

**KINESIOLOGY SCHOOLS AUSTRALIA:  
UNIT:**

**RECOGNITION OF PRIOR LEARNING ASSESSMENT FORM  
MAN201 MANAGE A BUSINESS**

**HLTCOM503B Manage a practice**

<b>ELEMENT</b>	<b>PERFORMANCE CRITERIA</b>	<b>PROOF</b>	<b>Y / N</b>
1. Establish the practice	1.1 Prepare a <i>business plan</i>		
	1.2 Establish <i>policies and procedures</i>		
	1.3 Ensure <i>required resources</i> are available		
	1.4 Comply with <i>statutory and regulatory requirements</i>		
2. Implement financial management procedures	2.1 Manage the finances of the business are managed		
	2.2 Establish systems for financial documentation		
	2.3 Record information for financial reports		
3. Implement practice management strategies	3.1 Implement operational strategies		
	3.2 Implement <i>marketing strategies</i>		
	3.3 Plan and manage meetings		
	3.4 Monitor <i>stock levels and supplies</i>		
4. Implement personnel management strategies	4.1 Implement <i>support strategies</i> to support self		
	4.2 Develop <i>human resource strategies</i>		
	4.3 Manage payroll and <i>employee</i> records if necessary		
	4.4 Manage diversity appropriately		

**REQUIRED SKILLS AND KNOWLEDGE**

*Essential knowledge:*

- Knowledge of stock control methods and procedures
- Knowledge of forms and sources of finance
- Knowledge of specialist services available and charges
- Knowledge of planning and control systems (sales, advertising and promotion, distribution and logistics)
- Knowledge of ATO requirements
- Knowledge of various methods producing financial reports, payroll procedures and employee statutory records
- Knowledge of industrial awards and agreements
- Knowledge of production and planning techniques
- Knowledge of effective monitoring systems

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- Knowledge of business risks and measures to manage or minimise risks
- Knowledge of options for meeting human resource requirements and the implications of each option
- Knowledge of legal and regulatory aspects of employing or contracting human resources
- Knowledge of legal rights and responsibilities
- Knowledge of all relevant statutory and regulatory requirements which affect the proposed small business including relevant child protection legislation
- Knowledge of insurance requirements
- Knowledge of contractual rights and responsibilities
- Knowledge of record keeping duties
- Knowledge of operational factors relating to the business (provision of professional services, products)
- Knowledge of key operational concepts and procedures
- Knowledge of business systems
- Knowledge of methods of monitoring performance
- Knowledge of support networks
- Knowledge of meeting procedures

*Essential skills:*

Ability to:

- Prepare business plans
- Manage meetings
- Prepare cash flow forecasts
- Accurately record financial transactions
- Prepare and manage payroll and maintain payroll records
- Manage finances
- Provide clinic guidelines, policies and procedures
- Assess human resources appropriate to size/scope of clinic
- Assess competencies of clinic staff appropriate to size/scope of clinic
- Review clinic job descriptions and hierarchical structures
- Review training/career pathway strategies appropriate to size/scope of clinic
- Demonstrate self awareness skills
- Apply time management skills

