

## 101 Carry out your responsibilities at work

### Summary

Communicate effectively, accept responsibility for your own work and its delivery, improve your own performance and behave in a way that encourages effective working.

You will apply the following skills:

- Communicating
- Team working
- Managing time

### Performance Indicators

You will:

#### Communicate information

1. Actively focus on information that other people are communicating, questioning any points you are unsure about
2. Provide accurate and clear information to other people in a way that meets their needs
3. Make contributions to discussions

#### Be accountable for your work

4. Accept instructions given to you for your work and follow these instructions
5. Agree how you will make best use of your time and the working methods you will use
6. Report problems when they arise, using the support of other people when necessary
7. Keep other people informed of your progress
8. Take responsibility for your own work and accept responsibility for any mistakes you make
9. Follow agreed guidelines, procedures and, where appropriate, codes of practice

#### Improve your own performance

10. Accept feedback from other people
11. Use feedback to agree ways to improve your own work and put them into practice
12. Follow through a learning plan that meets your own needs
13. Review progress with your learning plan

#### Behave in a way that supports effective working

14. Set achievable standards for your work and show commitment in achieving these standards
15. Understand your own needs and rights
16. Show a willingness to take on new challenges
17. Adapt readily to change
18. Treat other people with honesty, respect and consideration

**Knowledge**

You will know:

1. Why effective communication is important
2. How to focus actively on what others are communicating
3. Why it is important to question things you are not sure about
4. Why communication is important to meet the needs of other people
5. How to contribute positively to discussions
6. Where to find information that you need for your work
7. How to listen to and follow instructions carefully
8. How to plan your work
9. Why it is important to keep other people informed about progress
10. Why it is important to acknowledge and learn from your mistakes
11. Guidelines, procedures and codes of practice that are relevant to your work
12. Why it is important to try to continuously improve your work
13. Why it is important to accept feedback from others
14. How learning and development can help you to improve your work and further your career
15. The main career progression routes available to you
16. The learning and development opportunities that are available to you
17. Why the way you behave in the workplace is important
18. Why it is important to set achievable standards for your work
19. Why it is important to be ready to take on new challenges and adapt to change
20. Why it is important to treat others with honesty, respect and consideration
21. Types of behaviour that show you are honest, respectful and considerate and types of behaviour that show you are not

## 102 Work within your business environment

### Summary

Work effectively within your organisation, supporting its purpose and values, applying employment rights and responsibilities, supporting sustainability, respecting diversity and protecting security and confidentiality.

You will apply the following skills:

- Reading
- Communicating
- Interpersonal skills
- Team working

### Performance Indicators

You will:

#### Work to achieve your organisation's purpose and values

1. Work in a way that supports your team's objectives
2. Follow the systems and procedures that are relevant to your role
3. Work with people in a way that presents a good image of your organisation
4. Seek guidance from others when you are unsure about your work

#### Apply your employment responsibilities and rights

5. Demonstrate your employment responsibilities and rights
6. Work within your contract of employment
7. Seek guidance when you are unsure about your employment responsibilities and rights

#### Support sustainability

8. Keep waste to a minimum and follow procedures for recycling and the disposal of hazardous materials

#### Support diversity

9. Treat other people in a way that respects their background, abilities, values, customs and beliefs
10. Learn from other people and use this to improve the way you work
11. Follow your organisation's procedures and legal requirements in relation to discrimination legislation

#### Maintain security and confidentiality

12. Keep property secure in a way that is consistent with your organisation's procedures and legal requirements
13. Keep information secure and confidential in a way that is consistent with your organisation's procedures and legal requirements

## **Knowledge**

You will know:

- 1.** Your responsibilities at work
- 2.** How your role fits into your organisation's structure
- 3.** Your organisations systems and procedures that are relevant to your role
- 4.** Who you should consult if you are unsure about policies, objectives, systems and values
- 5.** The main terms and conditions of your contract of employment
- 6.** Who you should contact if you have a grievance at work or need guidance and support on an employment issue
- 7.** What you should do if you witness or experience discrimination or bullying at work
- 8.** What procedures you should follow if you are ill or need time off from work
- 9.** Why it is important to keep waste to a minimum
- 10.** The main types of waste that occur in a business administration environment and how to minimise waste
- 11.** The procedures you should follow for recycling and disposal of hazardous materials and why these are important
- 12.** What is meant by 'diversity' and why it should be valued
- 13.** How to treat other people in a way that respects their abilities, background, values, customs and beliefs
- 14.** Ways in which you could learn from others
- 15.** The importance of maintaining security and confidentiality
- 16.** Legal and organisational requirements in relation to security and confidentiality

## 103 Welcome visitors

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### Summary

Welcome visitors and make sure their needs are met.

You will apply the following skills:

- Interpersonal skills
- Presenting yourself
- Questioning
- Listening
- Communicating

### Performance Indicators

You will:

1. Present a positive image of yourself and your organisation
2. Help visitors feel welcome
3. Identify visitors and the reason for their visit
4. If appropriate, inform colleagues of the visitors' arrival
5. Make sure visitors' needs are met

### Knowledge

You will know:

1. Why it is important to present a positive image of yourself and your organisation
2. How to make visitors feel welcome
3. The types of visitors you receive, the requirements that they have and how to meet their needs
4. Organisation structures and communication channels within your organisation

## 104 Handle mail

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### Summary

Receive, sort, distribute and dispatch mail.

You will apply the following skills:

- Reading
- Checking
- Sorting
- Recording
- Decision-making
- Problem solving
- Prioritising

### Performance Indicators

You will:

#### Incoming mail

1. Receive, check and register incoming mail
2. Sort incoming mail
3. Record and/or report suspicious or damaged items
4. Distribute incoming mail

#### Outgoing mail

5. Collect and sort outgoing mail
6. Identify best options for despatching mail
7. Prepare items for urgent or special delivery
8. Frank or stamp outgoing mail
9. Despatch outgoing mail on time

### Knowledge

You will know:

1. Why the efficient distribution of mail is important
2. Your organisational structure and the titles, names, roles and locations of individuals and teams
3. The range of internal and external mail services available and how to choose the most appropriate service
4. Why security procedures are important when handling mail

## 105 Store and retrieve information

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### Summary

Use a manual or electronic information system to store and retrieve information.

You will apply the following skills:

- Planning
- Organising
- Reading
- Writing
- Using number
- Communicating
- Using technology

### Performance Indicators

You will:

#### Process information

1. Collect required information
2. Follow agreed procedures and legislation for maintaining security and confidentiality
3. Store information accurately in approved locations
4. Update information as required

#### Retrieve information

5. Confirm information for retrieval
6. Comply with procedures and legislation for retrieving information
7. Locate and retrieve the required information
8. Report problems with information systems

### Knowledge

You will know:

1. Why it is important to store and retrieve information effectively and efficiently
2. The different information systems and their main features
3. Legal and organisational requirements covering the security and confidentiality of information
4. Why it is important to confirm information to be collected, stored and retrieved
5. The methods you can use to collect required information
6. The procedures you should follow to retrieve information
7. The types of problems that occur with information systems and who to report them to

## 106 Use IT to exchange information 1

### Summary

Use basic email facilities such as using address books, sending and opening attachments and using key words to search using a search engine. This is based on the e-skills Area of Competence: Use IT to Exchange Information, Level 1 unit.

You will apply the following skills:

- Planning
- Communicating
- Reading
- Organising
- Using technology
- Writing

### Performance Indicators

You will:

#### Send and receive e-mails

1. Use basic send commands, such as send to individuals, send carbon copies
2. Use basic reply commands, such as receive, forward, reply to individuals, reply to all and reply with history
3. Delete email
4. Send and open emails with attachments
5. Save attachments to appropriate places
6. Find emails
7. Follow any rules and guidelines for sending and replying to emails

#### Search for information on the Internet or an intranet

8. Use a search engine to find and select appropriate information
9. Use suitable techniques to make it easier to find useful information again (e.g. bookmarks or favourites) and to pass it on to others (e.g. sending web pages and web links via email)
10. Keep records of where useful information came from
11. Save the results of searches, so useful information can be found again

### Knowledge

You will know:

1. How to email messages
2. The basic options for sending and replying
3. How to send and receive attachments
4. How to use an address book
5. Why some computer users may have difficulty in sending and receiving emails with attachments
6. What to do about emails from unknown users
7. What viruses are and the problems they cause
8. How using anti-virus software can help to keep risks to a minimum
9. What risks there may be in downloading documents and software
10. The risks in sharing information such as personal details
11. Where and when to seek advice
12. What laws and guidelines affect day to day use of IT, such as data protection, equal opportunities, disability, health and safety, copyright and guidelines set by your employer or organisations

## 107 Word processing software 1

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### Summary

Use word processing software to produce simple documents, for example, letters, envelopes, memos, faxes and agendas. This is based on the e-skills Area of Competence: Word Processing Software, Level 1 unit.

You will apply the following skills:

- Presentation
- Planning
- Organising
- Communicating
- Using technology
- Reading
- Checking

### Performance Indicators

You will:

1. Use basic file handling techniques for the software, such as create, open, save (as) and print
2. Use basic techniques to combine information, such as insert, size and position
3. Use basic editing techniques appropriately, such as insert, delete, cut, copy, paste, drag and drop, find and replace
4. Format simple word processing documents using appropriate tools and techniques, for: characters (such as size, font (typeface), colour, bold, underline and italic), paragraphs (such as alignment, bullets, numbering, line spacing, borders, shading, tabs and indents), lines (such as spacing, alignment and breaks) and pages (such as size, orientation, margins, page numbers, date and time)
5. Create simple tables and add data to them
6. Enter text into existing templates, such as for letters, faxes and web pages
7. Use spell check, grammar check and word count to check the accuracy of simple text

### Knowledge

You will know:

1. Who and what the information is for, where it will be used (e.g. on screen or hard copy) and when it is needed
2. How to produce simple word processing documents that are accurate and well laid out. Simple documents will have structure and style that is often used. Producing them may involve using a template or working from an existing example.

## 108 Make and receive telephone calls

### Summary

Use a telephone system to make, receive and transfer internal and external calls.

You will apply the following skills:

- Questioning
- Listening
- Communicating
- Presenting yourself
- Summarising
- Using technology

### Performance Indicators

You will:

#### Making calls

1. Identify the purpose of the call
2. Confirm the name and number of the person to be contacted
3. Make contact with the person
4. Communicate information to achieve the purpose of the call
5. Project a positive image of yourself and your organisation

#### Receiving calls

6. Answer the phone according to your organisation's procedures
7. Project a positive image of yourself and your organisation
8. Identify the caller, where they are calling from and what they need
9. Provide accurate and up-to-date information whilst protecting confidentiality and security
10. Transfer calls where requested
11. Take and relay messages according to the caller's needs

### Knowledge

You will know:

1. Why it is important to identify the purpose of a call before you make it
2. How to use telephone systems to make contact with people inside and outside your organisation
3. Why it is important to project a positive image of yourself and your organisation
4. How to follow your organisation's procedures when making and receiving calls
5. How to identify the caller and their needs
6. Why it is important to give accurate and up-to-date information to callers
7. Why confidentiality and security are important when dealing with callers
8. How to identify the appropriate person to whom you should transfer a call
9. The information you should give when transferring calls and taking messages

## 109 Use office equipment

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### Summary

Use a range of office equipment to carry out administrative tasks

You will apply the following skills:

- Organising
- Communicating
- Using technology

### Performance Indicators

You will:

1. Confirm the equipment and resources you need for the task
2. Follow the manufacturer's operating instructions
3. Waste as few resources as possible
4. Keep the equipment clean and hygienic
5. Report problems with equipment and resources
6. Make sure the final work product meets the required standard
7. Produce work product within agreed timescales
8. Make sure the equipment, resources and work area are ready for the next user

### Knowledge

You will know:

1. The different types of office equipment and what they can be used for
2. Why it is important to follow manufacturers' instructions when operating equipment
3. How to keep waste to a minimum
4. How to keep equipment clean and hygienic
5. The person you should report problems to
6. Why it is important to meet work standards and deadlines
7. Why it is important to leave the equipment, resources and work area ready for the next user

## 110 Ensure your own actions reduce risks to health and safety

### Summary

Identify and deal with hazards and risks to health and safety.

This standard has been taken from the ENTO suite of national occupational standards.

You will apply the following skills:

- Reading
- Analysing
- Decision-making
- Communicating
- Working safely
- Personal presentation

### Performance Indicators

You will:

#### Identifying hazards and evaluating risks

1. Correctly name and locate the persons responsible for health and safety in your workplace
2. Identify which workplace policies are relevant to your working practices
3. Identify those working practices in any part of your job role which could harm yourself or other persons
4. Identify those aspects of the workplace which could harm yourself or others
5. Evaluate which of the potentially harmful aspects of the workplace are those with the highest risk to you or to others
6. Report those hazards with a high risk to the persons responsible for health and safety in the workplace
7. Deal with those hazards with low risks following workplace policies and legal requirements

#### Reducing risks to health and safety

8. Carry out your working practices in accordance with legal requirements
9. Follow the most recent workplace policies for your job role
10. Put right those health and safety risks that you are able to within the scope of your job responsibilities
11. Pass on any suggestions for reducing risks to health and safety within your job role to the responsible persons
12. Make sure your personal conduct in the workplace does not endanger the health and safety of yourself or others
13. Follow the workplace policies and suppliers' or manufacturers' instructions for the safe use of equipment, materials and products
14. Report any differences between workplace policies and suppliers' or manufacturers' instructions as appropriate
15. Make sure your personal presentation at work ensures the health and safety of yourself and others; meets any legal duties and is in accordance with workplace policies

**Knowledge**

You will know:

- 1.** Your legal duties for health and safety in the workplace as required by the Health and Safety at Work Act 1974
- 2.** Your duties for health and safety as defined by specific legislation covering your job role
- 3.** What hazards may exist in your workplace
- 4.** The particular health and safety risks which may be present in your own job role and the precautions you must take
- 5.** The importance of remaining alert to the presence of hazards in the whole workplace
- 6.** The importance of dealing with or promptly reporting risks
- 7.** The requirements and guidance on the precautions
- 8.** Agreed workplace policies relating to controlling risks to health and safety
- 9.** Your responsibility for health and safety in your job description
- 10.** The responsible persons to whom to report health and safety matters
- 11.** The specific workplace policies covering your job role
- 12.** Suppliers' and manufacturers' instructions for the safe use of equipment, materials and products
- 13.** The safe working practices for your own job role
- 14.** The importance of personal presentation in maintaining health and safety in the workplace
- 15.** The importance of personal conduct in maintaining the health and safety of yourself and others
- 16.** Your scope and responsibility for putting right risks
- 17.** Workplace procedures for handling risks which you are unable to deal with

## 201 Carry out your responsibilities at work

### Summary

Communicate effectively, accept responsibility for own work and its delivery, improve own performance and behave in a way that encourages effective working.

You will apply the following skills:

- Communicating
- Planning
- Managing time
- Solving problems
- Evaluating
- Team working

### Performance Indicators

You will:

#### Communicate information

1. Actively focus on information that other people are communicating, questioning any points you are unsure about
2. Provide accurate, clear and structured information confidently to other people and in a way that meets their needs
3. Make useful contributions to discussions
4. Confirm and read written material that contains information that you need
5. Extract the main points you need from written material
6. Provide written information to other people accurately and clearly

#### Plan and be accountable for your work

7. Agree realistic targets and an achievable timescale for your work
8. Plan how you will make best use of your time and the other resources you need
9. Confirm effective working methods
10. Identify and report problems when they arise, using the support of other people when necessary
11. Keep other people informed of your progress
12. Meet your deadlines or renegotiate timescales and plans in good time
13. Take responsibility for your own work and accept responsibility for any mistakes you make
14. Follow agreed guidelines, procedures and, where appropriate, codes of practice

#### Improve your own performance

15. Encourage and accept feedback from other people
16. Use feedback to agree ways to improve your own work and put improvements into practice
17. Agree where further learning and development could improve your performance
18. Follow through a learning plan that meets your own needs
19. Review your progress and update your learning plan

#### Behave in a way that supports effective working

20. Set high standards for your work and show commitment in achieving these standards
21. Understand your own needs and rights
22. Show a willingness to take on new challenges
23. Adapt readily to change
24. Treat other people with honesty, respect and consideration
25. Help and support other people

**Knowledge**

You will know:

1. Why effective communication is important
2. How to focus actively on what others are communicating
3. Why it is important to question things you are not sure about
4. How to structure and present information clearly and accurately
5. Why it is important to adapt the way you communicate to meet the needs of other people
6. Why it is important to seem confident when communicating with others
7. How non-verbal communication affects the impact you have on other people
8. How to contribute positively to discussions
9. Where to find written information that you need as for work
10. How to pick out the main points you need from written information
11. How to provide written information in a way that meets other people's needs
12. Why it is important to plan your work and be accountable to others
13. How to agree realistic targets for your work and why this is important
14. How to plan your work
15. The types of problems that may occur during your work and how to report them
16. Why it is important to keep other people informed about progress
17. Why you should give other people sufficient notice if you need to revise your plans
18. Why it is important to acknowledge and learn from your mistakes
19. Guidelines, procedures and codes of practice that are relevant to your work
20. Why it is important to try to continuously improve your work
21. Why it is important to encourage and accept feedback from others
22. How learning and development can help you to improve your work and further your career
23. The main career progression routes available to you
24. Learning and development opportunities that are available to you
25. Why the way you behave in the workplace is important
26. Why it is important to set high standards for your work and how to set these standards
27. Why it is important to be ready to take on new challenges and adapt to change
28. Why it is important to treat others with honesty, respect and consideration
29. The types of behaviour that show you are honest, respectful and considerate and the types of behaviour that show you are not
30. How to help and support others and why this is important

## 202 Work within your business environment

### Summary

Work effectively within your organisation, supporting its purpose and values, applying employment rights and responsibilities, supporting sustainability, respecting diversity and protecting security and confidentiality.

You will apply the following skills:

- Planning
- Reading
- Communicating
- Interpersonal skills
- Team working

### Performance Indicators

You will:

#### Work to achieve your organisation's purpose and values

1. Work in a way that supports your team's objectives
2. Follow the policies, systems and procedures that are relevant to your role
3. Put relevant organisational values into practice in all aspects of your work
4. Work with outside organisations and individuals in a way that protects the image of your organisation
5. Seek guidance from others when you are unsure about objectives, policies, systems, procedures and values

#### Apply your employment responsibilities and rights

6. Access information about your employment rights and responsibilities
7. Carry out your responsibilities to your employer in a way that is consistent with your contract of employment
8. Understand your employment rights
9. Seek guidance when you are unsure about your employment responsibilities and rights

#### Support sustainability

10. Keep waste to a minimum and follow procedures for recycling and the disposal of hazardous materials
11. Follow procedures for the maintenance of equipment
12. Make best use of technology to work in an efficient way

#### Support diversity

13. Interact with other people in a way that is sensitive to their individual needs and respects their background, abilities, values, customs and beliefs
14. Learn from other people and use this to improve the way you work and interact with others
15. Follow your organisation's procedures and legal requirements in relation to discrimination legislation

#### Maintain security and confidentiality

16. Maintain the security of property in a way that is consistent with your organisation's procedures and legal requirements
17. Maintain the security and confidentiality of information in a way that is consistent with your organisation's procedures and legal requirements
18. Report any concerns about security and confidentiality to an appropriate person

**Knowledge**

You will know:

- 1.** The sector in which your organisation operates
- 2.** Your organisation's mission and purpose
- 3.** How your organisation compares to other organisations in the sector
- 4.** Your main responsibilities at work
- 5.** How your role fits into your organisation's structure and contributes to its operation
- 6.** The policies, procedures, systems and values of your organisation that are relevant to your role
- 7.** How to apply your organisation's values and policies
- 8.** Who you should consult if you are unsure about policies, objectives, systems and values
- 9.** Which aspects of employment are covered by law
- 10.** Any industry-specific legislation and regulations that are relevant to your role
- 11.** Why legislation is important in upholding and protecting the rights of both employer and employee
- 12.** The main terms and conditions of your contract of employment
- 13.** Who you should contact if you have a grievance at work or need guidance and support on an employment issue
- 14.** What you should do if you witness or experience discrimination or bullying at work
- 15.** What procedures you should follow if you are ill or need time off from work
- 16.** The types of information that are recorded in personnel records, why these are needed and what to do if you need to report changes to this information
- 17.** Why it is important to minimise waste in the workplace
- 18.** The main causes of waste in a business administration environment and how to minimise this waste
- 19.** Why recycling is important and your organisation's procedures for recycling and the disposal of hazardous materials
- 20.** How regular maintenance of equipment can help to minimise waste
- 21.** How to use technology to work more efficiently
- 22.** What is meant by 'diversity' and why it should be valued
- 23.** How to be sensitive to people's individual needs and respect their abilities, background, values, customs and beliefs
- 24.** The ways in which you could learn from others
- 25.** The importance of maintaining security and confidentiality
- 26.** The legal and organisational requirements in relation to security and confidentiality
- 27.** The procedures you should follow if you have concerns about security and confidentiality

## 203 Maintain customer relations

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### Summary

Identify and deliver services to meet customer needs. Customers may be internal or external to the organisation.

