Individuals in your area of responsibility, their roles, responsibilities, competences and potential. |  |
|  | Your organisations key stakeholders and their interests. |  |
|  | Sources of information you can use to monitor and evaluate plans. |  |
|  | Procedures for reporting and making recommendations. |  |

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# Supplementary evidence

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| **Evidence** | | **Date** |
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| **Assessor feedback on completion of the unit** |
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