

## Manage business processes

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### Overview

This standard is about managing business processes to make sure the organisation delivers outputs that meet customers' needs, stakeholders' needs, and organisational and legal requirements.

This standard is relevant to managers and leaders who are responsible for managing business processes.

This standard links closely with *CFAM&LED4 Outsource business processes*, *CFAM&LFA2 Implement operational plans* and *CFAM&LFE5 Manage continuous improvement*.

## Performance criteria

- You must be able to:*
- P1 Engage those involved and other key stakeholders in managing business processes.
  - P2 Design business processes that deliver outcomes in line with organisational strategy.
  - P3 Identify and make available the resources required for business processes.
  - P4 Ensure business processes make effective, efficient and sustainable use of resources.
  - P5 Take account of factors that may affect how business processes work.
  - P6 Link business processes so that they interact across the organisation to form a complete system.
  - P7 Define individuals' roles and responsibilities within business processes and identify the training, support and supervision they need.
  - P8 Provide sufficient training, support and supervision to allow those involved to carry out their roles and responsibilities effectively.
  - P9 Develop and use efficient measures that provide sufficient information to allow people to manage business processes effectively.
  - P10 Review business processes at regular intervals, and in light of significant changes in customer needs or organisational strategy, to identify how the processes can be made more efficient and effective.

## Knowledge and understanding

*You need to know and understand:*

### General knowledge and understanding

- K1 How to engage employees and other stakeholders in managing business processes.
- K2 Principles and models of effective process management.
- K3 How to define business processes.
- K4 Types of business process measures and how to assess their suitability.
- K5 How to calculate the resources needed for business processes.
- K6 How to ensure processes and resources are sustainable and effective in their use, and the importance of doing so.
- K7 The difference between process outputs and outcomes.
- K8 How to assess process changes for risk and return against their potential investment cost.
- K9 How to carry out cost-benefit analyses.
- K10 Types of analytical and problem-solving tools that you can use when developing business processes.
- K11 How to measure the efficiency and effectiveness of business processes.
- K12 How to measure the effect of changes in the business process.

### Industry/sector specific knowledge and understanding

*You need to know and understand:*

- K13 Relevant sector trends, developments and competitor performance that affect your business processes.

### Context specific knowledge and understanding

*You need to know and understand:*

- K14 Your organisation's aims and goals.
- K15 Your organisation's structure, values and culture.
- K16 How your organisation adds value through its products, services and processes.
- K17 The needs of your actual and potential customers and other key stakeholders.
- K18 Individuals in your organisation, their roles and responsibilities, competences and potential.

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K19 Your organisation's products, services and processes and the interdependencies between them.

K20 Measures of process performance that are relevant to your organisation.

## Behaviours

*When performing to this standard, you are likely to demonstrate the following behaviours:*

- 1 Recognise changes in circumstances promptly and adjust plans and activities accordingly
- 2 Seek opportunities to improve performance
- 3 Present information clearly, concisely, accurately and in ways that promote understanding
- 4 Keep people informed of plans and developments in a timely way
- 5 Take repeated or different actions to overcome obstacles
- 6 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 7 Clearly agree what is expected of others and hold them to account
- 8 Monitor the quality of work and progress against plans and take appropriate corrective action, where necessary
- 9 Focus personal attention on specific details that are critical to achieving successful results
- 10 Use cost-effective, time-effective and ethical means to gather, store and retrieve information
- 11 Respond positively and creatively to setbacks
- 12 Identify systemic issues and seek to mitigate their impact on performance
- 13 Identify the implications or consequences of a situation

## Skills

*When performing to this standard, you are likely to demonstrate the following skills:*

- Analysing
- Assessing
- Communicating
- Influencing
- Information management
- Involving others
- Monitoring
- Negotiating
- Persuading
- Presenting information
- Prioritising
- Problem solving
- Reviewing
- Thinking creatively
- Thinking systematically

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### Manage business processes

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**Relevant occupations** Managers and Senior Officials

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**Suite** Management & Leadership

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