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**RANGE STATEMENT**

<p><i>Business plan may include information on:</i></p>	<ul style="list-style-type: none"> <li>• Business goals and objectives</li> <li>• Specialist services to be provided or recruited</li> <li>• Legal structure</li> <li>• Statutory and regulatory compliance</li> <li>• Budget forecasts</li> <li>• Marketing strategies</li> <li>• Staffing requirements</li> <li>• Required resources</li> <li>• Management strategies</li> <li>• Strategies to make the organisation child safe and child friendly</li> </ul>	<p><i>The comprehensiveness and extent of detailed documentation required in the business plan will depend on a range of factors which may include:</i></p>	<ul style="list-style-type: none"> <li>• Proposed size and scale of the business</li> <li>• Market focus of the business</li> <li>• Need to raise finance and requirements of lenders</li> <li>• Level of risk involved including the provision of services to clients under 18 years of age on a one to one basis</li> <li>• Different stages in the development of a business</li> </ul>
<p><i>In accordance with requirements for the scale of the operation policies and procedures may include:</i></p>	<ul style="list-style-type: none"> <li>• Treatment protocols</li> <li>• Human resources policies</li> <li>• Communication procedures</li> <li>• Child protection requirements including background checks</li> <li>• Child safe, child friendly policy including code of conduct, managing complaints</li> <li>• Emergency procedures</li> <li>• Stock control procedures</li> <li>• Financial procedures</li> <li>• Documentation procedures</li> <li>• Security procedures</li> <li>• Policy and procedure guidelines developed and/or provided by industry associations</li> </ul>	<p><i>Statutory and regulatory requirements may include local, state and national legislation and regulations affecting business operations such as:</i></p>	<ul style="list-style-type: none"> <li>• Business registration</li> <li>• Planning and other permissions</li> <li>• Fire, occupational and environmental legislation</li> <li>• Taxation, copyright and trademark regulations</li> <li>• Codes of practice standards</li> <li>• Anti-competition/monopoly and consumer-based legislation</li> <li>• Anti-Discrimination Act</li> <li>• Equal Employment Opportunities Act</li> <li>• Therapeutic Goods Act</li> <li>• Relevant state and territory child protection legislation</li> </ul>

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<p><i>Required resources may include:</i></p>	<ul style="list-style-type: none"> <li>• Physical location</li> <li>• Practice/medical equipment</li> <li>• Staff</li> <li>• Administrative equipment and materials</li> <li>• Communications equipment</li> <li>• Marketing materials</li> </ul>	<p><i>Manage the finances of the business includes monitoring and making decisions on:</i></p>	<ul style="list-style-type: none"> <li>• Current financial state of the clinic (or owner/operator)</li> <li>• Financial performance to date (if applicable)</li> <li>• Likely return on investment</li> <li>• Financial inputs required (sources and forms of finance)</li> <li>• Projections of likely financial results (budgeting)</li> <li>• Risks and measures to manage or minimise risks</li> <li>• Assets</li> </ul>
<p><i>Financial documentation may include:</i> <i>NB These will vary in complexity according to the scale of the business and the level of support employed from accountants and financial consultants</i></p>	<ul style="list-style-type: none"> <li>• Banking documentation</li> <li>• Credit transactions</li> <li>• Creditors and debtors systems</li> <li>• Costing procedures</li> <li>• Draft financial forecasts/budgets</li> <li>• Stock records</li> <li>• Petty cash</li> <li>• Asset registers</li> <li>• Payroll records</li> </ul>	<p><i>Stock may include:</i></p>	<ul style="list-style-type: none"> <li>• Materials and equipment required to prepare and dispense medicines</li> <li>• Materials and equipment used in the treatment of clients</li> <li>• Medicinal preparations provided to clients Stationery and administrative supplies</li> <li>• Information materials provided to clients</li> <li>• Other promotional materials</li> </ul>
<p><i>Operational strategies may include:</i></p>	<ul style="list-style-type: none"> <li>• Management and administrative systems and procedures</li> <li>• Office systems</li> <li>• Marketing approaches, which may include advertising a child friendly environment</li> <li>• Staffing procedures</li> <li>• Daily operation procedures</li> <li>• Environmental strategies</li> </ul>	<p><i>Support strategies may include:</i></p>	<ul style="list-style-type: none"> <li>• Setting, reviewing and adjusting goals</li> <li>• Catering to personal limitations</li> <li>• Defining boundaries</li> <li>• Gaining adequate supervision</li> <li>• Maintaining discussions with colleagues</li> <li>• Collegial support group or network</li> <li>• Personal or professional support</li> </ul>

