



Candidate Resource and Assessment

BSBWOR301A

Organise Personal Work Priorities and Development



Whether as an individual, or as part of a group, real progress depends on entering whole-heartedly into the process and being motivated to make you a more deeply satisfied human being.

Focusing on your training needs



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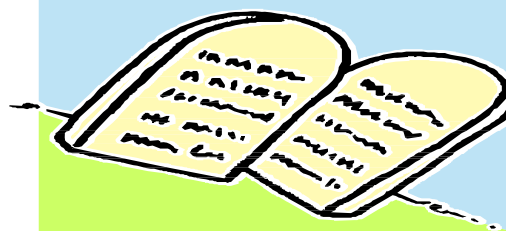
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"You're either part of the solution or part of the problem".

Eldridge Cleaver

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SAMPLE

Focus on

Your Area of Influence

Use considered risk taking in your 'grey' area

And others will follow you!

Legend	This course is divided into several sections of learning. Each section begins with the title of the element of the unit being taught, a quotation and a graphic related to content across the top of the page.
	This symbol indicates the beginning of new content. The bold title matches the content of the competency and they will help you to find the section to reference for your assessment activities.
	Activity: Whenever you see this symbol, there is an activity to carry out which has been designed to help reinforce the learning about the topic and take some action.
	This symbol is used at the end of a section to indicate the summary key points of the previous section.

Qualification Pathways



A goal without a plan is just a wish.

Antoine de Saint-Exupery

Qualification Pathways

This unit of competency is provided to meet the requirements of BSB07 Business Services Training Package although can be used in a range of different qualifications. The BSB07 Business Services Training Package does not state how a qualification is to be achieved. Rather, Registered Training Organisations are required to use the qualification rules to ensure the needs of the learner and business customer are met. This is to be achieved through the development of effective learning programs delivered in an order which meets the stated needs of nominated candidates and business customers.

Qualification Rules

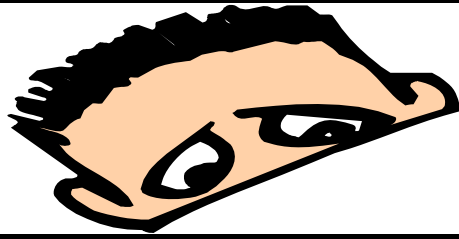
Qualification requirements include core and elective units. The unit mix is determined by specific unit of competency requirements which are stated in the qualification description. Registered Training Organisations then work with learners and business customers to select elective units relevant to the work outcome, local industry requirements and the qualification level.

All vocational education qualifications must lead to a work outcome. BSB07 Business Services Training Package qualifications allows for Registered Training Organisations (RTOs) to vary programmes to meet:

- Specific needs of a business or group of businesses.
- Skill needs of a locality or a particular industry application of business skills.
- Maximum employability of a group of students or an individual.

When packaging a qualification elective units are to be selected from an equivalent level qualification unless otherwise stated.

Introduction



"If learning comes through experience, it follows that the more one participates in guided experiences, the more one learns. Therefore venturing into uncharted waters - and experiencing the failures that may occur - is an important part of organisational learning."

Gould, DiBella, Nevis

Introduction

This unit of competency is about being able to organise yourself in the workplace and establish a set of goals for your work and your personal development. It will help you with the skills you need to demonstrate competency for the unit *BSBWOR301A Organise personal work priorities and development*. This is one of the units that make up the Certificates in Business.

This manual is broken up into three distinct sections. They are:

1. **Organise and Complete Own Work Schedule:** First we will examine how to go about developing schedules for your work and more specifically how you should go about setting work goals and using them to set your schedules.
2. **Monitor Own Work Performance:** Then we will examine how you can monitor your own progress towards the goals that you have set yourself, and determine how well your performance matches the expectations that have been set.
3. **Coordinate Personal Skill Development and Learning:** In the final section we will examine how you can determine your own level of competence and examine ways in which you can improve your skills to meet the needs of your organisation and current position.

At the conclusion of this training you will be asked to complete an assessment pack for this unit of competency. The information contained in this resource will assist you to complete this task.

