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Assessment Guidance for the  
SVQ in Management at   
SCQF level 11

(GM25 25)

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**Mandatory units**

|  |  |
| --- | --- |
| CFAM&LBA1 | Lead Your Organisation |
| CFAM&LCA1 | Identify and Evaluate Opportunities for Innovation and Improvement |
| CFAM&LFE5 | Manage Continuous Improvement |

**Optional units**

|  |  |
| --- | --- |
| CFAM&LAA3 | Develop and Maintain Your Professional Networks |
| CFAM&LBA4 | Evaluate Your Organisation’s Operating Environment |
| CFAM&LBA5 | Develop Your Organisation’s Vision and Strategy |
| CFAM&LBA6 | Develop Strategic Business Plans |
| CFAM&LBA7 | Promote Equality of Opportunity, Diversity and Inclusion |
| CFAM&LBA8 | Develop Your Organisation’s Values and Culture |
| CFAM&LBB1 | Manage Risks to Your Organisation |
| CFAM&LBB2 | Develop, Maintain and Evaluate Business Continuity Plans and Arrangements |
| CFAM&LBB4 | Ensure Compliance with Legal, Regulatory, Ethical and Social Requirements |
| CFAM&LCA2 | Plan Change |
| CFAM&LCA3 | Engage People in Change |
| CFAM&LCA4 | Implement Change |
| CFAM&LDA1 | Plan the Workforce |
| CFAM&LDD2 | Develop and Sustain Productive Working Relationships with Stakeholders |
| CFAM&LDD4 | Develop and Sustain Collaborative Relationships with Other Organisations |
| CFAM&LEA1 | Identify and Justify Requirements for Financial Resources |
| CFAM&LEA2 | Obtain Finance from External Sources |
| CFAM&LEB1 | Provide Healthy, Safe, Secure and Productive Working Environments and Practices |
| CFAM&LEB5 | Optimise Effective Use of Technology |
| CFAM&LEC1 | Promote Knowledge Management and Sharing |
| CFAM&LEC2 | Manage Information, Knowledge and Communication Systems |
| CFAM&LED4 | Outsource Business Processes |
| CFAM&LFA1 | Implement and Evaluate Strategic Business Plans |
| CFAM&LFA4 | Manage Programmes |
| CFAM&LFB1 | Develop Understanding of Your Markets and Customers |
| CFAM&LFB4 | Manage the Development of Products and Services |
| CFAM&LFB5 | Manage the Marketing of Products and Services |
| CFAM&LFC2 | Bid for Contracts |
| CFAM&LFD1 | Develop a Customer-Focused Organisation |
| CFAM&LFE4 | Carry Out Quality Audits |

# General introduction

The National Occupational Standards (NOS) making up the Scottish Vocational Qualifications (SVQs) in Management and Team Leading have been developed in consultation with industry and are designed to act as a benchmark of best practice in management and leadership.

An Assessment Strategy for the SVQs in Management has been developed to ensure greater clarity to the assessment of SVQs; to ensure their quality; and also promote confidence in those who gain them. This document is based on the Assessment Strategy and NOS and provides information on the requirements of the Assessment Strategy for centres. The full Assessment Strategy document is available to view and can be downloaded from SQA’s website at: [**http://www.sqa.org.uk/sqa/76518.html**](http://www.sqa.org.uk/sqa/76518.html)

The SVQ in Management at SCQF level 11 is a nationally recognised qualification awarded by the Scottish Qualifications Authority (SQA) in partnership with the Chartered Management Institute (CMI), and is aimed at senior managers who have responsibility for substantial programmes and resources.

To achieve the SVQ in Management at SCQF level 11 candidates must achieve seven Units in total — three mandatory and four optional Units.

The SVQ structure and full selection of units that make up the SVQ in Management at SCQF level 11 are shown on page 16.

# About SVQs and the SCQF

Scottish Vocational Qualifications (SVQs) are work-based qualifications which set the level of occupational competence for each sector of the economy and are usually delivered in the workplace or in partnership with a college or other training provider. The qualifications have been designed by organisations made up of experienced practitioners who represent employers, professional bodies, trade unions, education and voluntary organisations. The national standards are to define *what* employees (or potential employees) must be able to do, *how well*, and *in what circumstances*, to show that they are competent in their work.

Each SVQ has to fit into the SCQF - a broad framework which allows qualifications across the UK and throughout Europe to be compared.

There are SVQs for nearly all occupations in Scotland and they are available at a range of SCQF levels, eg SVQs in Management are available at SCQF levels 6, 7, 9 and 11. SVQs are a means of recognising the skills and knowledge people need in employment, ie job competence. Successful completion of an SVQ therefore provides clear evidence that the candidate works to nationally recognised occupational standards.

Each unit defines one aspect of a job or work-role, and says what it is to be competent in that aspect of the job. To be awarded a full SVQ, candidates must achieve each of the SVQ units which make it up by demonstrating that they are competent in that aspect of the job.

The units which make up the SVQ can also be taken as freestanding awards. Some SVQs or SVQ units are incorporated into other awards or programmes including Professional Development Awards (PDAs) and Modern Apprenticeships.

The units making up the SVQs in Management have been credit rated and levelled within the SCQF. An explanation of the SCQF levels is shown below. Further information on the SCQF can be found on [**www.scqf.org.uk**](http://www.scqf.org.uk).

### Explanation of levels

|  |  |
| --- | --- |
| **SVQ at SCQF level 4** | Competence involves the application of knowledge and skills in the performance of a range of varied work activities, most of which may be routine or predictable. |
| **SVQ at SCQF level 5** | Competence involves the application of knowledge and skills in a significant range of varied work activities, performed in a variety of contexts. At this level, there will be activities, which are complex or non-routine and there is some individual responsibility and autonomy. Collaboration with others, perhaps through membership of a work group or team, may often be a requirement. |
| **SVQ at either SCQF level 6 or 7** | Competence involves the application of knowledge and skills in a broad range of varied work activities, most of which are complex and non-routine. There is considerable responsibility and autonomy, and control or guidance of others is often present. |
| **SVQ at either SCQF level 8 or 9** | Competence involves the application of knowledge and skills in a broad range of complex technical or professional work activities, performed in a wide variety of contexts and with a substantial degree of personal responsibility and autonomy. Responsibility for the work of others and the allocation of resources is often present. |
| **SVQ at SCQF level 11** | Competence involves the application of skills and a significant range of fundamental principles across a wide and often unpredictable variety of contexts. Very substantial personal autonomy and often significant responsibility for the work of others and for the allocation of substantial resources feature strongly, as do personal accountability. |

# Who’s who in SVQs

**The candidate** is the person undertaking the SVQ. The responsibility of a candidate is to meet with the assessor, plan how to undertake units and then produce evidence to demonstrate competence.

**The assessor** is the person who assesses the candidate and makes a decision if he/she is competent, based on a variety of evidence. The assessor is normally (but not always) in the same workplace as the candidate. The assessor has the responsibility to meet with the candidate regularly, to plan, support, judge and give feedback on performance.

**The internal verifier** is someone designated by the assessment centre to ensure that assessors are performing consistently in the use of assessment methods and assessment decisions. This can be carried out by sampling evidence on a regular basis and by ensuring that candidates are being properly supported to achieve their award.

**The External Verifier** is appointed by SQA, the Awarding body, to ensure consistency in assessment and internal verification across all centres offering the award. Centres are normally visited by an External Verifier once a year.

# What does the SVQ in Management look like?

The SVQ consists of a number of Units which adopt the following format:

* **Unit overview**
* **Performance criteria**
* **Knowledge and understanding**
* **Behaviours**
* **Skills**

Units are simply different tasks that are familiar areas of work to all managers.

Each unit consists of:

**Unit overview** — this provides information on what the unit is about, who the unit is intended for and links with other units. This section of the unit is for guidance.

**Performance criteria** — this section describes the activities managers are expected to perform.

**Knowledge and understanding** — this is split into general Knowledge and Understanding; industry /sector specific Knowledge and Understanding; and context specific Knowledge and Understanding. This section defines the Knowledge and Understanding required to carry out the role effectively.

**Behaviours** —this section outlines the soft skills which managers need in order to carry out their role effectively. These behaviours are crucial for an effective manager and should fall out naturally from performance. However, there is no longer a requirement to assess behaviours as part of the SVQs in Management.

**Skills** —this section lists the main generic skills which are needed to perform effectively.

Assessment of SVQs in Management is based on a number of **key principles**, which are covered in the next section on the Assessment Strategy for the SVQs in Management.

# Assessment Strategy for the SVQs in Management

This section of the document is based on the formal Assessment Strategy developed by Skills CFA and provides information on the requirements of the Assessment Strategy for centres. SQA’s Assessment Strategy for SVQs in Management document is available to view and download from SQA’s website at: [**www.sqa.org.uk/sqa/76518.html**](http://www.sqa.org.uk/sqa/76518.html)

#### 1 External quality control

Skills CFA has included a number of measures in the assessment strategy to achieve external quality control of assessment. These relate to Awarding Bodies (ABs) and include the need for ABs to have appropriate risk management processes in place. SQA will apply its normal risk rating strategy to ensure that any risk to National Standards and wrongful certification is minimised by the use of a structured approach to risk identification and subsequent targeting of SQA’s support and monitoring activity.

#### 2 Assessing performance

#### The SVQs in Management are intended to be assessed using evidence from the workplace, ie observable performance, physical products of work (such as reports, plans, correspondence, etc), witness testimony, etc. Such evidence, together with information gained from discussion with and questioning by the assessor, should enable candidates to show that they:

* have achieved all the stated performance criteria
* possess and are capable of applying all the required items of knowledge and understanding

Assessment of all units at any level of the Management and Team Leading SVQs may be based on either candidate performance at work or through simulation. However, simulation can only be used in exceptional circumstances and must be approved by SQA (see Section 3 below).

Units which have been imported by Skills CFA in their Management and Team Leading SVQs will be assessed in compliance with the imported assessment strategies.

**3** **Simulation of SVQ Units**

Simulation is only permitted in exceptional circumstances where natural work evidence is unlikely to occur. It should be used sparingly and should only form a small part of the evidence for the qualification. It should **not** be used for any part of the leadership and management role that involves the direct supervision of others.

Where a centre believes simulation is necessary for a candidate to achieve the award, it must seek prior approval from SQA before it is used. Evidence of agreement for the use of simulation must be retained for External Verification purposes.

**4** **Occupational expertise to assess performance, and verify assessments**

Candidates’ work achievements must be assessed or verified at work by:

**Assessors** or **verifiers** who have achieved, or are working towards achievement of, the appropriate regulatory body approved qualifications for assessment or verification (see Section 5 below for details)

**OR**

A trainer, supervisor or manager, elected by an employer, who must either:

(i) Have achieved, or be working towards achieving, appropriate regulatory body approved unit qualifications for assessment, moderation or verification;

**OR**

(ii) Seek guidance and approval from their awarding body to demonstrate that the

* organisation has appropriate processes in place to facilitate assessment or verification functions
* trainer, supervisor or manager is able to map their assessment or verification skills and knowledge 100% to the National Occupational Standards upon which the qualifications above are based. This is known as the employer direct model in Scotland.

**Assessors** must be occupationally competent to make Management and Team Leading assessment judgements about the level and scope of individual candidate performance at work; and occupationally competent to make assessment judgements about the quality of assessment and the assessment process.

**Internal Verifiers** must be occupationally competent to make Management and Team Leading verification judgements about the quality of assessment and the assessment process.

Skills CFA and SQA requires all assessors and verifiers to maintain current Management and Team Leading competence to deliver these functions. Skills CFA recognises this can be achieved in many ways but must be recorded in individual continual professional development (CPD) records that are maintained in Management and Team Leading assessment centres.

#### 5 Requirements for competence in undertaking assessment and verification of SVQs

In addition to the occupational expertise requirements noted above, assessors and internal verifiers will also need to meet the requirements for competence in undertaking assessment and verification of SVQs as laid down by the regulatory authorities. Assessors must hold or be working towards the Assessor Unit, L&D9DI *Assess Workplace Competence Using Direct and Indirect Methods* or be in possession of A1\* *Assess Candidates Using a Range of Methods* or D32\* and D33\*. Internal verifiers must hold or be working towards the Verifier Unit, L&D11 *Internally Monitor and Maintain the Quality of Workplace Assessment* or be in possession of V1\* *Conduct Internal Quality Assurance of the Assessment Process* or of D34\*.

\* plus CPD: working in line with current standards.

**Evidence Requirements**

The following guidance applies to the Evidence Requirements of each unit and should be read in conjunction with the unit specification.

In order to achieve any unit, candidates must prove that they are competent by demonstrating that they meet all its requirements. **This means all of the stated performance criteria and every item of knowledge and understanding**. The assessor must be able to observe candidates in the workplace and/or candidates must provide **tangible evidence** to their assessor — candidates should agree with their assessor the balance between observation and other ways of evidencing performance.

It is the candidate’s responsibility to collect appropriate evidence, make sure that it demonstrates the performance criteriarequired, and show which knowledge and understandingare also apparent.

The assessor must be given sufficient time to become familiar with the evidence. The physical evidence will provide the basis for a dialogue between the candidate and the assessor. This discussion will provide an opportunity to show how the physical evidence presented covers the performance criteria and items of knowledge and understanding. Assessors may feel that further evidence is required and the discussion could be used to identify the type of further evidence required and where this can be obtained.

Evidence can be held as hard copy and/or digitally, eg as part of an e-portfolio.

#### It is important that the evidence is:

**Valid** —it relates to the SVQ standard

**Authentic** — the evidence, or an identified part of it (eg a report) was produced by the candidate

**Consistent** — achieved on more than one occasion

**Current** — usually not more than two years old

**Sufficient** —covers all the performance criteria and Knowledge

To assist centres, examples of possible relevant evidence for units in the SVQs in Management are noted below:

* **Observation**

The assessor records judgements of observed practice, showing the skills demonstrated by a candidate, and records how performance criteria and knowledge have been evident in the candidate’s practice.

It is not acceptable for candidates to record assessor observations; if this is done, then it has the status of a Personal Statement.

* **Questioning**

This can be particularly useful as evidence for knowledge and understanding items or for probing for further evidence to ensure all requirements are met.

It is also useful because questions can be asked as a natural part of an activity, eg observing performance and asking about what you see.

* **Professional Discussion**

There are three key stages in organising professional discussion, namely planning, facilitating/assessing and recording. It is where candidates can explain to their assessor the evidence submitted and how it proves that they are competent against the standards.

It can provide a holistic approach to assessing knowledge and understanding and it can be one of the best ways of testing the validity and reliability of a candidate’s evidence.

* **Candidate Product Evidence**

Any work product that shows how a candidate meets the Performance Criteria and Knowledge and Understanding can be used as evidence. Products should be the candidate’s own work. It is not necessary for work products to be actually in the portfolio, as long as the assessor/IV and EV has access to them and there is an audit trail.

This could include emails; newsletters; reports; records of feedback; meeting records and other communications with members of staff; records of negotiations; formal agreements; training needs analyses; business cases and proposals; presentations and briefings; financial and risk assessments; decision analyses; revised schedules and timescales; research findings; webpages created/amended; etc.

* **Knowledge specification**

Each unit lists the Knowledge and Understanding that is required to effectively carry out the specific area of work practice. Most of the knowledge should be inherent in the candidate’s work and must be explicitly evident in the records of observations or by answers to questions etc.

* **Witness Statements**

If someone other than an assessor sees the candidate carry out some work, then the assessor can request confirmation of this from a witness. Whereas a witness can make a qualitative comment on the performance of the candidate, it is the assessor who makes the judgement of the witness testimony matched against the specific Performance Criteria and Knowledge and Understanding.

Witness statements **cannot** be used to show underpinning knowledge and understanding.

Witness statements should be made both by those who report to the candidate and those to whom the candidate reports (except if the candidate does not report to anyone — for example, if he/she owns the organisation).

* **Accreditation of Prior Learning (APL)**

Prior achievements of the candidate can be used to evidence the Performance Criteria and Knowledge and Understanding, provided there is an audit trail. However, current practice must also be included to show that the candidate still has the skill at the time of completing the award.

* **Personal Statements**

A personal statement **may** accompany the evidence for each unit. However, a Personal Statement **is** **not real work evidence**; it can be useful in explaining and reflecting on performance in achieving certain Performance Criteria and linking performance to Knowledge and Understanding.

Candidates can produce Personal Statements that are in the first person and describe their actions in completing a task. The candidate is expected to indicate the Performance Criteria and Knowledge and Understanding which are demonstrated in the practice. The Personal Statement should always explicitly focus on the candidate’s real work and not on what **might** be done.

**Please note:**

**Simulation:** simulation is only allowed in exceptional circumstances and centres must seek prior approval from SQA before using simulation for assessment purposes. And evidence of this decision is to be retained for External Verification.

# Using the evidence requirements in the SVQ in Management

The examples of evidence provided can be classified into the following main categories, ie:

* **Work produced by the candidate as part of her/his job as a manager**: this is the product evidence described earlier. Examples could be e-mails, letters, reports, etc written by the candidate, notes of meetings made by the candidate, work schedules prepared by the candidate and so on.
* **Work produced by others relating to the work that the candidate does as a manager**: examples of this could be appraisal reports on the candidate, risk assessment reports on the area of work for which the candidate is responsible, instructions or advice given to the candidate, notes or minutes of meetings attended by the candidate and so on.
* **Statements produced by others about what the candidate has done**:examples of these are witness testimony and observation reports.

#### 1 Selection of evidence for submission

Candidates are likely to submit evidence from all three of the above categories. As noted earlier, evidence submitted must be valid, authentic, consistent, current and sufficient. This has a number of implications for the choice of evidence which candidates submit, namely:

* One item of evidence may cover more than one part of the Evidence Requirements both within a unit and across units. Candidates should select those items of evidence which demonstrate most convincingly that they follow the good practice set out in the standards. Ideally, candidates should submit the smallest possible number of items of evidence which is consistent with fully covering all aspects of the standards.
* Evidence should provide an accurate picture of the candidate’s performance as a manager. Where examples of work are chosen they should be representative of what the candidate does. In this way, the evidence can show that the candidate acts consistently in a manner which meets the standards.
* Evidence should be directly attributable to the candidate or clearly relate to the actual work that the candidate does as a manager. If this is not the case, then the evidence will not be authentic.
* Evidence should relate to the work which the candidate is actually undertaking as a manager during the time when they are working towards the SVQ Management. Otherwise there is a danger that the evidence will not be current.

#### 2 Presentation of evidence

Candidates can present their evidence in any way that they wish. However, whichever method is chosen, it must be in a format those who look at the candidate’s work such as assessors and verifiers can understand and make sense of. Candidates who attempt the SVQ in Management at SCQF level 7 have a responsibility to show that they have met the requirements of the standards and to ensure that others can follow the work that they have submitted. This involves two things:

(a) Showing how the evidence relates to all aspects of the standards.