You will apply the following skills:

- Interpersonal skills
- Questioning
- Listening
- Negotiating
- Managing time

### Performance Indicators

You will:

#### Identify customer needs and expectations

1. Build positive working relationships with customers
2. Identify and confirm customer needs and expectations
3. Agree timescales, quality standards or procedures to follow

#### Deliver services

4. Provide services to agreed timescales and quality standards
5. Check customer needs and expectations are met
6. Resolve or refer customer complaints in a professional manner and to a given timescale

### Knowledge

You will know:

1. What is meant by 'customer' and who your customers are
2. Why effective and efficient customer service is important
3. Why it is important to build positive working relationships with customers and how to do so
4. How to identify and confirm customer needs
5. The types of quality standards that are appropriate to your responsibilities
6. How to agree timescales and quality standards with customers and to meet these
7. The problems that customers may experience and who to report them to
8. The procedures you should follow to deal with customers' complaints and when you should use them
9. The response times you should meet when dealing with customer complaints, problems and general enquiries

## 204 Manage diary systems

### Summary

Use a manual or electronic diary to manage activities and resources

You will apply the following skills:

- Questioning
- Listening
- Analysing
- Planning
- Organising
- Problem solving
- Using technology
- Communicating
- Recording
- Negotiating
- Decision-making

### Performance Indicators

You will:

1. Obtain the information you need about requested diary entries
2. Make diary entries accurately and clearly
3. Prioritise requested changes
4. Identify the implications of any changes for existing entries
5. Solve problems by negotiating alternative arrangements
6. Record agreed changes in the diary
7. Communicate agreed changes to those affected
8. Keep the diary up-to-date

### Knowledge

You will know:

1. Why it is important to use diary systems to plan and co-ordinate activities and resources
2. The different types of diary systems, their advantages and disadvantages and the different situations for which they are appropriate
3. How to use different types of diary systems
4. Why it is important to obtain relevant information about requested diary entries and changes
5. The types of information you must obtain
6. Why it is important to prioritise requests
7. How to prioritise requests
8. The types of problems that may occur when new requests are made
9. How you should solve the types of problems that may occur when new requests are made
10. Why it is important to try to balance the needs of all those involved
11. Why it is important to communicate changes to those affected
12. Why it is important to keep the system up to date
13. Why security and confidentiality issues are important when operating a diary system
14. The types of security and confidentiality issues that are relevant to diary systems and how to manage them

## 205 Organise business travel and accommodation

### Summary

Make travel and accommodation arrangements for colleagues planning business trips

You will apply the following skills:

- Negotiating
- Planning
- Researching
- Organising
- Communicating
- Checking
- Recording
- Problem solving
- Managing time
- Managing resources
- Evaluating

### Performance Indicators

You will:

1. Confirm travel, accommodation and budget requirements
2. Check the draft itinerary and schedule with the traveller
3. Arrange any meetings necessary during the trip
4. Book travel arrangements and accommodation as agreed
5. Obtain and collate documents for travel, accommodation and meetings
6. Maintain records of travel, accommodation and meetings
7. Arrange credit and payment facilities
8. Deal with problems that may arise
9. Provide the traveller with an itinerary and required documents in good time
10. Confirm with the traveller that itinerary and documents meet requirements
11. Evaluate and maintain a record of external services used

### Knowledge

You will know:

1. How to organise business travel and accommodation effectively and efficiently
2. The main types of travel and accommodation arrangements you may need to make and the procedures you should follow
3. Why it is important to confirm a brief and budget for travel and accommodation
4. The sources of information and facilities you can use to make travel and accommodation arrangements
5. How to keep records of travel and accommodation arrangements
6. The information you should provide to the person who is travelling
7. The procedures you should follow to make credit and payment arrangements
8. The types of problems that may occur with travel and accommodation arrangements and how to deal with them
9. Why it is important to evaluate the travel and accommodation used and record the evaluation

## 206 Deal with visitors

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### Summary

Meet the needs of visitors at reception

You will apply the following skills:

- Interpersonal skills
- Presenting yourself
- Questioning
- Listening
- Negotiating
- Decision-making
- Communicating
- Problem solving

### Performance Indicators

You will:

1. Help visitors feel welcome
2. Present a positive image of yourself and your organisation
3. Identify visitors and the reason for their visit
4. Follow organisational and security procedures
5. If appropriate, inform colleagues of the visitors' arrival
6. Make sure visitors' needs are met

### Knowledge

You will know:

1. Why it is important for organisations to have a friendly and efficient reception service
2. The role of the receptionist
3. Why it is important to present a positive image of yourself and your organisation
4. The types of visitors you receive, the requirements that they have and how to meet their needs
5. Why security procedures are important and the receptionist's responsibilities for security
6. The types of problems that may occur with visitors – including conflict and aggression – and how to deal with these
7. Organisation structures and communication channels within your organisation

## 207 Process customer financial transactions

### Summary

Receive, make and monitor customer payments.

This has been taken from the FSSC suite of national occupational standards.

You will apply the following skills:

- Planning
- Organising
- Checking
- Communicating
- Using technology
- Managing time
- Using number
- Problem solving
- Recording
- Reading

### Performance Indicators

You will:

1. Make sure that all documents, entries and records are accurate and legible
2. Receive payments from and make payments to customers
3. Confirm that calculations and balances are accurate
4. Recognise discrepancies in documents and take appropriate action
5. Identify any balances outstanding over the time period stipulated with your employer and take appropriate action
6. Keep accurate records of transactions
7. Comply with legal requirements, industry regulations, organisational policies and professional codes

### Knowledge

You will know:

1. Sources of information and advice within your organisation
2. Your organisation's time-scale standards
3. Your organisation's computer systems
4. Your organisation's filing and information retrieval systems
5. Your organisation's customer service procedures (including dealing with complaints)
6. The limits of your own personal authority and the action required if a problem is beyond your authority
7. How to access existing business customer records
8. Your organisation's procedures and time limits for payment by customers
9. Your customers' payments procedures
10. Ledger systems
11. Your organisation's computerised account set up procedures, including amendment arrangements
12. The different methods of receiving financial information
13. Your organisation's requirements relating to the application of codes, laws and regulatory requirements, including health and safety, as they impact on your activities

## 208 Operate credit control procedures

### Summary

Assess non-payments and take action to recover monies due.

This has been taken from the FSSC suite of national occupational standards.

You will apply the following skills:

- Organising
- Checking
- Communicating
- Using technology
- Managing time
- Using number
- Recording
- Reading

### Performance Indicators

You will:

1. Assess the nature of non-payment
2. Identify bad and potentially bad debts accurately
3. Take action to recover monies due
4. Establish the reasons for non-payment
5. Clarify discrepancies and request any outstanding amounts
6. Obtain the customer's agreement to pay the amount owed
7. Agree appropriate methods of payment with the customer and monitor compliance with these
8. Identify continued non-payment and take appropriate action
9. Take the nature and circumstances of the account holder into account when deciding what action to take
10. Keep accurate and up to date records of all actions taken
11. Comply with legal requirements, industry regulations, organisational policies and professional codes

### Knowledge

You will know:

1. The sources of financial advice and information at work
2. Your organisation's time-scale standards
3. Your organisation's computer systems
4. Your organisation's filing and information retrieval systems
5. Your organisation's customer service procedures (including dealing with complaints)
6. Your organisation's requirements relating to the application of codes, laws and regulatory requirements, including health and safety, as they impact on your activities
7. The limits of your own personal authority and the action required if a problem is beyond your authority
8. How to access existing business customer records
9. Your organisation's policy and procedures for writing to customers
10. Your customers' payment procedures
11. Ledger systems
12. Your organisation's computerised account set up procedures, including amendment arrangements
13. Different methods of receiving financial information
14. Escalation procedures when dealing with late payments
15. Your organisation's procedures for identifying bad and potentially bad debts

## 209 Store, retrieve and archive information

### Summary

Use a manual or electronic information system to store, retrieve and archive information

You will apply the following skills:

- Planning
- Organising
- Reading
- Writing
- Using technology
- Communicating
- Problem solving
- Using number

### Performance Indicators

You will:

#### Process information

1. Identify and collect required information
2. Follow agreed procedures & legislation to maintain security & confidentiality
3. Store information accurately in approved locations
4. Update information as required

#### Retrieve information

5. Confirm information for retrieval
6. Comply with procedures and legislation for accessing an information system
7. Locate and retrieve the required information
8. Identify and report problems with information systems
9. Provide information in the agreed format and within agreed timescales

#### Archive information

10. Confirm information to be archived
11. Comply with procedures and legislation for archiving information
12. Archive information correctly and within agreed timescales
13. Maintain a record of archived information
14. Retrieve archived records on request

### Knowledge

You will know:

1. Why it is important to store, retrieve & archive effectively & efficiently
2. The different information systems and their main features
3. Legal and organisational requirements covering the security and confidentiality of information
4. Why it is important to confirm information to be collected, stored, retrieved and archived
5. The methods you can use to collect required information
6. The procedures you should follow to access information systems
7. How to make sure information is accurate
8. The problems that occur with information systems and who to report them to
9. Why it is important to provide information in the required format and within agreed timescales
10. When information should be archived and the procedures to follow

## 210 Research and report information

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### Summary

Research and report information

You will apply the following skills:

- Planning
- Researching
- Organising
- Reading
- Writing
- Using number
- Communicating
- Using technology
- Presenting information

### Performance Indicators

You will:

#### Research information

1. Confirm aims and objectives and deadlines for the information search
2. Confirm relevant sources of information
3. Search for and obtain information to meet deadlines
4. Record the information
5. Maintain a record of sources used

#### Report information

6. Organise the information in a way that will help analysis
7. If necessary, get feedback on what you have found
8. Present information in the most appropriate format, accurately and on time

### Knowledge

You will know:

1. How to research information efficiently and accurately
2. The types of information you are required to obtain
3. Why it is important to agree aims, objectives and deadlines
4. About relevant information sources and search methods
5. Why you should maintain a record of sources you have used and how to do so
6. How to organise information in a way that will help analysis
7. The different formats that may be required when reporting information

## 211 Organise and support meetings

### Summary

Prepare for and support meetings and assist with follow-up activities

You will apply the following skills:

- Planning
- Managing resources
- Organising
- Managing time
- Communicating
- Writing
- Checking
- Interpersonal skills

### Performance Indicators

You will:

#### Prepare for meeting

1. Confirm the meeting brief
2. Confirm the venue, equipment and catering requirements
3. Produce the agenda and meeting papers in line with instructions
4. Invite attendees and confirm attendance
5. Make sure attendees' needs are met
6. Collate and dispatch papers for the meeting within agreed timescales
7. Produce spare copies of meeting papers
8. Arrange the equipment and layout of the room

#### At the meeting

9. Make sure attendees have a full set of papers
10. Take accurate notes of the meeting including attendance
11. Provide information and support when required

#### After the meeting

12. Produce a record of the meeting
13. Seek approval and amend the meeting record as necessary
14. Circulate the meeting record to agreed timescales

### Knowledge

You will know:

1. The role of the person organising and supporting the meeting
2. How to plan and support meetings effectively and efficiently
3. The types of meetings and their main features
4. Why it is important to confirm the meeting brief
5. The types of information that attendees will need
6. The types of resources that will be needed for different types of meetings
7. Any special requirements that attendees may have and how to meet these
8. Health, safety and security requirements when organising meetings
9. The types of information and support you may be asked to provide
10. What should be included in a record of the meeting
11. Why it is important that you make sure the record is accurate and is approved

## 212 Use IT systems 2

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### Summary

Set up and use different types of hardware, access data from different storage media networks and know how to avoid common security risks and restrict access to software and data. This is based on the e-skills Area of Competence: Use IT Systems, Level 2 unit

You will apply the following skills:

- Organising
- Planning
- Using technology

### Performance Indicators

You will:

1. Connect up a computer with other hardware and storage media safely
2. Link a computer to other hardware safely
3. Access files on a local area network (LAN) or a wide area network (WAN)
4. Set password levels on software and data
5. Make backups of operating system data, where necessary
6. Download software patches to fix any security flaws
7. Take action to keep risks to a minimum, when downloading software
8. Take action to avoid risks from receiving and opening attachments from emails

### Knowledge

You will know:

1. What most types of computer hardware are
2. What storage media are available, such as hard disc, floppy discs or CD ROMs
3. How to use most types of hardware and storage media
4. What errors and problems can be corrected from experience, to do with most hardware and storage media; most software; combinations of hardware and software; data and viruses
5. Ways to keep risks to people to a minimum
6. Ways to keep risks to hardware to a minimum
7. Risks of downloading software from the internet
8. Where and how to find advice on common errors with hardware and software

## 213 Use IT to exchange information 2

### Summary

Use advanced email facilities such as setting up email groups, adding signatures, compressing file attachments and choosing search engines. This is based on the e-skills Area of Competence: Use IT to Exchange Information, Level 2 unit

You will apply the following skills:

- Planning
- Recording
- Reading
- Using technology
- Writing
- Communicating
- Problem solving
- Researching
- Organising

### Performance Indicators

You will:

#### **Sending and receiving e-mails using the facilities provided by software**

1. Use more advanced facilities, e.g. add signature or set priority of messages
2. Send messages to groups of people using groups set up in an address book
3. Send and receive instant messages with and without attachments
4. Compress messages on sending and un-compress messages received
5. Archive e-mails where necessary, such as by using folders and subfolders

#### **Search for information on the Internet or an intranet**

6. Choose a search engine that is appropriate for the information that is needed
7. Carry out searches efficiently, such as by using meta search engines, wild cards, AND or NOT (Boolean notation)

### Knowledge

You will know:

1. How to send emails to groups using a group list within an address book
2. How to archive and compress emails & how to avoid viruses
3. What resources may be provided by email software and how to use them
4. What to do about emails intended to cause problems, such as SPAM or chain mails
5. How to keep the difficulties of sending & receiving large emails to a minimum
6. What limits there are to the number or size of emails received and stored
7. What and how different IT activities are affected by laws and guidelines, such as storing names and addresses, downloading images from the Internet or sending inappropriate emails

## 214 Word processing software 2

### Summary

Use word processing software to produce professional looking documents, for example, mail merged documents, reports and content for web pages. This is based on the e-skills Area of Competence: Word Processing Software, Level 2 unit

You will apply the following skills:

- Presentation
- Checking
- Communicating
- Planning
- Reading
- Organising
- Using technology

### Performance Indicators

You will:

1. Use appropriate techniques to handle, organise and save files
2. Link information within the same type of software
3. Add information from one type of software to information produced using different software, such as a spreadsheet graph to a word processing document; text to an image file; picture to a presentation slide; or simple information from a database onto a website
4. Use a wide range of editing techniques appropriately, such as size and sort; inserting special characters and symbols and mail merge
5. Format information in line with an organisational house style
6. Format word processing documents to make them look professional, using a wide range of tools and techniques for tabs; columns (such as adding columns to whole document and part of a page); styles (such as apply an existing style to a word, line or paragraph); pages (such as headers and footers or inserting page breaks); and files (such as change format of word processing documents to RTF or HTML)
7. Use appropriate tools and techniques for creating, editing and formatting professional looking tables, such as insert tables; create, add and delete columns; modify column width and row height and add borders and shading
8. Select, change and use appropriate templates
9. Use proof reading techniques to check that text looks professional
10. Checking line, paragraph and page breaks fall in appropriate places, and check that headings, subheadings and other formatting techniques are used appropriately
11. Set up short cuts

### Knowledge

You will know:

1. How to produce information that communicates clearly and accurately with the audience, where and when it is needed
2. How to produce professional looking word processing documents for a wide variety of uses. Professional looking documents are well structured and appropriately styled so that they communicate effectively

## 215 Spreadsheet software 2

### Summary

Use spreadsheet software to produce spreadsheets that use more complex formulae and functions.

This is taken from the e-skills Area of Competence: Spreadsheet Software, Level 2 unit.

You will apply the following skills:

- Planning
- Communicating
- Using number
- Organising
- Using technology
- Checking

### Performance Indicators

You will:

1. Use appropriate techniques to handle, organise and save files
2. Link information within the same type of software
3. Add information from one type of software to information produced using different software, such as a spreadsheet graph to a word processing document; text to an image file; picture to a presentation slide; or simple information from a database onto a website
4. Insert data into multiple cells at once
5. Use a wide range of editing techniques appropriately in more complex spreadsheets such as use absolute and relative cell references and add data and text to a chart or change the type of chart
6. Format more complex spreadsheets using a range of appropriate tools and techniques for cells (such as colour, shading and borders); charts (such as change chart type, move and resize chart) and pages (such as headers and footers and adjust page set up for printing)
7. Check that page breaks fall in appropriate places and formatting is appropriate
8. Check the accuracy of results and sort out errors in formulas
9. Use appropriate functions and formulas in more complex spreadsheets, such as mathematical, statistical, financial and relational
10. Use appropriate tools and techniques for analysing more complex data such as filters
11. Use appropriate methods to present more complex data, such as the range of graphs and charts provided by the software
12. Set up short cuts

### Knowledge

You will know:

1. How to produce information that communicates clearly and accurately with the audience, where and when it is needed
2. How to produce more complex spreadsheets for a wide variety of uses. More complex spreadsheets will have structure that is familiar or often used
3. What methods are suitable for more complex data

## 216 Database software 2

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### Summary

Use software applications to modify simple databases and create queries using multiple selection criteria and reports. This is based on the e-skills Area of Competence Database Software, Level 2 unit

You will apply the following skills:

- Planning
- Organising
- Communicating
- Using technology
- Checking
- Problem solving

### Performance Indicators

You will:

1. Create fields for entering data with the required field characteristics, such as name, type, size and format
2. Modify field characteristics within a simple (e.g. single table, non relational) database while maintaining the integrity of existing data, such as name, type and size
3. Use appropriate tools and techniques to format data that is text and numbers
4. Format reports from simple (e.g. single table, non relational) databases using appropriate tools and techniques for page layout, such as page size, page orientation, page numbering, headers and footers and margins
5. Use automated facilities for checking data and reports, such as spell checking and sorting data
6. Check reports are formatted and laid out appropriately
7. Create and use multiple criteria queries to extract data
8. Plan and produce reports from single (e.g. single table, non relational) databases
9. Set up short cuts

### Knowledge

You will know:

1. What types of design content are stored within the database, such as field types, field names and table names
2. How data is structured in a simple (e.g. single table, non relational) database
3. What characteristics in a database fields may have, such as data type, field name, field size and field format
4. How field characteristics can contribute to data validation
5. Why it is important to maintain data integrity
6. What methods should be used to maintain data integrity in a simple (e.g. single table, non relational) database

## 217 Presentation software 2

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### Summary

Use software applications to produce complex presentations. This is based on the e-skills Area of Competence: Presentation Software, Level 2 unit

You will apply the following skills:

- Planning
- Organising
- Summarising
- Writing
- Communicating
- Using technology
- Checking

### Performance Indicators

You will:

1. Use appropriate techniques to handle, organise and save files
2. Link information within the same type of software
3. Add information from one type of software to information produced using different software, such as a spreadsheet graph to a word processing document; text to an image file; picture to a presentation slide; or simple information from a database onto a website
4. Use a wide range of editing techniques appropriately for more complex presentations such as inserting objects and other resources, resizing images and changing the position or orientation of other objects
5. Use proof reading techniques to check that text and images look professional
6. Check text formatting techniques are used appropriately
7. Check images and other objects are positioned and edited appropriately
8. Format complex presentations using appropriate tools and techniques, such as changing colour schemes for slides or using an organisational house style
9. Choose an appropriate method and presentation style to suit audience needs
10. Choose, use and adjust templates for presentations
11. Save a presentation as a slide show
12. Print speaker notes

### Knowledge

You will know:

1. How to produce information that communicates clearly and accurately with the audience, where and when it is needed
2. How to produce more complex presentations for a wide variety of uses. More complex presentations consist of electronic slides that include animation. They are well structured and appropriately styled so that they communicate effectively
3. How to include still images (e.g. downloading photos from a digital camera) and other objects produced using different software

## 218 Specialist or bespoke software 2

### Summary

Select and use specialist or bespoke software. This is based on the e-skills Area of Competence: Specialist or Bespoke Software, Level 2 unit.

Examples of specialist software include:

- Accounts applications
- Computer aided design (CAD) applications
- Digital video editing applications
- Project management applications

Some organisations have software applications developed specifically for employees to be able to carry out particular tasks or activities (bespoke applications). For example, for customer relationship management, stock control, plant control, engineering diagnostics, credit management or analysing sales performance.

You will apply the following skills:

- Planning
- Organising
- Using technology
- Checking

### Performance Indicators

You will:

1. Use appropriate techniques to handle, organise and save files
2. Link information with the same kind of software
3. Add information from one type of software to information produced using different software, such as a spreadsheet graph to a word processing document, text to an image file, picture to a presentation file, or simple information from a database onto a website
4. Carry out more complex tasks using appropriate tools and techniques for entering, editing and processing information
5. Use appropriate techniques to check more complex information

### Knowledge

You will know:

1. Why and how using the software was an appropriate way of carrying out the task
2. What most tools and functions of the software applications can be used for
3. How to select and use appropriate tools and functions for more complex tasks

## 219 Use a telephone system

### Summary

Use a telephone system to make, receive and transfer internal and external calls; and to check and deal with recorded messages.

You will apply the following skills:

- Questioning
- Listening
- Researching
- Communicating
- Presenting yourself
- Summarising
- Using technology
- Problem solving

### Performance Indicators

You will:

#### Making calls

1. Identify the purpose of the call
2. Obtain the name and numbers of the person to be contacted
3. Make contact with the person
4. Communicate information to achieve the purpose of the call
5. Project a positive image of yourself and your organisation
6. Summarise the outcomes of the conversation before ending the call

#### Receiving calls

7. Answer the phone according to your organisation's procedures
8. Project a positive image of yourself and your organisation
9. Identify the caller, where they are calling from and what they need
10. Provide accurate and up-to-date information whilst protecting confidentiality and security
11. Transfer calls where requested
12. Take and relay messages according to the caller's needs
13. Summarise the outcomes of the conversation before ending the call

#### Dealing with message systems

14. Keep your message system up-to-date
15. Check the system for callers' messages
16. Respond to callers' messages within agreed timescales
17. Delete messages when you have dealt with them
18. Leave recorded messages on other people's systems that achieve their purpose

**Knowledge**

You will know:

- 1.** The different features of telephone systems and how to use them
- 2.** Why it is important to identify the purpose of a call before you make it
- 3.** The different methods you can use to obtain the names and numbers of people that you have to make contact with
- 4.** How to use telephone systems to make contact with people inside and outside your organisation
- 5.** Why it is important to project a positive image of yourself and your organisation
- 6.** Why it is important to summarise the outcomes of a telephone conversation before ending the call
- 7.** How to follow your organisation's procedures when making and receiving calls
- 8.** How to identify the caller and their needs
- 9.** Why it is important to give accurate and up-to-date information to callers
- 10.** Why confidentiality and security are important when dealing with callers
- 11.** The types of information that could affect confidentiality and security and how to handle these
- 12.** How to identify the appropriate person to whom you should transfer a call
- 13.** The information you should give when transferring calls, taking or leaving messages
- 14.** The different types of message systems and their main features
- 15.** Why it is important to keep your message system up-to-date

## 220 Operate office equipment

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### Summary

Operate a range of office equipment to carry out administrative tasks.

You will apply the following skills:

- Planning
- Organising
- Problem solving
- Communicating
- Using technology

### Performance Indicators

You will:

1. Locate and select the equipment and resources you need for the task
2. Follow the manufacturer's operating instructions
3. Waste as few resources as possible
4. Keep the equipment clean and hygienic
5. Deal with equipment and resource problems according to the manufacturer's and organisational procedures
6. Make sure the final work product meets the required standard
7. Produce work product within agreed timescales
8. Make sure the equipment, resources and work area are ready for next user

### Knowledge

You will know:

1. The different types of office equipment, their features and what they can be used for
2. How to choose equipment and resources that are appropriate for a range of administrative tasks
3. Why it is important to follow manufacturers' instructions when operating equipment
4. Why it is important to keep waste to a minimum and how to do so
5. Why it is important to keep equipment clean and hygienic and what the appropriate standards are
6. Why it is important to follow manufacturers' instructions and organisational procedures when dealing with equipment faults
7. The types of equipment and resource faults you are likely to experience and how you should deal with these
8. Why it is important to meet work standards and deadlines
9. Why it is important to leave the equipment, resources and work area ready for the next user and what the appropriate standards are

## 221 Prepare text from notes

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### Summary

Present accurate and correct text in an agreed format from notes taken by yourself or others.

You will apply the following skills:

- Questioning
- Listening
- Reading
- Writing
- Using technology
- Checking
- Managing time

### Performance Indicators

You will:

1. Agree the purpose, format, quality standards and deadlines for the text
2. Input the text at the speed and level of accuracy required by your organisation
3. Format the text, making efficient use of the technology available
4. Check for accuracy, editing and correcting as necessary
5. Seek clarification when necessary
6. Store the text and the original notes safely and securely in approved locations
7. Present the text in the required format within agreed deadlines and quality standards

### Knowledge

You will know:

1. The different types of documents that you may be asked to produce from notes and the formats they should follow
2. The difference between producing text from your own notes and producing text from the notes of others
3. Why it is important to agree the purpose, format and deadline for the text
4. Why accuracy is important when preparing text
5. How to check for accuracy and correctness, including spelling and grammar
6. Why it is important to store text safely and securely and how to do so
7. The importance of confidentiality and data protection
8. The different forms in which the text may be presented
9. Why it is important to meet quality standards and deadlines
10. The different types of technology available for inputting, formatting and editing text and their main features

## 222 Prepare text from shorthand

### Summary

Take shorthand notes and produce accurate and correct text in an agreed format from these notes.

