

Management and Leadership – Proposed New Units

MSC Unit No	Unit Title	Unit Summary
D13	Support individuals to improve their performance	<p>This unit is about supporting individuals to improve their performance at work. These may be people in your own team or individuals from another work group to whom you are providing support.</p> <p>This unit is based on a commonly-used coaching model where you and the individual clearly agree the improvements in performance required and plan a step-by-step process to achieve a desired standard. You will usually help the individual to develop new skills and experiment with alternative behaviours in a safe environment before applying these for real in the workplace. You will work with the individual to monitor their progress over time, providing specific feedback to help them improve, until they have achieved the desired standard or no longer need your support</p>
D14	Implement disciplinary procedure	<p>This unit is about implementing your organisation's disciplinary procedure in response to misconduct or unsatisfactory performance of a member of your team.</p> <p>All employing organisations are required to have disciplinary and grievance procedures. As a minimum, these must meet the requirements laid down in the Employment Act 2002. However, many organisations have developed more detailed and extensive disciplinary procedures and associated rules to reflect their specific contexts and requirements.</p> <p>This unit describes the minimum standard of performance expected of managers when they are implementing disciplinary procedures in line with legal and organisational requirements. To meet this standard, managers need both sound technical knowledge of the procedures and well-developed cognitive and interpersonal skills.</p>
	Implement grievance	This unit is about implementing your organisation's grievance procedure in response

D15	procedure	<p>to a concern, problem or complaint raised by a member of your team.</p> <p>All employing organisations are required to have disciplinary and grievance procedures. As a minimum, these must meet the requirements laid down in the Employment Act 2002. However, many organisations have developed more detailed and extensive grievance procedures to reflect their specific contexts and requirements.</p> <p>This unit describes the minimum standard of performance expected of managers when they are implementing grievance procedures in line with legal and organisational requirements. To meet this standard, managers need both sound technical knowledge of the procedures and well-developed cognitive and interpersonal skills.</p>
D16	Make individuals redundant	<p>This unit is about making individuals who report to you redundant.</p> <p>Due to closure or reorganisation of a business or changes in technology, working methods or trading patterns, it is sometimes necessary to make individuals redundant. The strategic decision-making and change-management processes leading to the redundancies are dealt with in other units.</p> <p>This unit focuses on the sensitive and stressful function that line managers have to perform of making some or all of their team members redundant. This needs to be done fairly and strictly in line with your organisation's policy and relevant legislation. It also requires strong interpersonal skills to treat those made redundant with consideration and compassion whilst ensuring that those remaining in employment are reassured.</p>
D17	Work with other organisations to achieve common or complementary objectives	<p>This unit is about working with other organisations which share objectives that are similar or complementary to your own organisation's objectives. It does not cover setting up a formal legal partnership, but it does describe good practice in identifying and selecting suitable organisations to work with and a process to ensure that your work with the other organisation is as effective as possible.</p>
E12	Invite tenders to supply	<p>This unit is about inviting prospective suppliers to tender to supply products and/or</p>

	products/services to specifications	<p>services against your specifications.</p> <p>In larger organisations there are often specialist departments which handle the supply-chain management and procurement functions across the organisation, working to specialist supply-chain management standards.</p> <p>However, in many smaller organisations, non-specialist managers are required to draw up specifications for products and services, invite tenders and evaluate these against clear and fair criteria – the function described in this unit. To do so effectively, managers need a good understanding of their organisation's procurement policy and procedures (where these exist) and the relevant statutory and sector-specific requirements. They also need the cognitive skills to be able to make fair assessments against established criteria and the interpersonal skills to maintain effective working relationships with suppliers.</p>
E13	Procure supplies	<p>This unit is about procuring supplies – either products or services – from external suppliers.</p> <p>In larger organisations there are often specialist departments which handle the supply-chain management and procurement functions across the organisation, working to specialist supply-chain management standards.</p> <p>However, in many smaller organisations, non-specialist managers are required to procure the products and services necessary for the activities for which they are responsible – the function described in this unit. To do so effectively, managers need a good understanding of their organisation's procurement policy and procedures (where these exist) and the relevant statutory and sector-specific requirements. They also need the cognitive skills to be able to assess which supplies and suppliers are likely to provide the best value for money and the interpersonal skills to negotiate with suppliers and maintain effective working relationships with them over time.</p>
E14	Outsource business processes	<p>This unit is about outsourcing business processes which are not part of your organisation's core competencies.</p> <p>It covers the outsourcing of discrete functions – such as payroll management,</p>