On being marked 'competent' on the assessment, you will have demonstrated your ability to organise your own work schedules, monitor and obtain feedback on work performance, and maintain required levels of competence.

SAMPLE

BSBWOR301A/01
Organise and Complete Own
Work Schedule



"Whenever people agree with me I always feel I must be wrong."

Oscar Wilde



Ensure that work goals and objectives are understood, negotiated and agreed in accordance with organisational requirements

Assess and prioritise workload to ensure tasks are completed within identified timeframes

Identify factors affecting the achievement of work objectives and incorporate contingencies into work plans

Use business technology efficiently and effectively to manage and monitor scheduling and completion of tasks

Goals and Objectives

A goal can be very simply defined as an end towards which some efforts are directed. In a game of Soccer, each team tries to push the ball into the opponent's goal area in a team effort. Similarly, in organisations the goal is to achieve a predetermined target, by determining the objectives to achieve the desired results. A goal is not an objective or a mission statement. Very often *Goals*, *Objectives* and *Missions* are mixed up leading to confusion. *Goals* are specific and always measurable, *missions* are a statement of intent and *objectives* are of a strategic nature.

A goal should answer the following questions:

- What?
- Why?
- Who?
- Where?
- How?

Goals are set to establish a direction, identify expected results, improve team work and provide a sense of purpose by setting targets and improving performance. You should note the following points with regards to goals and objectives:

- A goal should be defined and in writing;
- It should be measurable;
- It should be achieved in a specific time frame; and
- It should be achieved at the lowest possible cost.

Finally setting goals is not enough. The organisation should be geared up to achieve them. The leader has to do the following:

- Implement the action plan.
- Monitor the progress periodically.

Revise the objectives, tactics and strategy to achieve without changing the goal. Assuming the goal is realistic it should never be changed. There could be cost and time overruns in achieving your goals due to various unforeseen hurdles in which case the goal could have been unrealistic. Hence goal setting is very important and due care should be taken before it is 'cast in stone'.

SMART Goals

S	Specific
M	Measurable
A	Attainable
R	Realistic
T	Tangible

The smart model is an excellent way of establishing goals and objectives.

SMART Goals are **Specific**:

A specific goal has a much greater chance of being accomplished than a general goal. To set a specific goal you must answer the six 'W' questions:

- **Who:** Who is involved?
- **What:** What do I want to accomplish?
- **Where:** Identify a location.
- **When:** Establish a time frame.
- **Which:** Identify requirements and constraints.
- **Why:** Specific reasons, purpose or benefits of accomplishing the goal.

SMART Goals are Measurable:

Establish concrete criteria for measuring progress toward the attainment of each goal you set. When you measure your progress, you stay on track, reach your target dates, and experience the exhilaration of achievement that spurs you on to continued effort required to reach your goal.

To determine if your goal is measurable, ask questions such as....."How much?", "How many?", "How will I know when it is accomplished?"

SMART Goals are Attainable:

When you identify goals that are most important to you, you begin to figure out ways you can make them come true. You develop the attitudes, abilities, skills, and financial capacity to reach them. You begin seeing previously overlooked opportunities to bring yourself closer to the achievement of your goals.

You can attain most any goal you set when you plan your steps wisely and establish a time frame that allows you to carry out those steps. Goals that may have seemed far away and out of reach eventually move closer and become attainable, not because your goals shrink, but because you grow and expand to match them. When you list your goals you build your self-image. You see yourself as worthy of these goals, and develop the traits and personality that allow you to possess them.

SMART Goals are Realistic:

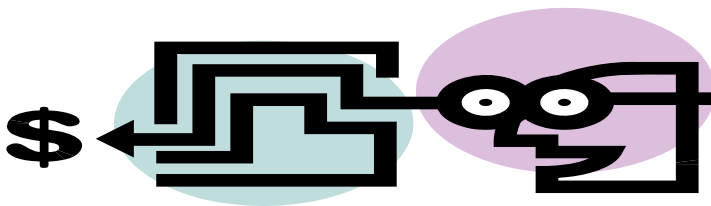
To be realistic, a goal must represent an objective toward which you are both willing and able to work. A goal can be both high and realistic; you are the only one who can decide just how high your goal should be. But be sure that every goal represents substantial progress. A high goal is frequently easier to reach than a low one because a low goal exerts low motivational force. Some of the hardest jobs you ever accomplished actually seem easy simply because they were a labour of love.