You will apply the following skills:

- Questioning
- Listening
- Noting
- Writing
- Using technology
- Checking
- Managing time

### Performance Indicators

You will:

1. Agree the purpose, format, quality standards and deadlines for the text
2. Take dictation using shorthand at a minimum speed of 60 words per minute
3. Clarify points you are unsure about
4. Input and format the text from your shorthand notes
5. Make efficient use of the technology available
6. Check for accuracy, editing and correcting as necessary
7. Store the text and the original shorthand notes safely and securely in approved locations
8. Present the text in the required format within agreed deadlines and quality standards

### Knowledge

You will know:

1. The different types of documents that you may be asked to produce from shorthand and the formats they should follow
2. The importance of having an effective working relationship with the person giving the dictation
3. Why it is important to agree the purpose, format and deadline for the text
4. How to check for accuracy and correctness – including spelling and grammar – and why this is important
5. Why it is important to store text safely and securely and how to do so
6. Why it is important to store the original shorthand notes safely and securely and how to do so
7. The importance of confidentiality and data protection
8. The different forms in which the text may be presented
9. Why it is important to meet quality standards and deadlines
10. The different types of technology available for inputting, formatting and editing text and their main features

## 223 Prepare text from recorded audio instruction

### Summary

Transcribe accurate and correct text in an agreed format from an audio recording.

You will apply the following skills:

- Questioning
- Listening
- Reading
- Writing
- Using technology
- Checking
- Managing time

### Performance Indicators

You will:

1. Agree the purpose, format, quality standards and deadlines for the transcription
2. Input the text from the audio recording at a minimum speed of 40 words per minute
3. Format the text making efficient use of the technology available
4. Check content for accuracy, editing and correcting as necessary
5. Seek clarification when necessary
6. Store the text and the original recording safely and securely in approved locations
7. Present the text in the required format within agreed deadlines and quality standards

### Knowledge

You will know:

1. The different types of documents that you may be asked to produce from audio recordings and the formats they should follow
2. Why it is important to agree the purpose, format and deadline for the text
3. How to check for accuracy and correctness – including spelling and grammar – and why this is important
4. Why it is important to store text safely and securely and how to do so
5. The importance of confidentiality and data protection
6. The different formats in which the text may be presented
7. Why it is important to meet quality standards and deadlines
8. The different types of technology available for playing back recordings, inputting, formatting and editing text and their main features

## 224 Produce documents

### Summary

Produce high quality, attractive documents to agreed specifications.

You will apply the following skills:

- Listening
- Managing time
- Questioning
- Checking
- Reading
- Using technology
- Organising
- Writing

### Performance Indicators

You will:

1. Confirm the purpose, content, style, quality standards and deadlines for the document
2. Prepare the resources you need
3. Organise the content you need
4. Make efficient use of the technology available
5. Produce the document in the agreed style
6. Integrate non-text objects in the agreed lay-out
7. Check for accuracy, editing and correcting as necessary
8. Seek clarification when necessary
9. Store the document safely and securely in an approved location
10. Present the document in the required format within agreed deadlines and quality standards

### Knowledge

You will know:

1. Why it is important to produce high quality and attractive documents
2. The different types of documents that you may be asked to produce and the document styles you should use
3. The different formats in which the text may be presented
4. Why it is important to confirm the purpose, content, style, quality standards and deadlines for the document
5. The different types of technology available for inputting, formatting and editing text and their main features
6. The types of resources you need to produce high quality and attractive documents
7. How to organise the content you need for the document
8. How to integrate and lay out text and non-text
9. How to check for accuracy and correctness – including spelling and grammar – and why this is important
10. Why it is important to store the document safely and securely and how to do so
11. The importance of confidentiality and data protection
12. Why it is important to meet quality standards and deadlines

## 225 Work effectively with other people

### Summary

Work with other people in a way that achieves agreed goals and objectives.

You will apply the following skills:

- Communicating
- Team working
- Planning
- Negotiating
- Managing time
- Problem solving
- Resolving disagreement

### Performance Indicators

You will:

1. Communicate effectively with other people
2. Welcome opportunities to work with other people when this will achieve a positive outcome
3. Share work goals and plan work objectives, priorities and responsibilities together
4. Work in a way that makes best use of your abilities and the abilities of others
5. Show respect for individuals
6. Produce quality work on time
7. Identify and solve problems
8. Share feedback with others on the achievement of objectives

### Knowledge

You will know:

1. Why it is important to work effectively with other people
2. The situations in which working with others can achieve positive outcomes
3. Why effective communication is important
4. When it is essential to communicate with the people you work with
5. Why it is important to share work goals and plans when working with others
6. Why it is important to acknowledge the strengths of others and to balance your abilities with theirs
7. The value of diversity in teams
8. Why it is important to respect the individuals you work with
9. Why it is important to agree quality measures with the people you work with
10. The types of problems and disagreements that occur when working with others and how to resolve them
11. Why it is important to give and receive constructive feedback
12. How to make use of feedback to improve your own work, the work of others and the team as a whole

## 226 Calculate critical dates for sentences

### Summary

Check documentation, assess information and calculate critical dates for sentences.

You will apply the following skills:

- Quality checking
- Researching
- Analysing
- Recording
- Using technology
- Using number
- Managing time
- Communicating

### Performance Indicators

You will:

#### Check and interpret documentation relevant to the imprisonment or detention of individuals

1. Verify the documentation allows lawful imprisonment or detention of the individual in the establishment
2. Interpret correctly all information on the documentation
3. Check with the relevant authority if you are in doubt about how to interpret information
4. Enter all information into systems, in line with organisational procedures

#### Calculate critical dates

5. Identify and assess information which may have an impact on critical dates
6. Calculate critical dates for the sentences of all individuals in the establishment
7. Check with the relevant authority when you are in doubt about critical dates
8. Enter critical dates on systems, in line with organisational procedures
9. Communicate critical dates to those authorised to have this information, in the approved format and within the agreed time limits
10. Explain your calculations when required

### Knowledge

You will know:

1. The legal requirements which impact on the calculating of critical dates
2. Your organisation's policies and procedures for calculating critical dates
3. The documentation required in order to imprison or detain an individual lawfully
4. The different types of documentation which are relevant to the imprisonment of individuals and the calculation of critical dates for sentences, and how to interpret the information they contain
5. The relevant authorities to contact when in doubt about how to interpret information or calculate sentences
6. The organisation's systems and how to use them
7. The range of different types of information which may have an impact on critical dates, where to obtain it, and how to assess its impact accurately
8. The range of critical dates which apply to different types of sentences, and how to calculate these accurately
9. The importance of ensuring critical dates are entered accurately on systems
10. The people who are authorised to have information about critical dates
11. The formats and time limits within which information about critical dates must be supplied
12. How to explain clearly how critical dates have been calculated

## 227 Make administrative arrangements for the appearance of individuals at courts

### Summary

Process court documentation and make arrangements for court appearances

You will apply the following skills:

- Quality checking
- Recording
- Communicating
- Using technology
- Using number
- Managing time

### Performance Indicators

You will:

#### Process court documentation

1. Maintain systems to record court documentation and the dates when individuals must appear in courts, in line with organisational requirements
2. Make sure court documentation is served on individuals in custody and record this, according to legal and organisational requirements
3. Confirm with the courts which individuals are required to be produced on which day
4. Identify whether the individuals could be released from court, or whether they must return to the establishment
5. Update records promptly, if there are changes to courts' requirements

#### Make administration arrangements with courts, escorting authorities and other establishments

6. Make arrangements with other custodial establishments or other environments to receive individuals, where required
7. Confirm details of movements with the relevant escorting authorities at the agreed time prior to the appearance date
8. Inform internal authorities about the movements in time for them to get the individuals ready

### Knowledge

You will know:

1. Manual and computerised systems for recording dates when individuals must appear in courts, and how to use these systems
2. Organisational requirements for making arrangements for the movement of individuals to courts, other custodial establishments and other environments
3. The types of court documentation that may be served on individuals in custody, and the legal and organisational requirements relating to these
4. The circumstances under which individuals must return to the establishment and how to identify if this is the case
5. The courts, escorting authorities, other custodial establishments and other environments with which you need to make arrangements
6. The details of movements that the escorting authorities require and the times when they require these details
7. When it may be necessary to make arrangements for other custodial establishments and other environments to receive individuals
8. The internal authorities you must inform about the movements, and when you must inform them to allow them to prepare individuals
9. The importance of confidentiality, and how to ensure information is only available to those authorised to have it
10. What action to take if individuals do not return as expected

## 228 Make administrative arrangements for the movement of individuals outside the custodial establishment

### Summary

Maintain systems, update records and make arrangements to move individuals held in custody to other establishments and environments.

You will apply the following skills:

- Quality checking
- Recording
- Communicating
- Using technology
- Using number
- Managing time

### Performance Indicators

You will:

#### Identify and record requirements for moving individuals outside the custodial establishment

1. Maintain systems to record when individuals in custody need to be moved and to where, in line with organisational requirements
2. Obtain and record the information needed to arrange the movement of individuals
3. Update records promptly, if there are changes to the requirements for moving individuals
4. Update records promptly, if there are changes to courts' requirements

#### Make administrative arrangements with escorting authorities, other establishments and other environments

5. Make arrangements with other custodial establishments or other environments to receive individuals, where required
6. Confirm details of movements with the relevant escorting authorities at the agreed time
7. Inform internal authorities about the movements in time for them to get the individuals and their property ready
8. Prepare the required paperwork to support the movements
9. Inform only those authorised to have the information about the movements

### Knowledge

You will know:

1. Manual and computerised systems for recording dates when individuals must be moved, and how to use these systems
2. Organisational requirements for making arrangements for the movement of individuals to other custodial establishments and other environments
3. The escorting authorities, other custodial establishments and other environments with which you need to make arrangements
4. The details of movements that the escorting authorities require and the times when they require these details
5. The internal authorities you must inform about the movements, and when you must inform them to allow them to prepare individuals and their property
6. The importance of confidentiality, and how to ensure information is only available to those authorised to have it

## 229 Administer documentation for the appeals process

### Summary

Ensure the availability of appeals documentation, and record the appellant's details.

You will apply the following skills:

- Analysing
- Organising
- Decision making
- Reading
- Writing
- Communicating
- Using technology

### Performance Indicators

You will:

#### Provide appeals documentation

1. Have the correct appeals documentation available
2. Make sure the appellant knows that the establishment cannot provide advice about their appeal
3. Make sure the appellant is told to contact other sources if they need further information or advice

#### Record the appellant's details

4. Record the appellant's details, in line with your organisation's requirements, systems and procedures
5. Inform authorised people only about the appellant
6. Refer to a higher authority if you are not sure about your role in assisting individuals with appeals

### Knowledge

You will know:

1. The documentation individuals need if they are intending to appeal against their conviction and/or sentences
2. The importance of not providing individuals with advice about their appeal
3. The higher authority to whom you should refer if you are in doubt about your role in assisting individuals with appeals

## 230 Administer personal money for individuals in custody

### Summary

Maintain and operate systems to account for individuals' personal money and wages

You will apply the following skills:

- Researching
- Quality checking
- Communicating
- Using technology
- Reading
- Recording
- Problem solving
- Using number
- Managing time

### Performance Indicators

You will:

#### Account for individuals' personal money

1. Maintain systems to account for individuals' personal money, in line with your organisation's requirements
2. Make sure that deposits of individuals' personal money are recorded
3. Where required, enter and update the limits of money individuals are allowed to spend within the establishment
4. Record money spent by individuals within the establishment
5. Make deductions from individuals' personal money account as instructed by your organisation
6. Record and prepare money which individuals request to be sent out of the establishment
7. Get approval from the appropriate authority for money to be sent out
8. Provide information about individuals' personal money accounts to those authorised to have this information, in the format and schedule required by your organisation
9. Reconcile individuals' personal money accounts in line with your organisation's requirements and systems

#### Record individuals' wages

10. Maintain systems to record individuals' wages, in line with your organisation's requirements
11. Make sure that the rates at which individuals are paid are entered and updated
12. Make sure that the work individuals have done is entered on the systems
13. Provide information about individuals' wages to those authorised to have this information, in the format and schedule required by your organisation

## **Knowledge**

You will know:

- 1.** Manual and computerised systems for accounting for individuals' money, and how to use these systems
- 2.** Your organisation's requirements for accounting for individuals' personal money
- 3.** The importance of ensuring that deposits of individuals' personal money, spending and deductions are recorded accurately, and how to do so
- 4.** How to prepare money to be sent out of the establishment
- 5.** The importance of confidentiality, and how to ensure information is only available to those authorised to have it
- 6.** Manual and computerised systems for recording individuals' wages, and how to use these systems
- 7.** Organisational requirements for recording individuals' wages
- 8.** The importance of ensuring that rates of pay and the work individuals have done are recorded accurately, and how to do so
- 9.** The higher authority to whom you should refer if you are in doubt about your role in assisting individuals with appeals

## **231 Prepare documentation to help authorities decide the conditions on which to release individuals from custody**

### **Summary**

Identify individuals eligible for release and prepare and track documentation necessary for authorities to decide release conditions

You will apply the following skills:

- Quality checking
- Recording
- Communicating
- Using technology
- Using number
- Managing time
- Protecting information

### **Performance Indicators**

You will:

#### **Request and receive reports on individuals in custody**

1. Identify individuals eligible for release in time for the necessary documentation to be prepared
2. Identify the reports required and the internal and external authorities which must complete them
3. Prepare the correct forms and send these to the internal and external authorities at the correct time
4. Maintain systems to track the return of reports from internal and external authorities, in line with organisational requirements
5. Record the return of completed reports on the systems

#### **Prepare documentation for authorities to decide the conditions of release**

6. Copy, collate and number all documentation, in line with organisational requirements
7. Refer to a higher authority, if you need to obtain documentation which is not available
8. Provide reasons, if not all required documentation is available
9. Send the collated documentation to the releasing authorities in the required format at the required time

### **Knowledge**

You will know:

1. The legal and organisational requirements which impact on the release of individuals from custody on parole or on some other form of licence
2. The range of different internal and external authorities involved in the release of individuals, and how to identify the correct authorities in each case
3. Manual and computerised systems for tracking the return of reports, and how to use them
4. Appropriate ways of contacting internal and external authorities to request the immediate return of reports
5. The range of documentation required by releasing authorities for each type of release
6. The higher authority to which to refer, if you do not receive completed reports or if all required documentation is not available
7. The importance of confidentiality and how to ensure information is only available to those authorised to have it

## 232 Make administrative arrangements for the release of individuals from custody

### Summary

Process information and prepare documentation so that personal property and other entitlements are available in time for release

You will apply the following skills:

- Recording
- Quality checking
- Communicating
- Using technology
- Using number
- Managing time

### Performance Indicators

You will:

#### Request and receive reports on individuals in custody

1. Maintain systems which give you adequate notice about individuals' eligibility for release
2. Identify individuals eligible for release in time for the necessary documentation and entitlements to be prepared
3. Provide information about release dates and terms:
  - to the internal and external authorities who require this information
  - only to those authorised to have this information
4. Provide information in the required format and at the required time

#### Prepare documentation and entitlements for individuals on release

5. Identify the entitlements of individuals on release
6. Prepare those entitlements for which you are directly responsible, in time for release
7. Prepare the required documentation in line with legal and organisational requirements
8. Notify others in time for them to prepare entitlements ready for release

### Knowledge

You will know:

1. The legal and organisational requirements which impact on the release of individuals from custody
2. Manual and computerised systems for providing notice about individuals' eligibility for release, and how to use them
3. The range of different internal and external authorities involved in the release of individuals, and how to identify the correct authorities in each case
4. The importance of confidentiality, and how to ensure information is only available to those authorised to have it
5. The range of documentation required on release, and how to prepare it
6. The range of entitlements of individuals on release, and how to prepare these
7. Others in the organisation who are involved in preparing entitlements on release

## 233 Contribute to maintaining security and protecting individuals' rights in the custodial environment

### Summary

Take precautions to prevent breaches of security and infringement of individuals' rights in the custodial environment

You will apply the following skills:

- Quality checking
- Organising
- Managing time
- Communicating
- Recording
- Being assertive

### Performance Indicators

You will:

#### Contribute to maintaining security of the custodial environment

1. Organise and carry out your duties in a way that follows legal requirements and the policies and procedures of your organisation
2. Maintain the security of the organisation's property for which you are responsible
3. Keep alert to the possibility of security breaches
4. Provide relevant people with the information they need to maintain security and control
5. Resist and report any pressure or inducement to reduce security that is not consistent with legal and organisational requirements

#### Contribute to protecting the rights of individuals and promoting anti-discriminatory practice

6. Record and use information about individuals in custody in ways that are consistent with the protection of their rights and comply with your organisation's policies and procedures
7. Provide information about individuals in custody only to those entitled to have it
8. Identify when individuals' rights are being infringed and follow your organisation's policy in reporting infringements
9. Resist and report any pressure to infringe individuals' rights
10. Promote anti-discriminatory practice in ways that comply with legislative requirements and your organisation's policy
11. Take appropriate action to minimise unfair discrimination in the custodial establishment

## **Knowledge**

You will know:

- 1.** The principles and standards of security awareness appropriate to your role and how to apply them
- 2.** The importance of security awareness and how it is relevant to your job
- 3.** Appropriate steps to take to maintain the security of the organisation's property
- 4.** The types of potential breaches to restrictions on individuals' liberty
- 5.** The types of information that will help other people to maintain control and restrictions on individuals' liberty
- 6.** Individuals' rights conferred by law and by your organisation
- 7.** Relevant legal requirements
- 8.** Who is entitled to have what information
- 9.** Relevant organisational policies and procedures
- 10.** Good anti-discriminatory practice and how to promote it
- 11.** The importance of taking action to minimise unfair discrimination, and how to do so appropriately
- 12.** Your organisation's systems and requirements for handling, recording and communicating information

## 301 Carry out your responsibilities at work

### Summary

Communicate effectively, accept responsibility for own work and its delivery, improve own performance and behave in a way that encourages effective working.

You will apply the following skills:

- Communicating
- Researching
- Negotiating
- Planning
- Team working
- Evaluating
- Solving problems
- Managing time

### Performance Indicators

You will:

#### Communicate information

1. Actively focus on information that other people are communicating, questioning any points you are unsure about
2. Provide accurate, clear and structured information to different audiences
3. Make useful contributions to discussions, developing points and ideas
4. Give others the opportunity to contribute their ideas and opinions and take these into account
5. Select and read written material that contains information that you need
6. Identify and extract the main points you need from written material
7. Provide written information to other people accurately and clearly

#### Plan and be accountable for your work

8. Negotiate and agree realistic targets for your work
9. Prioritise targets and agree achievable timescales
10. Plan how you will make best use of your time and the other resources you need and choose effective working methods
11. Identify and solve problems when they arise, using the support of other people when necessary
12. Keep other people informed of your progress
13. Meet your deadlines or renegotiate targets, timescales and plans in good time
14. Take responsibility for your own work and accept responsibility for any mistakes you make
15. Follow agreed guidelines, procedures and, where appropriate, codes of practice

#### Improve your own performance

16. Encourage and accept feedback from other people
17. Evaluate your own work and use feedback from other people to identify where you should improve
18. Identify ways to improve your work, consistently put them into practice and test how effective they are
19. Identify where further learning and development could improve your performance
20. Develop and follow through a learning plan that meets your own needs
21. Review your progress and update your plans for improvement and learning

#### Behave in a way that supports effective working

22. Set high standards for your work and show drive and commitment in achieving these standards
23. Cope with pressure and overcome difficulties and setbacks
24. Assert your own needs and rights when necessary
25. Show a willingness to take on new challenges
26. Adapt readily to change
27. Treat other people with honesty, respect and consideration
28. Help and support other people

**Knowledge**

You will know:

1. Why effective communication is important
2. How to focus actively on what others are communicating
3. How to structure and present information clearly and accurately
4. Why it is important to adapt the way you communicate to different audiences
5. How non-verbal communication affects the impact you have on other people
6. How to contribute positively to discussions
7. Why it is important to give other people the opportunity to contribute their ideas and opinions and show that you have taken account of these
8. How to provide written information in a way that meets the needs of different audiences
9. How to plan your work and be accountable to others
10. How to negotiate realistic targets for your work and why this is important
11. How to prioritise targets and set timescales
12. The types of problems that may occur during your work and how to solve them
13. Why it is important to keep other people informed about progress
14. Why you should give other people sufficient notice if you need to revise your plans
15. Why it is important to acknowledge and learn from your mistakes
16. The guidelines, procedures and codes of practice that are relevant to your work
17. Why it is important to try to continuously improve your work
18. Why it is important to encourage and accept feedback from others
19. How to evaluate your work
20. Why it is important to test out possible improvements to your work
21. How learning and development can help you to improve your work and further your career
22. The main career progression routes available to you
23. The learning and development opportunities that are available to you
24. How to develop a learning plan
25. Why it is important to set high standards for your work and how to set these standards
26. How to cope with pressure
27. Why it is important to be resilient when you experience setbacks
28. Why it is important to be assertive, what this means and situations when you should be assertive
29. Why it is important to be ready to take on new challenges and adapt to change
30. Why it is important to treat others with honesty, respect and consideration
31. The types of behaviour that show you are honest, respectful and considerate and the types of behaviour that show you are not
32. How to help and support others and why this is important

## 302 Work within your business environment

### Summary

Work effectively within your organisation, supporting its purpose and values, applying employment rights and responsibilities, supporting sustainability, respecting diversity, protecting security and confidentiality and managing risk.