(b) Demonstrating that the candidate is aware of how the evidence submitted proves that she/he does work in accordance with the standards and understands why the standards represent good managerial practice.

(a) above can be achieved by using a cross reference matrix which shows how items of evidence relate to the Performance Criteria and the Knowledge and Understanding.

(b) above is essentially a development of the cross reference matrix. It requires a specific claim for competence against the standards by the candidate. In this the candidate explains how the evidence submitted proves that she/he does display the good managerial practice set out in the standards.

There are three main ways in which the candidate can do this:

(i) Personal Statement (also can be described as a narrative, a storyboard or a reflective account) — this is where the candidate sets out her/his claim for competence. It can include reflection on why particular actions were taken and how these actions match up to the standards. Traditionally such statements have been written but there is no set format for them.

(ii) Making notes to accompany items of evidence (which can be described as ‘annotation of evidence’). This can also be done in several ways including written comments on the actual evidence.

(iii) Professional discussion where the candidate explains to her/his assessor the evidence submitted and how it proves that she/he is competent against the standards.

None of these methods necessarily involves lengthy statements - in most cases, they are likely to be brief. The methods can be combined and it is perfectly possible for a candidate to make use of all three.

Alternatively, a candidate may concentrate on one method.

Strictly the above are not items of evidence but are ways of bringing evidence submitted together so that it is presented in a coherent and comprehensible fashion. Assessors must be satisfied that a candidate is aware of what the standards involve and works consistently in accordance with them. The above methods are a means of ensuring that this is the case.

The nature of the claim for competence does vary between levels of the SVQs in Management. The amount of reflection in a claim for competence will be greater at the higher SCQF levels of the award than at lower levels – eg in SVQ in Team Leading at SCQF level 6, claims for competence may contain little reflection, but for SVQ in Management at SCQF level 11, they are likely to be predominantly reflective. The SCQF level of the award will also affect the way in which claims for competence are presented. Candidates at SCQF level 11 can be expected to provide detailed statements (either in writing, digitally or orally), but those at SCQF level 6 may be very brief and could be transcripts provided by the assessor.

### 3 Access to evidence

Assessors and verifiers should have access to all evidence which the candidate submits as part of her/his claim for competence.

Normally evidence will be submitted in a format which can be accessed by the assessor or verifier in any location. It is possible, however, for the assessor or verifier to have to visit a particular place in order to view evidence. Where this is the case, the candidate must provide full details of where the evidence is and be prepared to make arrangements for the assessor or verifier to gain access to the evidence. In these situations, it is often good practice for the assessor to indicate that the evidence has been seen and to confirm that it is in the location specified.

### 4 Confidentiality

All workplace evidence submitted as part of an SVQ in Management should be treated as confidential by assessors and verifiers. Normally, access to candidate work can be restricted to assessors and verifiers. Where others such as the candidate’s own manager may have access, they too should be bound by the requirements of confidentiality.

In some cases, evidence submitted may reveal personal information about others or commercially sensitive information. In these circumstances, it is acceptable to erase the name and other details of the individual or individuals concerned so that, although the candidate’s managerial contribution is clear it is not possible to identify any others involved or prejudice any commercial interests. Where information about others is used, it is good practice to seek the permission of those concerned. Candidates can be advised not to make use of particularly sensitive evidence and to support their claim for competence with evidence which is less likely to have repercussions on others. All evidence generated from actual work activity should be treated in accordance with the Data Protection Act.

**Getting candidates started**

The above guidance and explanations should be sufficient to allow an assessment to commence.

At the start, the assessor and candidate should meet and draw up an Assessment Plan.

The first assessment plan should contain some general decisions about how often candidate and assessor will meet — and where. It may be important to agree a place where meetings will not be interrupted. Subsequent plans should be specific about what evidence is suitable for the particular unit(s) being discussed, what format this evidence will take (eg digitally, hard copy etc) and when this evidence will be collected. It is also important to agree review dates.

It is a good idea to make a decision about which unit will be tackled first. It is encouraging to try and start with a familiar area of everyday work, and be very specific about what piece of work the assessor will observe. The candidate, with the help of the assessor, should also leave the planning meeting with a very clear idea of what is required. Finally, a date should be agreed when the assessment plan for the unit (or units) will be reviewed and a target date set for completion.

At subsequent planning sessions, it is recommended that candidates and assessors take a more holistic view of both the job role and the assessment of competence. What this means is that the candidate and the assessor are encouraged **not** to approach the SVQ on a unit by unit basis, but to see how normal day to day workplace activities will provide evidence of competence for several SVQ units. This holistic approach may be more difficult at the start of the SVQ as some people may prefer simply to focus on one unit. However, once the candidate and the assessor become more familiar with the standards/candidate’s job role, this more holistic approach should be encouraged.

Most, if not all, meetings to discuss assessment plans should be held at the candidate’s place of work. This allows assessors to become familiar with the candidate’s work as a manager and the context in which the work is carried out. It also facilitates contact with those who work with the candidate such as her/his line manager and the people the candidate manages.

# Structure for SVQ in Management at SCQF level 11 (GM25 25)

Candidates will need to complete seven units, ie three mandatory units and four optional units in order to achieve the full qualification.

**Mandatory units (all of the following)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **SQA Code** | **CFA Code** | **Title** | **SCQF level** | **SCQF credit** |
| H8GW 04 | CFAM&LBA1 | Lead Your Organisation | 11 | 13 |
| H422 04 | CFAM&LCA1 | Identify and Evaluate Opportunities for Innovation and Improvement | 10 | 12 |
| HK3G 04 | CFAM&LFE5 | Manage Continuous Improvement | 11 | 11 |

**Optional units (four from the following)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **SQA Code** | **CFA Code** | **Title** | **SCQF level** | **SCQF credit** |
| HK27 04 | CFAM&LAA3 | Develop and Maintain Your Professional Networks | 9 | 10 |
| HK28 04 | CFAM&LBA4 | Evaluate Your Organisation’s Operating Environment | 11 | 14 |
| H429 04 | CFAM&LBA5 | Develop Your Organisation’s Vision and Strategy | 11 | 14 |
| H8H5 04 | CFAM&LBA6 | Develop Strategic Business Plans | 11 | 14 |
| H69C 04 | CFAM&LBA7 | Promote Equality of Opportunity, Diversity and Inclusion | 8 | 9 |
| HK29 04 | CFAM&LBA8 | Develop Your Organisation’s Values and Culture | 11 | 14 |
| HA9N 04 | CFAM&LBB1 | Manage Risks to Your Organisation | 11 | 11 |
| H421 04 | CFAM&LBB2 | Develop, Maintain and Evaluate Business Continuity Plans and Arrangements | 10 | 11 |
| H8H3 04 | CFAM&LBB4 | Ensure Compliance with Legal, Regulatory, Ethical and Social Requirements | 9 | 12 |
| HK2A 04 | CFAM&LCA2 | Plan Change | 9 | 15 |

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| --- | --- | --- | --- | --- |
| **SQA Code** | **CFA Code** | **Title** | **SCQF level** | **SCQF credit** |
| H423 04 | CFAM&LCA3 | Engage People in Change | 10 | 8 |
| HF80 04 | CFAM&LCA4 | Implement Change | 8 | 11 |
| HK2C 04 | CFAM&LDA1 | Plan the Workforce | 11 | 12 |
| H58V 04 | CFAM&LDD2 | Develop and Sustain Productive Working Relationships with Stakeholders | 9 | 12 |
| H6PW 04 | CFAM&LDD4 | Develop and Sustain Collaborative Relationships with Other Organisations | 11 | 6 |
| H425 04 | CFAM&LEA1 | Identify and Justify Requirements for Financial Resources | 10 | 8 |
| HK2M 04 | CFAM&LEA2 | Obtain Finance from External Sources | 10 | 18 |
| H8H2 04 | CFAM&LEB1 | Provide Healthy, Safe, Secure and Productive Working Environments and Practices | 7 | 7 |
| HK2R 04 | CFAM&LEB5 | Optimise Effective Use of Technology | 11 | 12 |
| HK2V 04 | CFAM&LEC1 | Promote Knowledge Management and Sharing | 11 | 7 |
| H42A 04 | CFAM&LEC2 | Manage Information, Knowledge and Communication Systems | 11 | 8 |
| HK2Y 04 | CFAM&LED4 | Outsource Business Processes | 9 | 9 |
| HK30 04 | CFAM&LFA1 | Implement and Evaluate Strategic Business Plans | 11 | 12 |
| HK34 04 | CFAM&LFA4 | Manage Programmes | 10 | 9 |
| H8H4 04 | CFAM&LFB1 | Develop Understanding of Your Markets and Customers | 10 | 12 |
| HK38 04 | CFAM&LFB4 | Manage the Development of Products and Services | 10 | 6 |
| HK39 04 | CFAM&LFB5 | Manage the Marketing of Products and Services | 11 | 6 |
| H428 04 | CFAM&LFC2 | Bid for Contracts | 10 | 10 |
| HK3C 04 | CFAM&LFD1 | Develop a Customer-Focused Organisation | 11 | 12 |
| HK3F 04 | CFAM&LFE4 | Carry Out Quality Audits | 10 | 6 |

### SVQ Management at SCQF level 11 — Mandatory units

**CFAM&LBA1 Lead Your Organisation**

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| Overview | This standard is about providing direction to people in your organisation and enabling, inspiring, motivating and supporting them to achieve what your organisation has set out to do.  This standard is relevant to managers with responsibility for leading their organisation. *CFAM&LBA2 Provide Leadership in Your Area of Responsibility* and *CFAM&LBA3 Lead Your Team* are complementary standards for managers with more limited responsibility.  This standard links closely with other strategic standards, such as *CFAM&LBA5 Develop Your Organisation’s Vision and Strategy*, *CFAM&LBA6 Develop Strategic Business Plans* and *CFAM&LFA1 Implement and Evaluate Strategic Business Plans*. |

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| **Performance criteria**  You must be able to: | 1. Engage people within your organisation and other key stakeholders in defining your organisation’s direction and committing their energies and expertise to achieving its results. 2. Clearly and enthusiastically communicate and reinforce your organisation’s purpose, values and vision to people across the organisation and, where appropriate, to external stakeholders. 3. Evaluate the impact of your organisation on the environment, the local community and society as a whole and ways in which its impact can be more beneficial. 4. Ensure that organisational plans support your organisation’s purpose, values and vision. 5. Steer your organisation successfully through difficulties and challenges. 6. Develop a range of leadership styles and apply them appropriately to different people and situations. 7. Motivate people to achieve their objectives and recognise their successes. 8. Encourage people to take responsibility for their own development needs. 9. Give people support, advice and guidance when they need it, especially during periods of setback and change. 10. Motivate people to present their own ideas and listen to what they say. 11. Empower people to develop their own ways of working within agreed boundaries. 12. Encourage people to take the lead when they have the knowledge and expertise and show willingness to follow this lead. 13. Win, through your performance and behaviour, the trust and support of people across the organisation and key stakeholders and get regular feedback on your performance. 14. Monitor activities and progress in different areas of the organisation without interfering. |

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| Knowledge and understanding  You need to know and understand: | **General knowledge and understanding**   1. How to engage people within your organisation and other key stakeholders in defining your organisation’s direction and committing their energies and expertise to achieving its results. 2. The differences between managing and leading. 3. How to develop a compelling vision for an organisation. 4. The importance of and what is meant by organisational values. 5. How to measure the impact of your organisation on the environment, the local community and society. 6. Ways of ensuring that organisational plans support the organisation’s purpose, values and vision. 7. How to select and successfully apply different methods and techniques for communicating with people across an organisation. 8. Types of challenges and difficulties that may arise and ways of identifying and addressing them. 9. Different theories, models and styles of leadership and how to select and successfully apply these to different people and situations. 10. The effect that different leadership styles can have on organisations. 11. How to select and successfully apply different methods and techniques for motivating, rewarding, influencing and persuading people. 12. How to empower people effectively. 13. How to get and make use of feedback on your leadership performance. 14. How to create a culture which encourages and recognises creativity and innovation. 15. How to recognise and develop the leadership capability of other people and follow their lead. |

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| You need to know and understand: | **Industry/sector specific knowledge and understanding**   1. Leadership styles common in the industry/sector and their strengths and limitations. 2. Legal, regulatory and ethical requirements in the industry/sector. |
| You need to know and understand: | **Context specific knowledge and understanding**   1. Key individuals within your organisation, their roles, responsibilities, competences and potential. 2. Your own values, motivations and aspirations. 3. Your own emotions and the effect these have on your own actions and on other people. 4. Your own strengths and limitations in the leadership role. 5. The strengths, limitations and potential of people that you lead. 6. Your own role, responsibilities and level of authority. 7. The purpose and values of and vision for your organisation. 8. The leadership culture and capability of your organisation. 9. The plans of your organisation. 10. The types of support and advice that people are likely to need and how to respond to these. 11. External stakeholders you may need to communicate and work with. |

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| **Behaviours**  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding 2. Present information clearly, concisely, accurately and in ways that promote understanding 3. Make time available to support others 4. Encourage others to take decisions autonomously, when appropriate 5. Recognise the achievements and success of others 6. Encourage and welcome feedback from others and use this feedback constructively 7. Act within the limits of your authority 8. Show integrity, fairness and consistency in decision-making 9. Take personal responsibility for making things happen 10. Protect your own and others’ work against negative impacts 11. Focus personal attention on specific details that are critical to achieving successful results 12. Seek to understand people’s needs and motivations 13. Create a sense of common purpose 14. Communicate a vision that inspires enthusiasm and commitment 15. Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation 16. Use a range of leadership styles appropriate to different people and situations |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Communicating * Consulting * Decision-making * Empowering * Evaluating * Following * Influencing * Inspiring * Leadership * Leading by example * Managing conflict * Monitoring * Motivating * Obtaining feedback * Persuading * Planning * Presenting information * Prioritising * Problem solving * Providing feedback * Setting objectives * Thinking strategically * Valuing and supporting others |

**CFAM&LCA1 Identify and Evaluate Opportunities for Innovation and Improvement**

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| Overview | This standard is about identifying opportunities to develop new products/services or markets or processes or to improve existing products/services, markets or processes. It also covers evaluating potential innovations and improvements against agreed criteria.  This activity is rarely carried out by one person alone. A diverse range of people within the organisation and other key stakeholders – including, for example, customers and suppliers – may need to be engaged both in identifying and evaluating opportunities for innovation and improvement.  This standard is relevant to managers and leaders who are responsible for identifying and evaluating opportunities for innovation and improvement across the organisation or within their particular area of responsibility.  This standard links closely to all the other standards in key area CA *Facilitate innovation and change*. |

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| **Performance criteria**  You must be able to: | 1. Engage appropriate people within your organisation in identifying and evaluating opportunities for innovation and improvement. 2. Identify and pursue opportunities to work in collaboration with external experts and other organisations to generate and develop ideas. 3. Monitor trends and developments in your organisation’s operating environment. 4. Monitor the performance of your organisation’s products/ services and processes and benchmark with comparable organisations. 5. Identify potential new products/services, new markets, new processes and improvements to existing products/services and processes. 6. Agree with key stakeholders clear criteria for evaluating potential innovations and improvements. 7. Gather sufficient, valid information to allow potential innovations and improvements to be evaluated. 8. Evaluate potential innovations and improvements against agreed criteria. 9. Communicate your evaluation to key stakeholders in ways that help them appreciate the potential value of innovations and improvements. 10. Communicate your evaluation to those involved in ways that reinforce their commitment to seek opportunities for innovation and improvement. 11. Take action to protect the intellectual property rights of innovations, where required. |

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| Knowledge and understanding  You need to know and understand: | **General knowledge and understanding**   1. How to engage employees and stakeholders in identifying and evaluating opportunities for innovation and improvement. 2. Monitoring principles, methods, tools and techniques. 3. Benchmarking principles, methods, tools and techniques. 4. Change management principles, methods, tools and techniques. 5. How to develop and gain consensus on criteria for evaluating potential innovations and improvements. 6. How to gather and validate information. 7. How to evaluate potential innovations and improvements against criteria. 8. Innovation principles, methods, tools and techniques. 9. The principles and methods of effective communication and how to apply them. 10. How to protect the intellectual property rights. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Comparable organisations in your sector. 2. Current and emerging trends and developments in your sector. 3. Sources of information in your sector. |
| You need to know and understand: | Context specific knowledge and understanding   1. Individuals within your area of work, their roles, responsibilities, competences and potential. 2. Political, economic, social, technological, legal and environmental factors that affect your organisation. 3. Your organisation’s operating environment. 4. External experts and other organisations with which you may collaborate to generate and develop ideas. 5. Your organisation's business processes. 6. Your organisation's markets. 7. Your organisation's products and services. 8. Your organisation's stakeholders, their interests and expectations. 9. Change management frameworks and methods used in your organisation. |

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| Behaviours  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Seize opportunities presented by the diversity of people 2. Seek opportunities to improve performance 3. Constructively challenge the status quo and seek better alternatives 4. Encourage, generate and recognise imaginative and innovative solutions 5. Present information clearly, concisely, accurately and in ways that promote understanding 6. Keep people informed of plans and developments in a timely way 7. Support others to make effective use of their abilities 8. Give feedback to others to help them maintain and improve their performance 9. Use cost-effective, time-effective and ethical means to gather, store and retrieve information 10. Check the accuracy and validity of information 11. Communicate clearly the value and benefits of a proposed course of action 12. Anticipate likely future scenarios based on a realistic analysis of trends and developments 13. Identify the range of elements in a situation and how they relate to each other 14. Specify the assumptions made and risks involved in understanding a situation |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Analysing * Assessing * Benchmarking * Building consensus * Communicating * Consulting * Empowering * Evaluating * Forecasting * Information management * Innovating * Involving others * Learning * Monitoring * Networking * Presenting information * Providing feedback * Scenario building * Thinking creatively * Valuing and supporting others |

**CFAM&LFE5 Manage Continuous Improvement**

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| Overview | This standard is about managing the continuous improvement of the overall performance of your organisation. The emphasis is on identifying and implementing changes which will add value in the eyes of customers and other key stakeholders.  This standard is relevant to managers and leaders responsible for ensuring continuous improvement in the performance of their organisation or their part of the organisation.  This standard links closely to all the other standards in key area *FE Manage quality and performance* and key area *CA Facilitate innovation and change*. It also links to *CFAM&LFA1 Implement and Evaluate Strategic Business Plans.* |

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| **Performance criteria**  You must be able to: | 1. Engage people in your organisation and other key stakeholders in managing continuous improvement. 2. Establish valid and appropriate measures for evaluating the performance of your organisation. 3. Establish systems for collecting and assessing information on the overall performance of the organisation. 4. Use information on the overall performance of the organisation to identify opportunities where performance could be improved. 5. Establish a culture across your organisation where people freely come forward with suggestions for improvement. 6. Encourage customers, suppliers and other key stakeholders to provide feedback on your organisation’s performance and suggest improvements. 7. Benchmark the performance of your organisation against other comparable organisations and take action based on the findings. 8. Ensure that knowledge and understanding of how improvements have or can be made is shared across the organisation. 9. Ensure that any improvements made are in line with the organisation’s vision and objectives. 10. Show that the improvements made reduce the gap between what your customers and other key stakeholders want and what your organisation’s products, services and processes actually deliver. 11. Show that the improvements made are those that have been identified as being of most benefit to your organisation, its customers and other key stakeholders. |