Your goal is probably realistic if you truly believe that it can be accomplished. Additional ways to know if your goal is realistic is to determine if you have accomplished anything similar in the past or ask yourself what conditions would have to exist to accomplish this goal.

SMART Goals are Tangible:

A goal is tangible when you can experience it with one of the senses, that is, taste, touch, smell, sight or hearing. When your goal is tangible, or when you tie a tangible goal to an intangible goal, you have a better chance of making it specific and measurable and thus attainable.

Intangible goals are your goals for the internal changes required to reach more tangible goals. They are the personality characteristics and the behaviour patterns you must develop to pave the way to success in your career or for reaching some other long-term goal. Since intangible goals are vital for improving your effectiveness, give close attention to tangible ways for measuring them.



Smart goals allow you to keep your eyes on the ultimate goal, no matter what stands in your way.

Setting Goals - The Process

Now that we understand some of the essentials of goal setting, let's look at the actual process that you can use to set a set of goals.

Step	Description
Identify a key job or task.	Goal setting should begin by defining exactly what it is you want to accomplish. The best source of this information is looking at your job description. This will detail the jobs that you are required to perform, how these tasks are to be done and what outcomes you are responsible for achieving.
Establish specific and challenging goals for each task.	This is fairly self explanatory. We will add that these goals should be made public where possible. This allows you to be more committed to their achievement.
Specify deadlines for each goal.	Goals should include specific time limits for their accomplishment.
Prioritise goals.	When you have set yourself more than one goal, it is important to rank these goals in order of importance. The purpose of this step is to encourage yourself to take action and expend some effort on each goal, in proportion to the importance of that goal.
Rate goals for difficulty and importance.	Goal setting should not encourage people to choose easy goals in order to ensure success. Goal setting needs to take into account the difficulty of the goals selected and whether you are emphasising the right goals. When these ratings are combined with the actual level of goal achievement, you will have a more comprehensive assessment of your overall goal performance.
Build in feedback mechanisms.	Ideally, feedback on goal progress should be self-generated rather than provided externally. When you are able to monitor your own progress (as we look at in the next section) the feedback is likely to be less threatening and less likely to be perceived as being part of a control system by management.

Factors that May Cause Problems

As hard as we may try to reach our goals, there are likely to be some factors that will always conspire against us. These factors however should be identified early so that contingency plans can be developed to stop these problems from occurring. Let's now look at some common examples:

Problem	Description
Competing work demands	Previously, we have examined the importance of knowing what your job involves by examining your job description. This is important because it allows you to see which work demands you are facing that are important and which are not. It is also important to know when to say 'no' to tasks that are not always a part of your job when you have more important priorities you have to meet.
Environmental factors	Areas such as workplace hazards, controls and risks are an everyday part of your job, and you need to know how to deal with these and what you can do to prevent them from becoming a problem.
Budget and resource constraints	These include things such as late delivery of supplies, company downsizing, cutbacks in your budgets and colleagues being off work. Often they are outside of your control, but having plans in place allows you to ensure that they cause as little disruption as possible.
Technology	We cover this over the page.



Planning is the key to managing problems that may affect your ability to reach your goals.

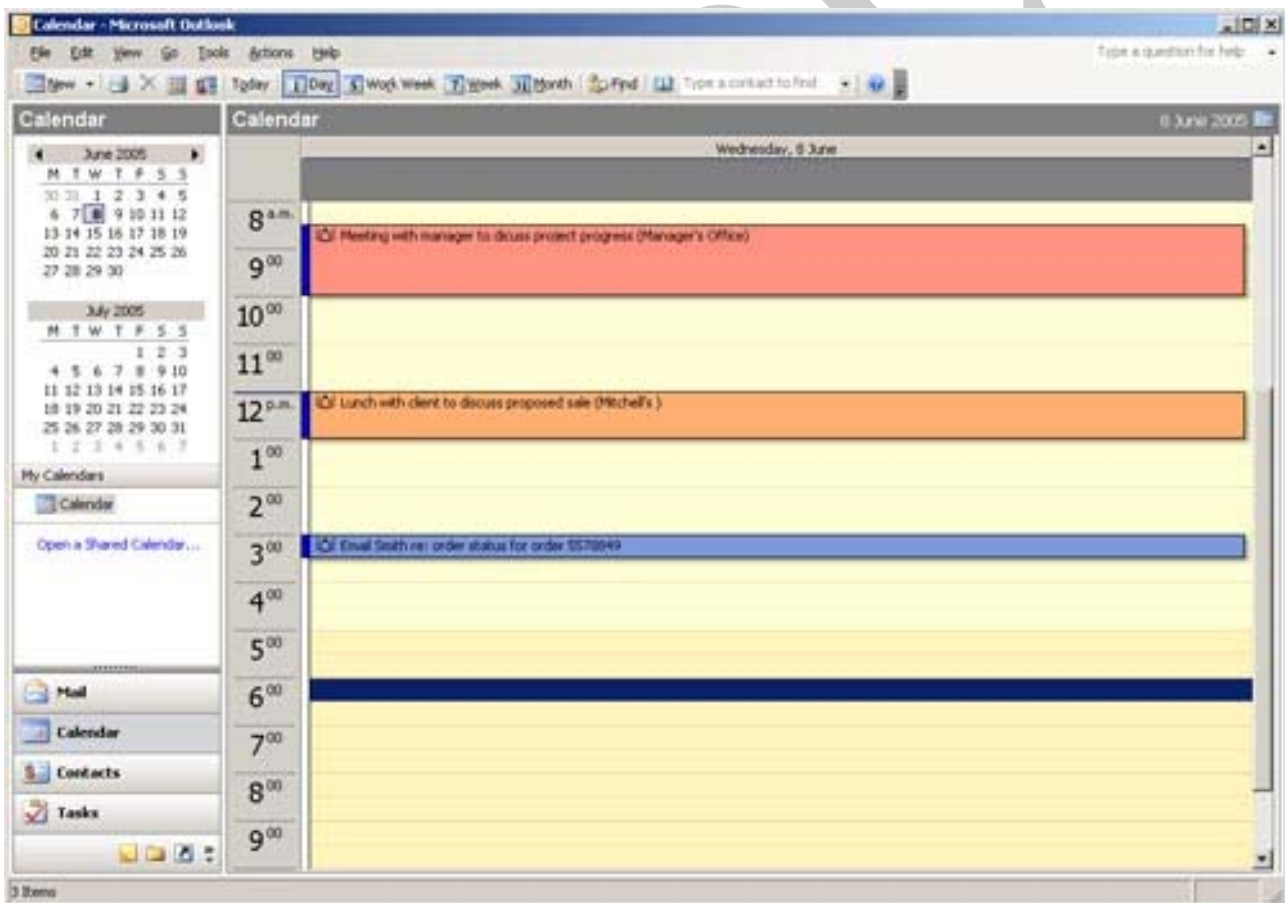
Business Technology

Technology can help or hinder your work. Before we examine how technology can assist you, let's look at some of the problems it can cause. Not only can you waste a lot of time when machinery breaks down, but not being competent in computer applications can lead to frustration and time wasted. However, technology can also be a boon. It can allow you to better plan your time, and work towards your goals. We will look at a number of electronic aids to goal achievement in this section.

Electronic Diaries

Much of attempting to reach your goals will revolve around managing your time. If you have your time under control, you are in a much better position to attain your goals. Electronic aids - such as palm pilots or electronic diaries can assist you in managing your time better.

There are many types of planners that will help you plan your time, such as a computer package that incorporates daily planning, appointments and reminders. The figure below is a good example of such a system. These types of system can be used to store vast amounts of information and retrieve it in a manner that is very quick and efficient.



Microsoft Outlook.