You will apply the following skills:

- Planning
- Reading
- Communicating
- Monitoring
- Interpersonal skills
- Problem solving
- Team working

### Performance Indicators

You will:

#### Work to achieve your organisation's purpose and values

1. Work in a way that supports your organisation's overall mission and your team's objectives
2. Follow the policies, systems and procedures that are relevant to your job
3. Put your organisation's values into practice in all aspects of your work
4. Work with outside organisations and individuals in a way that protects and improves the image of your organisation
5. Seek guidance from others when you are unsure about objectives, policies, systems, procedures and values
6. Contribute to improving objectives, policies, systems, procedures and values in a way that is consistent with your role

#### Apply your employment responsibilities and rights

7. Access information about your employment rights and responsibilities
8. Carry out your responsibilities to your employer in a way that is consistent with your contract of employment
9. Assert your employment rights when necessary
10. Seek guidance when you are unsure about your employment responsibilities and rights

#### Support sustainability

11. Keep waste to a minimum and follow procedures for recycling and the disposal of hazardous materials
12. Follow procedures for the maintenance of equipment
13. Continuously review working methods, including the use of technology, and identify and take forward ways of improving efficiency
14. Choose sources of equipment and materials that provide best value for money
15. Support colleagues so that they can maximise their performance and their value to the organisation

#### Support diversity

16. Interact with other people in a way that is sensitive to their individual needs and respects their background, abilities, values, customs and beliefs
17. Learn from other people and use this to improve the way you work and interact with others
18. Follow your organisation's procedures and legal requirements in relation to discrimination legislation

#### Maintain security and confidentiality

19. Maintain the security of property in a way that is consistent with your organisation's procedures and legal requirements
20. Maintain the security and confidentiality of information in a way that is consistent with your organisation's procedures and legal requirements
21. Report any concerns about security and confidentiality to an appropriate person or agency

**Assess and manage risk**

- 22.** Identify and agree possible sources of risk
- 23.** Assess and confirm the level of risk
- 24.** Put in place ways of minimising risk
- 25.** Monitor risk
- 26.** Be alert to new risks and be able to manage these when they occur
- 27.** Review and learn from your experience of assessing and managing risk

**Knowledge**

You will know:

- 1.** The sector in which your organisation operates
- 2.** Your organisation's mission and purpose
- 3.** How your organisation compares to other organisations in the sector
- 4.** Your main responsibilities at work
- 5.** How your role fits into your organisation's structure and contributes to its operation
- 6.** The policies, procedures, systems and values of your organisation that are relevant to your role
- 7.** How to apply your organisation's values and policies
- 8.** Who you should consult if you are unsure about policies, objectives, systems and values
- 9.** How you can help to improve policies, objectives, systems and values in a way that is consistent with your role
- 10.** Which aspects of employment are covered by law
- 11.** Any industry-specific legislation and regulations that are relevant to your role
- 12.** Why legislation is important in upholding and protecting the rights of both employer and employee
- 13.** The main terms and conditions of your contract of employment
- 14.** Who you should contact if you have a grievance at work or need guidance and support on an employment issue
- 15.** What you should do if you witness or experience discrimination or bullying at work
- 16.** What procedures you should follow if you are ill or need time off from work
- 17.** The types of information that are recorded in personnel records, why these are needed and what to do if you need to report changes to this information
- 18.** Why it is important to minimise waste in the workplace
- 19.** The main causes of waste in a business administration environment and how to minimise this waste
- 20.** Why recycling is important and your organisation's procedures for recycling
- 21.** The correct procedures to follow for the disposal of hazardous materials and why it is important to follow these
- 22.** How regular maintenance of equipment can help to minimise waste
- 23.** How to use technology and other methods to work more efficiently
- 24.** How to select sources of materials and equipment that provide best value for money
- 25.** Why it is important to help develop and support your colleagues so that they can work effectively and efficiently and the benefits to your organisation
- 26.** What is meant by 'diversity' and why it should be valued
- 27.** What advantages diversity can bring to an organisation
- 28.** How to be sensitive to people's individual needs and respect their abilities, background, values, customs and beliefs
- 29.** Ways in which you could learn from others
- 30.** The importance of maintaining security and confidentiality
- 31.** The legal and organisational requirements in relation to security and confidentiality
- 32.** The procedures you should follow if you have concerns about security and confidentiality
- 33.** The sources of risk in the work that you do, including Health & Safety
- 34.** How to assess and monitor risk
- 35.** The methods you can use to minimise risk
- 36.** The importance of learning from mistakes

## 303 Supervise an office facility

### Summary

Maintain office equipment, resources and facilities to meet the needs of users.

You will apply the following skills:

- Negotiating
- Managing time
- Planning
- Monitoring
- Organising
- Prioritising
- Communicating
- Developing others
- Evaluating
- Problem solving
- Checking
- Interpersonal skills

### Performance Indicators

You will:

1. Agree and maintain office facilities
2. Supervise the use of office resources
3. Use and review office systems and procedures
4. Make sure office equipment is serviceable
5. Build and maintain relationships with suppliers
6. Contribute to reviewing the office environment in line with health, safety and security policy
7. Resolve problems effectively
8. Provide information and guidance on office facilities
9. Communicate priorities to users
10. Monitor the use of office facilities

### Knowledge

You will know:

1. Why it is important to maintain an effective and efficient office facility
2. The range of office facilities, equipment and resources and what they can be used for
3. Why it is important to identify and regularly review the needs of office users and the methods you can use
4. Why office systems and procedures are important
5. The types of office systems and procedures that are appropriate to your responsibilities
6. Why it is important to communicate office systems and procedures and provide users with information, guidance and support
7. Why it is important to build relationships with suppliers and how to do so
8. Why health, safety and security are important to the office environment
9. The main health, safety and security requirements that are important to an office environment
10. The types of problems that arise when supervising an office facility and how to deal with them
11. Why it is important to monitor office facilities and the types of activities you should monitor for

## 304 Procure products and services

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### Summary

Procure products and services to support the achievement of goals and objectives.

You will apply the following skills:

- Communicating
- Research
- Problem solving
- Monitoring
- Evaluating
- Negotiating

### Performance Indicators

You will:

1. Agree a specification for product or service
2. Source quality products and services that meet your specification
3. Select the product or service which represents best value for money
4. Procure products or services following your organisation's procedure
5. Create and maintain partnerships with suppliers to improve quality and cut costs
6. Deal effectively with problems as they occur, seeking support from others where necessary
7. Continually monitor and evaluate procurement procedures
8. Take action to improve efficiency and obtain better value for money

### Knowledge

You will know:

1. How to write a specification for a product or service
2. The sources of quality products and services
3. How to select products and services that represent best value for money
4. How to negotiate best value for money
5. Your organisation's procurement procedures
6. How to create and maintain effective working partnerships
7. How supply chains work
8. Your organisation's needs and priorities regarding procurement
9. How to monitor and evaluate procurement procedures
10. What action you might take to improve efficiency and obtain better value for money

## 305 Manage and evaluate customer relations

### Summary

Deliver, evaluate and improve services to meet customer needs. Customers may be internal or external to the organisation.

You will apply the following skills:

- Interpersonal skills
- Questioning
- Listening
- Negotiating
- Managing time
- Monitoring
- Evaluating
- Problem solving

### Performance Indicators

You will:

#### Identify customer needs and expectations

1. Build positive working relationships with customers
2. Identify and confirm customer needs
3. Agree timescales and quality standards with customers, and the procedures to follow if these are not achieved

#### Deliver services

4. Provide services to agreed timescales and quality standards
5. Check customer needs and expectations are met
6. Resolve or refer complaints in a professional manner and to a given timescale

#### Monitor and evaluate services

7. Obtain and record customer feedback
8. Analyse and evaluate customer feedback
9. Take action to improve customer relations

### Knowledge

You will know:

1. What is meant by 'customer' and who your customers are
2. Why effective and efficient customer service is important
3. How to build positive working relationships with customers
4. Why it is important to identify and confirm customer needs
5. The types of quality standards that are appropriate to your responsibilities
6. How to set and meet timescales and quality standards with customers
7. Why it is important to monitor customer satisfaction and how to do so
8. The types of problems that customers may experience and how to solve them
9. The complaints procedures you should follow and when
10. The techniques for collecting and analysing customer feedback
11. Why continuous improvement is important

## 306 Manage the payroll function

### Summary

Control the accuracy and compliance of the payroll, provide information to employees and managers and implement redundancy pay procedures.

This has been taken from the AOSG suite of national occupational standards.

You will apply the following skills:

- Planning
- Organising
- Researching
- Checking
- Communicating
- Using technology
- Reading
- Recording
- Problem solving
- Using number
- Managing time

### Performance Indicators

You will:

#### Apply management controls to the payroll function

1. Ensure the treatment of all allowances and enhancements is correctly identified with respect to tax, National Insurance and pensions deductions
2. Update rates for permanent and temporary payments and deductions against agreed scales for each type of employee affected
3. Calculate exceptional payments in accordance with organisational requirements, to the deadlines agreed
4. Reconcile the National Insurance liability for directors against the National Insurance actually paid
5. Monitor compliance with attachments to earnings legislation
6. Ensure termination payments are processed accurately and in accordance with legislative requirements
7. Reconcile total charges to organisational budgets against aggregate payroll totals and correctly code them for allocation

#### Resolve queries and produce management information

8. Seek clarification or additional information from employees or managers where the nature of their queries is not clear
9. Check that that individuals raising queries are authorised to receive the information they are requesting
10. Agree all requests for information for content, and the medium in which data is to be presented, together with the format of the information and deadlines for the despatch of information
11. Produce accurate information that meets the requirements agreed with the intended recipients
12. Respond to telephone or face-to-face enquiries accurately and in accordance with the organisation's customer care requirements
13. Refer enquiries to the appropriate person when you do not have the authority or expertise to resolve them

**Implement redundancy pay procedures**

- 14.** Ensure all documentation relating to the redundancy is checked for compliance with statutory and organisational requirements
- 15.** Refer documentation that does not comply with statutory and organisational requirements to the appropriate person for resolution
- 16.** Calculate the length of reckonable service, age and value of a week's pay in accordance with statutory rules
- 17.** Calculate the amount of any statutory redundancy payment accurately
- 18.** Apply the terms of any local, non-statutory scheme to enhance the statutory payment correctly
- 19.** Inform the relevant pensions administrator where the redundancy is linked to pensionable retirement; calculate any abatement correctly and apply it to the final payment
- 20.** Input to the payroll system all sums due in respect of the redundancy in ways that ensure that payments will be made at the correct time and will receive the appropriate tax treatment
- 21.** Ensure all communications relating to redundancy are conducted at an appropriate level of confidentiality

**Knowledge**

You will know:

- 1.** The Employment Rights Act legislation in respect of redundancy rights
- 2.** Industrial Tribunals legislation in respect of redundancy rights
- 3.** Data Protection legislation
- 4.** The PAYE regulations in respect of:
  - Tax and NI liability on pay, expenses and benefits
  - National Insurance regulations concerning directors
  - Tax and National Insurance regulations relating to "out of synch" payments
  - Tax and National Insurance regulations concerning termination and lump sum payments
  - Legislation controlling attachments of earnings and their interaction with each other
- 5.** The information flows within the organisation
- 6.** The organisational, external agency and employee requirements for information
- 7.** The procedures for the security and confidentiality of information
- 8.** The sources of information for the resolution of discrepancies

## 307 Complete year-end procedures

### Summary

Produce pay roll year-end returns and reports.

This has been taken from the AOSG suite of national occupational standards.

You will apply the following skills:

- Planning
- Organising
- Researching
- Checking
- Communicating
- Using technology
- Reading
- Recording
- Problem solving
- Using number
- Managing time

### Performance Indicators

You will:

#### Produce payroll year-end returns

1. Reconcile cumulative pay records to year-end balances
2. Reconcile totals of tax and National Insurance contributions deducted with payments made to the Collector of Taxes, taking into account recoverable sums
3. Reconcile the total value of basic and supplementary pension contributions and Additional Voluntary Contributions from each employee with cumulative net taxable pay prior to completion of year-end returns to the Revenue
4. Complete all statutory and non-statutory year-end returns accurately
5. Despatch all statutory and non-statutory year-end returns by the agreed media and due dates
6. Distribute employee year-end information for employees by the applicable statutory date
7. Prepare internal year-end summaries for accounting purposes in an accurate and timely manner

#### Identify reportable benefits and expenses in the context of tax and national insurance

8. Identify the existence of a tax and National Insurance liability for benefits and expenses
9. Identify statutory and non-statutory exemptions from liability to tax and National Insurance
10. Ensure that dispensations are up-to-date and are applicable to current organisational procedures
11. Identify the relevant statutory return to be submitted for each employee
12. Identify the correct method of calculating the tax and National Insurance liability of benefits and expenses
13. Correctly calculate the value of taxable benefits
14. Report the value of taxable benefits and expenses accurately, taking into account non-reportable items
15. Calculate the Class 1A National Insurance liability accurately in accordance with statutory timescales
16. Calculate the tax and Class 1B National Insurance liability on benefits where the organisation has agreed to meet the liability
17. Complete all statutory and non-statutory year-end returns accurately
18. Despatch all statutory and non-statutory year-end returns by the due dates
19. Ensure all year-end information for employees is made available by the applicable statutory date
20. Produce internal year-end summaries for management accounting purposes in an accurate and timely manner

**Knowledge**

You will know:

- 1.** About Data Protection legislation
- 2.** The PAYE regulations in respect of:
  - The Tax and National Insurance liability on pay, expenses and benefits
  - Tax and National Insurance regulations relating to end-of-year reporting
  - The methods of submitting end-of-year returns
  - Dispensations, extra statutory concessions, statutory exemptions and PAYE settlement agreements and their impact on end-of-year reporting for Tax and National Insurance purposes
- 3.** The policies for dealing with expenses and benefits
- 4.** The method of payment of expenses
- 5.** The policies, practices and procedures for filing
- 6.** The signatories and authorisations
- 7.** The information flows within the organisation
- 8.** The procedures for the security and confidentiality of information
- 9.** The sources of information for the resolution of discrepancies
- 10.** The principles of payroll accounting and the reconciliation of balances

## 308 Monitor information systems

### Summary

Provide and maintain manual or electronic information systems to meet the needs of users.

You will apply the following skills:

- Researching
- Analysing
- Negotiating
- Planning
- Organising
- Supporting and developing others
- Monitoring
- Problem solving
- Monitoring resources
- Using technology

### Performance Indicators

You will:

1. Identify the information to be monitored and the resources available
2. Contribute to designing a system specification that meets identified needs and an agreed budget
3. Choose an information system to meet the specification
4. Provide training on use of information system to users
5. Maintain and update the information system
6. Monitor the use of the information system
7. Resolve problems when they occur
8. Review and further develop the information system to meet users' needs
9. Ensure that all requirements for Data Protection are followed

### Knowledge

You will know:

1. Why it is important to manage information effectively and efficiently
2. The types of information that need to be managed in a business
3. The types of information systems available and their main features
4. Why it is important to identify and agree user needs for an information system and have specifications based on them
5. How to choose an information system based on identified user needs
6. Why it is important to train users of the information system
7. Why it is important to maintain and update the information system and the methods you can use
8. Why it is important to monitor use of the information system and the methods you can use
9. The types of problems that occur with information systems and how to deal with them
10. Why it is important to continuously improve information systems
11. Legislation and organisational requirements covering Data Protection

## 309 Plan and run projects

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### Summary

Plan and run projects to achieve agreed outcomes.

You will apply the following skills:

- Planning
- Organising
- Communicating
- Managing resources
- Managing time
- Problem solving
- Prioritising
- Monitoring

### Performance Indicators

You will:

#### Plan the projects

1. Confirm the purpose, aims and objectives of the projects
2. Agree the project specification
3. Confirm resources for the projects
4. Plan the projects and agree use of resources
5. Agree timescales for the projects

#### Run the project

6. Implement and monitor the projects
7. Seek advice in response to unexpected events
8. Achieve required outcomes on time and to budget
9. Report on projects outcomes
10. Evaluate the projects to identify strengths and weakness in planning and implementation

### Knowledge

You will know:

1. Why it is important to define a project's purpose, aims and objectives
2. The project planning methodologies appropriate to the type of project you plan and run
3. How to monitor a project and the methods you can use
4. Who to approach for advice on problems
5. Why it is important to be flexible and adapt a project's plans when necessary
6. Why it is important to achieve a project's outcomes within agreed timescales
7. How to report the outcomes of a project
8. How to evaluate projects
9. Why it is important to evaluate projects

## 310 Research, analyse and report information

### Summary

Research, analyse and report information.

You will apply the following skills:

- Planning
- Researching
- Analysing
- Organising
- Decision-making
- Reading
- Writing
- Using number
- Problem solving
- Communicating
- Using technology
- Presenting information

### Performance Indicators

You will:

#### Research information

1. Agree aims and objectives and deadlines for the information search
2. Identify relevant sources of information
3. Search for and obtain information to meet deadlines
4. Record the information
5. Maintain a record of sources used

#### Analyse and report information

6. Organise the information in a way that will help you analyse it
7. Examine, interpret and extract the information required
8. If necessary, get feedback on what you have found
9. Present information in the most appropriate format, accurately and on time

### Knowledge

You will know:

1. Why it is important to research information efficiently and accurately
2. The types of information you are required to obtain and analyse
3. Why it is important to agree aims, objectives and deadlines
4. Relevant information sources and search methods
5. Why you should maintain a record of sources you have used and how to do so
6. How to organise information in a way that will help you analyse it
7. The different formats that may be required when reporting information

## 311 Plan, organise and support meetings

### Summary

Plan and prepare meetings; support meetings and undertake follow-up activities.

You will apply the following skills:

- Negotiating
- Planning
- Organising
- Communicating
- Checking
- Interpersonal skills
- Problem solving
- Writing
- Managing time
- Managing resources
- Evaluating

### Performance Indicators

You will:

#### Prepare for meetings

1. Plan and agree the meeting brief
2. Organise and confirm the venue, equipment and catering requirements
3. Prepare and agree an agenda and meeting papers
4. Invite attendees and confirm attendance
5. Make sure attendees' needs are met
6. Collate and dispatch papers for the meeting within agreed timescales
7. Make sure the chair receives a necessary briefing
8. Produce spare copies of meeting papers
9. Arrange the equipment and layout of the room

#### At the meeting

10. Make sure attendees have a full set of papers
11. Take accurate notes of the meeting, including attendance
12. Provide information, advice and support when required

#### After the meeting

13. Produce a record of the meeting
14. Seek approval and amend the meeting record as necessary
15. Circulate the meeting record to agreed timescales
16. Respond to requests for amendments and re-circulate amended copies
17. Follow up action points
18. Evaluate and maintain a record of external services

**Knowledge**

You will know:

- 1.** The role of the person organising and supporting the meeting
- 2.** How to plan and support meetings effectively and efficiently
- 3.** The types of meetings and their main features
- 4.** Why it is important to plan and agree a brief for the meeting
- 5.** The main points that should be covered by an agenda and meeting papers
- 6.** The types of information that attendees will need
- 7.** How to identify suitable venues for different types of meetings
- 8.** The types of resources that will be needed for different types of meetings
- 9.** Any special requirements that attendees may have and how to meet them
- 10.** Health, safety and security requirements when organising meetings
- 11.** Why it is important to brief the chair in advance of the meeting
- 12.** The types of information and advice and support you may be asked to provide during meetings
- 13.** The types of problems that may occur during meetings and how to solve these
- 14.** What should be included in a record of the meeting
- 15.** Why it is important that you make sure the record is accurate and is approved
- 16.** How to record and follow up actions
- 17.** How to evaluate external services

## 312 Make a presentation

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### Summary

Present information to an audience and deal with their questions.

You will apply the following skills:

- Negotiating
- Researching
- Summarising
- Planning
- Organising
- Writing
- Communicating to groups
- Managing time
- Using technology
- Evaluating

### Performance Indicators

You will:

#### Before the presentation

1. Agree the purpose, content, style and timing of the presentation
2. Research and plan the presentation
3. Choose equipment and plan how to use the equipment's features to best effect
4. Prepare the presentation to achieve its purpose
5. Obtain feedback on the presentation
6. Practise and time the presentation
7. Produce presentation handouts

#### At the presentation

8. Check equipment and resources
9. Circulate presentation handouts and materials
10. Address the audience by speaking clearly and confidently
11. Make the presentation and summarise your key points
12. Use the equipment effectively, dealing with any problems that may occur
13. Provide the audience with the opportunity to ask questions
14. Respond to questions in a way that meets the audience's needs

#### After the presentation

15. Collect feedback on the presentation
16. Evaluate the presentation and identify changes that will improve the presentation

**Knowledge**

You will know:

- 1.** The advantages and disadvantages of using presentations to provide information
- 2.** Different ways of making presentations and their features
- 3.** Why it is important to agree the purpose, content, style and timing of presentations before planning and preparation
- 4.** How to prepare presentations so they are attractive, interesting, concise and informative
- 5.** Why it is important to practise presentations and how to do so
- 6.** Why it may be important to get feedback on your prepared presentation
- 7.** How handouts can complement presentations
- 8.** The types of equipment used for presentations and their features
- 9.** Why it is important to check equipment in advance
- 10.** How to use equipment to make presentations
- 11.** The types of problems that may occur with presentation equipment and how to deal with these
- 12.** Why it is important to speak clearly and convey the main points of a presentation and how to gauge whether you are doing so
- 13.** Why it is important to summarise your points
- 14.** Why it is important to give opportunities to the audience to ask questions

## 313 Organise and coordinate events

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### Summary

Organise events and coordinate resources and arrangements during events

You will apply the following skills:

- Negotiating
- Planning
- Organising
- Communicating
- Checking
- Interpersonal skills
- Problem solving
- Monitoring
- Managing time
- Managing resources
- Evaluating

### Performance Indicators

You will:

#### Before the event

1. Agree the event brief and budget
2. Identify and cost suitable venues
3. Prepare and send out invitations to delegates
4. Identify and coordinate resources and the production of event materials
5. Coordinate delegate responses
6. Confirm venue and event requirements
7. Agree contracts if required
8. Provide delegates with joining instructions and event materials

#### At the event

9. Prepare the venue
10. Coordinate activities and resources during the event
11. Help delegates to feel welcome
12. Respond to delegates' needs throughout the event
13. Resolve problems

#### After the event

14. Clear and vacate the venue
15. Coordinate the event evaluation and identify action points for the future
16. If necessary, prepare and circulate papers
17. Reconcile accounts to budget

**Knowledge**

You will know:

- 1.** Why it is important to plan and manage events effectively and efficiently
- 2.** The role of an event organiser
- 3.** The types of events and their main features
- 4.** Why it is important to agree a brief and budget for the event
- 5.** The types of information that delegates will need
- 6.** How to identify suitable venues for different types of events
- 7.** The types of resources that will be needed for different types of events
- 8.** The special requirements that delegates may have and how to meet these
- 9.** Health, safety and security requirements when organising events
- 10.** The legal and organisational requirements for contracts
- 11.** The types of activities and resources that may need to be coordinated during an event
- 12.** The types of problems that may occur during events and how to solve them
- 13.** What points to observe when clearing and vacating an event
- 14.** Why it is important to evaluate an event and the methods you can use
- 15.** The types of papers that may need to be circulated after an event
- 16.** Budgetary responsibilities and procedures

## 314 Word processing software 3

### Summary

Use word processing software to produce complex documents, for example, newsletters, journals, complex reports, form letters, form envelopes and form address labels. This is based on the e-skills Area of Competence: Word Processing Software, Level 3 unit.

You will apply the following skills:

- Presentation
- Planning
- Organising
- Communicating
- Using technology
- Reading
- Checking

### Performance Indicators

You will:

1. Convert files to another suitable format, where necessary
2. Export and import, link objects between different software
3. Make references to external data e.g. hyperlinks, object linking, embedding
4. Use advanced techniques for combining or merging versions of information from different users
5. Use advanced editing techniques appropriately, such as: sort and merge a data source with a main document, change security, authoring tools, create, modify and merge different versions and improve efficiency for users
6. Format complex word processing documents effectively using appropriate tools and techniques for sections (formatting text differently in each section) and styles (create, rename, modify styles e.g. characters, tabs, paragraphs)
7. Use appropriate tools and techniques for creating, editing and formatting complex tables such as convert text to tables and tables to text
8. Create suitable templates
9. Change document structure, such as headings, footnotes, bookmarks, watermarks, captions and numbered paragraphs, and also cross references to these, such as indexes and table of content
10. Check structure, style and formatting are used to aid meaning in complex text

### Knowledge

You will know:

1. How to produce information that communicates effectively, by structuring the content to take account of different contexts and audience needs
2. How to produce word processing documents that are complex in terms of content and meaning as well as the understanding, skills and techniques needed to produce them

## 315 Spreadsheet software 3

### Summary

Use spreadsheet software to produce spreadsheets for analysing and interpreting complex data. This is based on the e-skills Area of Competence: Spreadsheet Software, Level 3 unit.