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| Knowledge and understanding  You need to know and understand: | General knowledge and understanding   1. How to engage people in your organisation and other stakeholders in managing continuous improvement. 2. The principles which support organisational improvement. 3. The importance of establishing and applying valid and appropriate measures for evaluating the performance of your organisation. 4. How to establish systems for collecting and assessing information on the overall performance of the organisation and how to use the findings to identify opportunities where organisational performance could be improved. 5. How to benchmark the performance of your organisation against others and take action based on the findings. 6. The value of a customer-focused culture. 7. The importance of receiving feedback from customers and suppliers on your organisation’s performance, and how to obtain and analyse this feedback. 8. The importance of developing a culture that continually improves and how to involve others in achieving this. 9. The importance of finding out the cause and effects of problems and changes. 10. Ways of measuring the effect of improvements. 11. The principles and processes of effective communication and how to apply them. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. The sector and market in which your organisation works. 2. The range of information sources and techniques for collecting information that are relevant to the sector in which your organisation works. 3. Relevant trends and developments in the sector. |

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| You need to know and understand: | Context specific knowledge and understanding   1. Your organisation’s vision, objectives and associated plans. 2. Your organisation’s structure, values and culture. 3. How your organisation adds value through the delivery of its products, services and processes. 4. Your organisation’s customers and other key stakeholders and their needs. 5. Measures of performance relevant to your own organisation. 6. Methods of gathering information suitable for your own organisation. 7. Formal and informal sources of information relevant to your organisation. 8. Individuals within your area of work, their roles, responsibilities, competences and potential. |

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| Behaviours |  |
| When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Seek opportunities to improve performance 2. Constructively challenge the status quo and seek better alternatives 3. Encourage, generate and recognise innovative solutions 4. Demonstrate a clear understanding of different customers and their real and perceived needs 5. Continuously improve products and services 6. Encourage and welcome feedback from others and use this feedback constructively 7. Make appropriate information and knowledge available promptly to those who need it and have a right to it 8. Develop systems to gather and manage information and knowledge effectively, efficiently and ethically 9. Communicate a vision that inspires enthusiasm and commitment 10. Recognise stakeholders’ needs and interests and manage these effectively 11. Use a range of leadership styles appropriate to different people and situations |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Analysing * Benchmarking * Communicating * Decision-making * Evaluating * Information management * Involving others * Leadership * Planning * Presenting information * Prioritising * Thinking strategically * Thinking systematically * Thinking with a focus on customers * Valuing and supporting others |

### SVQ Management at SCQF level 11 — Optional units

**CFAM&LAA3 Develop and Maintain Your Professional Networks**

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| Overview | This standard is about developing your professional networks to support both your current and future work.  This standard is relevant to all managers and leaders.  This standard links closely to the standards in key area *DD Build and Sustain Relationships*. |

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| **Performance criteria**  You must be able to: | 1. Establish professional networks of contacts which meet your current and future needs for information and resources. 2. Ensure that key members of your professional networks have an accurate idea of your knowledge, skills and competence and are aware of the benefits of networking with you. 3. Establish boundaries of confidentiality between yourself and members of your professional networks. 4. Agree guidelines for exchanging information and resources, where necessary. 5. Develop your professional networks to reflect your changing interests and needs. 6. Use technology effectively to develop and maintain your professional networks 7. Make active use of the information and resources gained through your professional networks. 8. Introduce people and organisations with common interests to each other. |

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| Knowledge and understanding  You need to know and understand: | **General knowledge and understanding**   1. The benefits of networking for individuals and organisations. 2. Principles and methods of effective communication and how to apply them. 3. The range of different types of questions, and how and when to use them. 4. The range of different communication styles and how people prefer to communicate. 5. The range of methods for developing effective relationships with others in the work context. 6. How to end relationships which are no longer useful. 7. How to make active use of the information and resources gained through professional networks. 8. The principles of confidentiality. 9. How to develop guidelines for exchanging information between individuals and organisations. |
| You need to know and understand: | **Industry/sector specific knowledge and understanding**   1. Industry/sector legislation, requirements, regulations, policies and professional codes that are relevant to networking and confidentiality of information. |
| You need to know and understand: | **Context specific knowledge and understanding**   1. Your own values, motivations and emotions, and the effect of these on your own actions. 2. Your own interests and how these may conflict with the interests of others. 3. Your own objectives in developing your professional networks. 4. Your current and likely future needs for information and resources. 5. Your knowledge, skills and competence. 6. People and organisations that can support your work, and vice versa. 7. The range of information and resources people may need. 8. People and organisations in your current professional networks. |

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| **Behaviours**  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Seize opportunities presented by the diversity of people 2. Identify people’s preferred ways of communicating 3. Use communication media and styles appropriate to different people and situations 4. Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes 5. State your own position and views clearly and confidently in conflict situations 6. Encourage others to share information and knowledge within the constraints of confidentiality 7. Identify and work with people and organisations that can provide support for your work 8. Introduce people and organisations with common interests to each other 9. Clarify your own and others’ expectations of relationships 10. Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation 11. Honour your commitments to others |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Communicating * Evaluating * Influencing * Information management * Involving others * Learning * Networking * Persuading * Presenting information * Questioning * Risk management * Thinking strategically * Valuing and supporting others |

**CFAM&LBA4 Evaluate Your Organisation’s Operating Environment**

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| Overview | This standard is about making sure you have a clear and up-to-date picture of the environment in which your organisation operates in order to inform both strategic planning and operational decisions.  This standard is relevant to managers and leaders who need to understand the operating environment in order to develop strategic plans and take informed decisions.  This standard provides a solid foundation for the planning process described in *CFAM&LBA4 Develop Your Organisation’s Vision and Strategy*, *CFAM&LBA6 Develop Strategic Business Plans* and *CFABA9 Develop Operational Plans*. |

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| **Performance criteria**  You must be able to: | 1. Identify stakeholders and evaluate their interests in your organisation. 2. Engage people within your organisation and other key stakeholders in evaluating the environment in which your organisation operates. 3. Monitor political, economic, social, technological, legal and environmental trends and developments and evaluate their impact on your organisation. 4. Monitor the needs, behaviour and expectations of actual and potential customers and evaluate their impact on your organisation. 5. Monitor the activities of actual and potential competitors and collaborators and evaluate their impact on your organisation. 6. Monitor and evaluate the impact of trends and developments within your organisation. 7. Benchmark your organisation’s performance and practices with comparable organisations in your sector and other sectors, including internationally where appropriate. 8. Identify and prioritise the strengths and weaknesses of your organisation to respond to opportunities and threats. 9. Explore and assess the possible range of future scenarios within the environment in which your organisation operates. 10. Organise information and knowledge in a way that supports effective planning and decision-making. |

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| Knowledge and understanding  You need to know and understand: | **General knowledge and understanding**   1. How to engage people within your organisation and other key stakeholders in evaluating the environment in which your organisation operates. 2. Sources of information on customers and competitors and how to use them effectively. 3. How to measure and review organisational performance. 4. How to analyse organisational culture. 5. How to carry out benchmarking to identify good practice in relation to an organisation’s performance and practices. 6. How to undertake a strengths, weaknesses, opportunities and threats (SWOT) analysis. 7. How to undertake an analysis of the political, economic, social, technological, legal and environmental (PESTLE) factors in the external environment. 8. How to analyse stakeholder interests. 9. How to build future scenarios and assess their implications. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Sources of information on trends and developments in your sector, including those at a global level and how to access these. 2. Current and emerging trends and developments in your sector internationally, nationally and locally. 3. Legal, regulatory and ethical requirements in your sector. |
| You need to know and understand: | **Context specific knowledge and understanding**   1. Relevant factors in the international, national and local market in which your organisation operates. 2. Your organisation’s actual and potential customer base. 3. The needs and expectations of your actual and potential customers and other key stakeholders. 4. Your actual and potential competitors, including their activities and relative performance levels. 5. Your actual and potential partners, including their activities and relative performance levels. 6. Your organisation’s structure. 7. Your organisation’s culture. 8. Your organisation’s performance and the factors that influence this. |

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| **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. Analyse and structure information to develop knowledge that can be shared 3. Develop systems to gather and manage information and knowledge effectively, efficiently and ethically 4. Take account of the internal and external politics that impact on your own area of work 5. Identify strengths, weaknesses, opportunities and threats to current and future work 6. Identify systemic issues and seek to mitigate their impact on performance 7. Use a range of leadership styles appropriate to different people and situations 8. Anticipate likely future scenarios based on realistic analysis of trends and developments 9. Identify the range of elements in a situation and how they relate to each other 10. Identify the implications or consequences of a situation 11. Build a plausible picture from limited data. 12. Specify the assumptions made and risks involved in understanding a situation |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Analysing * Benchmarking * Communicating * Consulting * Decision-making * Evaluating * Information management * Monitoring * Networking * Planning * Presenting information * Reporting * Reviewing * Risk management * Scenario building * Thinking strategically * Thinking systematically * Thinking with a focus on customers |

**CFAM&LBA5 Develop Your Organisation’s Vision and Strategy**

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| Overview | This standard is about developing a vision that is capable of generating the active support of a wide variety of stakeholders, including members of the organisation’s governing body, managers and staff of the organisation, strategic partners and shareholders and, to a lesser extent, suppliers, customers and the community.  An effective vision is both inspiring and realistic and is accompanied by sufficient strategic direction to encourage stakeholders to innovate whilst applying their energies and expertise to achieving the vision.  This standard is relevant to senior managers and leaders with responsibility for the strategic direction of their organisation.  The foundation for this standard is laid in *CFAM&LBA4 Evaluate your organisation’s operating environment*. The vision and strategy then informs the rest of the standards, particularly *CFAM&LBA6 Develop Strategic Business Plans* and *CFAM&LBA9 Develop Operational Plans*. |

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| **Performance criteria**  You must be able to: | 1. Engage appropriate people within your organisation and other key stakeholders in developing your organisation’s vision and strategy. 2. Formulate a vision that reflects a realistic evaluation of the operating environment, the values of the organisation and the expectations of its key stakeholders. 3. Ensure the vision is consistent with the purpose of the organisation and its longer-term goals. 4. Communicate the vision in ways that inspire stakeholders to commit to achieving it. 5. Provide strategic direction and clear parameters that empower stakeholders to apply their energies and expertise creatively to achieve the vision. 6. Review and redefine the vision, and strategy for achieving it, in the light of significant changes in the operating environment. |

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| Knowledge and understanding  You need to know and understand: | **General knowledge and understanding**   1. How to engage employees and stakeholders in developing an organisation’s vision and strategy. 2. How to formulate an appropriate and effective vision for an organisation. 3. The principles and methods of effective communication, and how to apply them. 4. The level of strategic direction people require, and how to provide this direction in ways that releases energy and creativity. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Legal, regulatory and ethical requirements in your sector. |
| You need to know and understand: | **Context specific knowledge and understanding**   1. Key individuals within your organisation, their roles, responsibilities, competences and potential. 2. Your organisation’s operating environment. 3. Your organisation's stakeholders, their interests and expectations. 4. Your organisation's values. 5. Your organisation’s purpose and longer-term goals. |

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| **Behaviours**  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Seize opportunities presented by the diversity of people 2. Recognise changes in circumstances promptly and adjust plans and activities accordingly 3. Identify people’s preferred ways of communicating 4. Use communication media and styles appropriate to different people and situations 5. Create a sense of common purpose 6. Communicate a vision that inspires enthusiasm and commitment 7. Present ideas and arguments convincingly in ways that engage people 8. Take account of the internal and external politics that impact on your own area of work 9. Recognise stakeholders’ needs and interests and manage these effectively 10. Use a range of leadership styles appropriate to different people and situations 11. Take and implement difficult and/or unpopular decisions, where necessary |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Analysing * Building consensus * Communicating * Consulting * Decision-making * Evaluating * Influencing * Innovating * Involving others * Leadership * Monitoring * Obtaining feedback * Planning * Presenting information * Setting objectives * Thinking strategically |

**CFAM&LBA6 Develop Strategic Business Plans**

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| Overview | This standard is about developing a strategic business plan for your organisation.  This standard is relevant to managers and leaders with responsibility for developing strategic business plans for their organisation.  The foundations for the strategic business plan will have been laid in *CFAM&L4 Evaluate Your Organisation’s Operating Environment* and *CFAM&LBA5 Develop Your Organisation’s Vision and Strategy*. The implementation of the business plan is covered in *CFAM&LFA1 Implement and Evaluate Strategic Business Plans*. The business plan will also inform *CFAM&LBA9 Develop Operational Plans*. |

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| **Performance criteria**  You must be able to: | 1. Engage appropriate people within your organisation and other key stakeholders in developing strategic business plans. 2. Establish and prioritise strategic objectives that are consistent with your organisation’s vision and values. 3. Identify programmes of activity capable of achieving the strategic objectives. 4. Evaluate the risks involved and develop realistic plans to manage risks. 5. Identify resource requirements and evaluate their availability both now and in the future. 6. Develop policies that will guide the work of others towards the achievement of the organisation’s vision. 7. Identify reliable measures and methods for monitoring and evaluating the plan. 8. Communicate the strategic business plan in ways that win the support and commitment of key stakeholders. 9. Review and redefine the strategic business plan in the light of significant changes in the operating environment. |

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| Knowledge and understanding  You need to know and understand: | **General knowledge and understanding**   1. How to engage employees and stakeholders in developing strategic business plans. 2. The importance of long and medium-term planning to the success of an organisation. 3. The principles of strategic management and business planning. 4. What a written strategic business plan should cover. 5. The importance of creativity and innovation in strategic management. 6. How to identify potential risks in relation to the achievement of objectives. 7. How to develop strategic objectives which are SMART (Specific, Measurable, Achievable, Realistic, and Time-bound). 8. How to delegate responsibility and allocate resources to support a strategic plan. 9. How to identify sustainable resources and ensure their effective use to support a strategic plan. 10. How to develop measures and methods for monitoring and evaluating performance against the strategic business plan. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Legal, regulatory and ethical requirements in your sector. 2. Significant trends and developments in your sector at local, national and international levels. |
| You need to know and understand: | **Context specific knowledge and understanding**   1. Your organisation’s operating environment. 2. Your organisation’s actual and potential customer base. 3. The needs and expectations of your actual and potential customers. 4. Your actual and potential competitors and collaborators, and their strategies and plans. 5. Opportunities in your organisation’s operating environment at local, national and international levels. 6. Your organisation’s ability to respond to opportunities in its operating environment. 7. Colleagues and other key stakeholders, and their needs and expectations. 8. Processes for engaging with employees and their representatives within your organisation. 9. Sources of information that can aid monitoring and evaluation. |

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| **Behaviours**  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Seek opportunities to improve performance 2. Encourage, generate and recognise innovative solutions 3. Find practical ways to overcome obstacles 4. Identify people’s preferred ways of communicating 5. Use communication media and styles appropriate to different people and situations 6. Balance risks against the benefits that may arise from taking risks 7. Agree challenging but achievable objectives 8. Clearly agree what is expected of others and hold them to account 9. Focus personal attention on specific details that are critical to achieving successful results 10. Create a sense of common purpose 11. Present ideas and arguments convincingly in ways that engage people 12. Recognise stakeholders’ needs and interests and manage these effectively |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Analysing * Balancing competing needs and interests * Building consensus * Communicating * Consulting * Decision-making * Delegating * Evaluating * Influencing * Innovating * Involving others * Leadership * Monitoring * Persuading * Planning * Presenting information * Prioritising * Reviewing * Risk management * Setting objectives * Thinking creatively * Thinking strategically |

**CFAM&LBA8 Develop Your Organisation’s Values and Culture**

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| Overview | Every organisation, whatever its size or history, has a culture (simply defined as ‘the way we do things around here’). The culture of an organisation is based on assumptions and values about organisations, working life and relationships. These values influence the way people behave towards each other and customers, and how they relate to their work. There may be no such thing as a ‘right’ or ‘wrong’ culture. However, the culture of an organisation has to be in line with its overall vision and strategy. If culture and strategy do not match, it is unlikely the vision will be achieved.  This standard is relevant to managers and leaders with responsibility for developing their organisation’s values and culture.  This standard has close links with *CFAM&LBA5 Develop Your Organisation’s Vision and Strategy* and *CFAM&LBA7 Promote Equality of Opportunity, Diversity and Inclusion.* |

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| **Performance criteria**  You must be able to: | 1. Engage appropriate people in your organisation and other key stakeholders in developing your organisation’s values and culture. 2. Agree values consistent with your organisation’s overall vision and strategy and the needs and interests of key stakeholders. 3. Identify the types of behaviour expected of people in your organisation, consistent with its values. 4. Make sure your own behaviour consistently reinforces organisational values. 5. Communicate agreed values to people across your organisation. 6. Encourage people to act in ways consistent both with organisational values and with their culture of origin. 7. Put in place policies, programmes and systems to support agreed values. 8. Continuously monitor the way values are applied at work. 9. Challenge behaviour and counter messages that conflict with agreed values. 10. Periodically review your organisation’s culture and redefine or reinforce values, if required. |

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| Knowledge and understanding  You need to know and understand: | **General knowledge and understanding**   1. How to engage appropriate people in your organisation and other key stakeholders in developing your organisation’s values and culture. 2. The concept of culture as applied to organisations. 3. The importance of values in underpinning individual and organisational performance. 4. Internal and external factors that influence organisational culture, including national cultures. 5. Different types of organisational culture. 6. The relationship between organisational culture, strategy and performance. 7. The principles and methods of managing culture change within organisations. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Legal, regulatory and ethical requirements in your sector. 2. Types of organisational culture in your sector and their strengths and limitations. |
| You need to know and understand: | **Context specific knowledge and understanding**   1. The cultures of origin of your workforce and the implications of these for organisational culture. 2. Your organisation’s vision and strategy. 3. Current organisational culture. 4. Values, assumptions and behaviours that are consistent and inconsistent with your vision and strategy. 5. Needs and interests of key stakeholders. 6. Effective methods of communicating values, and supporting the way they are applied in your organisation. 7. Effective ways of dealing with messages and behaviour that conflict with agreed values and assumptions. |

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| **Behaviours**  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Seize opportunities presented by the diversity of people 2. Constructively challenge the status quo and seek better alternatives 3. Find practical ways to overcome obstacles 4. Show empathy with others’ needs, feelings and motivations and take an active interest in their concerns 5. Make time available to support others 6. Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes 7. Show integrity, fairness and consistency in decision making 8. Clearly agree what is expected of others and hold them to account 9. Create a sense of common purpose 10. Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation 11. Demonstrate awareness of your own values, motivations and emotions |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Building consensus * Communicating * Empathising * Influencing * Leading by example * Managing conflict * Monitoring * Motivating * Persuading * Reviewing * Thinking strategically * Valuing and supporting others |

**CFAM&LBB1 Manage Risks to Your Organisation**

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| Overview | This standard is about taking the lead in establishing and operating an effective risk management process across your organisation.  This standard is relevant to senior managers and leaders with particular responsibility for identifying, evaluating and managing risks to their organisation.  This standard underpins effective organisational management and leadership. It links closely with *CFAM&LBA6 Develop strategic business plans* and *CFAM&LFA1 Implement and Evaluate Strategic Business Plans* and with the other standards in key area *BB Provide Governance*. |

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| **Performance criteria**  You must be able to: | 1. Take account of the size and nature of your organisation and ensure that risk management activity is proportionate. 2. Ensure that your organisation has a written risk management policy, including a statement of risk appetite and setting out responsibilities for risk management. 3. Ensure your organisation’s risk management policy has management support and is clearly communicated across the organisation and to other relevant stakeholders. 4. Establish, and periodically review, risk criteria for your organisation, taking account of the views of relevant people across the organisation and stakeholders. 5. Evaluate significant current and planned organisational activities and identify potential risks, the nature of the risks, the probability of occurrence and consequences. 6. Produce a risk profile for your organisation and, taking account of the organisation’s risk criteria and other relevant information, prioritise the identified risks. 7. 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. 8. Ensure sufficient resources are allocated across the organisation to enable effective risk management. 9. Provide support for people across the organisation to integrate risk management into strategic and operational plans and activities. 10. 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. 11. Develop an organisational culture in which people are risk aware but are prepared to take acceptable risks and to make and learn from mistakes. 12. Obtain specialist support on risk management issues, where necessary. 13. Monitor and review the effectiveness of the risk management process in your organisation, identifying potential improvements and making changes where necessary. |

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| Knowledge and understanding  You need to know and understand: | **General knowledge and understanding**   1. Relevant national and international standards in risk management. 2. Types of risk and the factors which drive different types of risk. 3. Key stages in the risk management process. 4. Risk management tools, techniques and indicators. 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 stakeholders. 7. What risk criteria might cover and the importance of seeking and taking account of the views of relevant people across the organisation and stakeholders. 8. 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. 9. The type of decisions and actions that might be taken in relation to identified risks. 10. 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. 11. Ways of developing an organisational culture in which people are risk aware but are prepared to take acceptable risks in undertaking activities. 12. The type of resources required to raise risk awareness across the organisation. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Sector-specific legislation, regulations, guidelines and codes of practice. 2. Significant trends and developments in the sectors in which your organisation operates. 3. Typical risks encountered in the sectors in which your organisation operates. |
| You need to know and understand: | **Context specific knowledge and understanding**   1. The vision, values, objectives and plans of your organisation. 2. Key stakeholders with an interest in risk management in your organisation. 3. Mechanisms for consulting with and the views of relevant people across your organisation and stakeholders in relation to risk. 4. The written risk management policy of your organisation. 5. The risk criteria of your organisation. 6. Current and planned organisational activities. 7. The risk profile of your organisation and prioritised risks. 8. Decisions and actions taken across the organisation in relation to identified potential risks, including any contingency plans which have been put in place. 9. Your organisation’s culture in relation to risk. 10. Resources available across the organisation to support risk management. 11. Sources of specialist support on risk management. 12. Systems in place for monitoring and reviewing the effectiveness of the risk management process in your organisation. |

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| Behaviours  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Seek opportunities to improve performance 2. Identify people’s information needs 3. Identify people’s preferred ways of communicating 4. Use communication media and styles appropriate to different people and situations 5. Balance risks against the benefits that may arise from taking risks 6. Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes 7. Watch out for potential risks and hazards 8. Take personal responsibility for making things happen 9. Protect your own and others’ work against negative impacts 10. Protect the confidentiality and security of information 11. Recognise stakeholders’ needs and interests and manage these effectively 12. Anticipate likely future scenarios based on a realistic analysis of trends and developments 13. Identify the implications or consequences of a situation |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Assessing * Communicating * Consulting * Contingency planning * Decision-making * Evaluating * Influencing * Information management * Involving others * Leadership * Monitoring * Persuading * Planning * Presenting information * Prioritising * Reviewing * Risk management * Scenario building * Thinking systematically |

**CFAM&LBB2 Develop, Maintain and Evaluate Business Continuity Plans and Arrangements**

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| Overview | This standard is about developing, maintaining and evaluating business continuity plans to ensure that organisations continue to exercise core functions in the event of a business disruption or emergency. It is based upon a standard originally developed by Skills for Justice – CCAD1.  This standard is relevant to managers and leaders with specific responsibility for developing, maintaining and evaluating business continuity plans for their organisation.  This standard links closely with *CFAM&LBB1 Manage Risks to Your Organisation*. |

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| **Performance criteria**  You must be able to: | 1. Engage appropriate people in your organisation and other key stakeholders in developing business continuity plans and arrangements. 2. Confirm the required aim, scope and objectives of business continuity plans and arrangements. 3. Identify key products or services and the critical activities and resources that support them. 4. Evaluate the resilience of the structures and processes of the organisation and of relevant external organisations. 5. Identify and assess alternative strategies to mitigate the effects of business disruption or emergencies. 6. Develop business continuity plans and arrangements that are capable of mitigating the effects of business disruption or emergencies effectively. 7. Provide a framework for business continuity management, co-ordination and control including:    1. procedures for determining when the business continuity plan must be invoked    2. roles and responsibilities of key people in the organisation    3. prioritisation of organisational processes or services    4. procedures for activating response arrangements    5. provision of resources (eg people, premises, technology, equipment)    6. provision of resilient information and communications systems. 8. Ensure the resources committed to business continuity management are proportionate to the potential impact of business disruption or emergencies. 9. Present business continuity plans and arrangements clearly, concisely and in ways that promote understanding. 10. Encourage the ownership of business continuity plans and arrangements at the appropriate departmental level. 11. Communicate business continuity plans and arrangements clearly to people within the organisation and other key stakeholders. 12. Ensure provision of appropriate training for relevant staff or other persons. 13. Ensure provision of exercises to validate and practice business continuity plans and arrangements. 14. Review business continuity plans systematically and in response to organisational changes, changes to the potential impact of disruption or emergencies and lessons identified from incidents and exercises. |

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| Knowledge and understanding  You need to know and understand: | 1. How to engage appropriate people in your organisation and other key stakeholders in developing business continuity plans and arrangements. 2. Current legislation, guidance and standards relevant to business continuity management. 3. The legislation, regulations and related guidance relevant to information sharing. 4. How to confirm the aim, scope and objectives of business continuity plans and arrangements. 5. The importance of involving relevant stakeholders in the business continuity planning process and recognising their requirements and expectations. 6. The potential impact of disruption or emergencies on the organisation. 7. How to analyse the impact of disruptions or emergencies on the business. 8. Local arrangements for managing emergencies. 9. How to identify aspects of business continuity planning which can be addressed by training or exercising. 10. How to plan for provision of relevant resources in the event of a business disruption or emergency. 11. The information needs following a business disruption or emergency. 12. How to identify critical and non-critical functions of the organisation. 13. The organisation’s structure, governance and business processes. 14. The organisation’s priorities for processes or service delivery. 15. Methods of raising awareness of business continuity plans and arrangements. 16. The importance of obtaining ownership of plans and arrangements at the appropriate level. 17. The importance of developing a business continuity management culture within an organisation. 18. How and why business continuity plans must be systematically reviewed. |

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| **Behaviours**  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Respond promptly to crises and problems with a proposed course of action 2. Present information clearly, concisely, accurately and in ways that promote understanding 3. Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes 4. Watch out for potential risks and hazards 5. Protect your own and others’ work against negative impacts 6. Focus personal attention on specific details that are critical to achieving successful results 7. Develop systems to gather and manage information and knowledge effectively, efficiently and ethically 8. Create a sense of common purpose 9. Identify the strengths, weaknesses, opportunities and threats to current and future work 10. Identify systemic issues and seek to mitigate their impact on performance 11. Anticipate likely future scenarios based on a realistic analysis of trends and developments 12. Test a variety of options before taking a decision |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Analysing * Communicating * Consulting * Evaluating * Influencing * Interviewing * Leadership * Negotiating * Networking * Planning * Presenting Information * Prioritising * Problem solving * Reporting * Thinking Strategically |

**CFAM&LBB4 Ensure Compliance with Legal, Regulatory, Ethical and Social Requirements**

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| Overview | This standard is about being clear about your organisation’s legal, regulatory, ethical and social requirements, providing policies and procedures to ensure compliance, monitoring compliance and taking action to rectify any breaches in compliance and avoid them being repeated.  This standard is for managers and leaders with specific responsibility for ensuring their organisation’s compliance with legal, regulatory, ethical and social requirements.  This standard underpins ethical behaviour throughout the standards. |

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| **Performance criteria**  You must be able to: | 1. Monitor relevant national and international legal, regulatory, ethical and social requirements and the effect they have on your organisation, including what will happen if you don’t meet them. 2. Develop effective policies and procedures to make sure your organisation meets all the necessary requirements. 3. Make sure people have a clear understanding of relevant policies and procedures and the importance of putting them into practice. 4. Monitor the way policies and procedures are put into practice and provide support, where required. 5. Support people to report any concerns about not meeting the requirements. 6. Identify and correct any failures to meet the requirements. 7. Identify reasons for not meeting requirements and adjust the policies and procedures to reduce the likelihood of failures in the future. 8. Provide full reports about any failures to meet the requirements to the relevant stakeholders. |

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| Knowledge and understanding  You need to know and understand: | General knowledge and understanding   1. The importance of having an ethical and value-based approach to governance and how to put this into practice 2. Relevant legal requirements governing the running of organisations 3. Current and emerging social attitudes to management and leadership practice and the importance of being sensitive to these. 4. Ways in which other organisations deal with current and emerging social concerns and expectations. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Legal, regulatory and ethical requirements in your sector, both national and international. 2. Particular current and emerging social concerns and expectations that are relevant to your sector. |
| You need to know and understand: | Context specific knowledge and understanding   1. The culture and values of your organisation and the effect they have on corporate governance. 2. Policies and procedures that make sure people meet the requirements. 3. Procedures to follow if people do not meet the requirements. 4. Support available to enable people to report concerns about not meeting requirements. 5. The processes for maintaining the relevant policies and procedures and making sure they continue to be effective. 6. The different ways in which people may not meet the requirements and the risks of these actually happening. 7. The procedures for dealing with people who do not meet the requirements, including requirements for reporting. |

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| 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. Present information clearly, concisely, accurately and in ways that promote understanding 3. Make time available to support others 4. Give feedback to others to help them maintain and improve their performance 5. Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes 6. Watch out for potential risks and hazards 7. Say no to unreasonable requests 8. Identify and raise ethical concerns 9. Make appropriate information and knowledge available promptly to those who need it and have a right to it 10. Encourage others to share information and knowledge within the constraints of confidentiality 11. Recognise stakeholders’ needs and interests and manage these effectively 12. Take and implement difficult and/or unpopular decisions, if necessary |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Analysing * Assessing * Communicating * Decision-making * Information management * Involving others * Leadership * Monitoring * Motivating * Presenting information * Providing feedback * Reporting * Risk management * Valuing and supporting others |

**CFAM&LCA2 Plan Change**

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| Overview | This standard is about the planning that is needed to change processes, systems, structures, roles and culture within your work environment.  This standard is relevant to managers and leaders who plan change across the organisation or in their particular area of responsibility.  This standard links closely to all the other standards in key area *CA Facilitate Innovation and Change*. It also links to *CFAM&LFA5 Manage Projects*. |

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| **Performance criteria**  You must be able to: | 1. Engage appropriate people within your organisation and other key stakeholders in planning change. 2. Establish with key stakeholders the processes, systems, structures, roles or cultures that need to be changed. 3. Evaluate the gap between the current state and the required future state. 4. Identify and evaluate obstacles to change. 5. Develop a detailed plan to achieve the required change effectively and efficiently. 6. Agree with key stakeholders criteria against which to evaluate the success of the change process. 7. Clearly identify the roles and responsibilities of all those involved in or affected by the change. 8. Make arrangements for any necessary training and support for those involved in the change. 9. Make arrangements for the continuity of business activities during the period of change. 10. Evaluate the risks associated with the plan and develop contingency arrangements. 11. Establish how and when progress will be monitored against the plan. 12. Develop a communication strategy to keep people informed about the progress and allow them to give feedback. |

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| Knowledge and understanding  You need to know and understand: | General knowledge and understanding   1. How to engage employees and stakeholders in planning change. 2. The main models and methods for managing change effectively, and their strengths and weaknesses. 3. Effective planning techniques. 4. Theory and understanding of teams, including an understanding of team-building techniques and how to apply them. 5. How to develop and gain consensus on criteria for evaluating the success of the change process. 6. How to assess the risks and benefits associated with strategies and plans. 7. The importance of contingency planning and how to do so effectively. 8. How to make critical decisions. 9. The obstacles to change, and the techniques that deal with these. 10. Stakeholder expectations and how they influence the process. 11. The principles and methods of effective communication and how to apply them. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Your organisation’s current position in its sector and operating environment, compared with its main competitors, relevant to the change programme. 2. The range of information sources that are relevant to the sector, and related sectors, in which your organisation operates. 3. Current and emerging trends and developments in your sector. |
| You need to know and understand: | Context specific knowledge and understanding   1. Individuals within your area of work, their roles, responsibilities, competences and potential. 2. The vision for the future, the reasons for change, the risks and expected benefits. 3. Your organisation’s culture. 4. Business critical activities and interdependencies. 5. The factors that need to be changed, and the associated priorities and reasons. 6. Your organisation’s communication channels, both formal and informal. 7. Change management frameworks and methods used in your organisation. |

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| Behaviours  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Seize opportunities presented by the diversity of people 2. Find practical ways to overcome obstacles 3. Present information clearly, concisely, accurately and in ways that promote understanding 4. Keep people informed of plans and developments 5. Make time available to support others 6. Encourage and welcome feedback from others and use this feedback constructively 7. Watch out for potential risks and hazards 8. Agree challenging but achievable objectives 9. Work towards a clearly defined vision of the future 10. Identify the implications or consequences of a situation |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Analysing * Communicating * Contingency planning * Decision-making * Evaluating * Influencing * Information management * Involving others * Monitoring * Negotiating * Obtaining feedback * Planning * Problem solving * Risk management * Team building * Thinking systematically * Valuing and supporting others |

**CFAM&LCA3 Engage People in Change**

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| Overview | This standard is about engaging people – both those within your organisation and other stakeholders who are affected – in change processes.  This standard is relevant to managers and leaders who are responsible for change processes across the organisation or in their particular area of responsibility.  This standard links closely to all the other standards in key area *CA Facilitate innovation and change*. It also links to *CFAM&LBA2 Provide Leadership in Your Area of Responsibility*, *CFAM&LBA3 Lead Your Team* and *CFAM&LDB1 Build Teams*. |

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| **Performance criteria**  You must be able to: | 1. Engage appropriate people within your organisation and other key stakeholders to suggest innovations and improvements to products/services, processes, systems, structures, roles and cultures. 2. Communicate the business case for change, clearly specifying both the benefits and costs/risks. 3. Provide opportunities for people within your organisation and other key stakeholders to discuss the business case for change, provide feedback, express any concerns and make suggestions. 4. Engage people within your organisation and other key stakeholders in planning change, identifying their specific roles and responsibilities and evaluating how the change will affect them. 5. Engage people involved in the change process in identifying any training or support they will need and how and when these will be provided. 6. Communicate regularly with people within your organisation and other key stakeholders about progress on the change process, clearly specifying how it affects them and any actions required of them. 7. Discuss progress directly with those involved, considering ways of overcoming any difficulties and inviting suggestions for improving the change process. 8. Monitor people’s engagement with and responses to the change process. 9. Provide people with the training, support and encouragement, they require. 10. Communicate the results of the change process to people within your organisation and other key stakeholders, recognising the contributions and cooperation of those involved and affected by the change. 11. Evaluate people’s experience of the change process and use the lessons learned to improve future change processes. |

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| Knowledge and understanding  You need to know and understand: | General knowledge and understanding   1. How to engage employees and other stakeholders in change processes. 2. The principles and methods of effective communication and how to apply them. 3. Cost-benefit analysis techniques. 4. How to encourage people to provide feedback and respond appropriately to feedback. 5. How to identify people’s training needs. 6. How to identify and provide the support people need to cope with change. 7. Monitoring principles, methods, tools and techniques. 8. How to evaluate people’s experience of change and identify the lessons to be learned. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Consultation requirements in your sector. |
| You need to know and understand: | Context specific knowledge and understanding   1. Individuals within your area of work, their roles, responsibilities, competences and potential. 2. The business case for change in your organisation. 3. Obstacles to change within your organisation. 4. Your organisation's consultation processes. 5. Your organisation's stakeholders, their interests and expectations. |

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| **Behaviours**  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Seize opportunities presented by the diversity of people 2. Seek opportunities to improve performance 3. Encourage, generate and recognise innovative solutions 4. Present information clearly, concisely, accurately and in ways that promote understanding 5. Keep people informed of plans and developments in a timely way 6. Show empathy with others’ needs, feelings and motivations and take an active interest in their concerns 7. Make time available to support others 8. Support others to make effective use of their abilities 9. Recognise the achievements and success of others 10. Reflect on your experiences and use the lessons to guide your decisions and actions 11. Communicate clearly the value and benefits of a proposed course of action 12. Recognise stakeholders’ needs and interests and manage these effectively |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Assessing * Communicating * Consulting * Empathising * Empowering * Evaluating * Innovating * Involving others * Monitoring * Obtaining feedback * Persuading * Presenting information * Problem solving * Reflecting * Reporting * Stress management * Team building * Valuing and supporting others |

**CFAM&LCA4 Implement Change**

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| Overview | This standard is about putting into practice your plans to change processes, systems, structures, roles or cultures.  This standard is for managers and leaders who are responsible for implementing change programmes across the organisation or in their particular area of responsibility.  This standard links closely to all the other standards in key area *CA Facilitate innovation and change*. It also links to *CFAM&LFA5 Manage Projects*. |

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| **Performance criteria**  You must be able to: | 1. Engage appropriate people within your organisation and other key stakeholders in implementing change. 2. Put into practice your plan for change in line with agreed timescales and available resources. 3. Delegate responsibilities to competent people in line with your plan. 4. Provide people with the training, support or encouragement they require. 5. Implement contingency plans or take appropriate alternative action in the event of risks materialising. 6. Identify, evaluate and resolve any problems or obstacles that arise. 7. Maintain the continuity of business activities during the period of change. 8. Monitor progress against your plan and take appropriate action in response to any significant variances. 9. Communicate progress regularly and provide opportunities for people to give feedback. 10. Provide recognition for people and teams who achieve results. 11. Make sure change is effective and meets the requirements of the organisation. |

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| Knowledge and understanding  You need to know and understand: | General knowledge and understanding   1. How to engage employees and stakeholders in implementing change. 2. The main models and methods for managing change effectively, and their strengths and weaknesses. 3. Effective planning techniques. 4. Theory and understanding of teams, including an understanding of team-building techniques and how to apply them. 5. How to assess the risks and benefits associated with strategies and plans. 6. The importance of contingency planning and how to do so effectively. 7. How to make critical decisions. 8. The obstacles to change, and the techniques that deal with these. 9. Stakeholder expectations and how they influence the process. 10. The principles and methods of effective communication and how to apply them. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Your organisation’s current position in its sector and operating environment, compared with its main competitors, relevant to the change programme. 2. The range of information sources that are relevant to the sector in which your organisation operates. 3. Current and emerging trends and developments in your sector. |

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| You need to know and understand: | Context specific knowledge and understanding   1. Individuals within your area of work, their roles, responsibilities, competences and potential. 2. The vision for the future, the reasons for change, the risks and expected benefits. 3. Business critical activities and interdependencies. 4. The factors that need to be changed, and the associated priorities and reasons. 5. Your organisation’s communication channels, both formal and informal. 6. Change management frameworks and methods used in your organisation. |

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| **Behaviours**  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Address multiple demands without losing focus or energy 2. Seize opportunities presented by the diversity of people 3. Recognise changes in circumstances promptly and adjust plans and activities accordingly 4. Find practical ways to overcome obstacles 5. Present information clearly, concisely, accurately and in ways that promote understanding 6. Make time available to support others 7. Recognise the achievements and success of others 8. Clearly agree what is expected of others and hold them to account 9. Recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people’s energy towards a common goal 10. Work towards a clearly defined vision of the future |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Assessing * Communicating * Contingency planning * Decision-making * Delegating * Evaluating * Influencing * Information management * Involving others * Managing conflict * Monitoring * Motivating * Negotiating * Obtaining feedback * Persuading * Planning * Presenting information * Problem solving * Risk management * Stress management * Team building * Time management * Valuing and supporting others |

**CFAM&LDA1 Plan the Workforce**

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| Overview | This standard is about taking a lead in identifying the workforce requirements of your organisation and how these will be satisfied. This standard is not intended for human resources specialists. It relevant to managers and leaders who are responsible for planning the workforce across their organisation or their particular area of responsibility.  This standard links to all the other standards in key area *DA Manage Human Resources*. |

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| **Performance criteria**  You must be able to: | 1. Engage appropriate people within your organisation and other key stakeholders in planning workforce requirements. 2. Seek and make use of specialist resources to assist in workforce planning activities, where necessary. 3. Evaluate your organisation’s strategic objectives and plans to obtain information needed for workforce planning purposes and identify any key issues for further consideration. 4. Identify the knowledge, skills and competence required to deliver your organisation’s strategic objectives and plans. 5. Review the capacity and capability of the current workforce to meet identified knowledge, skills and competence requirements. 6. Identify any learning or development needs of the current workforce to meet requirements. 7. Make sure that the diversity of the workforce provides a suitable mix of people to achieve its objectives. 8. Take account of the diverse needs of your workforce. 9. Develop workforce plans that meet the organisation’s long, medium, and short-term requirements, making effective use of people from inside and from outside the organisation. 10. Ensure employment contracts are appropriate to the needs of the organisation. 11. Make sure that resources needed to recruit, develop, retain and redeploy people are available. 12. Develop contingency plans to deal with unforeseen circumstances and maintain business continuity. 13. Identify any recurring issues that cause people to leave your organisation and seek to address these. 14. Communicate workforce plans to relevant people. 15. Review your workforce plans periodically and in the light of changes to your organisation’s strategic objectives and plans. |

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| Knowledge and understanding  You need to know and understand: | General knowledge and understanding   1. How to engage employees and other stakeholders in workforce planning. 2. What an effective workforce plan should cover. 3. The information required to undertake workforce planning. 4. Legislation and requirements relating to employment, workers’ welfare and rights, equality and health and safety. 5. How to take account of equality, diversity and inclusion issues in workforce planning. 6. Strategies and/or services which need to be in place for when people leave, including redundancy counselling. 7. The importance of putting contingency plans in place and how to do so effectively. 8. The different ways in which workforce requirements can be met, their advantages and disadvantages, costs and benefits. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Types of employment contracts typically used within the industry/sector. 2. Patterns for employing, recruiting, and retaining people in the industry/sector. 3. Trends and developments in the sector which are relevant to workforce planning. 4. Legislation, regulations and codes of practice that apply in the industry/sector. 5. Working culture and practices of the industry/sector. |
| You need to know and understand: | Context specific knowledge and understanding   1. Individuals within your organisation, their roles, responsibilities, competences and potential. 2. Specialist resources available for workforce planning and how to make use of them. |

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| **Behaviours**  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Seize opportunities presented by the diversity of people 2. Identify people’s preferred ways of communicating 3. Use communication media and styles appropriate to different people and situations 4. Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes 5. Watch out for potential risks and hazards 6. Make effective use of existing sources of information 7. Identify systemic issues and seek to mitigate their impact on performance 8. Anticipate likely future scenarios based on realistic analysis of trends and developments 9. Work towards a clearly defined vision of the future 10. Take decisions in uncertain situations or based on incomplete information when necessary 11. Take and implement difficult and/or unpopular decisions, where necessary |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Analysing * Communicating * Contingency planning * Decision-making * Evaluating * Information management * Monitoring * Planning * Prioritising * Reviewing * Scenario building * Thinking creatively * Thinking strategically |

**CFAM&LDD2 Develop and Sustain Productive Working Relationships with Stakeholders**

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| Overview | This standard is about developing and sustaining productive working relationships with stakeholders. These include colleagues within your own organisation, people within other organisations with which your organisation works and other external stakeholders.  This standard is relevant to managers and leaders who work with both internal and external stakeholders.  This standard links closely with all the other standards in key *area DD Build and Sustain Relationships* and also with *CFAM&LAA3 Develop and Maintain Your Professional Networks*. |

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| **Performance criteria**  You must be able to: | 1. Identify external stakeholders and the nature of their interest in the activities and performance of your organisation. 2. Establish working relationships with relevant internal and external stakeholders. 3. Recognise and respect the roles, responsibilities, interests and concerns of stakeholders and, particularly in situations of matrix management, their managers’ requirements. 4. Seek to create a climate of trust and mutual respect, particularly where you have no authority, or shared authority, over those you are working with. 5. Seek to understand difficult situations and issues from stakeholders’ perspectives and provide support, where necessary, to move things forward. 6. Provide stakeholders with appropriate information to enable them to perform effectively. 7. Consult stakeholders in relation to key decisions and activities and take account of their views, including their priorities, expectations and attitudes to potential risks. 8. Fulfil agreements made with stakeholders and let them know. 9. Advise stakeholders promptly of any difficulties or where it will be impossible to fulfil agreements. 10. Identify and resolve conflicts of interest and disagreements with stakeholders in ways that minimise damage to work and activities and to the stakeholders involved. 11. Monitor and review the effectiveness of working relationships with stakeholders in order to identify areas for improvement. 12. Seek and provide feedback in order to improve your own and stakeholders’ performance. 13. Monitor wider developments in order to identify issues of potential interest or concern to stakeholders in the future and to identify new stakeholders. |

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| Knowledge and understanding  You need to know and understand: | General knowledge and understanding   1. The benefits of developing productive working relationships with stakeholders. 2. 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. Principles of effective communication and how to apply them in order to communicate effectively with stakeholders. 5. Why it is important to recognise and respect the roles, responsibilities, interests and concerns of stakeholders. 6. The importance of creating a climate of trust and mutual respect where you have no authority, or shared authority, over those you are working with. 7. The importance of understanding difficult situations and issues from other perspectives and providing support, where necessary, to move things forward. 8. How to identify and meet the information needs of stakeholders. 9. What information it is appropriate to provide to stakeholders and the factors that need to be taken into consideration. 10. How to consult with stakeholders in relation to key decisions and activities. 11. The importance of taking account, and being seen to take account, of the views of stakeholders, particularly in relation to their priorities, expectations and attitudes to potential risks. 12. Why communication with stakeholders on fulfilment of agreements or any problems affecting or preventing fulfilment is important. 13. How to identify conflicts of interest with stakeholders and the techniques that can be used to manage or remove them. 14. How to identify disagreements with stakeholders and the techniques for sorting them out. 15. The damage that conflicts of interest and disagreements with stakeholders can cause to individuals and organisations. 16. How to recognise and take account of political issues when dealing with stakeholders. 17. How to manage the expectations of stakeholders. 18. How to monitor and review the effectiveness of working relationships with stakeholders. 19. How to get and make effective use of feedback from stakeholders. 20. How to provide stakeholders with feedback designed to improve their performance. 21. The importance of monitoring wider developments in relation to stakeholders and how to do so effectively. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Current and emerging trends and developments in your industry or sector. 2. Sector-specific legislation, regulations, guidelines and codes of practice. 3. Standards of behaviour and performance in your industry or sector. 4. The culture of your industry or sector. |
| You need to know and understand: | Context specific knowledge and understanding   1. The vision, values, objectives, plans, structure and culture of your organisation. 2. Relevant stakeholders, their work roles and responsibilities. 3. Identified stakeholders, their background and interests in the activities and performance of the organisation. 4. Agreements with stakeholders. 5. The identified information needs of stakeholders. 6. Mechanisms for consulting with stakeholders on key decisions and activities. 7. Your organisation’s planning and decision-making processes. 8. Mechanisms for communicating with stakeholders. 9. Power, influence and politics within your organisation. 10. Standards of behaviour and performance that are expected in your organisation. 11. Mechanisms in place for monitoring and reviewing the effectiveness of working relationships with stakeholders. |

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| Behaviours  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Identify people’s preferred ways of communicating 2. Use communication media and styles appropriate to different people and situations 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. Show respect for the views and actions of others 6. Comply with and ensure others comply with legal requirements, industry regulations, organisational policies and professional codes 7. Seek to understand people’s needs and motivations 8. Create a sense of common purpose 9. Work towards win-win solutions 10. Take account of the internal and external politics that impact on your own area of work 11. Clarify your own and others’ expectations of relationships 12. Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation 13. Honour your commitments to others 14. Recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people’s energy towards a common goal 15. Take account of the impact of your own actions on others 16. Recognise stakeholders’ needs and interests and manage these effectively |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Balancing competing needs and interests * Communicating * Consulting * Empathising * Information management * Involving others * Leadership * Managing conflict * Monitoring * Networking * Obtaining feedback * Presenting information * Prioritising * Problem solving * Providing feedback * Reviewing * Valuing and supporting others |

**CFAM&LDD4 Develop and Sustain Collaborative Relationships with Other Organisations**

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| Overview | This unit is about developing and sustaining collaborative relationships with other organisations which share objectives that are similar or complementary to your own organisation’s objectives.  This standard is relevant to managers and leaders who are the main point of contact with external organisations and are responsible for ensuring effective relationships with them.  This standard links closely with all the other standards in key area *DD Build and Sustain Relationships.* |

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| **Performance criteria**  You must be able to: | 1. Identify organisations which share common or complementary objectives and evaluate the feasibility of collaboration in line with your organisation’s strategic objectives. 2. Decide whether to collaborate with other organisations, based on an evaluation of potential benefits, the compatibility of the organisations and your ability to mitigate any risks involved. 3. Seek to create a climate of trust and mutual respect, particularly where you have no authority, or shared authority, over those you are working with. 4. Agree internally and with the other organisations:    1. the aims and objectives of collaboration    2. the benefits each organisation expects from collaboration    3. the costs to each organisation from collaboration    4. the actions each organisation will take and when    5. the required outcomes from collaboration    6. the risks involved in the collaboration and how these will be managed    7. arrangements for communicating with each other and reporting progress    8. arrangements for processing information in line with relevant legislation    9. how and when you will review the effectiveness of your collaboration. 5. Take agreed actions at the agreed time; inform the other organisations if you are unable to do so and the reasons for this. 6. Seek to understand difficult situations and issues from the other organisations’ perspective and provide support, where necessary, to move things forward. 7. Report to, and receive reports from, the other organisations according to arrangements agreed. 8. Provide feedback to the other organisations in ways that help them to perform effectively and reinforce their commitment and enthusiasm for collaboration. 9. Process information supplied by the other organisations in line with arrangements and relevant legislation. 10. Review the effectiveness of your collaboration at agreed times and agree:     1. the extent to which the aims and objectives have been achieved     2. the actions carried out by each organisation, any deviations from the actions agreed and reasons for these     3. any failures or mistakes, the reasons for these and ways of avoiding these failures or mistakes in the future     4. the costs to each organisation of collaboration and ways in which these costs may be reduced in the future     5. the benefits to each organisation, the value of these benefits and how mutual benefits may be increased in the future     6. the extent to which the expectations of each organisation have been met     7. any changes to make your collaboration more effective in the future. |

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| Knowledge and understanding  You need to know and understand: | General knowledge and understanding   1. The importance of identifying and evaluating potential organisations with which to collaborate. 2. How to identify the potential benefits to each party of collaboration. 3. How to identify the aims, values and working practices of other organisations and assess how compatible these are with your organisation’s aims, values and working practices. 4. How to identify the potential costs, in terms of money, time and resources, to each organisation of working together. 5. The importance of agreeing with partners the benefits and costs to each organisation of working together. 6. The importance of basing your decision to collaborate with other organisations on your evaluation of potential benefits, the compatibility of the organisations and your ability to mitigate any risks involved, and how to do so. 7. The importance of identifying and agreeing with other organisations the aims and objectives of collaboration, and how to do so. 8. The importance of identifying and agreeing the actions each organisation will take and when, and how to do so. 9. The importance of identifying and agreeing the arrangements for communicating with each other and reporting progress, and how to do so. 10. How to identify and evaluate any risks involved in working together. 11. The importance of identifying and agreeing how and when you will review the collaboration and its effectiveness, and how to do so. 12. The importance of taking agreed actions at the agreed time and informing people promptly if you are unable to do so and the reasons for this. 13. The importance of supporting collaborating organisations to take their agreed actions at the agreed time, and how to do so. 14. The importance of reporting and receiving reports from collaborating organisations according to arrangements agreed, and how to do so. 15. How to provide feedback to collaborating organisations in ways that help them to perform effectively and reinforce their commitment and enthusiasm for collaboration. 16. How to process information supplied by collaborating organisations in line with arrangements and data protection legislation. 17. The principles of effective communication and how to apply them. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Industry/sector requirements and legislation for collaboration with other organisations to achieve common or complementary objectives. |
| You need to know and understand: | Context specific knowledge and understanding   1. Your organisation’s aims, values and working practices. 2. Legal and organisational requirements for data protection. 3. Confidentiality policies for each organisation and how they may impact on the collaboration. 4. Who has a right to the information and knowledge you are communicating. |

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| Behaviours  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Present information clearly, concisely, accurately and in ways that promote understanding 2. Keep people informed of plans and developments in a timely way 3. Show respect for the views and actions of others 4. Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes 5. Communicate clearly the value and benefits of a proposed course of action 6. Seek to influence the climate and culture of the organisation 7. Identify and work with people and organisations that can provide support for your work 8. Clarify your own and others’ expectations of relationships 9. Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation 10. Honour your commitments to others 11. Specify the assumptions made and risks involved in understanding a situation |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Assessing * Balancing competing needs and interests * Communicating * Decision-making * Evaluating * Information management * Negotiating * Networking * Planning * Presenting information * Reporting * Reviewing * Risk management * Setting objectives * Thinking strategically * Valuing and supporting others |

**CFAM&LEA1 Identify and Justify Requirements for Financial Resources**

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| Overview | This standard is about identifying and justifying the financial resources required for achieving organisational objectives.  It is relevant to managers and leaders who are required to identify and justify the financial resources for their organisations or for major projects or programmes of work.  This standard is the precursor to *CFAM&LEA2 Obtain Financial Resources* and *CFAM&LEA3 Manage the Use of Financial Resources*.  It also links to standards on strategic and operational planning, such as, *CFAM&LBA6 Develop Strategic Business Plans*, *CFAM&LBA9 Develop Operational Plans*, *CFAM&LFA4 Manage Programmes* and *CFAM&LFA5 Manage Projects*.  *CFAM&LEA4 Manage Budgets* is for those who manage financial resources for more limited areas of work or projects. |

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| **Performance criteria**  You must be able to: | 1. Engage key stakeholders in identifying and justifying requirements for financial resources. 2. Identify methods of achieving objectives, evaluate the effectiveness and efficiency of feasible methods and select the optimal method. 3. Calculate the estimated costs of the activities and overheads required to achieve objectives by the optimal method. 4. Prepare the business case for your requirements for financial resources, clearly specifying:    1. objectives to be achieved    2. benefits of achieving these objectives    3. proposed method    4. timescales for activities    5. costs involved    6. assumptions made    7. risks and how these will be managed    8. evaluation arrangements    9. any alternative options considered but rejected as sub-optimal. 5. Prepare alternative options for achieving objectives, in case your budget requirements are not approved. 6. Present your business case to those with decision-making responsibility for budgets, providing any further information or rationale required. 7. Argue your business case robustly, engaging the support of key stakeholders, where appropriate. 8. Seek approval for alternative options in situations where your original business case for budget requirements is not accepted. 9. Seek feedback on your presentation of the business case from those with decision-making responsibility for budgets and use this feedback to improve future proposals. 10. Communicate the decision on your budget requirements to key stakeholders, explaining the reasons for any changes or alternative options adopted. |

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| Knowledge and understanding  You need to know and understand: | General knowledge and understanding   1. How to engage stakeholders in identifying and justifying requirements for financial resources. 2. The principles and methods of effective communication and how to apply them. 3. Planning principles and methods and how to apply them. 4. How to identify and select optimal methods for achieving objectives. 5. How to calculate fixed and variable costs of activities. 6. Cost-benefit analysis techniques. 7. Decision-making techniques. 8. What a business case should cover and how to develop a convincing business case. 9. How to present and argue a business case. 10. The importance of identifying assumptions made. 11. How to identify and manage risks. 12. Negotiation techniques and how to apply them. 13. The importance of developing alternative solutions as fallback positions. 14. The importance of obtaining feedback on your presentation of the business case and how to use this feedback to improve future proposals. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Legal, regulatory and ethical requirements in your sector. |
| You need to know and understand: | Context specific knowledge and understanding   1. Individuals in your area of work, their roles, responsibilities, competences and potential. 2. Your organisation’s key stakeholders and their interests. 3. Your organisation’s strategic objectives. 4. The objectives you are responsible for achieving. 5. Those with budgetary responsibility in your organisation. |

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| 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. Find practical ways to overcome obstacles 3. Present information clearly, concisely, accurately and in ways that promote understanding 4. Balance risks against the benefits that may arise from taking risks 5. Identify and seize opportunities to obtain resources 6. Take repeated or different actions to overcome obstacles 7. Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes 8. Act within the limits of your authority communicate clearly the value and benefits of a proposed course of action 9. Use a range of legitimate strategies and tactics to influence people 10. Work towards win-win solutions 11. Respond positively and creatively to setbacks 12. Identify the range of elements in a situation and how they relate to each other 13. Specify the assumptions made and risks involved in understanding a situation 14. Test a variety of options before taking a decision |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Acting assertively * Analysing * Communicating * Decision-making * Evaluating * Involving others * Negotiating * Obtaining feedback * Persuading * Presenting information * Problem solving * Providing feedback * Reflecting * Reporting * Risk management |

**CFAM&LEA2 Obtain Finance from External Sources**

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| Overview | This standard is about obtaining finance from external sources to achieve organisational objectives.  This standard is relevant to managers and leaders with specific responsibility for obtaining finance for their organisation or for major projects or programmes of work.  This standard links to *CFAM&LEA1 Identify and Justify Requirements for Financial Resources* and *CFAM&LEA3 Manage the Use of Financial Resources*.  It also links to standards on strategic and operational planning, such as, *CFAM&LBA6 Develop Strategic Business Plans*, *CFAM&LBA9 Develop Operational Plans*, *CFAM&LFA4 Manage Programmes* and *CFAM&LFA5 Manage Projects*. *CFAM&LEA4 Manage Budgets* is for those who manage financial resources for more limited areas of work or projects. |

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| **Performance criteria**  You must be able to: | 1. Identify the finance required to achieve goals and objectives. 2. Seek and make effective use of specialist financial expertise, where required. 3. Evaluate the costs, benefits and risks of different types of finance. 4. Select the types of finance which are most appropriate to the needs of your organisation, taking account of levels of acceptable risk and views of stakeholders. 5. Identify and evaluate potential providers of finance. 6. Ensure timely submission of clear, evidenced and convincing proposals, bids or applications to potential providers of finance and seek regular updates on progress. 7. Make formal agreements with providers of finance, specifying amounts, timing and, where appropriate, costs and repayment schedules. 8. Identify any shortfall in the level of finance obtained and take appropriate action. 9. Put contingency plans in place to deal with any problems in finance being made available and any changes to the level of finance required. 10. Monitor the effectiveness of agreements for providing finance, identifying and making changes where necessary and identifying improvements for the future. |

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| Knowledge and understanding  You need to know and understand: | General knowledge and understanding   1. Where to obtain and how to evaluate information in order to identify an organisation’s requirement for finance. 2. Sources of specialist financial expertise and how to make effective use of them. 3. Different types of finance. 4. Different providers of finance. 5. How to evaluate the costs, benefits and risks of different types and providers of finance. 6. Criteria for selecting types and providers of finance which are appropriate to organisational needs and the views of stakeholders. 7. The importance of risk in obtaining finance and ways in which the level of risk can be identified and managed. 8. How to work out the full cost of obtaining finance from providers. 9. The importance of consulting with relevant people in the organisation and key stakeholders on proposals and recommendations for obtaining finance, and how to do so. 10. The importance of submitting clear proposals or bids or applications to potential providers of finance and allowing sufficient time for their submission and consideration. 11. The type of formal agreements that should be put in place with providers of finance and what they should cover. 12. The type of actions that might need to be taken in the event of a shortfall in finance. 13. Why it is necessary to put contingency plans in place in relation to obtaining finance and the type of contingencies that might occur. 14. How to monitor the effectiveness of agreements put in place for providing finance. 15. The changes that might need to be made to agreements for finance. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. The types and providers of finance that tend to be used in your industry or sector, and why they are preferred. 2. Guidelines and codes of practice and any legislative, regulatory and ethical requirements in relation to types and providers of finance in your industry or sector. |
| You need to know and understand: | Context specific knowledge and understanding   1. The vision, objectives and plans of your organisation. 2. The proposed activities of your organisation, including those which require finance. 3. Your organisation’s stakeholders and their views in relation to the financing of the organisation’s activities. 4. The current types and providers of finance used by your organisation and other potential types and providers of finance and their associated costs, benefits and risks. 5. The particular needs of your organisation in terms of securing finance, including the organisation’s attitude to risk. 6. Relevant people in your organisation and any key stakeholders who should be consulted on proposals and recommendations for obtaining finance. 7. Proposals, bids or applications submitted to providers of finance and how they have been progressed. 8. Formal agreements with providers of finance to your organisation. 9. The contingency plans that have been put in place in relation to finance. 10. The specialist financial expertise currently used by your organisation and other potential sources of expertise. 11. The systems in place for monitoring the effectiveness of the agreements for finance and identifying changes to agreements and improvements for the future. |

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| Behaviours  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Present information clearly, concisely, accurately and in ways that promote understanding 2. Balance risks against the benefits that may arise from taking risks 3. Identify and seize opportunities to obtain resources 4. Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes 5. Act within the limits of your authority 6. Watch out for potential risks and hazards 7. Identify and raise ethical concerns 8. Communicate clearly the value and benefits of a proposed course of action 9. Work towards win-win solutions 10. Identify and work with people and organisations that can provide support for your work 11. Recognise stakeholders’ needs and interests and manage these effectively 12. Identify the implications or consequences of a situation 13. Specify the assumptions made and risks involved in understanding a situation 14. Take timely decisions that are realistic for the situation |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Communicating * Contingency planning * Decision-making * Evaluating * Forecasting * Influencing * Information management * Involving others * Leadership * Monitoring * Negotiating * Persuading * Planning * Presenting information * Prioritising * Problem solving * Questioning * Reviewing * Risk management * Thinking strategically |

**CFAM&LEB1 Provide Healthy, Safe, Secure and Productive Working Environments and Practices**

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| Overview | This standard is about ensuring that the physical environment and working practices in your area of responsibility comply with your organisation’s health and safety policy statement and that physical resources are secure. It recognises that, in the drive for increased productivity, health, safety and security must not be compromised.  This standard is relevant to managers and leaders who are responsible for health and safety, security and productivity in their area of responsibility.  This standard underpins many of the other standards, particularly those in key area FA Manage business operations and projects. Note that security of information is covered in key area *EC Manage Information and Knowledge*. |

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| **Performance criteria**  You must be able to: | 1. Identify your personal responsibilities and liabilities under health and safety legislation. 2. Ensure your organisation’s health and safety policy statement is clearly communicated to all people in your area of responsibility and other relevant people. 3. Ensure the working environments and practices in your area of responsibility comply with your organisation’s health and safety policy statement and are reviewed at regular intervals and in light of significant changes. 4. Ensure regular consultation takes place with people in your area of responsibility or their representatives on health and safety issues. 5. Ensure that a system is in place for identifying health and safety hazards and assessing risks in your area of responsibility. 6. Ensure that a system is in place for identifying and assessing risks to the security of resources in your area of responsibility. 7. Ensure that prompt and effective action is taken to eliminate or control identified hazards and manage identified risks. 8. Refer identified hazards and risks outside your level/area of authority to the appropriate people. 9. Ensure that the health and safety of people and the security of resources and information are prime considerations when designing or reviewing working environments and practices. 10. Ensure that sufficient resources are allocated across your area of responsibility to deal with health, safety and security issues. 11. Seek and make use of specialist expertise, where required. 12. Ensure that systems are in place for effective monitoring, measuring and reporting of health, safety and security performance in your area of responsibility. 13. Demonstrate your personal commitment to health, safety, security and productivity through your actions. |

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| Knowledge and understanding  You need to know and understand: | General knowledge and understanding   1. Why health, safety and security in the workplace are important. 2. Your personal responsibilities and liabilities under health and safety legislation. 3. How to keep up with legislative and other developments relating to health and safety. 4. The requirement for organisations to have a written health and safety policy statement. 5. How to communicate the written health and safety policy statement to people who work in your area of responsibility and other relevant parties. 6. How and when to review the application of the written health and safety policy statement in your area of responsibility and produce/provide findings to inform development. 7. How to identify risks to the security of resources and information and actions you can take to mitigate these risks. 8. How and when to consult with people in your area of responsibility or their representatives on health, safety and security issues. 9. Sources of specialist expertise in relation to health, safety and security. 10. Ways of developing a culture in your area of responsibility which puts health, safety and security first. 11. The type of hazards and risks that may arise in relation to health and safety – how to establish and use systems for identifying hazards and assessing risks and the type of actions that should be taken to control or eliminate them. 12. How to establish systems for monitoring, measuring and reporting on health, safety and security performance in your area of responsibility. 13. Why and how health, safety and security should inform planning and decision-making. 14. The importance of setting a good example to others in relation to health, safety and security. 15. The type of resources required to deal with health, safety and security issues. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Sector-specific legislation, regulations, guidelines and codes of practice relating to health, safety and security. 2. Health, safety and security risks, issues and developments which are particular to the industry or sector. |
| You need to know and understand: | Context specific knowledge and understanding   1. Other relevant people with an interest in health, safety and security in your area of responsibility. 2. Your organisation’s written health and safety policy statement and how it is communicated to people who work for your organisation, people in your area and to other relevant parties. 3. Sources of specialist expertise. 4. The operational plans for your area of responsibility. 5. The resources allocated to and across your area of responsibility for health, safety and security. 6. Allocated responsibilities for health, safety and security in your area and your organisation in general. 7. Systems in place in your area of responsibility for identifying hazards and assessing risks and taking action. 8. Whom to refer to when identified hazards or risks are outside your level/area of authority. 9. Systems in place for monitoring, measuring and reporting of health, safety and security performance in your area of responsibility. |

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| 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. Identify people’s preferred ways of communicating 4. Use communication media and styles appropriate to different people and situations 5. Keep people informed of plans and developments in a timely way 6. Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes 7. Act within the limits of your authority 8. Refer issues outside the limits of your authority to appropriate people 9. Watch out for potential risks and hazards 10. Identify and raise ethical concerns 11. Take personal responsibility for making things happen 12. Clearly agree what is expected of others and hold them to account 13. Protect your own and others’ work against negative impacts 14. Identify the implications or consequences of a situation |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Communicating * Consulting * Decision-making * Information management * Involving others * Leadership * Monitoring * Planning * Presenting information * Prioritising * Questioning * Reporting * Reviewing * Risk management * Thinking systematically |

**CFAM&LEB5 Optimise Effective Use of Technology**

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| Overview | This standard is about making sure those working in your organisation or area of responsibility use technology – for example, information or communications technology, equipment, machinery – appropriately and effectively.  This standard is relevant to managers and leaders who have the authority to be able to influence the use of technology within their organisation or area of responsibility.  This standard links to all the other standards in key areas *EB Manage Physical and Technical Resources* and *EC Manage Information and Knowledge*. |

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| **Performance criteria**  You must be able to: | 1. Engage appropriate colleagues in identifying and developing effective approaches to the use of technology. 2. Seek and make use of specialist expertise to assist in developing, implementing and reviewing your strategy for using technology and monitoring performance in relation to the use of technology. 3. Identify the current approaches to the use of technology within your organisation or area of responsibility and any plans to discard or introduce technology or to use existing technology for different purposes. 4. Carry out benchmarking to identify good practice in relation to the use of technology and what lessons can be learnt and applied to your organisation. 5. Identify opportunities for introducing new technology, adapting existing technology or using existing technology for different purposes. 6. Ensure that your organisation or area of responsibility has a strategy for using technology and that it fits with the overall vision, values, objectives and plans of the organisation. 7. Communicate the strategy for using technology to colleagues and to other key stakeholders. 8. Check that any new technology is compatible with existing technology. 9. Monitor the introduction of any technology or adaptation of existing technology carefully and take prompt and effective action to address any problems. 10. Ensure that resources and support are provided to enable colleagues to make effective use of the available technology. 11. Ensure that contingency plans are in place in case technology fails. 12. Maintain systems to monitor implementation of the strategy and report on the technology performance of your organisation or area of responsibility. |

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| Knowledge and understanding  You need to know and understand: | General knowledge and understanding   1. Different types of technology. 2. The main factors to consider when assessing the use and/or introduction of new technology, including the full costs and benefits. 3. The importance of consulting with colleagues and other relevant parties in relation to technology. 4. What an effective strategy for using technology should cover. 5. The importance of contingency planning in relation to the ongoing use and/or introduction of technology and how to do this effectively. 6. Different techniques and methods for communicating the organisation’s approach to and strategy for using technology. 7. How to benchmark your organisation’s use of strategy against other organisations. 8. How to check the compatibility of new technology with existing technology. 9. How to establish systems for reviewing the implementation of the strategy for using technology and identifying areas for improvement. 10. The types of resources and support needed to enable colleagues to make the best use of the available technology. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Trends and developments in your industry/sector in relation to technology. 2. The types of technology that are available to your industry/sector and their main features, benefits and drawbacks. 3. Legal requirements, government policies and industry or sector guidelines relating to using technology. 4. Financial or other incentives or support that may be available for investing in technology in your industry/sector. |
| You need to know and understand: | Context specific knowledge and understanding   1. The approaches to and current use of technology within your organisation. 2. Plans to discard or introduce technology or use existing technology for different purposes. 3. Who needs to be consulted across the organisation in relation to technology. 4. Other relevant parties with an interest in your organisation’s use of technology. 5. The overall vision, values, objectives and plans of your organisation. 6. Your organisation’s specific strategy in relation to using technology, including contingency plans. 7. The role of technology in your organisation’s culture and how to build on this. 8. Systems in place for effective monitoring and reporting on the use of technology. 9. The organisations that are similar to your own and the technology they use. 10. The specialists who can advise your organisation on using technology. 11. What technology has already been tried in your organisation and what the outcomes were. |

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| Behaviours  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Seek opportunities to improve performance 2. Constructively challenge the status quo and seek better alternatives 3. Try out new ways of working 4. Present information clearly, concisely, accurately and in ways that promote understanding 5. Reflect on your experiences and use the lessons to guide your decisions and actions 6. Balance risks against the benefits that may arise from taking risks 7. Take personal responsibility for making things happen 8. Create a sense of common purpose 9. Anticipate likely future scenarios based on realistic analysis of trends and developments 10. Specify the assumptions made and risks involved in understanding a situation 11. Take timely decisions that are realistic for the situation |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Benchmarking * Communicating * Consulting * Contingency planning * Information management * Innovating * Involving others * Lead by example * Leadership * Monitoring * Networking * Planning * Problem solving * Questioning * Reporting * Reviewing * Thinking strategically * Thinking systematically |

**CFAM&LEC1 Promote Knowledge Management and Sharing**

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| Overview | This standard is about promoting knowledge management – the systematic identification, creation, development, capture and transferring of relevant information and expertise – and the sharing of knowledge across your organisation or area of responsibility.  The standard is relevant to managers and leaders who have responsibility for promoting knowledge management and sharing across their organisation, or their area of responsibility.  This standard links to all the other standards in key area *EC Manage information and knowledge* and also to *CFAM&LDB5 Manage Team Communication* and *CFAM&LDB6 Support Remote/Flexible Teams*. |

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| **Performance criteria**  You must be able to: | 1. Engage colleagues and other key stakeholders in developing and implementing systems and processes that promote knowledge management and sharing. 2. Identify where key knowledge is created, developed, shared and transferred and how it adds value to your organisation or area of responsibility. 3. Define and gain support for strategies to facilitate the creation, maintenance and sharing of organisational knowledge. 4. Specify standards and processes that support knowledge creation, development, sharing and capture and which ensure that valuable knowledge is recorded. 5. Make available the systems and tools required to support knowledge management and sharing and ensure people have the necessary guidance and competence to use them effectively. 6. Identify where organisational culture, values, work practices and behaviours hinder effective knowledge management and sharing and any changes required. 7. Identify with key stakeholders strategies and activities for implementing changes in organisational culture, values, work practices and behaviours to enable effective knowledge management and sharing. 8. Encourage senior managers and key influencers within your organisation to act as role models in using knowledge management standards, systems, tools and processes. 9. Implement effective systems and procedures to protect intellectual property from unauthorised use. 10. Identify and implement processes that promote effective knowledge management and sharing and communicate the benefits of doing so. 11. Monitor and review progress in embedding a culture of knowledge management and sharing in your organisation and plan any essential changes. 12. Evaluate and record the value of knowledge management and sharing to the organisation. |

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| Knowledge and understanding  You need to know and understand: | General knowledge and understanding   1. How to engage colleagues and other stakeholders in knowledge management and sharing. 2. Existing and emerging knowledge management theories, concepts, strategies, principles, techniques and good practice. 3. Systems and tools available to support knowledge management and sharing and how to select appropriate ones. 4. How to specify standards and processes to support knowledge management and sharing. 5. Systems and procedures to protect intellectual property from unauthorised use and how to identify and develop appropriate ones. 6. How to evaluate the value of knowledge and knowledge management to the organisation. 7. How to develop and gain support for organisational strategies. 8. The importance of monitoring and reviewing progress and how to do so. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Industry/sector requirements and benchmarks for knowledge management and sharing. |
| You need to know and understand: | Context specific knowledge and understanding   1. How knowledge is created, developed, shared and used in your organisation. 2. Your organisation’s culture, values and work practice and how these may help or hinder effective knowledge management and sharing. 3. Senior managers and key influencers in your organisation. |

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| Behaviours  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Identify people’s information needs 2. Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding 3. Identify people’s preferred ways of communicating 4. Use communication media and styles appropriate to different people and situations 5. Present information clearly, concisely, accurately and in ways that promote understanding 6. Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes 7. Protect the confidentiality and security of information 8. Check the accuracy and validity of information 9. Analyse and structure information to develop knowledge that can be shared 10. Make appropriate information and knowledge available promptly to those who need it and have a right to it 11. Develop systems to gather and manage information and knowledge effectively, efficiently and ethically 12. Encourage others to share information and knowledge within the constraints of confidentiality 13. Take timely decisions that are realistic for the situation |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Analysing * Assessing * Communicating * Decision-making * Evaluating * Influencing * Involving others * Monitoring * Obtaining feedback * Planning * Presenting information * Providing feedback * Reviewing |

**CFAM&LEC2 Manage Information, Knowledge and Communication Systems**

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| Overview | This standard is about managing information, knowledge and communication systems for your organisation or your area of responsibility.  This standard is relevant to managers and leaders who have responsibility to manage information, knowledge and communication systems across their organisation or area of responsibility.  This standard links to all the other standards in key area *EC Manage Information and Knowledge.* |

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| **Performance criteria**  You must be able to: | 1. Engage appropriate colleagues and other key stakeholders in developing, implementing and maintaining information, knowledge and communication systems. 2. Establish the current and likely future information, knowledge and communication needs of people within your organisation or area of responsibility and other key stakeholders. 3. Establish the levels of security required for information, knowledge and communication systems. 4. Evaluate the capability and capacity of existing information, knowledge and communication systems to meet current and likely future needs, and identify changes and enhancements required. 5. Evaluate the capability of technologies and suppliers to meet current and likely future information, knowledge and communication needs. 6. Select technologies and suppliers capable of meeting current and likely future information, knowledge and communication needs to the level of security required within resource constraints. 7. Establish the need for new or modified protocols to allow information, knowledge and communication systems to be used effectively and securely and make these available. 8. Evaluate the training and on-going support required to enable people to use information, knowledge and communication systems effectively, efficiently and securely. 9. Develop and implement plans to introduce changes and enhancements to information, knowledge and communication systems that minimise adverse impacts on business activities and enable people to benefit from the changes and enhancements as soon as possible. 10. Provide user training and on-going support required. 11. Ensure maintenance and updating of information, knowledge and communication systems is carried out as required. 12. Monitor the security of systems and their effectiveness in meeting people’s information, knowledge and communication needs, and take effective action to address any problems. |

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| Knowledge and understanding  You need to know and understand: | General knowledge and understanding   1. How to engage colleagues and stakeholders in managing information, knowledge and communication systems. 2. How to gather and analyse data about people’s information, knowledge and communication needs. 3. Principles, methods, tools and techniques for keeping information, knowledge and communication secure and how to establish appropriate security levels and approaches. 4. How to evaluate current information, knowledge and communication systems and their capability and capacity to meet future needs. 5. Information, knowledge and communication technologies, their features and benefits for your needs. 6. Suppliers of information, knowledge and communication technologies and their capabilities. 7. Legal requirements relating to data protection and data ownership. 8. How to develop protocols to allow information, knowledge and communication systems to be used effectively and securely. 9. Training and support in the use of information, knowledge and communication systems that people need. 10. Change management principles, methods, tools and techniques. 11. How to establish the requirements for system maintenance and updating. 12. How to monitor the effectiveness of information, knowledge and communication systems to identify and take action to address problems. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Industry standards in information, knowledge and communication systems. |
| You need to know and understand: | Context specific knowledge and understanding   1. Individuals and groups in your organisation and their information, knowledge and communication needs. 2. Your organisation’s current information, knowledge and communication systems. 3. The levels of security of information, knowledge and communication required by your organisation. 4. The levels of security appropriate for different users of your organisation’s information, knowledge and communication systems. 5. Your organisation’s business activities and processes. |

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| 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. Identify people’s information needs 3. Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding 4. Identify people’s preferred ways of communicating 5. Use communication media and styles appropriate to different people and situations 6. Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes 7. Protect the confidentiality and security of information 8. Make appropriate information and knowledge available promptly to those who need it and have a right to it 9. Develop systems to gather and manage information and knowledge effectively, efficiently and ethically 10. Encourage others to share information and knowledge within the constraints of confidentiality 11. Take timely decisions that are realistic for the situation |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Assessing * Communicating * Decision-making * Evaluating * Forecasting * Information management * Involving others * Monitoring * Obtaining feedback * Planning * Presenting information * Questioning * Reviewing |

**CFAM&LED4 Outsource Business Processes**

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| Overview | This standard is about outsourcing business processes which are not part of your organisation’s core competences.  This standard is relevant to managers and leaders who have strategic responsibility for outsourcing non-core business processes for their organisation, or their part of the organisation.  This standard links closely to all the other standards in key area *EC Procure Products and Services* and also to *CFAM&LEFA3 Manage Business Processes*. |

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| **Performance criteria**  You must be able to: | 1. Engage colleagues and other key stakeholders in outsourcing decisions and managing outsourcing arrangements. 2. Analyse your organisation’s core competences and identify any business processes which are non-core. 3. Assess the potential benefits, costs, disadvantages, risks and legal and ethical implications of outsourcing non-core processes. 4. Make a detailed and convincing business case for outsourcing non-core processes. 5. Address the human resource implications of outsourcing, including any redundancy, redeployment, training and development, and cultural issues. 6. Identify and evaluate potential vendors to which you could outsource the process. 7. Invite potential vendors to tender against a clear specification of your requirements and select the vendor which best meets your criteria. 8. Work with legal specialists to negotiate and agree an outsourcing contract with the vendor which specifies, in detail, the volume and level of service to be provided, payment terms and how the vendor’s performance will be monitored. 9. Communicate the outsourcing plans clearly and effectively, both internally and externally as required, monitoring reactions carefully and addressing people’s concerns. 10. Develop with the vendor a detailed plan to transfer the business process to them including contingency plans to manage risks. 11. Work closely with the vendor to transfer the business process to them, addressing any emerging issues promptly and effectively. 12. Monitor the vendor’s ongoing performance in line with the contract, promptly and effectively addressing any anomalies that occur. 13. Review the outsourcing arrangement at agreed points and in the event of significant changes in the operating environment. |

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| Knowledge and understanding  You need to know and understand: | General knowledge and understanding   1. How to engage colleagues and stakeholders in outsourcing decisions and managing outsourcing arrangements. 2. The difference between core and non-core business processes. 3. How to assess the potential benefits, costs, disadvantages, risks, and legal and ethical implications of outsourcing non-core processes. 4. How to make a detailed and convincing business case for outsourcing non-core processes. 5. The potential human resource implications of outsourcing, including redundancy, redeployment, training and development, and cultural issues, and how to address these. 6. How to identify potential vendors to which you could outsource the process. 7. How to evaluate potential vendors, including the use of relevant vendor rating systems. 8. The importance of inviting potential vendors to tender against a clear specification of your requirements. 9. How to evaluate and select the vendor which best meets your criteria. 10. Techniques for negotiating and agreeing a legally-binding outsourcing contract. 11. The importance of a legally-binding outsourcing contract with a vendor specifying in detail the volume and level of service to be provided, payment terms and how the vendor’s performance will be monitored. 12. The importance of communicating the outsourcing plans internally and externally as required, and how to do so clearly and effectively. 13. How to monitor a vendor’s performance in line with the contract, promptly and effectively addressing any anomalies that occur. 14. The importance of working closely with the vendor to transfer the business process to them. 15. How to identify potential risks and emerging issues when transferring the business process and how to resolve them. 16. The importance of reviewing the outsourcing arrangement at agreed points and in the event of significant changes in the business environment. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Industry/sector requirements for outsourcing business processes. |
| You need to know and understand: | Context specific knowledge and understanding   1. Individuals in your area of work, their roles, responsibilities, competences and potential. 2. Your organisation’s key stakeholders and their interests. 3. Your organisation’s core competences. 4. Your organisation’s core and non-core business processes. 5. Your organisation’s procedures and relevant legal requirements for inviting tenders to supply your requirements. |

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| Behaviours  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Seek opportunities to improve performance 2. Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding 3. Present information clearly, concisely, accurately and in ways that promote understanding 4. Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes 5. Clearly agree what is expected of others and hold them to account 6. Monitor the quality of work and progress against plans and take appropriate corrective action, where necessary 7. Work towards win-win solutions 8. Take account of the internal and external politics that impact on your own area of work 9. Identify and work with people and organisations that can provide support for your work 10. Clarify your own and others’ expectations of relationships 11. Identify the range of elements in a situation and how they relate to each other 12. Specify the assumptions made and risks involved in understanding a situation 13. Take timely decisions that are realistic for the situation |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Analysing * Assessing * Communicating * Decision-making * Evaluating * Monitoring * Negotiating * Persuading * Presenting information * Questioning * Reviewing * Risk management * Thinking strategically |

**CFAM&LFA1 Implement and Evaluate Strategic Business Plans**

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| Overview | This standard is about putting strategic business plans into action by engaging and delegating to others, monitoring progress and making adjustments along the way. It also includes evaluating the extent to which strategic objectives have been achieved, learning lessons, celebrating success and recognising people’s contributions.  This standard is relevant to senior managers and leaders who are responsible for implementing and evaluating strategic business plans.  This standard links closely to *CFAM&LBA6 Develop Strategic Business Plans* and to *CFAM&LFA2 Implement Operational Plans*. |

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| **Performance criteria**  You must be able to: | 1. Communicate your strategic business plan to people in your organisation and other key stakeholders in ways that engage their understanding and support. 2. Delegate responsibilities for achieving strategic objectives to individuals and gain their commitment to these. 3. Make available the resources required to achieve the objectives in your strategic business plan. 4. Hold individuals to account for the achievement of the strategic objectives delegated to them and require them to explain variances and propose action to address significant variances. 5. Provide advice, guidance and support towards achieving strategic objectives, when required. 6. Demonstrate your personal commitment by taking a leading role in the achievement of key strategic objectives. 7. Evaluate risks to the achievement of strategic objectives and take timely and effective action to mitigate risks. 8. Review the strategic business plan at regular intervals and in light of significant changes in the operating environment to ensure it remains capable of delivering the organisation’s objectives within agreed timescales. 9. Use agreed methods and measures to monitor implementation of your plan. 10. Evaluate variances from your plan and the reasons for significant variances. 11. Adjust your plan or the deployment of people and resources to take account of significant variances, availability of people and resources or changes in your organisation’s operating environment. 12. Inform the people involved of adjustments to your plan and help them make changes to their own plans. 13. Evaluate and agree with people in your organisation and other key stakeholders the extent to which the objectives in your strategic business plan have been achieved. 14. Celebrate the achievement of strategic objectives and recognise the contributions of those involved. 15. Analyse the reasons for any shortfalls in the achievement of strategic objectives and use the lessons to inform the development and implementation of future strategic business plans. |

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| Knowledge and understanding  You need to know and understand: | General knowledge and understanding   1. Principles and methods of strategic management and business planning. 2. The importance of communicating the plan to people and ensuring understanding and how to do so effectively. 3. Principles and methods of delegation. 4. How to hold people to account for the achievement of objectives. 5. How to monitor and review implementation of and performance against the plan. 6. How to assess and manage risk. 7. The importance of demonstrating your personal commitment to the plan and how to do so. 8. How to further develop and adjust the plan in the light of variances. 9. How to adjust the way you deploy people and resources to implement the plan. 10. The importance of identifying ways in which future planning can be improved. 11. How to evaluate the achievement of the vision and strategic objectives and identify the lessons to be learned. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Legal, regulatory and ethical requirements in your sector. 2. Trends and developments in your sector at local, national and international levels. |

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| You need to know and understand: | Context specific knowledge and understanding   1. The agreed strategic business plan for your organisation. 2. Customer feedback, financial and other management information. 3. Your organisation’s structure and business processes. 4. Your organisation’s culture. 5. Colleagues and other key stakeholders, and their needs and expectations. 6. The people and resources needed to achieve your organisation’s strategic objectives. 7. The processes for communication within your organisation. 8. Your organisation’s vision and strategy. 9. Trends and developments in your organisation’s operating environment. 10. Threats to achieving your organisation’s vision and strategy. 11. Appropriate ways of celebrating the achievement of your organisation’s strategic objectives. |

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| Behaviours  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Seek to turn unexpected events into opportunities rather than threats 2. Recognise changes in circumstances promptly and adjust plans and activities accordingly 3. Seek opportunities to improve performance 4. Present information clearly, concisely, accurately and in ways that promote understanding 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. Seek to understand people’s needs and motivations 10. Create a sense of common purpose 11. Present ideas and arguments convincingly in ways that engage people 12. Respond positively and creatively to setbacks 13. Recognise stakeholders’ needs and interests and manage these effectively 14. Work towards a clearly defined vision of the future 15. Take and implement difficult and/or unpopular decisions, if necessary |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Analysing * Communicating * Consulting * Delegating * Evaluating * Influencing * Innovating * Involving others * Leadership * Leading by example * Monitoring * Networking * Persuading * Planning * Presenting information * Problem solving * Reviewing * Risk management * Thinking strategically |

**CFAM&LFA4 Manage Programmes**

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| Overview | This standard is about managing a specific programme of different projects which are separate but still depend on each other. Taken together, these projects will contribute to achieving more significant strategic goals.  This standard is relevant to managers and leaders who are responsible for managing programmes.  This standard links closely with *CFAM&LFA5 Manage Projects*. |

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| **Performance criteria**  You must be able to: | 1. Establish overall programme objectives and how these link to strategic goals. 2. Engage those involved and other key stakeholders in managing programmes. 3. Establish the contribution different strands of the programme make to achieving overall programme objectives. 4. Ensure those involved understand how different strands of the programme link together and how the programme links to strategic goals. 5. Ensure those involved are clear about their specific roles and responsibilities and the roles and responsibilities of others with whom they interface. 6. Deploy resources in line with the requirements and priorities of the different strands of programme. 7. Make available any training, support or supervision people require to fulfil their roles and responsibilities. 8. Encourage those involved to identify and take advantage of synergies between different strands of the programme. 9. Hold individuals to account both for the fulfilment of their own responsibilities and for the achievement of the overall programme objectives. 10. Monitor the progress of different strands, and of the programme as a whole 11. Engage those involved in proposing and taking effective action in light of significant variances, changes in the operating environment or changes in organisational strategy. 12. Ensure the programme achieves its objectives efficiently and effectively, on time and within budget. 13. Communicate progress and results of the programme and its different strands to those involved and other key stakeholders in ways which enhance commitment and support. 14. Make recommendations which identify good practice and areas for improvement. |

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| Knowledge and understanding  You need to know and understand: | General knowledge and understanding   1. How to engage those involved and other stakeholders in managing programmes. 2. The difference between project and programme management. 3. The roles and key responsibilities of a programme manager. 4. Principles, processes, tools and techniques for managing programmes. 5. Principles and methods of delegation. 6. How to hold people to account for the achievement of objectives. 7. How to manage, motivate, plan, monitor and assess people. 8. How to assess and manage risk. 9. How to manage change within projects and programmes. 10. Principles and methods of effective communication and how to apply them. 11. Principles, methods and tools for monitoring the progress of different programme strands. 12. How to evaluate a programme and identify lessons to be learned. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Programme and project management tools and techniques commonly used in the industry or sector. 2. Risks and contingencies common to the industry/sector. 3. Industry/sector specific legislation, regulations, guidelines and codes of practice. |
| You need to know and understand: | Context specific knowledge and understanding   1. The programme sponsor(s) – the individual or group for whom the programme is being undertaken. 2. Key stakeholders – the individuals or groups who have a significant interest in the success of the programme and the organisation. 3. General organisational policies, practices and activities that may affect the programme plan. 4. The agreed key objectives and scope of the programme and the available resources. 5. The overall vision, objectives and plans of the organisation and any other relevant programmes of work or projects being undertaken. 6. Procedures in your organisation for managing finance. 7. Procedures in your organisation for buying products and services. 8. Legal requirements that are relevant to your organisation. 9. Quality standards and processes within your organisation. 10. Personnel policies and procedures within your organisation. |

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| Behaviours  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Address multiple demands without losing focus or energy 2. Recognise changes in circumstances promptly and adjust plans and activities accordingly 3. Seek opportunities to improve performance 4. Find practical ways to overcome obstacles 5. Present information clearly, concisely, accurately and in ways that promote understanding 6. Keep people informed of plans and developments in a timely way 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. Create a sense of common purpose 10. Champion work to achieve common goals 11. Identify the range of elements in a situation and how they relate to each other 12. Work towards a clearly defined vision of the future |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Acting assertively * Analysing * Balancing competing needs and interests * Communicating * Decision-making * Delegating * Influencing * Information management * Involving others * Leadership * Managing conflict * Monitoring * Motivating * Negotiating * Planning * Presenting information * Prioritising * Problem solving * Providing feedback * Questioning * Reporting * Risk management * Setting objectives * Stress management * Team building * Thinking strategically * Thinking systematically * Time management |

**CFAM&LFB1 Develop Understanding of Your Markets and Customers**

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| Overview | This standard is about making sure that relevant and reliable information about your organisation’s markets and customers is constantly available and shared.  This standard is relevant to managers and leaders with responsibility for marketing and/or customer service.  This standard links closely with all other standards in key area *FB Manage marketing*, *FC Manage Sales* and *FD Manage Customer Service*. |

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| **Performance criteria**  You must be able to: | 1. Engage people within your organisation and other key stakeholders in developing understanding of your markets and customers. 2. Review all available data and information about your markets and customers. 3. Carry out specific research or consult specialists, where required, to develop understanding of your markets and customers. 4. Evaluate information on current and potential markets for your products and services to identify the characteristics that distinguish market segments. 5. Evaluate current and potential customers to identify their behaviour, needs and expectations. 6. Evaluate the extent to which current and potential customers’ needs and expectations are being met by your organisation’s or competitor’s products and services. 7. Evaluate current and potential developments in your sector, including competitors’ activities. 8. Evaluate opportunities to enter new markets and to introduce innovations that meet customers’ needs. 9. Evaluate why customers select particular products and services, either your organisation’s or your competitors’. 10. Evaluate any threats to, and weaknesses in, your organisation’s products and services. 11. Make data and information about markets and customers available to help managers take decisions. |

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| Knowledge and understanding  You need to know and understand: | General knowledge and understanding   1. How to engage people within your organisation and other stakeholders in developing understanding of your markets and customers. 2. Where you can get information about your customers and the market and the advantages and disadvantages of different sources. 3. How you can get information on competitors or similar organisations. 4. How to assess sources of information about your customers and the market to see how suitable they are to use. 5. Sources of professional market research expertise. 6. Methods of gaining customer feedback, and the costs and benefits associated with them. 7. How to analyse, measure and assess data and turn it into information that is suitable for business purposes. 8. Awareness of how information software products can help you collect and analyse information. 9. The legislative and ethical restrictions relating to the collecting, storing and sharing of information. 10. The importance of checking users’ understanding of the process for collecting information and their role supporting it. 11. The principle that customers buy products and/or services for the benefits they give them. 12. The principle of trying to secure competitive advantage so that more customers will prefer the products and/or services of your organisation. 13. The principles of market segmentation and why this is important. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. The sector and market in which your organisation operates. 2. Legal and regulatory restrictions that may affect your products and/or services. 3. Sources of specific information about the market and about the customers. |
| You need to know and understand: | Context specific knowledge and understanding   1. Your organisation’s products, services, technologies and processes. 2. Opportunities for collecting existing and new information about the market and customers. 3. The information about markets and customers that is available within your organisation, and the systems that are used for collecting and storing the information. 4. Individuals within your area of work, their roles, responsibilities, competences and potential. 5. Your organisation’s key stakeholders and their interests. |

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| Behaviours  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Seize opportunities presented by the diversity of people 2. Present information clearly, concisely, accurately and in ways that promote understanding 3. Demonstrate a clear understanding of different customers and their real and perceived needs 4. Continuously improve products and services 5. Seek out and act on new business opportunities 6. Use cost-effective, time-effective and ethical means to gather, store and retrieve information 7. Analyse and structure information to develop knowledge that can be shared 8. Make appropriate information and knowledge available promptly to those who need it and have a right to it 9. Develop systems to gather and manage information and knowledge effectively, efficiently and ethically 10. Anticipate likely future scenarios based on a realistic analysis of trends and developments 11. Identify the implications or consequences of a situation 12. Specify the assumptions made and risks involved in understanding a situation |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Analysing * Assessing * Communicating * Decision-making * Evaluating * Forecasting * Information management * Innovating * Networking * Presenting information * Thinking strategically * Thinking with a focus on customers |

**CFAM&LFB4 Manage the Development of Products and Services**

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| Overview | This standard is about managing the development of products and/or services for which you are responsible.  The standard is relevant to managers and leaders with responsibility to provide products or services for identified groups of customers.  This standard links closely to *CFAM&LFB1 Develop Understanding of Your Markets and Customers* and *CFAM&LFB5 Manage the Marketing of Products and Services*. |

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| **Performance criteria**  You must be able to: | 1. Engage people within your organisation and other key stakeholders in developing products and services. 2. Identify the products and services required by existing and potential customers, and the features and potential benefits of these products and services. 3. Evaluate the extent to which your current products and services meet existing and potential customers’ requirements. 4. Evaluate the extent to which any competitors are meeting, or could meet, existing and potential customers’ requirements. 5. Identify, and assess the feasibility of, potential amendments or additions to your products and services, in order to meet existing and potential customers’ requirements better. 6. Make the business case for amendments or additions to your products and services, showing:    1. how they contribute to your organisation’s objectives    2. the investment required, and    3. the forecast return on investment. 7. Coordinate the development of those products and services which offer sufficient return on investment, in line with your organisation’s objectives. 8. Monitor demand for your products and services and adapt them in response to variances in demand and feedback from customers and those involved in selling. |

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| Knowledge and understanding  You need to know and understand: | General knowledge and understanding   1. How to engage people within your organisation and other stakeholders in developing products and services. 2. How to identify the products/services required by existing and potential customers, and the features and potential benefits of these products/services. 3. How to evaluate the extent to which your current products/services meet existing and potential customers’ requirements. 4. How to evaluate the extent to which any competitors are meeting, or could meet, existing and potential customers’ requirements. 5. How to assess the feasibility of potential amendments or additions to your products/services to better meet existing and potential customers’ requirements. 6. How to make a business case for amendments or additions to your products/services, showing how they contribute to your organisation’s objectives, the investment required and the forecast return on investment. 7. The importance of co-ordinating the development of those products/services which offer the best return on investment, in line with your organisation’s objectives, and how to do so. 8. How to monitor demand for your products/services and to adapt them in response to variances in demand. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Industry/sector requirements for managing the development of products/services. |
| You need to know and understand: | Context specific knowledge and understanding   1. Your organisation’s products/services, their features and potential benefits. 2. Your organisation’s existing and potential customer base and their real and perceived needs. 3. Your organisation’s actual and potential competitors of your products/services and their activities. 4. Sources of ideas for potential amendments or additions to your products/services. 5. Your organisation’s aims and objectives relevant to your area of responsibility. 6. Individuals within your area of work, their roles, responsibilities, competences and potential. 7. Your organisation’s key stakeholders and their interests. |

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| Behaviours  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding 2. Present information clearly, concisely, accurately and in ways that promote understanding 3. Keep people informed of plans and developments in a timely way 4. Demonstrate a clear understanding of different customers and their real and perceived needs 5. Develop and tailor products and services to ensure customers’ needs are met 6. Balance the diverse needs of different customers 7. Continuously improve products and services 8. Make effective use of existing sources of information 9. Present ideas and arguments convincingly in ways that engage people 10. Identify the range of elements in a situation and how they relate to each other 11. Take timely decisions that are realistic for the situation |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Analysing * Assessing * Communicating * Evaluating * Forecasting * Influencing * Innovating * Involving others * Monitoring * Persuading * Planning * Presenting information * Reviewing * Thinking creatively * Thinking strategically * Thinking with a focus on customers |

**CFAM&LFB5 Manage the Marketing of Products and Services**

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| Overview | This standard is about managing the marketing of products and services for which you are responsible.  The standard is relevant to managers and leaders with responsibility to market products or services to identified groups of customers.  This standard links closely to *CFAM&LFB1 Develop Understanding of Your Markets and Customers* and *CFAM&LFB4 Manage the Development of Products and Services*. It is complementary to *CFAM&LFB2 Develop Marketing Plans* and *CFAM&LFB3 Implement Marketing Plans* which are for managers with broader responsibility for the organisation’s marketing activities. |

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| **Performance criteria**  You must be able to: | 1. Engage people within your organisation and other key stakeholders in marketing products and services. 2. Evaluate existing and potential markets, market segments and customers for your products and services. 3. Evaluate competitors’ products and services to identify the unique features and potential benefits of your products and services. 4. Evaluate competitors’ pricing, promotion and distribution strategies for their products and services. 5. Implement pricing strategies that take account of:    1. the features and potential benefits of your products and services,    2. customers’ ability and willingness to pay, and    3. competitors’ pricing strategies. 6. Implement reliable and cost-effective distribution strategies to make your products and services available to customers. 7. Implement cost-effective strategies to promote your products and services to customers, emphasising their unique features and potential benefits. 8. Ensure those involved in selling your products and services are fully briefed on their unique features and potential benefits and committed to achieve target sales. 9. Monitor demand for your products and services systematically. 10. Adapt your pricing, distribution and promotional strategies in response to variances in demand and feedback from customers and those involved in selling. |

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| Knowledge and understanding  You need to know and understand: | General knowledge and understanding   1. How to engage people within your organisation and other key stakeholders in marketing products and services. 2. How to evaluate competitors’ products and services in order to identify the unique features of your products and services and the unique benefits they offer to customers. 3. How to develop competitive pricing strategies. 4. How to develop distribution strategies to make your products and services available to customers cost-effectively. 5. How to promote your products and services to customers cost-effectively. 6. How to train and motivate a sales force. 7. How to monitor demand for your products/services and to adapt them in response to variances in demand. 8. How to use feedback from customers and your sales force to optimise your product/service, pricing, distribution, promotion and sales strategies. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Industry/sector requirements for managing the marketing of products/services. |
| You need to know and understand: | Context specific knowledge and understanding   1. Individuals within your area of work, their roles, responsibilities, competences and potential. 2. Your organisation’s key stakeholders and their interests. 3. Your organisation’s products/services, their features and potential benefits. 4. Your organisation’s actual and potential competitors, their products/services, pricing, distribution, promotion and sales strategies. 5. The capacity and capabilities of your sales force. |

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| 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. Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding 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. Demonstrate a clear understanding of different customers and their real and perceived needs 6. Develop and tailor products and services to ensure customers’ needs are met 7. Balance the diverse needs of different customers 8. Continuously improve products and services 9. Seek out and act on new business opportunities 10. Show integrity, fairness and consistency in decision making 11. Make effective use of existing sources of information 12. Check the accuracy and validity of information 13. Communicate clearly the value and benefits of a proposed course of action 14. Present ideas and arguments convincingly in ways that engage people 15. Identify the range of elements in a situation and how they relate to each other 16. Take timely decisions that are realistic for the situation |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Analysing * Communicating * Decision-making * Evaluating * Information management * Involving others * Monitoring * Obtaining feedback * Planning * Presenting information * Problem solving * Setting objectives * Thinking strategically * Thinking with a focus on customers |

**CFAM&LFC2 Bid for Contracts**

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| Overview | This standard is about bidding for contracts to supply products and services following a formal tendering process.  This standard is for managers and leaders who, as part of their role, are required to bid for contracts to supply products and services.  This standard links with the other standards in key area *FC Manage Sales*. It mirrors, from a supplier’s perspective, the procurement standard *CFAM&LED3 Select Suppliers Through a Tendering Process*. |

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| **Performance criteria**  You must be able to: | 1. Engage people within your organisation and other key stakeholders in obtaining contracts to supply products and services. 2. Maintain systems to identify opportunities to tender to supply products and services. 3. Carry out targeted research amongst existing and potential customers to identify opportunities to tender to supply products and services. 4. Evaluate your organisation’s capacity and capability to respond to opportunities to tender to supply products and services credibly and competitively. 5. Collaborate on tenders with other organisations with complementary capabilities, where appropriate. 6. Prepare tenders in line with customers’ requirements, emphasising your organisation’s capacity and capability and the unique features and potential benefits of your products and services. 7. Prepare financial quotations that take account of your organisations’ financial objectives, the customer’s ability to pay and your estimates of competitors’ quotations. 8. Present your tender clearly and convincingly, anticipating or pre-empting any queries and objections. 9. Evaluate potential trade-offs, whereby particular aspects of your offer might be enhanced whilst others of lesser importance might be reduced, which will be beneficial both to the customer and to your organisation. 10. Respond to any queries or objections and check the customer understands and accepts your response. 11. Negotiate contracts that meet both the customer’s and your organisation’s requirements. 12. Ensure formal agreements are drawn up and signed which meet legal requirements. 13. Obtain specific feedback from customers to help you understand how you can improve, in cases where you fail to obtain contracts. 14. Review the tendering process with those involved and use the lessons learned to be more effective in the future. |

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| Knowledge and understanding  You need to know and understand: | General knowledge and understanding   1. How to engage people within your organisation and other stakeholders in obtaining contracts to supply products and services. 2. How to conduct research to identify sales opportunities. 3. How to prepare tenders which emphasise your organisation’s capacity and capability and the unique features and benefits of your products and services. 4. How to calculate the cost of supplying products and services and prepare competitive financial quotations. 5. How to present tenders clearly and convincingly. 6. The importance of anticipating customers’ queries or objections, and how to do so. 7. The importance of identifying trade-offs, and how to do so. 8. Principles and methods of effective communication and how to apply them. 9. Principles and methods of negotiation and how to reach agreements that meet both the customer’s and your organisation’s requirements. 10. What agreements to supply products and services should cover and how to draw these up. 11. The importance of seeking feedback from customers to improve future tenders. 12. The importance of reviewing the tendering process and identifying the lessons to be learned. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Industry/sector requirements, guidelines and codes of practice for procurement. |
| You need to know and understand: | Context specific knowledge and understanding   1. Individuals within your area of work, their roles, responsibilities, competences and potential. 2. Your organisation’s key stakeholders and their interests. 3. Your organisations products and services and their features and potential benefits to customers. 4. Your organisation’s existing and potential customers. 5. Your organisation’s capacity and capability to supply products and services. 6. Other organisations with which it would be appropriate to collaborate on tenders. 7. Your customers’ tendering requirements. 8. Your organisation’s financial objectives. 9. Your organisation’s contractual requirements. |

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| Behaviours  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Encourage, generate and recognise innovative solutions 2. Find practical ways to overcome obstacles 3. Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding 4. Present information clearly, concisely, accurately and in ways that promote understanding 5. Demonstrate a clear understanding of different customers and their real and perceived needs 6. Develop and tailor products and services to ensure customers’ needs are met 7. Encourage and welcome feedback from others and use this feedback constructively 8. Seek out and act on new business opportunities 9. Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes 10. Prioritise objectives and plan work to make the effective use of time and resources 11. Seek to understand people’s needs and motivations 12. Communicate clearly the value and benefits of a proposed course of action 13. Work towards ‘win-win’ solutions 14. Identify and work with people and organisations that can provide support for your work |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Analysing * Communicating * Evaluating * Information management * Innovating * Involving others * Negotiating * Networking * Obtaining feedback * Persuading * Planning * Presenting information * Prioritising * Reviewing * Thinking strategically * Thinking with a focus on customers |

**CFAM&LFD1 Develop a Customer-Focused Organisation**

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| Overview | This standard is about ensuring that your organisation puts customers first.  This standard is relevant to managers and leaders with the authority to be able to influence to culture of their organisation.  This standard links closely to *CFAM&LBA8 Develop Your Organisation’s Values and Culture* and also to the other standards in key are *FD Manage Customer Service*. |

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| **Performance criteria**  You must be able to: | 1. Communicate to people in your organisation and other key stakeholders how customers are at the heart of achieving your organisation’s vision and strategic objectives. 2. Establish a set of customer-focused values and beliefs which develops suitable skills, behaviours and attitudes leading to a culture that puts the customer first. 3. Ensure that customer-focused processes and systems exist throughout the organisation. 4. Ensure that there are schemes in place that reinforce staff commitment to providing a level of service that meets or beats customers’ expectations. 5. Establish collaborations, where appropriate, with other organisations to maintain and improve services to customers. 6. Ensure that joint activities are undertaken with customers in order to identify and make improvements to the level of customer service provided by your organisation. 7. Measure, periodically, the level of customer service your organisation is providing. |

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| Knowledge and understanding  You need to know and understand: | General knowledge and understanding   1. The principles of effective customer service. 2. The factors that make customers satisfied. 3. The importance of achieving customer satisfaction. 4. How to measure the level of customer service being provided. 5. The benefits of forming collaborations to maintain and improve customer service. 6. Best practice in customer service outside your own sector. 7. Techniques for motivating staff to deliver excellent service to customers. 8. How to design and manage processes and systems focused on customers’ needs. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Current and emerging trends that are likely to affect your products and/or services. 2. Developments in technology. 3. The legal and regulatory framework within which you work, including customer and consumer rights, relevant codes of practice and ethical codes. |
| You need to know and understand: | Context specific knowledge and understanding   1. Your organisation’s products and services. 2. The overall vision, objectives and associated plans of your organisation. 3. Your organisation’s customers. 4. The strengths and weaknesses of your organisation in terms of satisfying customers. 5. How a change in your market structure, products or services will affect your customers. 6. The activities and services of your competitors or similar organisations, and how this may affect your products, services and processes. |

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| Behaviours  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Seek opportunities to improve performance 2. Find practical ways to overcome obstacles 3. Demonstrate a clear understanding of different customers and their real and perceived needs 4. Advocate customers’ interests within your organisation 5. Encourage and welcome feedback from others and use this feedback constructively 6. Develop systems to gather and manage information and knowledge effectively, efficiently and ethically 7. Communicate a vision that inspires enthusiasm and commitment 8. Identify and work with people and organisations that can provide support for your work 9. Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation 10. Identify the range of elements in a situation and how they relate to each other 11. Take timely decisions that are realistic for the situation |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Building consensus * Communicating * Empowering * Evaluating * Leadership * Monitoring * Motivating * Reviewing * Thinking strategically * Thinking with a focus on customers |

**CFAM&LFE4 Carry Out Quality Audits**

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| Overview | This standard is about carrying out quality audits as part of a formal quality management system.  The standard is relevant to quality auditors – those carrying out formal audits of compliance with quality systems.  This standard links closely to all the other standards in key area *FE Manage quality and performance*. It mirrors *CFAM&LFE3 Prepare For and Participate in Quality Audits* which describes the performance expected of the auditee. |

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| **Performance criteria**  You must be able to: | 1. Carry out quality audits according to a plan and schedule agreed with those requiring the audits to be carried out. 2. Carry out quality audits in ways which enhance auditees’ confidence in the quality system and their commitment to meeting and maintaining quality standards. 3. Give auditees the required period of notice of your intention to audit. 4. Prepare carefully to establish clearly:    1. the scope of the audit    2. the responsibilities of the auditees    3. the quality procedures that apply to their work    4. previous audit history. 5. Clarify with auditees the purpose of the audit and the roles, responsibilities and expectations of yourself and the auditees. 6. Carry out an investigation of the auditees’ work in sufficient detail to reveal any non-conformances with relevant quality procedures. 7. Encourage auditees to co-operate fully to achieve the purpose of the audit. 8. Share with the auditees the results of the audit and agree appropriate corrective actions to remedy any non-conformances and the date by which the actions should be carried out. 9. Check with auditees that corrective actions have been carried out by agreed dates. 10. Seek advice from your manager or quality specialists if you cannot agree a non-conformance or corrective action with auditees. 11. Promptly bring to the attention of your manager or quality specialists any non-conformances which present serious and/or immediate risks. 12. Identify and analyse any inherent problems with processes and/or quality procedures and report your findings and any recommendations to those who need to know with an appropriate degree of urgency. 13. Keep complete records of quality audits and make your audit reports available to authorised people. |

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| Knowledge and understanding  You need to know and understand: | General knowledge and understanding   1. Quality management principles, methods, tools, techniques and current developments in best practice. 2. How to carry out quality audits and the importance of doing so according to an agreed plan and schedule. 3. Different ways of carrying out quality audits to enhance auditees’ confidence in the quality system and their commitment to meeting and maintaining quality standards, and the importance of doing so. 4. The importance of giving auditees the required period of notice of your intention to audit. 5. The importance of preparing carefully for the audit, and how to do so. 6. The importance of communicating information clearly, concisely and accurately, and how to do so. 7. How to carry out an investigation in sufficient detail to reveal any non-conformances. 8. How to decide on appropriate corrective actions to remedy each non-conformance and the date by which the actions should be carried out, and the importance of agreeing this with the auditees. 9. How to identify and analyse inherent problems with processes and quality procedures and why it is important to report your finding and recommendations with an appropriate degree of urgency. 10. The importance of checking with auditees that corrective actions have been carried out by agreed dates, and how to do so. 11. How to keep complete records of quality audits and the importance of making your audit reports available to authorised people. 12. How to identify the non-conformances that present serious and/or immediate risks to individuals or to the organisation and the importance of promptly bringing this to the attention of your manager or quality specialists. |
| You need to know and understand: | Industry/sector specific knowledge and understanding   1. Industry/sector requirements for quality management and auditing. |
| You need to know and understand: | Context specific knowledge and understanding   1. The culture and quality management systems in place in the organisation in which the audit is being carried out. 2. The customers of the audit – those requiring the audit to be carried out – and their needs. 3. The responsibilities of the auditees and the quality procedures that apply to their work. 4. Sources of advice, guidance and support from your manager and/or quality specialists if you cannot agree a non-conformances or corrective action with auditees. 5. The limits of your own knowledge, skills and competence. 6. Your organisation’s policies and procedures for keeping full and accurate records. 7. The authorised personnel who should receive your audit reports. |

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| Behaviours  When performing to this standard, you are likely to demonstrate the following behaviours: | 1. Seek opportunities to improve performance 2. Find practical ways to overcome obstacles 3. Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding 4. Present information clearly, concisely, accurately and in ways that promote understanding 5. Keep people informed of plans and developments in a timely way 6. Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes 7. Act within the limits of your authority 8. Refer issues outside the limits of your authority to appropriate people 9. Show integrity, fairness and consistency in decision-making 10. Clearly agree what is expected of others and hold them to account 11. Use cost-effective, time-effective and ethical means to gather, store and retrieve information 12. Make appropriate information and knowledge available promptly to those who need it and have a right to it 13. Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation 14. Identify the range of elements in a situation and how they relate to each other 15. Take timely decisions that are realistic for the situation |

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| **Skills**  When performing to this standard, you are likely to demonstrate the following skills: | * Assessing * Benchmarking * Communicating * Decision-making * Evaluating * Interviewing * Involving others * Monitoring * Planning * Questioning * Reporting * Reviewing * Setting objectives |