Outlook provides excellent facilities for planning your day, and building in time for reaching specific goals. It also reminds you throughout the day of upcoming events. In a very similar manner, you can accomplish a similar thing with the use of a Palm Handheld. Palm Handhelds or other mobile computers allow you to take your data with you, and still maintain control over your goals.

Project Management

Your goals can often be treated as projects. You may have a goal that you wish to achieve and in order to organise your efforts - computer applications such as Microsoft Project can be used. You can create Gantt Charts that allow you to determine the steps that you need to follow to reach your goals. These can be given specific time frames and you can use these as the basis for your goal setting. In the example below, the stages to the goal of opening a new business have been outlined.

Phase 1 - Strategic Plan	23 days	
Self-Assessment	3 days	
Define business vision	1 day	
Identify available skills, information and support	1 day	
Decide whether to proceed	1 day	
Define the Opportunity	10 days	
Research the market and competition	1 day	
Interview owners of similar businesses	5 days	
Identify needed resources	2 days	
Identify operating cost elements	2 days	
Evaluate Business Approach	4 days	
Define new entity requirements	1 day	
Identify on-going business purchase opportunit	1 day	
Research franchise possibilities	1 day	
Summarize business approach	1 day	
Evaluate Potential Risks and Rewards	7 days	
Assess market size and stability	2 days	
Estimate the competition	1 day	
Assess needed resource availability	2 days	
Evaluate realistic initial market share	1 day	
Determine financial requirements	2 days	
Review personal suitability	1 day	
Evaluate initial profitability	1 day	
Review and modify the strategic plan	2 days	

Microsoft Project.



Activity One - How good are you at setting goals?

For each of the following questions, tick the answer that best describes your ability to set goals. This may be goals for your overall life, or goals for a specific project, it does not matter as the essential skills are the same.

When I lead a project involving the work of myself and/or others I have:

	Usually	Sometimes	Seldom
Specific and clear goals.			
Goals for all key areas relating to my work.			
Challenging but reasonable goals - work that is neither too hard nor too easy.			
The opportunity to participate in setting my own work goals.			
A say in deciding how I can implement my own work goals.			
Deadlines for getting my work done.			
Sufficient skills and training to do my work.			
Sufficient resources to get my work done.			
Feedback on how well I am progressing towards my goals.			
Rewards given according to how well I do my job.			

Scoring

For all questions, give yourself:

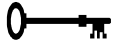
- 3 points for 'usually',
- 2 points for 'sometimes', and
- 1 point for 'seldom'.

Add up all of your points to obtain a total.

Scores of 26 or more demonstrate a strong understanding of goal setting techniques.

Scores of 21 to 25 indicate that you can improve your goal setting skills.

Scores of 20 or less suggest that you have significant room to improve your goal setting skills.



Key Points Section 1

- It is important that you are able to understand the work goals and objectives that you have been set. These may come about through your own understanding of your job or you may be given goals by your superiors.
- In order to schedule work effectively, it is important that you assess your current workplace and prioritise your work in order to ensure it is all completed within the identified time frames.
- There are a wide range of factors that may affect your ability to complete work tasks. These include lack of resources, your workload being too heavy, or problems with technology.
- Electronic diaries, or project software may assist you in scheduling work in order to meet the requirements set of you.

SAMPLE



Section 1 - 'True' or 'False' Quiz



T	F	A goal can be very simply defined as an end towards which some efforts are directed.
----------	----------	--



T	F	Goals and objectives should answer the questions why, when and what; but needn't answer how something will be done.
----------	----------	---



T	F	SMART stands for sensible, measurable, attainable, realistic and tangible.
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T	F	To determine if a goal is measurable, you should ask yourself questions such as How much? How many? How will I know when it is accomplished?
----------	----------	--



T	F	To be realistic, a goal must represent an objective toward which you are not willing and able to work.
----------	----------	--



T	F	The first step in setting goals is to identify the key job you need to accomplish.
----------	----------	--



T	F	Goals and objectives, as well as work tasks need to include specific timeframes and time lines.
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T	F	Goal setting should encourage people to choose easy goals in order to ensure success.
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T	F	Environmental factors may cause problems trying to attain goals and stay on schedule.
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T	F	Technology will always assist you in reaching your goals.
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