You will apply the following skills:

- Analysing
- Planning
- Communicating
- Using number
- Interpreting
- Organising
- Using technology
- Checking

### Performance Indicators

You will:

1. Convert files to another suitable format, where necessary
2. Export and import, link objects between different software
3. Make references to external data, e.g. hyperlinks, object linking, embedding
4. Use advanced techniques for combining or merging versions of information from different users
5. Use advanced editing techniques appropriately in technically complex spreadsheets, such as hide and protect cells, create a wide range of types of chart and create, modify and merge multiple copies of a shared workbook
6. Format complex spreadsheets for using appropriate tools and techniques for cells (data type) conditional formatting, charts (font, number format, axis scale, colour, annotation and layout and pivot table reports
7. Check the validity, relevance and accuracy of analysis and the interpretation of calculations and results
8. Use appropriate functions and formulas in technically complex spreadsheets, such as look-up, arguments, arrays and formulas for validating data
9. Use appropriate tools and techniques for analysing complex data, such as retrieving text and data from a table or preformatted area on a web page, adding data restrictions, adding messages to data, data validation, using formula to determine valid entries for cells, displaying data according to interest, using pivot tables to create, rotate rows and columns and filter data by displaying different pages and creating data maps with titles, text and pin maps
10. Use appropriate methods to present complex data, such as views, pivot tables and pivot table reports
11. Customise menus & toolbars & automate common tasks such as using macros

### Knowledge

You will know:

1. How to produce information that communicates effectively, by structuring the content to take account of different context and audience needs
2. How to produce spreadsheets that are technically complex in terms of content and analysis, as well as the understanding, skills and techniques needed to produce them
3. What methods can be used for complex data, such as to compare related totals or predict trends

## 316 Website software 2

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### Summary

Use an application to produce multiple-page websites. This is based on the e-skills Area of Competence: Website Software, Level 2 unit.

You will apply the following skills:

- Planning
- Organising
- Communicating
- Using technology
- Checking

### Performance Indicators

You will:

1. Use appropriate techniques to handle, organise and save files
2. Link information within the same type of software
3. Add information from one type of software to information produced using different software, such as spreadsheet graph to a word processing document; text to an image file; picture to a presentation slide; or simple information from a database onto a website
4. Choose what content and features will be included
5. Plan the lay out of the content and how any features will be used
6. Use appropriate web tools and techniques to create a multiple-page website, such as: create links to bookmark text within a page, link web pages together within a web site and add a hyperlink to someone else's website and alter simple code using programming language
7. Use a wide range of editing and formatting tools and techniques to produce content for multiple-page websites, such as: for characters, lines, paragraphs and pages; insert and change text; resize, align, rotate, flip and arrange images; use tables and frames to lay out a web page
8. Format more complex content using a wide range of appropriate tools and techniques such as: character, line spacing, paragraphs and pages and colour, fonts, size, background and pictures
9. Use proof reading techniques to check that text looks professional
10. Check line, paragraph and page breaks fall in appropriate places, and check that headings, subheadings and other formatting techniques are used appropriately
11. Check colour mode and filters are used appropriately
12. Check image resolution is suitable for where and how it will be used
13. Use a file exchange programme to upload and publish a website, such as FTP or HTTP

**Knowledge**

You will know:

- 1.** How to produce information that communicates clearly and accurately with the audience, where and when it is needed
- 2.** How multiple-page web sites set out information on different pages, such as about contact details, employees, interests, services or products
- 3.** How web pages and multiple-page websites are structured, such as using frames, hyperlinks and pop-ups
- 4.** What different design elements are used, such as using colour for the page background, the text, hyperlinks and visited hyperlinks
- 5.** What multimedia features are used, such as sound, animation or live video
- 6.** What interactive features are used, such as message boards, forms, email links and registration log-ins
- 7.** The benefits and drawbacks of different features for the user
- 8.** What and how different IT activities are affected by law and guidelines, such as storing names and addresses, downloading images from the internet or sending inappropriate emails
- 9.** What difficulties users with different needs may have in accessing websites
- 10.** Why download speed varies, such as by the type of browser and connection and by the memory size of the contents of the web page

## 317 Artwork and imaging software 2

### Summary

Use a software application to create complex artwork and images. This is based on the e-skills Area of Competence: Artwork and Imaging Software, Level 2 unit.

You will apply the following skills:

- Planning
- Designing
- Organising
- Communicating
- Using technology
- Checking

### Performance Indicators

You will:

1. Use appropriate techniques to handle, organise and save files
2. Choose and use the most suitable software tools and techniques for creating artwork and images and drawing more complicated shapes, such as painting, drawing, DTP or image manipulation software
3. Take account of the following when creating artwork and images: page or canvas size, colour mode and file size and format
4. Use common tools and techniques appropriately, such as: group and ungroup, filters to create special effects and edit existing templates (letterheads, mail shots, posters)
5. Check colour mode and filters are used appropriately
6. Check image resolution is suitable for where and how it will be used
7. Use proof reading techniques to check that text looks professional
8. Check line, paragraph and page breaks fall in appropriate places, and check that headings, subheadings and other formatting techniques are used appropriately

### Knowledge

You will know:

1. How to produce information that communicates clearly and accurately with the audience, where and when it is needed
2. How to produce more complex artwork and images for a wide variety of uses. More complex artwork and images involve more understanding and skills to produce, such as in using layout grids in DTP software or filters and effects in image manipulation software
3. What file formats are suitable for websites (bmp, jpeg, gif)
4. What file formats are suitable for print publishing that are application specific and more common (psd, eps, rtf, html)
5. What and how different IT activities are affected by laws and guidelines, such as storing names and addresses, downloading images from the Internet or sending inappropriate emails

## 318 Design and produce documents

### Summary

Design and produce high quality, attractive documents to agreed specifications.

You will apply the following skills:

- Listening
- Questioning
- Negotiating
- Reading
- Researching
- Organising
- Designing
- Writing
- Using technology
- Checking
- Managing time

### Performance Indicators

You will:

1. Agree the purpose, content, style, quality standards and deadlines for the document
2. Identify and prepare the resources you need
3. Research and organise the content you need
4. Make efficient use of the technology available
5. Design and produce the document in the agreed style
6. Integrate non-text objects in the agreed layout
7. Check for accuracy, editing and correcting as necessary
8. Store the document safely and securely in an approved location
9. Present the document in the required format within agreed deadlines and quality standards

### Knowledge

You will know:

1. Why it is important to produce high quality and attractive documents
2. The different types of documents that you may be asked to design and produce and the document styles you should use
3. The different formats in which the text may be presented
4. Why it is important to agree the purpose, content, style, quality standards and deadlines for the document
5. The different types of technology available for inputting, formatting and editing text and their main features
6. The types of resources you need to produce high quality and attractive documents
7. How to research and organise the content you need for the document
8. How to integrate and lay out text and non-text
9. How to check for accuracy and correctness including spelling and grammar and why this is important
10. Why it is important and how to store the document safely and securely
11. The importance of confidentiality and data protection
12. Why it is important to meet quality standards and deadlines

## 319 Plan and implement innovation and change

### Summary

Plan & implement change & new ways of working in your area of responsibility.

You will apply the following skills:

- Evaluating
- Planning
- Organising
- Communicating
- Negotiating
- Managing Resources
- Analysing
- Motivating
- Problem Solving
- Decision-making

### Performance Indicators

You will:

#### Plan opportunities for change

1. Encourage individuals and teams to challenge existing ways of working
2. Identify options for innovation and change
3. Plan change, identifying your vision, goals, objectives, timescales and resources
4. Agree plans for change with decision-makers

#### Implement change

5. Communicate your plans for change
6. Encourage colleagues to contribute to your plans
7. Negotiate changes to your plans whilst still focusing on your vision and goals
8. Implement change, providing information, support and motivation to those affected
9. Identify and solve problems
10. Monitor and evaluate change

### Knowledge

You will know:

1. Why change & innovation are important to organisations, individuals & teams
2. How to engage teams and individuals in the whole change process and encourage them to feel they are contributing to the process
3. The impact of change and innovation on teams and individuals and how to manage this impact to achieve positive outcomes
4. How teams and individuals can challenge existing ways of working creatively and constructively
5. Why it is important to have a vision and goals for change and innovation and to communicate them to those involved
6. Why planning is important to promoting change and innovation
7. The types of problems that may arise during a change process and how to respond to these
8. Why it is important to monitor and evaluate the change process and how to make use of the outcomes of evaluation

## 320 Develop productive working relationships with colleagues

### Summary

Developing working relationships with colleagues, within your own organisation and within other organisations.

This standard has been taken from the MSC suite of national occupational standards.

You will apply the following skills:

- Communicating
- Managing conflict
- Empathising
- Networking
- Information management
- Leading by example
- Valuing and supporting others
- Involving others
- Providing feedback
- Obtaining feedback
- Stress management
- Prioritising

### Performance Indicators

You will:

1. Establish working relationships with all colleagues who are relevant to the work being carried out
2. Recognise, agree and respect the roles and responsibilities of colleagues
3. Understand and take account of the priorities, expectations, and authority of colleagues in decisions and actions
4. Fulfil agreements made with colleagues and let them know
5. Advise colleagues promptly of any difficulties or where it will be impossible to fulfil agreements
6. Identify and sort out conflicts of interest and disagreements with colleagues in ways that minimise damage to the work being carried out
7. Exchange information and resources with colleagues to make sure that all parties can work effectively
8. Provide feedback to colleagues on their performance and seek feedback from colleagues on your own performance in order to identify areas for improvement

### Behaviours

1. You present information clearly, concisely, accurately and in ways that promote understanding
2. You seek to understand people's needs and motivations
3. You make time available to support others
4. You clearly agree what is expected of others and hold them to account
5. You work to develop an atmosphere of professionalism and mutual support
6. You model behaviour that shows respect, helpfulness and co-operation
7. You keep promises and honour commitments
8. You consider the impact of your own actions on others
9. You say no to unreasonable requests
10. You show respect for the views and actions of others

**Knowledge**

You will know:

**General knowledge and understanding**

1. The benefits of developing productive working relationships with colleagues
2. The principles of effective communication and how to apply them in order to communicate effectively with colleagues
3. How to identify disagreements with colleagues and the techniques for sorting them out
4. How to identify conflicts of interest with colleagues and the measures that can be used to manage or remove them
5. How to take account of diversity issues when developing working relationships with colleagues
6. The importance of exchanging information and resources with colleagues
7. How to get and make use of feedback on your performance from colleagues
8. How to provide colleagues with useful feedback on their performance

**Industry/sector specific knowledge and understanding**

9. The regulations and codes of practice that apply in the industry or sector
10. The standards of behaviour and performance in the industry or sector
11. The working culture of the industry or sector

**Context specific knowledge and understanding**

12. Current and future work being carried out
13. Which colleagues are relevant to the work being carried out, their work roles and responsibilities
14. The processes within the organisation for making decisions
15. Line management responsibilities and relationships within the organisation
16. The organisation's values and culture
17. About power, influence and politics within the organisation
18. The standards of behaviour and performance expected in the organisation
19. The information and resources that different colleagues might need
20. The agreements with colleagues

## 321 Provide leadership for your team

### Summary

Provide direction to the members of your team and motivate and support them to achieve the objectives of the team and their personal work objectives.

This standard is taken from the MSC suite of national occupational standards.

You will apply the following skills:

- Communicating
- Planning
- Team building
- Leading by example
- Providing feedback
- Setting objectives
- Motivating
- Consulting
- Problem solving
- Valuing and supporting others
- Monitoring
- Managing conflict
- Decision-making
- Following

### Performance Indicators

You will:

1. Set out and positively communicate the purpose and objectives of the team to all members
2. Involve members in planning how the team will achieve its objectives
3. Ensure that each member of the team has personal work objectives and understands how achieving these will contribute to achievement of the team's objectives
4. Encourage and support team members to achieve their personal work objectives and those of the team and provide recognition when objectives have been achieved
5. Win, through your performance, the trust and support of the team for your leadership
6. Steer the team successfully through difficulties and challenges, including conflict within the team
7. Encourage and recognise creativity and innovation within the team
8. Give team members support and advice when they need it, especially during periods of setback and change
9. Motivate team members to present their own ideas and listen to what they say
10. Encourage team members to take the lead when they have the knowledge and expertise and show willingness to follow this lead
11. Monitor activities and progress across the team without interfering

### Behaviours

1. You create a sense of common purpose
2. You take personal responsibility for making things happen
3. You encourage and support others to take decisions autonomously
4. You act within the limits of your authority
5. You make time available to support others
6. You show integrity, fairness and consistency in decision-making
7. You seek to understand people's needs and motivations
8. You model behaviour that shows respect, helpfulness and co-operation

**Knowledge**

You will know:

**General knowledge and understanding**

1. The different ways of communicating effectively with members of a team
2. How to set objectives which are SMART (Specific, Measurable, Achievable, Realistic and Time-bound)
3. How to plan the achievement of team objectives and the importance of involving team members in this process
4. The importance of and the ability to show team members how personal work objectives contribute to achievement of team objectives
5. That different styles of leadership exist
6. How to select and successfully apply a limited range of different methods for motivating, supporting and encouraging team members and recognising their achievements
7. The types of difficulties and challenges that may arise, including conflict within the team, and ways of identifying and overcoming them
8. The importance of encouraging others to take the lead and the ways in which this can be achieved
9. The benefits of encouraging and recognising creativity and innovation within a team and how to achieve this

**Industry/sector specific knowledge and understanding**

10. The legal, regulatory and ethical requirements in the industry/sector

**Context specific knowledge and understanding**

11. The members, purpose, objectives and plans of your team
12. The personal work objectives of members of your team
13. The types of support and advice that team members are likely to need and how to provide them
14. The standards of performance for the work of your team

## 323 Prepare text from shorthand

### Summary

Take shorthand notes and produce accurate and correct text from these notes in an agreed format.

You will apply the following skills:

- Questioning
- Listening
- Noting
- Writing
- Using technology
- Checking
- Managing time

### Performance Indicators

You will:

1. Agree the purpose, format, quality standards and deadlines for the text
2. Take dictation using shorthand at a minimum speed of 80 words per minute
3. Clarify points you are unsure about
4. Input and format the text from your shorthand notes
5. Make efficient use of the technology available
6. Check for accuracy, editing and correcting as necessary
7. Store the text and the original shorthand notes safely and securely in approved locations
8. Present the text in the required format within agreed deadlines and quality standards

### Knowledge

You will know:

1. The different types of documents that you may be asked to produce from shorthand and the formats they should follow
2. The importance of having an effective working relationship with the person giving the dictation
3. Why it is important to agree the purpose, format and deadline for the text
4. How to check for accuracy and correctness – including spelling and grammar – and why this is important
5. Why it is important to store text safely and securely and how to do so
6. Why it is important to store the original shorthand notes safely and securely and how to do so
7. The importance of confidentiality and data protection
8. The different forms in which the text may be presented
9. Why it is important to meet quality standards and deadlines
10. The different types of technology available for inputting, formatting and editing text and their main features

## 324 Prepare text from recorded audio instructions

### Summary

Transcribe accurate and correct text in an agreed format from an audio recording.

You will apply the following skills:

- Questioning
- Listening
- Reading
- Writing
- Using technology
- Checking
- Managing time

### Performance Indicators

You will:

1. Agree the purpose, format, quality standards and deadlines for the transcription
2. Input the text from the audio recording at a minimum speed of 60 words per minute
3. Format the text, making efficient use of the technology available
4. Check content for accuracy, editing and correcting as necessary
5. Seek clarification when necessary
6. Store the text and the original recording safely and securely in approved locations
7. Present the text in the required format within agreed deadlines and quality standards

### Knowledge

You will know:

1. The different types of documents that you may be asked to produce from audio recordings and the formats they should follow
2. Why it is important to agree the purpose, format and deadline for the text
3. How to check for accuracy and correctness – including spelling and grammar – and why this is important
4. Why it is important to store text safely and securely and how to do so
5. The importance of confidentiality and data protection
6. The different formats in which the text may be presented
7. Why it is important to meet quality standards and deadlines
8. The different types of technology available for playing back recordings, inputting, formatting and editing text and their main features

## 325 Calculate and verify critical dates for sentences

### Summary

Calculate, review and verify critical dates for sentences.

You will apply the following skills:

- Quality checking
- Questioning
- Analysing
- Communicating
- Using technology
- Using number
- Decision making
- Informing and advising

### Performance Indicators

You will:

#### Verify and interpret documentation relevant to the imprisonment or detention of individuals

1. Verify that the documentation allows lawful imprisonment or detention of the individual in the establishment
2. Check that all information on the documentation has been interpreted correctly
3. Check with the relevant authority if you are in doubt about how to interpret information
4. Check that all information has been accurately entered into systems, in line with organisational procedures

#### Calculate critical dates for complex cases

5. Assess information which may have an impact on critical dates
6. Calculate critical dates for sentences of individuals in the establishment
7. Check with the relevant authority if you are in doubt about critical dates
8. Make sure that critical dates are entered accurately on systems, in line with organisational procedures
9. Communicate critical dates to those authorised to have this information, in the approved format and within the agreed time limits
10. Explain clearly how critical dates have been calculated where you are requested to do so by those authorised to have this information

#### Verify sentence calculations

11. Provide advice and guidance to those interpreting documentation and calculating critical dates
12. Check the interpretation of documentation and calculations of critical dates to make sure they are accurate
13. Identify any errors in the interpretation of documentation or calculation of critical dates and make sure these errors are corrected
14. Check with the relevant authority where you are in doubt about critical dates

**Knowledge**

You will know:

- 1.** The legal requirements which impact on the calculation of critical dates
- 2.** Your organisation's policies and procedures for calculating critical dates
- 3.** The documentation required in order to imprison or detain an individual lawfully
- 4.** The different types of documentation which are relevant to the imprisonment or detention of individuals and the calculation of critical dates for sentences, and how to interpret the information they contain
- 5.** The relevant authorities to contact when in doubt about how to interpret information or calculate sentences
- 6.** The organisation's systems and how to use them
- 7.** The range of different types of information which may have an impact on critical dates, where to obtain it, and how to assess its impact accurately
- 8.** The range of critical dates which apply to different types of sentences, and how to calculate these accurately
- 9.** The importance of ensuring critical dates are entered accurately on systems
- 10.** The people who are authorised to have information about critical dates
- 11.** The formats and time limits within which information about critical dates must be supplied
- 12.** How to explain clearly how critical dates have been calculated
- 13.** The types of advice and guidance people may need in interpreting documentation and calculating critical dates, and how to provide this advice and guidance
- 14.** The importance of checking the interpretation of documentation and calculation of sentences to ensure accuracy

## 326 Verify the release process

### Summary

Check individuals are eligible for release and ensure the availability of associated documentation

You will apply the following skills:

- Quality checking
- Recording
- Communicating
- Using technology
- Using number
- Managing time
- Informing and advising

### Performance Indicators

You will:

#### Verify the eligibility of individuals for release

1. Maintain systems which give you accurate information about individuals' eligibility for release
2. Accurately recalculate release dates for individuals at the required time prior to release
3. Refer promptly to the releasing authorities if there is any doubt about an individual's eligibility for release

#### Verify that the correct documentation and entitlements have been prepared

4. Provide advice and guidance to those preparing documentation and entitlements for individuals on release
5. Check that the correct documentation and entitlements have been prepared for each individual to be released
6. Identify any errors in the preparation of documentation and entitlements and ensure these errors are corrected
7. Present documentation in the required format so that the release of individuals from custody can be authorised

### Knowledge

You will know:

1. The legal and organisational requirements which impact on the release of individuals from custody
2. Manual and computerised systems for providing information about individuals' eligibility for release, and how to use them
3. The different types of documentation which are relevant to the calculation of critical dates of sentences, and how to interpret the information they contain
4. The critical dates which apply to different types of sentences and how to calculate these accurately
5. The range of releasing authorities and how to contact them
6. The range of documentation required on release, and how to prepare them
7. The range of entitlements of individuals on release, and how to prepare them
8. The types of advice and guidance people may need in preparing documentation and entitlements for release, and how to provide this advice and guidance
9. The importance of checking individuals' eligibility for release and that the correct documentation and entitlements have been prepared
10. The format in which documentation should be presented so that the release of individuals from custody can be authorised

## 327 Maintain agricultural and horticultural records and prepare claims for subsidies

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### Summary

Gather and record data in a range of agricultural and horticultural settings to prepare claims for subsidies

You will apply the following skills:

- Quality checking
- Researching
- Communicating
- Problem solving
- Recording
- Using number
- Managing time

### Performance Indicators

You will:

#### Gather data about physical resources

1. Gather correct data from relevant sources
2. Make sure other people understand what data you will need and when, and how they can contribute to data collection
3. Gather data in a systematic way and within necessary timescales
4. Check that data is accurate

#### Record data about physical resources

5. Use appropriate recording mechanisms
6. Record data in a systematic way within required timescales
7. Check that recorded data is accurate, complete and cross-referenced where required
8. Convert data into the required format
9. Make sure other people understand how the data is recorded and how to access it if they need to

#### Monitor and submit records, returns and claims

10. Use correct procedures and appropriate software as required by the external agency
11. Check information and actions as appropriate with relevant person
12. Comply with required timescales for submission of the data
13. Make sure all claims and returns are signed by the appropriate person
14. Answer any queries about the submission of the data
15. Monitor the progress of the claim
16. Make sure payment has been received and recorded in the financial records

**Knowledge**

You will know:

- 1.** The administrative services that you are responsible for
- 2.** Your organisation's policies, procedures and constraints that affect administrative services in your area of responsibility
- 3.** The legislation that applies to working on a farm, dealing with stock or property and dealing with data
- 4.** The software used by your organisation for the recording and processing of returns and subsidies
- 5.** What data is needed for a range of types of records in agricultural contexts (e.g. arable, dairy, beef, sheep, pigs or poultry, horticulture), and why
- 6.** How to find out what data is needed for each specific purpose
- 7.** How to gather this data in ways which comply with health and safety requirements
- 8.** How to ensure the data gathered is accurate
- 9.** The timescales within which the data must be collected
- 10.** How to record data and convert it into the form needed by external agencies
- 11.** What subsidies are available in each agricultural specialism (e.g. arable, dairy, beef, sheep, pigs or poultry, horticulture) and what information/data is needed to complete a subsidy claim
- 12.** What assurance schemes exist for each specialism and what information they require
- 13.** What conservation schemes affect your organisation and what information is required for the conservation scheme
- 14.** The procedures for claiming subsidies in your organisation
- 15.** The procedures for making returns in your organisation
- 16.** How to monitor a subsidy claim and check and record that payment is made

## 328 Administer legal files

### Summary

Open, maintain, close and retrieve legal files

You will apply the following skills:

- Planning
- Researching
- Organising
- Decision making
- Reading
- Writing
- Using number
- Problem solving
- Quality checking
- Communicating
- Using technology

### Performance Indicators

You will:

#### Open a file

1. Receive instructions from the fee earner and arrange a conflict of interest search
2. Report on the outcome of a conflict of interest search to the fee earner
3. Generate matter reference
4. Record matter information and open file
5. Carry out routine checks as appropriate and report on outcomes to the fee earner
6. Confirm all necessary details with the client by creating and issuing a "terms of engagement" notification

#### Maintain and administer a current file

7. Produce and amend correspondence and appropriate documents as instructed, following house-style and organisational requirements
8. Carry out research as instructed and report back to fee earner
9. Make sure all costs and disbursements are charged to the correct matter reference
10. Make sure all file management activities conform to house-style and organisational requirements
11. Make sure all time spent on the matter is correctly recorded
12. Generate bills as requested in accordance with instructions
13. Receive instructions to close a file
14. Review the file and identify any outstanding issues and unbilled disbursements
15. Report outstanding issues to the fee earner for resolution
16. Where necessary, deal with reimbursements
17. Check with the fee earner whether any documents, knowledge or data needs to be added to the firm's precedent, knowledge or data bank
18. Ensure the file is complete for preparation of the final bill
19. If appropriate, prepare the final bill

#### Close a file and prepare it for archiving

20. Complete file closing documentation and check that the account shows a nil balance
21. Notify relevant people that the file is closing
22. Sort the file, to clear it of unnecessary material, and check with the fee earner on the appropriate distribution of documents
23. Make sure that hard copies of electronic communications are in the file
24. Prepare a schedule of the file contents so that they can be readily retrieved
25. Correctly label files for storage with all the required information, and amend records to show that the file is closed
26. Make arrangements for the file to be archived
27. Where necessary, provide accurate and timely information to retrieve files from archives

**Knowledge**

You will know:

- 1.** The administrative services that you are responsible for
- 2.** Your organisation's policies, procedures and constraints that affect administrative services in your area of responsibility
- 3.** The duty of confidentiality that applies when you are dealing with client's information
- 4.** The specialist software used by your organisation for the recording and processing of legal cases
- 5.** The importance of accuracy and attention to detail when dealing with information in a legal context
- 6.** The type of transaction that your department is involved in (for example, conveyance, family law, commercial, litigation)
- 7.** The particular legal terminology that is associated with different types of transactions
- 8.** Your organisation's procedures for opening files, and allocating references to matters
- 9.** Who needs to be informed of the opening of a new file, and why this is important
- 10.** How to open files in a range of formats
- 11.** How to open files for new clients and new matters on files for existing clients
- 12.** How to carry out searches and why these are needed
- 13.** How to carry out routine checks and why these are needed
- 14.** With which organisations to carry out routine checks and why these are needed
- 15.** Understand the contents and purpose of a "terms of engagement" notification and how to prepare one
- 16.** How time spent on a matter is monitored and recorded in your organisation
- 17.** The range of activity and documentation that needs to be noted within a client's file
- 18.** Your organisation's house-style for the presentation of a file
- 19.** How and when to generate bills from the information in a client's file
- 20.** What is meant by "precedent" and "know-how", how to identify them and record them for later use by your organisation and why this is important
- 21.** Who you should refer matters beyond your authority to
- 22.** How to prioritise your work and work to other people's priorities

## 329 Administer representations

### Summary

Provide administrative services for representations against Penalty Charge Notices

You will apply the following skills:

- Interpersonal skills
- Presenting yourself
- Questioning
- Listening
- Negotiating
- Researching
- Quality checking
- Recording
- Using technology
- Communicating
- Decision making
- Problem solving
- Managing time

### Performance Indicators

You will:

#### Respond to the receipt of an informal representation

1. Respond promptly to a customer's initial enquiry with accurate advice
2. Record that you have received the written representation
3. Make sure you have the information you need to understand the customer's case
4. Where the customer proceeds, check the details of the documentation you have received for accuracy, consistency and validity
5. If the documentation fails to meet the requirements for considering the representation, promptly inform the customer of this and the courses of action they can take

#### Respond appropriately to the receipt of a formal representation

6. Respond promptly to a customer's initial enquiry with accurate advice
7. Record that you have received the written representation
8. Make sure you have the information you need to understand the customer's case
9. Where the customer proceeds, check the details of the documentation you have received for accuracy, consistency and validity
10. If the customer's situation does not fall within a recognised category for exemption, inform the customer of this and the courses of action they can take
11. At all stages, comply with organisational and legal requirements

#### Prepare case evidence for formal and informal representations

12. If necessary, take prompt action to suspend the enforcement process while the representation is being investigated
13. Make sure all records are accurate, reliable, valid and up-to-date
14. Review the documentation to make sure there is sufficient evidence, and decide whether you need additional evidence
15. Where necessary, obtain the additional items of evidence needed
16. Collate and present the evidence
17. Refer any matter which is beyond the limits of your responsibility to the appropriate person
18. At all stages comply with current organisational and legal requirements

#### Investigate the case and act upon your decision

19. Review all evidence and make a decision
20. Inform the customer, in writing and within agreed timescales, of your decision and the courses of action that they can take
21. Where appropriate, reactivate the enforcement process
22. Keep copies of all correspondence and update the records
23. At all stages, comply with current organisational and legal requirements

**Knowledge**

You will know:

- 1.** The administrative services that you are responsible for and the limits and scope of your responsibilities and authority in providing these services
- 2.** Your organisation's policies, procedures and constraints that affect administrative services in your area of responsibility and how to apply them
- 3.** The legislation and codes of practice that currently apply when you are dealing with representations (e.g. the Road Traffic Act 1991 and its amendments, Adjudicator's Regulations and Traffic Management and Traffic Regulation Orders, Parking Code of Practice, Contravention Codes, grounds for making representations)
- 4.** The specialist software used by your organisation for the recording and processing of representations and how to use it
- 5.** How to access and use the sources of information (both paper-based and electronic) that you need to deal with representations
- 6.** What documents are used in parking control administration in relation to dealing with representations
- 7.** How to communicate effectively with customers so that you can be clear about the nature of their enquiry and can explain to customers the courses of action available to them
- 8.** The minimum information that is needed before you can agree to consider an informal representation, and why this is the case
- 9.** The conditions that apply for acceptable representations e.g. by whom the representation can be made
- 10.** How to record receipt of an informal representation, and why this is important
- 11.** The conditions that apply for acceptable representations e.g. that the representation must be submitted within statutory timescales
- 12.** How to identify evidence that is reliable, valid and sufficient
- 13.** What information has to be provided and how to check that it is accurate
- 14.** The range of evidence that is needed to support a reliable decision, and where to obtain it
- 15.** How to clarify the details of the customer's representation through oral or written questioning
- 16.** The approved format and contents of case evidence
- 17.** What the limits of your responsibility in investigating representations are, and who to refer matters outside of your authority to
- 18.** What evidence is needed
- 19.** How to identify and obtain evidence that you have not been provided with
- 20.** How to make decisions that are supported by the evidence and comply with current legal and organisational requirements
- 21.** The courses of action that a customer can take once a decision has been made, and the consequences of taking those courses of action

## 330 Administer the appeals process

### Summary

Process documentation and respond to appeals against Parking Penalty Charge Notices

You will apply the following skills:

- Recording
- Quality checking
- Managing time
- Analysing
- Researching
- Problem solving
- Decision making
- Communicating
- Organising
- Presenting yourself
- Evaluating

### Performance Indicators

You will:

#### Prepare case evidence

1. Record that you have received the appeal notification
2. If necessary, take action to suspend the enforcement process during the investigation
3. Check the details of the documentation you have received for accuracy and consistency and notify the appropriate person of any discrepancies
4. Make sure that you understand the grounds on which the customer is appealing
5. At all stages comply with current organisational and legal requirements
6. At all stages carry out work within the given deadline for the case

#### Investigate the case for appeal and decide how to proceed

7. Make sure all necessary evidence is present, accurate, valid and reliable
8. Identify and obtain any additional items of evidence that are needed
9. Where necessary consult other people to obtain further information
10. Refer any matter which is beyond the limits of your responsibility or competence to the appropriate person
11. Review all evidence and make and record a decision on the basis of the evidence
12. Where the decision is not to contest the appeal, make sure that the adjudicator and appellant are informed
13. At all stages, comply with organisational and legal requirements

#### Contest the appeal

14. Prepare a case summary in accordance with organisational guidelines and relevant codes of practice
15. Collate, label and present documentation in the format required by the people who will use it
16. Make sure copies of documentation are provided to all relevant people
17. Make sure that you are prepared to respond to requests for further information
18. If you attend the hearing, ensure that you are fully conversant with the case and that you comply with the Code of Conduct for personal attendance

#### Respond appropriately to the outcomes of the appeal

19. On receiving notification of the outcome of the appeal, update all records in accordance with organisational and legal requirements
20. Proceed with the case as appropriate to the outcomes of the appeal
21. Review and consider the adjudicator's feedback, and take appropriate actions

**Knowledge**

You will know:

- 1.** The administrative services that you are responsible for
- 2.** Your organisation's policies, procedures and constraints that affect administrative services in your area of responsibility
- 3.** The rules that apply when you are dealing with appeals (e.g. Codes of Conduct, Code of Practice)
- 4.** The current legislation that applies when you are dealing with appeals (e.g. Road Traffic Act)
- 5.** The specialist software used by your organisation for the recording and processing of appeals
- 6.** How to identify evidence that is sufficient, reliable and valid
- 7.** What information has to be provided and how to check that it is accurate
- 8.** The grounds on which someone may appeal
- 9.** The importance of acting within the given deadline for the case, and the consequences of failing to do so
- 10.** What the limits of your responsibility in investigating appeals are, and to whom matters outside your authority should be referred
- 11.** What evidence is needed, and why
- 12.** How to identify and obtain evidence that you have not been provided with
- 13.** Who to consult if further information is needed
- 14.** How to prepare a case summary
- 15.** How to present a case summary, and why it is important to present it in this way
- 16.** How to prepare the documentation for a case that is not to be contested
- 17.** Your organisation's requirements for the presentation and organisation of documents for an appeal hearing
- 18.** How to prepare yourself for a hearing, if you have to attend one yourself
- 19.** The Code of Conduct which regulates how to behave if you attend appeal hearings yourself
- 20.** The kinds of further information that might be requested
- 21.** What actions to take to close a case
- 22.** How to arrange for refunds of fees to be paid
- 23.** The records (paper and electronic) that need to be updated to record the outcome of the appeal, and how to do this
- 24.** Who to inform of the outcomes of an appeal, and why
- 25.** The courses of action that are available to the appellant
- 26.** What actions to take to reactivate the recovery process

## 331 Administer case files

### Summary

Open, maintain and close case files

You will apply the following skills:

- Communicating
- Decision making
- Organising
- Planning
- Problem solving
- Reading
- Researching
- Using numbers
- Using technology
- Writing

### Performance Indicators

You will:

1. Create a new record and open a case file
2. Obtain or identify the location of all file documents and materials
3. Produce and amend documents as requested
4. Liaise with the relevant people to progress the case
5. Keep the case file up to date
6. Record file movement and ensure confidentiality and security of information
7. Prepare court bundles as requested
8. Action and record hearing outcomes as necessary
9. Prepare the case file for closure
10. Notify relevant people that the case file is closing
11. Close the case file

### Knowledge

You will know:

1. The administrative services that you are responsible for and the limits and scope of your responsibilities and authority in providing these services
2. Your organisation's policies, procedures and constraints that affect administrative services in your area of responsibility and how to apply them
3. Legal and organisational requirements covering the security and confidentiality of information
4. The importance of accuracy and attention to detail when dealing with information in a legal context
5. How to carry out research and identify sources of information
6. How to collect evidence & materials that is sufficient, reliable and valid
7. What evidence is needed and why
8. How to prepare court bundles
9. How to ensure case files are complete and why this is important
10. What to do if a new file is not complete
11. Who to consult if further information is needed
12. How to clean and close a case file
13. Legislation, regulations and codes of practice that apply in the sector to your area of work
14. Working culture and practices in the sector
15. Procedures for receiving and opening a new case file
16. The structure, format and content of a new case file
17. Your organisation's house style and requirements for presentation of correspondence, documents and bills
18. Your organisation's procedures for closing case files
19. Where and when to refer matters that are beyond your authority

## 332 Administer appeals

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### Summary

Initiate and administer the contesting of appeals and act on the outcomes

You will apply the following skills:

- Analysing
- Application of law and procedure
- Communicating
- Decision making
- Interviewing
- Negotiating
- Organising
- Planning
- Problem solving
- Reading
- Researching
- Evaluating
- Team working
- Using numbers
- Using technology
- Report writing

### Performance Indicators

You will:

1. Open the appeals file or record receipt of the appeal
2. Review the case file, grounds for appeal and initial judicial determination
3. Make a decision on how to proceed
4. File report and refer case file recommendation
5. Identify and collect additional evidence and materials relevant to the appeal
6. Consult the relevant people where necessary
7. Liaise with the relevant judicial body as necessary
8. Liaise with and support the advocate if required
9. Take responsibility for any follow up actions
10. Respond to requests for further information
11. If required, attend the appeal hearing, complying with any Code of Conduct for personal attendance
12. If required, proceed with the case as appropriate to the outcomes of the appeal
13. Communicate and action the outcome and update all records

**Knowledge**

You will know:

- 1.** The administrative services that you are responsible for and the limits and scope of your responsibilities and authority in providing these services
- 2.** You will know the obligations and duties of presenting an appeal to the judiciary or court by an advocate and witnesses
- 3.** Your organisation's policies, procedures and constraints that affect administrative services in your area of responsibility and how to apply them
- 4.** Legal and organisational requirements covering the security and confidentiality of information
- 5.** The importance of accuracy and attention to detail when dealing with information in a legal context
- 6.** How to access and use the sources of information that you need
- 7.** How to identify evidence that is sufficient, reliable and valid
- 8.** What evidence is needed, and why
- 9.** How to check evidence and materials are complete
- 10.** How to identify and obtain evidence that you have not been provided with
- 11.** Who to consult if further information is needed
- 12.** The software used by your organisation for the recording and processing of appeals
- 13.** Your organisation's house style and requirements for presentation of case files, reports and recommendations
- 14.** What constitutes grounds for appeal
- 15.** Legal and regulatory requirements that apply to appeals
- 16.** How to review and make recommendations on appeals, and decide when further information is needed
- 17.** The kinds of further information that might be requested
- 18.** Your organisation's requirements for the presentation and organisation of documents for an appeal hearing
- 19.** How to act on the decision about an appeal
- 20.** The Code of Conduct for personal attendance at appeal hearings
- 21.** How to prepare yourself for a hearing, if you have to attend one yourself
- 22.** Legislation, regulations and codes of practice that apply in the sector to your area of work
- 23.** How to prepare the documentation for a case that is not to be contested
- 24.** The records (paper and electronic) that need to be updated to record the outcome of the appeal, and how to do this
- 25.** Who to inform of the outcomes of an appeal, and why
- 26.** Where and when to refer matters that are beyond your authority
- 27.** The courses of action that are available to the appellant
- 28.** Working culture and practices in the sector

## 333 Investigate cases

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### Summary

Gather and analyse evidence and materials, and present recommendations on administrative processes on how to proceed with cases

You will apply the following skills:

- Communicating
- Decision making
- Interviewing
- Negotiating
- Organising
- Planning
- Problem solving
- Reading
- Researching
- Team working
- Using number
- Using technology
- Writing

### Performance Indicators

You will:

1. Review the case file and identify additional evidence and materials
2. Obtain all additional items of evidence and materials
3. Consult other people where necessary
4. Check the evidence and review the materials
5. Ensure all the relevant information is present in order to proceed
6. File report and refer case file recommendation
7. Take responsibility for any follow up actions

**Knowledge**

You will know:

- 1.** The administrative services that you are responsible for and the limits and scope of your responsibilities and authority in providing these services
- 2.** Your organisation's policies, procedures and constraints that affect administrative services in your area of responsibility and how to apply them
- 3.** Legal and organisational requirements covering the security and confidentiality of information
- 4.** The importance of accuracy and attention to detail when dealing with information in a legal context
- 5.** How to access and use the sources of information that you need
- 6.** How and where to gather evidence and materials
- 7.** How to identify and obtain evidence that you have not been provided with
- 8.** How to conduct interviews in the context of case investigation
- 9.** How to act on the range of decisions that could be made regarding a case (to prosecute, to proceed in some other way, not to proceed further, to carry out further investigations before making a decision)
- 10.** The importance of acting within the given deadline for the case, and the consequences of failing to do so
- 11.** What the limits of your responsibility in investigating appeals are, and to whom matters outside your authority should be referred
- 12.** Who to consult if further information is needed
- 13.** Legislation, regulations and codes of practice that apply in the sector to your area of work
- 14.** Working culture and practices in the sector
- 15.** Your organisation's procedures for investigating cases
- 16.** When to refer matters that are beyond your authority
- 17.** Your organisation's house style and requirements for presentation of case files, reports and recommendations
- 18.** The records (paper and electronic) that need to be updated to file a report and refer case file recommendations

## 401 Carry out your responsibilities at work

### Summary

Communicate effectively, accept responsibility for own work and its delivery, improve own performance and behave in a way that encourages effective working.

You will apply the following skills:

- Communicating
- Researching
- Negotiating
- Planning
- Interpreting
- Solving problems
- Critically evaluating
- Team working

### Performance Indicators

You will:

#### Communicate information

1. Actively focus on information that other people are communicating
2. Direct discussions to achieve objectives
3. Give others the opportunity to contribute their ideas and opinions and take these into account
4. Identify sources of accurate and reliable information
5. Critically evaluate information to extract points to support your objective
6. Organise and clearly present information to suit different audiences

#### Plan and be accountable for your work

7. Negotiate realistic targets for your work
8. Negotiate resources you need and select effective working methods
9. Solve problems when they arise
10. Meet your deadlines or renegotiate targets and plans in good time
11. Take responsibility for your own work and accept responsibility for any mistakes you make
12. Follow agreed guidelines, procedures and, where appropriate, codes of practice

#### Improve your own performance

13. Encourage and accept feedback from other people
14. Evaluate your own work and use feedback from other people to identify where you should improve
15. Identify ways to improve your work, consistently put them into practice and test how effective they are
16. Identify where further learning and development could improve your performance
17. Develop and follow through a learning plan that meets your own needs
18. Review your progress and update your plans for improvement and learning

#### Behave in a way that supports effective working

19. Set high standards for your work and show drive and commitment in achieving these standards
20. Cope with pressure and overcome difficulties and setbacks
21. Assert your own needs and rights
22. Actively seek new challenges
23. Adapt readily to change and support others during change
24. Treat other people with honesty, respect and consideration
25. Support other people

**Knowledge**

You will know:

- 1.** The importance of focussing actively on what others are communicating
- 2.** How to direct discussions to ensure objectives are achieved
- 3.** Why it is important to adapt the way you communicate to different audiences
- 4.** About non-verbal communication and how this affects the impact you have on other people
- 5.** Why it is important to give other people the opportunity to contribute their ideas and opinions and show that you have taken account of these
- 6.** How to identify sources of accurate, reliable information
- 7.** How to assess the quality and reliability of information from different sources
- 8.** How to identify and extract key points from information to support your objectives
- 9.** The importance of structure and presentation when providing information to different audiences
- 10.** How to negotiate realistic targets and resources
- 11.** Effective working methods and how to apply them
- 12.** The types of problems that may occur during your work and how to solve them
- 13.** Why it is important to acknowledge and learn from your mistakes
- 14.** The guidelines, procedures and codes of practice that are relevant to your work
- 15.** Why it is important to try to continuously improve your work
- 16.** Why it is important to encourage and accept feedback from others
- 17.** How to evaluate your work
- 18.** Why it is important to test out possible improvements to your work
- 19.** How learning and development can help you to improve your work and further your career
- 20.** The main career progression routes available to you
- 21.** How to develop a learning plan
- 22.** Why it is important to set high standards for your work and how to set these standards
- 23.** How to cope with pressure
- 24.** Why it is important to be resilient when you experience setbacks
- 25.** Why it is important to be assertive, what this means and situations when you should be assertive
- 26.** Why it is important to actively seek new challenges and adapt to change
- 27.** How to recognise when others need your support and how to provide it
- 28.** Why it is important to treat others with honesty, respect and consideration
- 29.** The types of behaviour that show you are honest, respectful and considerate and the types of behaviour that show you are not

## 402 Work within your business environment

### Summary

Work effectively within your organisation, supporting its purpose and values, applying employment rights and responsibilities, supporting sustainability, respecting diversity, protecting security and confidentiality and managing risk.

You will apply the following skills:

- Planning
- Reading
- Communicating
- Monitoring
- Interpersonal skills
- Problem solving
- Team working

### Performance Indicators

You will:

#### Work to achieve your organisation's purpose and values

1. Work in a way that supports your organisation's overall mission and your team's objectives
2. Implement the policies, systems and procedures that are relevant to your role
3. Put your organisation's values into practice in all aspects of your work
4. Work with outside organisations and individuals in a way that protects and improves the image of your organisation
5. Improve objectives, policies, systems, procedures and values in a way that is consistent with your job role

#### Apply your employment responsibilities and rights

6. Access information about your employment rights and responsibilities
7. Carry out your responsibilities to your employer in a way that is consistent with your contract of employment
8. Assert your employment rights
9. Seek guidance when you are unsure about your employment responsibilities and rights

#### Support sustainability

10. Establish and maintain procedures to minimise waste, recycle materials and correctly dispose of hazardous materials
11. Establish and maintain procedures for the maintenance of equipment
12. Involve all stakeholders in continuously improving working methods and the use of technology to ensure efficiency in the work environment
13. Choose sources of equipment, materials and expertise that provide best value for money and reflect social responsibility in the medium and long term
14. Establish and maintain procedures to develop colleagues so that they can maximise their performance and their value to the organisation in the short, medium and long term

#### Support diversity

15. Establish and maintain a working environment that values diversity and makes best use of the talents of all those working for and with the organisation
16. Use words and actions that show you value diversity amongst your colleagues, customers and stakeholders
17. Interact with other people in a way that is sensitive to their individual needs and respects their background, abilities, values, customs and beliefs
18. Uphold the rights of people who are different from yourself
19. Learn from other people who are different from yourself and use this to improve the way you work and interact with others
20. Follow your organisation's procedures and legal requirements in relation to discrimination legislation

### **Maintain security and confidentiality**

- 21.** Maintain the security of property in a way that is consistent with your organisation's procedures and legal requirements
- 22.** Maintain the confidentiality of information in a way that is consistent with your organisation's procedures and legal requirements
- 23.** Deal with any concerns about the security of property and confidentiality of information

### **Assess and manage risk**

- 24.** Identify possible sources of risk
- 25.** Assess the level of risk
- 26.** Make judgements on acceptable risks
- 27.** Put in place ways of minimising and monitoring risk
- 28.** Be alert to new risks and be able to manage these when they occur
- 29.** Review and learn from your experience of assessing and managing risk

### **Knowledge**

You will know:

- 1.** The sector in which your organisation operates
- 2.** Your organisation's mission and purpose
- 3.** The main characteristics of your organisation and how it compares to other organisations in its sector
- 4.** Your main responsibilities at work
- 5.** How your role fits into your organisation's structure and contributes to its operation
- 6.** The policies, procedures, systems and values of your organisation that are relevant to your job
- 7.** How to implement your organisation's values and policies
- 8.** How you can improve policies, objectives, systems and values in a way that is consistent with your job role
- 9.** Which aspects of employment are covered by law
- 10.** Any industry-specific legislation and regulations that are relevant to your job role
- 11.** Why legislation is important in upholding and protecting the rights of both employer and employee
- 12.** The main terms and conditions of your contract of employment
- 13.** Who you should contact if you have a grievance at work or need guidance and support on an employment issue
- 14.** What you should do if you witness or experience discrimination or bullying at work
- 15.** What procedures you should follow if you are ill or need time off from work
- 16.** The types of information that are recorded in personnel records, why these are needed and what to do if you need to report changes to this information
- 17.** Why it is important to minimise waste in the workplace and the impact this has on organisational performance
- 18.** The main causes of waste in a business administration environment and what procedures can be put in place to minimise these
- 19.** The social and legal requirements for recycling and disposal of waste and the procedures that should be in place to support these
- 20.** How regular maintenance of equipment can help to minimise waste and the procedures you should put in place to ensure this happens
- 21.** How to engage all stakeholders in continuously improving working methods and the use of technology to achieve maximum efficiency
- 22.** How to select sources of materials, equipment and expertise that provide best value for money, particularly over the medium and long term
- 23.** The importance of considering issues of social responsibility when selecting suppliers

- 24.** Why it is important to help develop and support your colleagues so that they can work effectively and efficiently and how this will benefit your organisation in the short, medium and long term
- 25.** The procedures you should put in place to ensure that people are developed and supported in their current work role and for future new responsibilities
- 26.** What is meant by 'diversity' and why it should be valued
- 27.** What advantages diversity can bring to an organisation
- 28.** How to ensure the working environment is supportive of diversity and makes best use of the talents of all those involved
- 29.** How to be sensitive to people's individual needs and respect their abilities, background, values, customs and beliefs
- 30.** The ways in which you can uphold the rights of others
- 31.** The ways in which you could learn from others
- 32.** The importance of maintaining security and confidentiality
- 33.** The legal and organisational requirements in relation to security and confidentiality
- 34.** The procedures you should follow if you have concerns about security and confidentiality
- 35.** The sources of risk in the work that you do
- 36.** How to assess and monitor risk
- 37.** How to judge when a risk is acceptable
- 38.** The methods you can use to minimise risk
- 39.** The importance of learning from mistakes

## 403 Manage an office facility

### Summary

Provide and maintain office equipment, resources and facilities to meet the needs of users.

You will apply the following skills:

- Negotiating
- Planning
- Organising
- Communicating
- Evaluating
- Checking
- Interpersonal skills
- Problem solving
- Developing others
- Prioritising
- Monitoring
- Managing time

### Performance Indicators

You will:

1. Provide and maintain office facilities and equipment to meet the needs of users
2. Coordinate the use of office resources
3. Implement, communicate, review and evaluate office systems and procedures
4. Make sure office facilities and equipment are effective and efficient
5. Ensure the office environment is conducive to productive working
6. Build and maintain relationships with internal and external customers and suppliers
7. Maintain the health, safety and security of office users
8. Identify, analyse and solve problems effectively
9. Provide information and guidance on office facilities and equipment
10. Agree priorities with users
11. Control use of office facilities

### Knowledge

You will know:

1. Why it is important to provide and maintain an effective and efficient office facility
2. The range of office facilities, equipment and resources and what they can be used for
3. Why it is important to identify and regularly review the needs of office users and methods you can use
4. Why office systems and procedures are important
5. The types of office systems and procedures that are appropriate to your responsibilities
6. How to develop office systems and procedures appropriate to your responsibilities
7. Why it is important to communicate office systems and procedures and provide users with information, guidance and support
8. How to monitor, review and evaluate office systems and procedures
9. How to ensure that office facilities and equipment are effective and efficient
10. Why it is important to build relationships with internal and external customers and suppliers and how to do so
11. Why health, safety and security are important to the office environment
12. The main health, safety and security requirements that are important to an office environment and your responsibilities in relation to these
13. The types of problems that arise when managing an office facility
14. How to identify problems when they arise, analyse these problems and develop a strategy to solve these problems
15. Why it is important to control office facilities and the types of activities you should monitor for

## 404 Manage contracts

### Summary

Select contractors and monitor and evaluate their work.

You will apply the following skills:

- Analysing
- Prioritising
- Planning
- Writing
- Reading
- Listening
- Evaluating
- Negotiating
- Interpersonal skills
- Monitoring
- Problem solving
- Reporting

### Performance Indicators

You will:

#### Identify and select contractors

1. Identify requirements
2. Prepare specifications and agree selection criteria
3. Promote invitation to tender to a range of potential contractors
4. Evaluate tenders against criteria
5. Make a selection
6. Negotiate contracts ensuring compliance with legislation and regulations

#### Monitor contractors' performance

7. Develop and maintain productive relationships with contractors
8. Check compliance with the contract, taking into account legal, regulatory and organisational requirements
9. Agree action to rectify non-compliance
10. Deal with breaches of contract within acceptable timescales

#### Evaluate contractors' performance

11. Agree sources of information for evaluation
12. Gather and analyse information
13. Identify and report on contracts' strengths and areas for improvement

### Knowledge

You will know:

1. Why contracts and other forms of agreement are important
2. The different types of contracts and agreements and when they are appropriate
3. The basic legal, regulatory and organisational requirements governing contracts
4. Why it is important to have clear requirements and specifications for contracts
5. Why it is important to have objective selection criteria
6. Why it is important to invite a range of potential contractors to bid for the contract
7. Which points to consider when evaluating tenders
8. Why it is important to build productive working relationships with contractors and how to do so
9. The different methods of monitoring compliance with a contract and how to select a method appropriate to you, the contractor and the contract
10. What constitutes a breach of contract and what to do if it occurs
11. The different types of information sources and types of information you can use to evaluate contracts
12. Why it is important to evaluate and report on contractors' strengths and areas for improvement

## 405 Negotiate and agree budgets

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### Summary

Identify the financial resources you need, negotiate and obtain them; and manage a budget efficiently.

You will apply the following skills:

- Analysing
- Prioritising
- Using number
- Negotiating
- Persuading
- Planning
- Monitoring
- Problem solving
- Managing time
- Managing resources

### Performance Indicators

You will:

1. Identify the financial resources you need to meet goals and objectives
2. Justify costs and assess risks
3. Plan a draft budget
4. Negotiate and agree the budget
5. Control budget performance within limits and deadlines
6. Take any corrective action to ensure best value for money
7. Record transactions
8. Produce budget information when required

### Knowledge

You will know:

1. Why it is important to manage financial resources effectively and efficiently
2. The legal, regulatory and organisational requirements for managing a budget
3. The different types of budgetary systems and their features
4. How to identify the financial resources needed to achieve your aims and objectives and why this is important
5. Why it is important to justify estimated costs
6. How to monitor, control and record income and expenditure
7. The situations in which you may need to take corrective action
8. Why it is important to be able to report budget information when required

## 406 Monitor and review the implementation of corporate objectives, strategies and policies

### Summary

Analyse and interpret data using appropriate indicators and measures to provide an overall understanding of corporate performance. Presentation and communication of monitoring information will facilitate decision-making at a senior level across disciplines.

You will apply the following skills:

- Researching
- Analysing
- Prioritising
- Planning
- Evaluating
- Negotiating
- Problem solving
- Communicating
- Reporting

### Performance Indicators

You will:

#### Develop and establish systems for monitoring the implementation of corporate objectives, strategies and policies

1. Agree formal and informal monitoring systems and procedures with relevant people
2. Identify and prioritise key performance factors
3. Define and agree qualitative and quantitative corporate performance indicators and measures with relevant people
4. Identify and evaluate the effects of monitoring systems and procedures on organisational structures and systems
5. Negotiate and agree the implementation of monitoring systems and procedures with relevant people
6. Help users to implement monitoring systems and procedures
7. Evaluate the effectiveness of monitoring systems and procedures regularly and identify and implement improvements

#### Analyse and evaluate corporate performance

8. Confirm you have sufficient, valid and relevant performance information
9. Analyse performance information against agreed criteria
10. Produce results from which you can make accurate interpretations
11. Obtain measures of corporate performance
12. Facilitate corporate decision-making through presenting and communicating your findings

#### Identify and implement improvements in corporate performance

13. Identify opportunities for improving corporate performance
14. Develop options for improving corporate performance and identify the resource and organisational implications
15. Present options to relevant people in a way that leads to positive change
16. Make sure changes are carried out within agreed timescales and resources
17. Monitor and evaluate the impact and effectiveness of changes to inform future decision-making

**Knowledge**

You will know:

- 1.** The sources of information on how other organisations set up systems for monitoring implementation of corporate objectives, strategies and policies
- 2.** Your corporate objectives, strategies and policies
- 3.** The types of monitoring systems and performance indicators
- 4.** The methods of implementing monitoring systems and procedures
- 5.** How to evaluate the impact and effectiveness of monitoring systems and procedures
- 6.** The performance measures appropriate to the organisation
- 7.** How to develop monitoring systems and procedures
- 8.** The methods of communication with key decision-makers
- 9.** The roles of other parties involved in corporate decision-making
- 10.** The legal and regulatory requirements relating to the monitoring of corporate objectives, strategies and policies
- 11.** The ethical responsibilities relating to the monitoring of corporate objectives, strategies and policies
- 12.** The consequences of non-compliance with legal and regulatory requirements relating to the monitoring of corporate objectives, strategies and policies
- 13.** The ways of specifying and collecting performance/information
- 14.** How to analyse the validity of performance/information
- 15.** The methods of establishing criteria for the analysis of performance/information
- 16.** The methods of analysing and evaluating performance/information
- 17.** The ways for presenting information to promote debate and inform decisions
- 18.** The evaluation of corporate performance in the context of legal and regulatory requirements and ethical responsibilities
- 19.** The functional ways and means of improving corporate performance
- 20.** The ways of quantifying resource implications
- 21.** The ways of identifying the administrative implications and limitations of proposed objectives
- 22.** The resource implication of changes
- 23.** How to evaluate the impact and effectiveness of change
- 24.** About improvement of corporate performance in the context of legal and regulatory requirements and ethical responsibilities

## 407 Inform and facilitate corporate decision-making

### Summary

Promote effective corporate governance by presenting information and advice to decision-makers.

You will apply the following skills:

- Researching
- Analysing
- Prioritising
- Evaluating
- Negotiating
- Problem solving
- Communicating
- Reporting

### Performance Indicators

You will:

#### Promote and facilitate effective corporate governance

1. Identify corporate governance responsibilities and make sure these are understood by relevant people in the organisation
2. Provide information and advice to support effective decision-making
3. Record and communicate decisions made by the corporate governance body
4. Ensure that the organisation's corporate governance and decisions conform to legal, regulatory, organisational and ethical requirements

#### Advise corporate decision-makers on the organisation's ethical and social responsibilities

5. Identify the organisation's ethical and social responsibilities
6. Evaluate the implications of ethical and social responsibilities and communicate relevant ethical and social standards to corporate decision-makers
7. Make sure the organisation's policies, procedures and decisions reflect ethical and social responsibilities

### Knowledge

You will know:

1. The scope and purpose of the governance systems and procedures
2. The roles and responsibilities of all parties concerned with corporate governance
3. Ways of presenting information to promote debate and inform decisions
4. The conduct of meetings and events associated with governance
5. The methods of recording corporate objectives and governance systems
6. The methods of recording and communicating corporate information and decisions
7. The legal and regulatory requirements, and ethical responsibilities relating to corporate governance
8. The consequences of non-compliance with legal and regulatory requirements relating to corporate governance
9. The methods of handling sensitive information
10. The relevant codes of practice
11. The sources of information and networks relating to contemporary ethical and social responsibilities
12. The methods of recording and disseminating corporate information and decisions
13. Your organisation's mission statement and objectives, corporate strategies and policies
14. The legal and regulatory requirements, and your own ethical responsibilities relating to the organisation's ethical and social responsibilities
15. The consequences of non-compliance with legal and regulatory requirements relating to the organisation's ethical and social responsibilities

## 408 Evaluate internal and external factors and promote partnership working

### Summary

Monitor and evaluate changes in the internal and external environment in which the organisation operates and advise decision-makers on their relevance and implications, including developing possible partnership arrangements.

You will apply the following skills:

- Researching
- Analysing
- Prioritising
- Writing
- Evaluating
- Negotiating
- Problem solving
- Reporting

### Performance Indicators

You will:

#### Monitor, evaluate and communicate internal and external factors

1. Make sure there are systems in place to identify and record internal and external factors
2. Identify and prioritise internal and external factors for their relevance to the organisation
3. Analyse and evaluate trends and events for their implications for the organisation
4. Identify and prioritise current and emerging legal and regulatory requirements which are relevant to the organisation
5. When necessary, obtain specialist advice on interpretations of relevant legal and regulatory requirements
6. Communicate information to relevant people in good time to inform decision-making

#### Help to establish arrangements or relationships which further corporate interests

7. Make sure there are corporate policies for arrangements or relationships with third parties
8. Identify third parties with whom the organisation could enter into arrangements or relationships
9. Negotiate with third parties within the limits of your own authority and corporate policies
10. Identify and communicate the potential benefits of arrangements or relationships to relevant people
11. Make sure arrangements or relationships conform to legal and regulatory requirements and corporate policies

**Knowledge**

You will know:

- 1.** The nature of internal trends and events
- 2.** Your organisation's mission and objectives
- 3.** Corporate strategies and policies
- 4.** The types of monitoring systems
- 5.** Ways of analysing internal trends and events
- 6.** The methods of communicating and presenting information
- 7.** The nature and types of external influences which impact on the organisation
- 8.** The methods of analysing and evaluating external influences which impact on the organisation
- 9.** The legal and regulatory requirements, and ethical responsibilities relating to external influences which may affect corporate interests
- 10.** The consequences of non-compliance with legal and regulatory requirements relating to external influences which may affect corporate interests
- 11.** Corporate policies relating to arrangements with third parties
- 12.** The types of arrangements and relationships with third parties
- 13.** The methods of negotiation
- 14.** Your own role, responsibilities and limits of authority
- 15.** The methods of identifying and evaluating benefits and disadvantages of arrangements and relationships

## 409 Manage risk

### Summary

Take a lead in establishing and operating a risk management process across your organisation.

This standard has been taken from the MSC suite of national occupational standards

You will apply the following skills:

- Evaluating
- Reviewing
- Consulting
- Presenting information
- Decision-making
- Monitoring
- Communicating
- Influencing and persuading
- Leadership
- Contingency planning
- Prioritising
- Planning
- Scenario building
- Information management
- Involving others
- Thinking systematically

### Performance Indicators

You will:

#### Manage risk across your organisation

1. Ensure that your organisation has a written risk management policy, including setting out responsibilities for risk management, which is clearly communicated across the organisation and to other relevant parties
2. Establish, and periodically review, risk criteria for your organisation, seeking and taking account of the views of relevant people across the organisation and stakeholders
3. Evaluate significant current and planned organisational activities and identify potential risks, the nature of the risks, the probability of occurrence and consequences
4. Produce a risk profile for your organisation and, taking account of the organisation's risk criteria and other relevant information, prioritise the identified tasks
5. Communicate information on identified risks to relevant people across the organisation and, where appropriate, to stakeholders, to enable decisions and actions to be taken in terms of accepting or treating the risks
6. Collect and evaluate information from across the organisation on how identified risks have been or are being dealt with, including contingency plans which have been put in place
7. Develop an organisational culture in which people are risk aware but are prepared to take acceptable risks and to make and learn from mistakes
8. Ensure that there is senior management commitment to the risk management process
9. Ensure that sufficient resources are allocated across the organisation to support and enable effective risk management
10. Monitor and review the effectiveness of the risk management process in your organisation, identifying potential improvements and making changes where necessary

## Behaviours

1. You constantly seek to improve performance
2. You show sensitivity to stakeholders' needs and interests and manage them effectively
3. You identify people's information needs
4. You identify the implications or consequences of a situation
5. You use communication styles that are appropriate to different people and situations
6. You balance risks against the benefits that may arise from taking risks
7. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
8. You are vigilant for potential risks and hazards
9. You take personal responsibility for making things happen
10. You balance agendas and build consensus
11. You create a sense of common purpose

## Knowledge

You will know:

### General knowledge and understanding

1. The types of risk and the factors which drive different types of risk
2. The key stages in the risk management process
3. The importance of protecting the interests of stakeholders and how to identify their views in relation to risk
4. The importance of showing senior management commitment to risk management
5. How to develop a written risk management policy and what it should cover
6. How to communicate the written risk management policy to people who work for the organisation and other relevant parties
7. How and when to revise the written risk management policy including taking views from across the organisation and other relevant parties
8. What risk criteria might cover and the importance of seeking and taking account of the views of relevant people across the organisation and stakeholders
9. How and where to identify current and planned organisational activities
10. Ways of identifying and clearly describing potential risks in relation to current and planned activities, the nature of the risks, the probability of occurrence and consequences
11. Why and how it is important to communicate information on identified risks to relevant people across the organisation and, where appropriate, to stakeholders
12. The type of decisions and actions that might be taken in relation to identified risks
13. Why it is important and how to collect and evaluate information on how identified risks have been or are being dealt with, including contingency plans
14. Ways of developing an organisational culture in which people are risk aware but are prepared to take acceptable risks in undertaking activities
15. The type of resources required to raise risk awareness across the organisation, and with stakeholders, and how to implement the risk management policy effectively
16. How to establish effective systems for monitoring the risk management process of an organisation

### Industry/sector-specific knowledge and understanding

17. The sector(s) in which your organisation operates
18. The sector-specific legislation, regulations, guidelines and codes of practice
19. Current and emerging political, economic, social, technological, legal and environmental developments in the sector(s) in which your organisation operates
20. The typical risks encountered in the sector(s) in which your organisation operates

**Context specific knowledge and understanding**

- 21.** The vision, values, objectives and plans of your organisation
- 22.** Your organisation's products and services
- 23.** Other relevant parties with an interest in risk management in your organisation
- 24.** The mechanisms for consulting with and the views of relevant people across the organisation and stakeholders in relation to risk
- 25.** The written risk management policy of the organisation, including allocated responsibilities for risk management, and how it is communicated to people who work for the organisation and to other relevant parties
- 26.** The risk criteria of your organisation
- 27.** The significant current and planned organisational activities and the related potential risks, including probability of occurrence and consequences
- 28.** The risk profile of your organisation and prioritised risks
- 29.** The relevant people across the organisation and, where appropriate, stakeholders, to whom information on identified potential risks should be communicated
- 30.** The decisions and actions taken across the organisation in relation to identified potential risks, including any contingency plans which have been put in place
- 31.** Your organisation's culture in relation to risk
- 32.** How senior management's commitment to risk management has been demonstrated
- 33.** The resources made available across the organisation to support risk management
- 34.** The systems in place for monitoring and reviewing the effectiveness of the risk management process in your organisation
- 35.** The identified improvements and changes made to the risk management process in your organisation

## 410 Create and manage information systems

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### Summary

You will apply the following skills:

- Researching
- Analysing
- Negotiating
- Planning
- Organising
- Developing others
- Monitoring
- Evaluating
- Problem solving
- Managing resources
- Using technology

### Performance Indicators

You will:

1. Identify the information to be managed and the resources available
2. Design a system specification that meets identified needs and an agreed budget
3. Develop an information system to meet the specification
4. Provide training on the use of information system to users
5. Monitor the use of the information system
6. Identify, analyse and solve problems when they occur
7. Review and further develop the information system to meet users' needs

### Knowledge

You will know:

1. Why it is important to manage information effectively and efficiently
2. The types of information that need to be managed in a business
3. The types of information systems available and their main features
4. Why it is important to identify and agree user needs for an information system and develop specifications based on these
5. How to develop specifications for information management
6. How to create and develop an information system based on identified user needs
7. Why it is important to train users of the information system
8. Why it is important to monitor use of the information system and methods you can use
9. The types of problems that occur with information systems
10. How to identify and analyse problems and develop a strategy to solve these problems
11. Why it is important to continuously improve information systems

## 411 Manage projects

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### Summary

Plan, run and evaluate projects to achieve planned outcomes.

You will apply the following skills:

- Analysing
- Planning
- Organising
- Communicating
- Managing resources
- Managing time
- Problem solving
- Prioritising
- Monitoring
- Evaluating

### Performance Indicators

You will:

#### Plan the project

1. Agree the purpose of the project
2. Identify and agree project aims and objectives
3. Prepare a project specification
4. Confirm resources for the project
5. Plan the project and timed use of resources

#### Run the project

6. Implement and monitor the project
7. Adapt project plans to respond to unexpected events
8. Achieve required outcomes on time and to budget

#### Evaluate the project

9. Evaluate all project areas
10. Report on project strengths and areas for improvement

### Knowledge

You will know:

1. The difference between managing operations and managing projects
2. The advantages and disadvantages of using projects and when projects are appropriate
3. Why it is important to define a project's purpose, aims and objectives
4. The project-planning methodologies appropriate to the types of projects you run and tools you can use to assist project planning and control
5. How to monitor projects and the methods you can use
6. Why it is important to be flexible and adapt project plans when necessary
7. How to estimate and control resources during a project
8. Why it is important to achieve projects within agreed timescales
9. How to evaluate projects and learn lessons for the future

## 412 Chair meetings

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### Summary

Plan, organise and run formal and informal meetings to achieve their purpose.

You will apply the following skills:

- Planning
- Organising
- Negotiating
- Analysing
- Interpersonal skills
- Managing time
- Leading
- Communicating
- Facilitating
- Problem solving
- Summarising
- Evaluating

### Performance Indicators

You will:

#### Before the meeting

1. Agree the purpose of the meeting
2. Schedule the meeting so that key people can attend
3. Make sure meeting facilities meet requirements
4. Agree agenda items, time required for each item and meeting papers to achieve the purpose of the meeting
5. Read briefing papers and identify key issues

#### During the meeting

6. Greet people attending the meeting
7. Start the meeting on time
8. Provide details of facilities and arrangements
9. Chair the meeting in line with the agenda
10. Allow opportunities for individuals to contribute
11. If appropriate, observe formal voting and approval procedures
12. Keep the meeting on track to achieve its purpose
13. Summarise discussions and agree actions
14. Agree date, time and location of next meeting
15. Close the meeting on time

#### After the meeting

16. Approve meeting records and list of actions
17. Evaluate the effectiveness of the meeting

**Knowledge**

You will know:

- 1.** Why meetings are important and their advantages and disadvantages
- 2.** The role of the chair before, during and after meetings
- 3.** The different types of meetings and how to plan, organise and run them
- 4.** Why it is important to identify the purpose of a meeting
- 5.** How to plan meetings so that their purpose can be achieved
- 6.** Why it is important to make sure that key people can attend meetings or be represented
- 7.** The types of requirements you should meet when organising meetings and how to provide facilities which meet these requirements
- 8.** Why it is important to agree agenda items and allocated times for agenda items
- 9.** Why it is important to make sure people receive meeting papers and agendas in good time
- 10.** Why it is important to read meeting papers and identify key issues in advance
- 11.** Why good interpersonal skills are important when chairing meetings
- 12.** Why effective time management is important when chairing meetings
- 13.** Why it is important to give people information about facilities and arrangements, including health and safety procedures
- 14.** How to facilitate discussions so that the purpose of each agenda item is achieved
- 15.** The types of problems – including conflict – that may occur during meetings and how to resolve them
- 16.** Why it is important to summarise discussions and agree actions
- 17.** Why it is important to approve records of meetings
- 18.** How to evaluate the effectiveness of meetings

## 413 Promote innovation and change

### Summary

Plan, implement and promote change and new ways of working in your area of responsibility.

You will apply the following skills:

- Evaluating
- Planning
- Organising
- Communicating
- Persuading
- Negotiating
- Managing resources
- Analysing
- Motivating
- Problem solving
- Decision-making

### Performance Indicators

You will:

#### Identify and develop opportunities for change

1. Encourage individuals and teams to challenge existing ways of working
2. Identify options for innovation and change
3. Analyse and cost the risks and benefits associated with these options
4. Plan change, identifying your vision, goals, objectives, timescales and resources
5. Persuade decision-makers to commit themselves to change

#### Implement change

6. Communicate your plans for change
7. Encourage colleagues to contribute to your plans
8. Negotiate changes to your plans whilst still focusing on your vision and goals
9. Implement change, providing information, support and motivation to those affected
10. Identify and solve problems
11. Monitor and evaluate change

### Knowledge

You will know:

1. Why change and innovation are important to organisations, individuals and teams
2. Why it is important to engage teams and individuals in the whole change process and encourage them to feel they are contributing to the process
3. The impact of change and innovation on teams and individuals and how to manage this impact to achieve positive outcomes
4. How teams and individuals can challenge existing ways of working creatively and constructively
5. How to evaluate risks and benefits in the change process
6. Why it is important to have a vision and goals for change and innovation and to communicate them to those involved
7. Why planning is important to promoting change and innovation
8. Why it is important for decision-makers to be committed to change
9. The types of problems that may arise during a change process and how to respond to them
10. Why it is important to monitor and evaluate the change process and how to make use of the outcomes of evaluation

## 414 Develop productive working relationships with colleagues and stakeholders

### Summary

Work effectively with people inside and outside your organisation.

This standard has been taken from the MSC suite of national occupational standards.

You will apply the following skills:

- Communicating
- Information management
- Managing conflict
- Consulting
- Reviewing
- Presenting information
- Prioritising
- Empathising
- Networking
- Balancing competing needs and interests
- Monitoring
- Providing feedback
- Obtaining feedback
- Problem solving
- Leadership
- Valuing and supporting others
- Problem solving

### Performance Indicators

You will:

1. Identify stakeholders and the background to and nature of their interest in the activities and performance of the organisation
2. Establish working relationships with relevant colleagues and stakeholders
3. Recognise and respect the roles, responsibilities, interests and concerns of colleagues and stakeholders
4. Provide colleagues and stakeholders with appropriate information to enable them to perform effectively
5. Consult colleagues and stakeholders in relation to key decisions and activities and take account of their views, including their priorities, expectations and attitudes to potential risks
6. Fulfil agreements made with colleagues and stakeholders and let them know
7. Advise colleagues and stakeholders promptly of any difficulties or if it will be impossible to fulfil agreements
8. Identify and sort out conflicts of interest and disagreements with colleagues and stakeholders in ways that minimise damage to work and activities and to the individuals and organisations involved
9. Monitor and review the effectiveness of working relationships with colleagues and stakeholders, seeking and providing feedback, in order to identify areas for improvement
10. Monitor wider developments in order to identify issues of potential interest or concern to stakeholders in the future and to identify new stakeholders

## Behaviours

1. You present information clearly, concisely, accurately and in ways that promote understanding
2. You show respect for the views and actions of others
3. You seek to understand people's needs and motivations
4. You comply with and ensure others comply with legal requirements, industry regulations, organisational policies and professional codes
5. You create a sense of common purpose
6. You work towards win-win solutions
7. You show sensitivity to internal and external politics that impact on your area of work
8. You keep promises and honour commitments
9. You consider the impact of your own actions on others
10. You use communication styles that are appropriate to different people and situations
11. You work to develop an atmosphere of professionalism and mutual support

## Knowledge

You will know:

### General knowledge and understanding

1. The benefits of developing productive working relationships with colleagues and stakeholders
2. The different types of stakeholder and key principles which underpin the 'stakeholder' concept
3. How to identify your organisation's stakeholders, including background information and the nature of their interest in your organisation
4. The principles of effective communication and how to apply them in order to communicate effectively with colleagues and stakeholders
5. Why it is important to recognise and respect the roles, responsibilities, interests and concerns of colleagues and stakeholders
6. How to identify and meet the information needs of colleagues and stakeholders
7. What information it is appropriate to provide to colleagues and stakeholders and the factors that need to be taken into consideration
8. How to consult with colleagues and stakeholders in relation to key decisions and activities
9. The importance of taking account, and being seen to take account, of the views of colleagues and stakeholders, particularly in relation to their priorities, expectations and attitudes to potential risks
10. Why communication with colleagues and stakeholders on fulfilment of agreements or any problems affecting or preventing fulfilment is important
11. How to identify conflicts of interest with colleagues and stakeholders and the techniques that can be used to manage or remove them
12. How to identify disagreements with colleagues and stakeholders and the techniques for sorting them out
13. The damage which conflicts of interest and disagreements with colleagues and stakeholders can cause to individuals and organisations
14. How to take account of diversity issues when developing working relationships with colleagues and stakeholders

15. How to recognise and take account of political issues when dealing with colleagues and stakeholders
16. How to manage the expectations of colleagues and stakeholders
17. How to monitor and review the effectiveness of working relationships with colleagues and stakeholders
18. How to get and make effective use of feedback on the effectiveness of working relationships from colleagues and stakeholders
19. How to provide colleagues and stakeholders with useful feedback on the effectiveness of working relationships
20. The importance of monitoring wider developments in relation to stakeholders and how to do so effectively

#### **Industry/sector-specific knowledge and understanding**

21. The current and emerging political, economic, social, technological, environmental and legal developments in the industry or sector
22. The sector-specific legislation, regulations, guidelines and codes of practice
23. The standards of behaviour and performance in the industry or sector
24. The culture of the industry or sector
25. About developments, issues and concerns of importance to stakeholders in the industry or sector

#### **Context-specific knowledge and understanding**

26. The vision, values, objectives, plans, structure and culture of your organisation
27. Relevant colleagues, their work roles and responsibilities
28. Identified stakeholders, their background and interest in the activities and performance of the organisation
29. About agreements with colleagues and stakeholders
30. The identified information needs of colleagues and stakeholders
31. The mechanisms for consulting with colleagues and stakeholders on key decisions and activities
32. The organisation's planning and decision making processes
33. The mechanisms for communicating with colleagues and stakeholders
34. About power, influence and politics within the organisation
35. The standards of behaviour and performance that are expected in the organisation
36. The mechanisms in place for monitoring and reviewing the effectiveness of working relationships with colleagues and stakeholders

## 415 Allocate and monitor the progress and quality of work in your area of responsibility

### Summary

Manage the performance of the people you are responsible for.

This standard has been taken from the MSC suite of national occupational standards.

You will apply the following skills:

- Setting objectives
- Communicating
- Providing feedback
- Valuing and supporting others
- Consulting
- Planning
- Prioritising
- Leadership
- Reviewing
- Problem solving
- Monitoring
- Managing conflict
- Decision-making
- Motivating
- Information management
- Delegating
- Stress management

### Performance Indicators

You will:

1. Confirm the work required in your area of responsibility with your manager and seek clarification, where necessary, on any outstanding points and issues
2. Plan how the work will be undertaken, seeking views from people in your area of responsibility, identifying any priorities or critical activities, and making best use of the available resources
3. Ensure that work is allocated to individuals and/or teams on a fair basis taking account of skills, knowledge and understanding, experience and workloads and the opportunity for development
4. Ensure that individuals and/or teams are briefed on allocated work, showing how it fits with the vision and objectives for the area and the overall organisation, and the standard or level of expected performance
5. Encourage individuals and/or team members to ask questions, make suggestions and seek clarification in relation to allocated work
6. Monitor the progress and quality of the work of individuals and/or teams on a regular and fair basis against the standard or level of expected performance and provide prompt and constructive feedback
7. Support individuals and/or teams in identifying and dealing with problems and unforeseen events
8. Motivate individuals and/or teams to complete the work they have been allocated and provide, where requested and where possible, any additional support and/or resources to help completion
9. Monitor your area for conflict, identifying the cause(s) when it occurs and dealing with it promptly and effectively
10. Identify unacceptable or poor performance, discuss the cause(s) and agree ways of improving performance with individuals and/or teams
11. Recognise successful completion of significant pieces of work or work activities by individuals and/or teams
12. Use information collected on the performance of individuals and/or teams in any formal appraisals of performance
13. Review and update plans of work for your area, clearly communicating any changes to those affected

## Behaviours

14. You recognise changes in circumstances promptly and adjust plans and activities accordingly
15. You prioritise objectives and plan work to make best use of time and resources
16. You make time available to support others
17. You take personal responsibility for making things happen
18. You show an awareness of your own values, motivations and emotions
19. You show integrity, fairness and consistency in decision-making
20. You clearly agree what is expected of others and hold them to account
21. You seek to understand people's needs and motivations
22. You take pride in delivering high quality work
23. You are vigilant for possible risks and hazards
24. You encourage and support others to make the best use of their abilities
25. You use a range of leadership styles appropriate to different people and situations

## Knowledge

You will know:

### General knowledge and understanding

1. How to select and successfully apply different methods for communicating with people across an area of responsibility
2. The importance of confirming/clarifying the work required in your area of responsibility with your manager and how to do this effectively
3. How to identify and take due account of health and safety issues in the planning, allocation and monitoring of work
4. How to produce a plan of work for your area of responsibility, including how to identify any priorities or critical activities and the available resources
5. The importance of seeking views from people working in your area and how to take account of their views in producing the plan of work
6. Why it is important to allocate work to individuals and/or teams on a fair basis and how to do so effectively
7. Why it is important that individuals and/or teams are briefed on allocated work and the standard or level of expected performance and how to do so effectively
8. The importance of showing individuals and/or teams how their work fits with the vision and objectives of the area and those of the organisation
9. Ways of encouraging individuals and/or teams to ask questions and/or seek clarification in relation to the work which they have been allocated
10. Effective ways of regularly and fairly monitoring the progress and quality of work of individuals and/or teams against the standards or level of expected performance
11. How to provide prompt and constructive feedback to individuals and/or teams
12. Why it is important to monitor your area for conflict and how to identify the cause(s) of conflict when it occurs and deal with it promptly and effectively
13. Why it is important to identify unacceptable or poor performance by individuals and/or teams and how to discuss the cause(s) and agree ways of improving performance with them
14. The type of problems and unforeseen events that may occur and how to support individuals and/or teams in dealing with them

15. The additional support and/or resources which individuals and/or teams might require to help them complete their work and how to assist in providing this
16. How to select and successfully apply different methods for encouraging, motivating and supporting individuals and/or teams to complete the work they have been allocated, improve their performance and for recognising their achievements
17. How to log information on the ongoing performance of individuals and/or teams and use this information for formal performance appraisal purposes
18. The importance of reviewing and updating plans of work for your area in the light of developments, of how to reallocate work and resources and clearly communicate the changes to those affected

#### **Industry/sector-specific knowledge and understanding**

19. The industry/sector requirements for the development or maintenance of knowledge, understanding and skills
20. The industry/sector-specific legislation, regulations, guidelines, and codes of practice related to carrying out work

#### **Context-specific knowledge and understanding**

21. The individuals and/or teams in your area of responsibility
22. The vision and objectives for your area of responsibility
23. The vision and objectives of the overall organisation
24. The work required in your area of responsibility
25. The available resources for undertaking the required work
26. The plan of work for your area of responsibility
27. The organisation's written health and safety policy statement and associated information and requirements
28. Your organisation's policy and procedures in terms of personal development
29. Organisational standards or level of expected performance
30. Organisational policies and procedures for dealing with poor performance
31. Organisational grievance and disciplinary policies and procedures
32. Organisational performance appraisal systems

## 416 Recruit, select and keep colleagues

### Summary

This unit is about recruiting and selecting people to undertake identified activities or work roles within your area of responsibility.

This standard has been taken from the MSC suite of national occupational standards.

You will apply the following skills:

- Reviewing
- Interviewing
- Negotiating
- Planning
- Team building
- Communicating
- Valuing and supporting others
- Decision-making
- Consulting
- Problem solving
- Information management
- Obtaining feedback

### Performance Indicators

You will:

1. Talk with colleagues who are leaving your area of responsibility to identify and discuss their reasons for leaving
2. Identify ways of addressing staff turnover problems, implementing those which clearly fall within your authority and communicating others to the relevant people for consideration
3. Review, on a regular basis, the work required in your area of responsibility, identifying any shortfall in the number of colleagues and/or the pool of skills, knowledge, understanding and experience
4. Identify and review the options for addressing any identified shortfalls and decide on the best option(s) to follow
5. Consult with others to produce or update job descriptions and person specifications where there is a clear need to recruit
6. Consult with others to discuss and agree stages in the recruitment and selection process for identified vacancies, the methods that will be used, the associated timings and who is going to be involved
7. Ensure that any information on vacancies is fair, clear and accurate before it goes to potential applicants
8. Seek and make use of specialist expertise in relation to recruiting, selecting and keeping colleagues
9. Participate in the recruitment and selection process, as agreed, making sure that the process is fair, consistent and effective
10. Make sure that applicants who are offered positions are likely to be able to perform effectively and work with their new colleagues
11. Judge whether the recruitment and selection process has been successful in relation to recent appointments in your area and identify any areas for improvement

### Behaviours

1. You recognise the opportunities presented by the diversity of people
2. You work to turn unexpected events into opportunities rather than threats
3. You try out new ways of working
4. You identify people's information needs
5. You seek to understand people's needs and motivations

6. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
7. You take and implement difficult and/or unpopular decisions, if necessary
8. You act within the limits of your authority
9. You show integrity, fairness and consistency in decision-making

## Knowledge

You will know:

### General knowledge and understanding

1. Why it is important to identify and understand why colleagues are leaving and how to do so constructively and sensitively
2. The types of reasons colleagues might give for leaving
3. How to measure staff turnover
4. The causes and effects of high and low staff turnover
5. The measures which can be undertaken to address staff turnover problems
6. How to review the workload in your area in order to identify shortfalls in the number of colleagues and/or the pool of skills, knowledge, understanding and experience
7. The different options for addressing identified shortfalls and their associated advantages and disadvantages
8. What job descriptions and person specifications should cover and why it is important to consult with others in producing or updating them
9. The different stages in the recruitment and selection process and why it is important to consult with others on the stages, recruitment and selection methods to be used, associated timings and who is going to be involved
10. The different recruitment and selection methods and their associated advantages and disadvantages
11. Why it is important to give fair, clear and accurate information on vacancies to potential applicants
12. How to judge whether applicants meet the stated requirements of the vacancy
13. About sources of specialist expertise in relation to recruitment, selection and retention
14. How to take account of equality and diversity issues, including legislation and any relevant codes of practice, when recruiting and selecting people and keeping colleagues
15. How to review the effectiveness of recruitment and selection in your area

### Industry/sector-specific knowledge and understanding

16. The turnover rates within similar organisations in the industry/sector
17. About recruitment, selection and retention issues and specific initiatives and arrangements within the industry/sector
18. The working culture and practices of the industry/sector

### Context-specific knowledge and understanding

19. The current people resources available in your area, including skills, knowledge, understanding and experience of colleagues
20. The work requirements in your area
21. The agreed operational plans and changes in your area
22. The staff turnover rate in your area
23. Job descriptions and person specifications for confirmed vacancies
24. Local employment market conditions
25. The organisation's structure, values and culture
26. Employment policies and practices within the organisation – including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions
27. The sources of specialist expertise in relation to recruitment, selection and retention used by your organisation

## 417 Provide learning opportunities for colleagues

### Summary

This unit is about supporting colleagues in identifying their learning needs and helping to provide opportunities to address these needs.

This standard has been taken from the MSC suite of national occupational standards.

You will apply the following skills:

- Coaching
- Demonstrating
- Providing feedback
- Mentoring
- Motivating
- Setting objectives
- Prioritising
- Planning
- Empowering
- Reviewing
- Leadership
- Valuing and supporting others
- Information management
- Communicating

### Performance Indicators

You will:

1. Promote the benefits of learning to colleagues and make sure that their willingness and efforts to learn are recognised
2. Give colleagues fair, regular and useful feedback on their work performance, discussing and agreeing how they can improve
3. Work with colleagues to identify and prioritise learning needs based on any gaps between the requirements of their work roles and their current knowledge, understanding and skills
4. Help colleagues to identify the learning style(s) or combination of styles which work best for them and ensure that these are taken into account in identifying and undertaking learning activities
5. Work with colleagues to identify and obtain information on a range of possible learning activities to address identified learning needs
6. Discuss and agree, with each colleague, a development plan which includes learning activities to be undertaken, the learning objectives to be achieved, the required resources and timescales
7. Work with colleagues to recognise and make use of unplanned learning opportunities
8. Seek and make use of specialist expertise in relation to identifying and providing learning for colleagues
9. Support colleagues in undertaking learning activities, making sure any required resources are made available and making efforts to remove any obstacles to learning
10. Evaluate, in discussion with each colleague, whether the learning activities they have undertaken have achieved the desired outcomes and provide positive feedback on the learning experience
11. Work with colleagues to update their development plan in the light of performance, any learning activities undertaken and any wider changes
12. Encourage colleagues to take responsibility for their own learning, including practicing and reflecting on what they have learned

## Behaviours

1. You recognise the opportunities presented by the diversity of people
2. You find practical ways to overcome barriers
3. You make time available to support others
4. You seek to understand individuals' needs, feelings and motivations and take an active interest in their concerns
5. You encourage and support others to make the best use of their abilities
6. You recognise the achievements and success of others
7. You inspire others with the excitement of learning
8. You confront performance issues and sort them out directly with the people involved
9. You say no to unreasonable requests
10. You show integrity, fairness and consistency in decision-making

## Knowledge

You will know:

### General knowledge and understanding

1. The benefits of learning for individuals and organisations and how to promote these to colleagues
2. The ways in which you can develop an 'environment' in which learning is valued and willingness and efforts to learn are recognised
3. Why it is important to encourage colleagues to take responsibility for their own learning
4. How to provide fair, regular and useful feedback to colleagues on their work performance
5. How to identify learning needs based on identified gaps between the requirements of colleagues' work roles and their current knowledge, understanding and skills
6. How to prioritise learning needs of colleagues, including taking account of organisational needs and priorities and the personal and career development needs of colleagues
7. The range of different learning styles and how to support colleagues in identifying the particular learning style(s) or combination of learning styles which work best for them
8. The different types of learning activities, their advantages and disadvantages and the required resources (for example time, fees, substitute staff)
9. How/where to identify and obtain information on different learning activities
10. Why it is important for colleagues to have a written development plan and what it should contain (for example, identified learning needs, learning activities to be undertaken and the learning objectives to be achieved, timescales and required resources)
11. How to set learning objectives which are SMART (Specific Measurable Achievable Realistic and Time-bound)
12. The sources of specialist expertise in relation to identifying and providing learning for colleagues
13. What type of support colleagues might need to undertake learning activities, the resources needed and the types of obstacles they may face and how they may be resolved
14. How to evaluate whether a learning activity has achieved the desired learning objectives
15. The importance of regularly reviewing and updating written development plans in the lines of performance, any learning activities undertaken and any wider changes
16. How to take account of equality legislation, any relevant codes of practice and general diversity issues in providing learning opportunities for colleagues

**Industry/sector-specific knowledge and understanding**

17. Industry/sector requirements for the development or maintenance of knowledge, skills and understanding and professional development
18. The learning issues and specific initiatives and arrangements that apply within the industry
19. The working culture and practices of the industry/sector

**Context specific knowledge and understanding**

20. The relevant information on the purpose, objectives and plans of your team or area of responsibility or the wider organisation
21. The work roles of colleagues, including the limits of their responsibilities and their personal work objectives
22. The current knowledge, understanding and skills of colleagues
23. Any identified gaps in the knowledge, understanding and skills of colleagues
24. Any identified learning needs of colleagues
25. The learning style(s) or combinations of styles preferred by colleagues
26. The written development plans of colleagues
27. The sources of specialist expertise available in/to your organisation in relation to identifying and providing learning for colleagues
28. The learning activities and resources available in/to your organisation
29. Your organisation's policies in relation to equality and diversity
30. Your organisation's policies and procedures in relation to learning
31. Your organisation's performance appraisal system

## 418 Provide leadership in your area of responsibility

### Summary

Help and motivate people to achieve their objectives and work towards your organisation's vision.

This standard has been taken from the MSC suite of national occupational standards.

You will apply the following skills:

- Communicating
- Influencing and persuading
- Leading by example
- Motivating
- Consulting
- Planning
- Setting objectives
- Providing feedback
- Coaching
- Mentoring
- Valuing and supporting others
- Empowering
- Learning
- Following
- Managing conflict
- Obtaining feedback

### Performance Indicators

You will:

1. Create a vision of where your area is going and clearly and enthusiastically communicate it, together with supportive objectives and operational plans, to the people working within your area
2. Ensure that people working within your area understand and can see how the vision, objectives and operational plans link to the vision and objectives of the overall organisation
3. Steer your area successfully through difficulties and challenges, including conflict within the area
4. Create and maintain a culture within your area which encourages and recognises creativity and innovation
5. Develop a range of leadership styles and select and apply them to appropriate situations and people
6. Communicate regularly, making effective use of a range of different communication methods, with all the people working within your area and show that you listen to what they say
7. Give people in your area support and advice when they need it especially during periods of setback and change
8. Motivate and support people in your area to achieve their work and development objectives and provide recognition when they are successful
9. Empower people in your area to develop their own ways of working and take their own decisions within agreed boundaries
10. Encourage people to give a lead in their own areas of expertise and show willingness to follow this lead
11. Win, through your performance, the trust and support of people within your area for your leadership and get regular feedback on your performance

## Behaviours

1. You articulate a vision that generates excitement, enthusiasm and commitment
2. You create a sense of common purpose
3. You take personal responsibility for making things happen
4. You make complex things simple for the benefit of others
5. You encourage and support others to take decisions autonomously
6. You act within the limits of your authority
7. You make time available to support others
8. You show integrity, fairness and consistency in decision-making
9. You seek to understand people's needs and motivations
10. You model behaviour that shows respect, helpfulness and co-operation
11. You encourage and support others to make the best use of their abilities

## Knowledge

You will know:

### General knowledge and understanding

1. The fundamental differences between management and leadership
2. How to create a compelling vision for an area of responsibility
3. How to select and successfully apply different methods for communicating with people across an area of responsibility
4. A range of different leadership styles and how to select and apply these to different situations and people
5. How to get and make use of feedback from people on your leadership performance
6. The types of difficulties and challenges that may arise, including conflict within the area, and ways of identifying and overcoming them
7. The benefits of and how to create and maintain a culture which encourages and recognises creativity and innovation
8. The importance of encouraging others to take the lead, and ways in which this can be achieved
9. How to empower people effectively
10. How to select and successfully apply different methods for encouraging, motivating and supporting people and recognising achievement

### Industry/sector-specific knowledge and understanding

11. The leadership styles common in the industry/sector
12. The legal, regulatory and ethical requirements in the industry/sector

### Context specific knowledge and understanding

13. Your own values, motivations and emotions
14. Your own strengths and limitations in the leadership role
15. The strengths, limitations and potential of people that you lead
16. Your own role, responsibilities and level of power
17. The vision and objectives of the overall organisation
18. The vision, objectives, culture and operational plans for your area of responsibility
19. The types of support and advice that people are likely to need and how to respond to these
20. The leadership styles used across the organisation