		cleaning or security – as well as more complex processes, such as help-line provision, manufacturing or product assembly. It covers outsourced processes delivered on your premises (eg catering) and processes carried out at the vendor's premises (which may be in your country or in another country to take advantage of time zone differences, specialist expertise, tax concessions or low labour costs).
F4	Develop and implement marketing plans for your area of responsibility	<p>This unit is about developing and implementing marketing plans for your area of responsibility.</p> <p>This unit describes the classic model of marketing planning, implementation and control, that can be adopted by managers who do not have specialist marketing expertise.</p>
F13	Assure quality	<p>This unit is about assuring that your products and/or services meet customers' and other stakeholders' quality expectations and legal and regulatory requirements.</p> <p>ISO9001:2000, EFQM Excellence Model and Investors in People are three of the most common generic quality assurance systems and standards in use in the UK, although almost every sector has specific quality standards and requirements. Managers responsible for assuring quality in their organisation, or their part of the organisation, need to make sure systems are in place and people are competent to manage processes and deliver products and/or services whose quality meets the expected standards.</p> <p>Whereas unit F3 is about managing individual business processes, this unit, F13, is broader, ensuring that the outputs of all processes meet required standards and are continuously improved.</p>
F14	Carry out quality audits	<p>This unit is about carrying out quality audits as part of a formal quality assurance system, such as ISO9001:2000.</p> <p>Quality auditors require technical knowledge of the quality system and standards with which they are working and a good understanding of the processes and procedures they are auditing. They need to carry out quality audits professionally and</p>

		<p>rigorously in order to reveal any discrepancies (or non-conformances). They also need interpersonal skills to carry out audits in such a way that auditees (ie, those being audited) do not feel threatened, but rather feel empowered to continuously improve the quality of their work.</p>
F15	<p>Manage products/services in your area of responsibility</p>	<p>This unit is about managing products and/or services for which you are responsible.</p> <p>This unit describes how a manager without specialist marketing expertise can identify customer requirements and develop new or enhanced products or services better to meet these requirements. Issues such as competition, fit with the organisation's strategic objectives and return on investment need to be taken into account when considering the business case for developing or enhancing products or services. Within a cycle of continuous improvement, it is important to monitor demand and take note of customer feedback in order to adapt products or services and how they are marketed.</p>
F16	<p>Manage the delivery of customer service in your area of responsibility</p>	<p>This unit is about managing the delivery of customer service in the manager's area of responsibility. The term 'customer' includes external customers and internal customers in other parts of the organisation.</p>

Proposed Units to be imported into the Management and Leadership Standards

Unit Title	NOS Suite	Originating Body /Unit Number
Identify, assess and control health and safety risks	Health and Safety	ENTO HSP6
Monitor procedures to safely control work operations	Health and Safety	ENTO HSS3
Promote a healthy and safe culture in the workplace	Health and Safety	ENTO HSS4
Develop policies and strategies for knowledge management	Managing Knowledge	LLUK D1
Diagnose knowledge needs, assets, use and flows	Managing Knowledge	LLUK D2
Support team and virtual working	Managing Knowledge	LLUK D3
Support collaboration, knowledge sharing and re-use	Managing Knowledge	LLUK D4
Facilitate knowledge capture	Managing Knowledge	LLUK D5
Enable the transfer of knowledge into information	Managing Knowledge	LLUK D6
Foster knowledge management culture, behaviours and skills	Managing Knowledge	LLUK D7
Prepare sales proposals and deliver sales presentations	Marketing and Sales	MSSSB 15
Sell products/services to customers	Marketing and Sales	MSSSB 16

Codes:

ENTO – Employment National Training Organisation

LLUK – Lifelong Learning UK

MSSSB – Marketing and Sales Standards Setting body

Proposed Units to be deleted from the Management and Leadership standards

Unit No	Unit Title	To be replaced by
E5	Ensure your own actions reduce risks to health and safety	ENTO HSP6
E6	Ensure health and safety requirements are met in your area of responsibility	ENTO HSS3
E7	Ensure an effective organisational approach to health and safety	ENTO HSS4
F4	Develop and review a framework for marketing	MSSSB 3.1.1 and MSSSB 6.1.2
F5	Resolve customer service problems	
F6	Monitor and solve customer service problems	
F7	Support customer service improvements	
F8	Work with others to improve customer service	