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<p><i>Marketing strategies may include:</i></p>	<ul style="list-style-type: none"> <li>• Promotional and public relations activities</li> <li>• Development of marketing/promotional materials, including child friendly literature</li> <li>• Publicity and media relations</li> <li>• Advertising</li> <li>• Pricing strategies</li> </ul>	<p><i>Employee records may include:</i></p>	<ul style="list-style-type: none"> <li>• Job/position descriptions</li> <li>• Employee records (including tax file number, remuneration, leave and training records, records of disciplinary action, time and wages sheets)</li> <li>• Prohibited persons declaration when working with people under 18</li> <li>• Records of taxation and superannuation payments made</li> <li>• OHS records</li> <li>• Relevant awards and/or industrial agreements.</li> </ul>
<p><i>Human resource strategies may include: NB These will vary in detail according to number of personnel involved either as practitioner partners or employees</i></p>	<ul style="list-style-type: none"> <li>• Recruitment targets, policies and procedures</li> <li>• Training and assessment</li> <li>• Performance management strategies</li> <li>• Personnel documentation</li> <li>• Workplace communications</li> <li>• Planning and facilitation of meetings</li> <li>• Implementation of statutory requirements</li> <li>• Workplace health and safety</li> <li>• Time and stress management</li> <li>• Support networks</li> </ul>	<p><i>Manage diversity involves: Valuing and utilising the different skills, backgrounds and capabilities of self and staff and developing strategies to encourage and enable their effective integration into the business. Diversity may include for example:</i></p>	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Culture</li> <li>• Language</li> <li>• Network of contact</li> <li>• Work preference</li> <li>• Competencies</li> <li>• Education</li> <li>• Work history</li> </ul>

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**CHCORG28A Reflect and improve upon professional practice**

<b>ELEMENT</b>	<b>PERFORMANCE CRITERIA</b>	<b>PROOF</b>	<b>Y / N</b>
1. Reflect upon own practice	1.1 Self-evaluation is undertaken in conjunction with supervisors and/or peers		
	1.2 Open and evaluative feedback is given to and received from co-workers		
	1.3 Feedback is actively sought and accepted non defensively		
2. Ensure continuing self-support and supervision	2.1 Specialist advice/further training is sought where the need is identified		
	2.2 Agency guidelines are observed in relation to professional development		
	2.3 Current industry developments are appraised and applied to improve practice		
	2.4 Commitment to upgrading skills and knowledge is evident through regular participation in a review mechanism		
	2.5 Current and likely future needs are evaluated and action taken to keep abreast of evolving trends		
3. Operate within an agreed ethical code of practice/ethics	3.1 Own practice is assessed against identified objectives or code of ethics, using a range of valid evidence		
	3.2 The effect of values, beliefs and behaviour in work with clients is recognised		
	3.3 Realistic goals and targets for self development are established		

**RANGE STATEMENT**

*Knowledge:*

Knowledge refers to the understanding of relevant theories, principles, practices their application and other aspects of knowledge, which may be desirable or necessary in order to practise effectively.

*Setting:*

- Employees may work independently or within an agency setting.

*Self-evaluation includes:*

- Journal documentation and structured discussion and supervision with others.

*Specialist advice / further training may include:*

- Accessing on the job mentoring / professional supervision or through peer work or training

## **REQUIRED SKILLS AND KNOWLEDGE**

### **Essential knowledge:**

- Relevant legislation and agency guidelines and codes of ethics or practice standards
- Principles and techniques of:
  - Personal goal setting
  - Measuring performance
  - Time management
  - Identifying personal behaviour, self awareness, personality traits
  - Establishing a personal development plan
- The agency's policies, plans and procedures
- The types of work methods and practices which can improve personal performance
- The types of learning style(s) and how they relate to the individual
- The personal development opportunities and options

### **Essential skills:**

- Functional literacy skills to interpret written and oral information about workplace requirements
- Communication skills including receiving and analysing feedback and reporting
- Researching information to develop personal development and work plans
- Eliciting, analysing and interpreting feedback
- Analysing culturally different viewpoints and taking them into account in personal development and professional practice
- Monitoring research trends related to roles and responsibilities
- Using information systems to assist establish work plans
- Assessing the effectiveness of own skills development
- Developing and maintaining professional networks
- Ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities