



SVQ in Business and Administration level 4

Candidate Portfolio

Award Code: G7Y4 24

Candidate name:

Publication code: Z0259

The National Occupational Standards which form the basis of this award were developed by the Council for Administration. This document is for candidate use only and should not be used as substitute for the National Occupational Standards.

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Introduction

The candidate portfolio has been developed to provide you with all of the Unit descriptors and forms you will require when compiling your SVQ portfolio. The portfolio has been split into two sections:

Section 1 — Portfolio forms

Section 2 — The Units and recording documents for your SVQ

Although we have provided you with forms, your centre may have their own recording documents which they would prefer you to use. Remember to sign and date each piece of evidence you produce to show that it is your own work.

Prior to starting your SVQ you should start by carefully reading through the standards and, together with your assessor, decide which Units you might like to work on, making sure that the most appropriate Units for your job role have been chosen. Once this decision has been made, you will only be required to print the Units relevant to your SVQ and insert these into your portfolio.

In addition to the candidate portfolio, Candidate Guidance has been produced. The Candidate Guidance will provide you with information such as:

- ◆ General information on your SVQ, including: how your SVQ is achieved, how your SVQ is assessed and what is evidence? etc.
- ◆ Guidance on how to compile your portfolio
- ◆ Example forms

Section 1 — Portfolio forms

Title Page:	
Candidate Name:	
Organisation:	
Centre Name:	
SVQ title:	
Start date:	
Completion Date:	
Assessor name and contact details:	
Internal verifier name and contact details:	

Portfolio checklist

Use this checklist either as you work through your SVQ or at the end before you submit your completed portfolio for verification.

	Completed?	Page/Section number
Title page for the portfolio	<input type="checkbox"/>	
Witness Status List	<input type="checkbox"/>	
Personal profile		
◆ your own personal details	<input type="checkbox"/>	
◆ a brief CV or career profile	<input type="checkbox"/>	
◆ description of your job	<input type="checkbox"/>	
◆ information about your employer/training provider/college	<input type="checkbox"/>	
Unit Assessment Plans	<input type="checkbox"/>	
Award Achievement Record	<input type="checkbox"/>	
Completed Element Achievement Records for each Unit		
◆ signed by yourself, your assessor and the internal verifier (where relevant)	<input type="checkbox"/>	
◆ evidence reference numbers included	<input type="checkbox"/>	
Index of evidence (with cross-referencing information completed)	<input type="checkbox"/>	
Evidence in numerical order and individually labelled (with evidence descriptor attached)	<input type="checkbox"/>	

Award achievement record

Candidate Name:

Start Date:

SVQ Title: **Business and Administration level 4**

For level 4 candidates must achieve two mandatory Units and four optional Units (three of which come from Group B)

Mandatory Units

Unit Title	Date Achieved	Assessor Signature	IV Signature

Optional Units

Unit Title	Date Achieved	Assessor Signature	IV Signature

Candidate: _____

Date: _____

Assessor: _____

Date: _____

Internal Verifier: _____

Date: _____

Evidence gathering form

Candidate Name:

Date:

Evidence type — tick relevant box

Direct Observation

Personal Statement

Oral Questions

Professional Discussion

Witness testimony

Evidence

	PI	K

Related Units

Unit	PI	K

Assessor /Witness Comments

Candidate: _____

Date: _____

Assessor: _____

Date: _____

Internal Verifier: _____

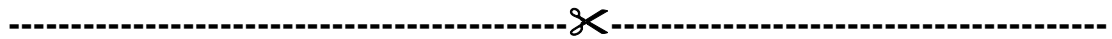
Date: _____

Evidence descriptor

Evidence Number: _____

Description of evidence: _____

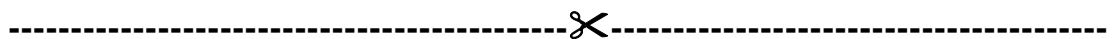
What this evidence shows: _____



Evidence Number: _____

Description of evidence: _____

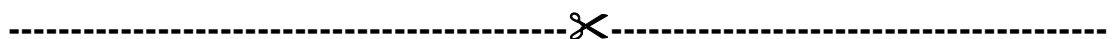
What this evidence shows: _____



Evidence Number: _____

Description of evidence: _____

What this evidence shows: _____



Witness status list

Candidate Name:

Qualification:

Name	Contact Details	Signature	Relationship to candidate	Assessor or verifier qualification

Unit assessment plan

Candidate Name:

Date:

Unit Title:

Evidence to be gathered	Evidence Type	Date (where applicable)	PI/K

Accreditation of prior learning

Item and how evidenced	Applies to Knowledge statement

Section 2 — The units and recording documents for your SVQ

Unit Progress Record

Qualification and level: Business and Administration level 4

Candidate: _____

To achieve the whole qualification, you must prove competence in the **two mandatory** Units plus **four optional** Units (*candidates must select a minimum of 3 units from Group B*).

Please note the table below shows the SSC identification codes listed alongside the corresponding SQA unit numbers. It is important that the SQA unit numbers are used in all your recording documentation and when your results are communicated to SQA. SSC identification codes are **not valid** in these instances.

Unit Checklist — circle the reference number of each unit as you complete it.

Mandatory	401	402								
Optional	305	310	403	404	405	406	407	408	409	410
	411	412	413	414	415	416	417	418		

Mandatory Units (*all units should be completed*)

SQA Unit Number	SSC Unit Number	Title	Assessor	Internal Verifier	Date
DP7G 04	401	Carry Out Your Responsibilities at Work 4			
DP7F 04	402	Work Within Your Business Environment 4			
Optional Units					
SQA Unit Number	SSC Unit Number	Title	Assessor	Internal Verifier	Date
Group A					
DP7X 04	305	Manage and Evaluate Customer Relations			
DP70 04	310	Research, Analyse and Report Information			
Group B					
DP7W 04	403	Manage an Office Facility			
DP7Y 04	404	Manage Contracts			
DP87 04	405	Negotiate and Agree Budgets			

Group B (continued)					
DP85 04	406	Monitor and Review the Implementation of Corporate Objectives, Strategies and Policies			
DP7R 04	407	Inform and Facilitate Corporate Decision-Making			
DP7N 04	408	Evaluate Internal and External Factors and Promote Partnership Working			
DP83 04	409	Manage Risk			
DP7J 04	410	Create and Manage Information Systems			
DP82 04	411	Manage Projects			
DP7H 04	412	Chair Meetings			
DP6R 04	413	Promote Innovation and Change			
DP7M 04	414	Develop Productive Working Relationships with Colleagues and Stakeholders			
DP6H 04	415	Allocate and Monitor the Progress and Quality of Work in Your Area of Responsibility			
DP6X 04	416	Recruit, Select and Keep Colleagues			
DP6W 04	417	Provide Learning Opportunities for Colleagues			
DP6V 04	418	Provide Leadership in Your Area of Responsibility			

UNIT DP7G 04 (401) Carry Out Your Responsibilities at Work 4

Unit Summary

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

You will apply the following skills:

Communicating
Researching
Negotiating
Planning
Interpreting
Solving problems
Critically evaluating
Team working

Performance indicators

You will:

Communicate information

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

Plan and be accountable for your work

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

Improve your own performance

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

Behave in a way that supports effective working

- 19 Set high standards for your work and show drive and commitment in achieving these standards
- 20 Cope with pressure and overcome difficulties and setbacks

UNIT DP7G 04 (401) Carry Out Your Responsibilities at Work 4

- | | |
|----|--|
| 21 | Assert your own needs and rights |
| 22 | Actively seek new challenges |
| 23 | Adapt readily to change and support others during change |
| 24 | Treat other people with honesty, respect and consideration |
| 25 | Support other people |

* **Highlighted PIs indicate contingencies**

UNIT DP7G 04 (401) Carry out your responsibilities at work 4

Knowledge

You will know:

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

UNIT DP7G 04 (401) Carry Out Your Responsibilities at Work 4

Record of Evidence

Performance indicators	Evidence numbers	Evidence type
1 Actively focus on information that other people are communicating		
2 Direct discussions to achieve objectives		
3 Give others the opportunity to contribute their ideas and opinions and take these into account		
4 Identify sources of accurate and reliable information		
5 Critically evaluate information to extract points to support your objective		
6 Organise and clearly present information to suit different audiences		
7 Negotiate realistic targets for your work		
8 Negotiate resources you need and select effective working methods		
9 Solve problems when they arise		
10 Meet your deadlines or renegotiate targets and plans in good time		
11 Take responsibility for your own work and accept responsibility for any mistakes you make		
12 Follow agreed guidelines, procedures and, where appropriate, codes of practice		
13 Encourage and accept feedback from other people		
14 Evaluate your own work and use feedback from other people to identify where you should improve		
15 Identify ways to improve your work, consistently put them into practice and test how effective they are		
16 Identify where further learning and development could improve your performance		
17 Develop and follow through a learning plan that meets your own needs		
18 Review your progress and update your plans for improvement and learning		
19 Set high standards for your work and show drive and commitment in achieving these standards		
20 Cope with pressure and overcome difficulties and setbacks		
21 Assert your own needs and rights		
22 Actively seek new challenges		
23 Adapt readily to change and support others during change		
24 Treat other people with honesty, respect and consideration		
25 Support other people		

* **Highlighted PIs indicate contingencies**

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

UNIT DP7G 04 (401) Carry Out Your Responsibilities at Work 4

Knowledge requirements	Evidence numbers	Evidence type
1 The importance of focussing actively on what others are communicating		
2 How to direct discussions to ensure objectives are achieved		
3 Why it is important to adapt the way you communicate to different audiences		
4 About non-verbal communication and how this affects the impact you have on other people		
5 Why it is important to give other people the opportunity to contribute their ideas and opinions and show that you have taken account of these		
6 How to identify sources of accurate, reliable information		
7 How to assess the quality and reliability of information from different sources		
8 How to identify and extract key points from information to support your objectives		
9 The importance of structure and presentation when providing information to different audiences		
10 How to negotiate realistic targets and resources		
11 Effective working methods and how to apply them		
12 The types of problems that may occur during your work and how to solve them		
13 Why it is important to acknowledge and learn from your mistakes		
14 The guidelines, procedures and codes of practice that are relevant to your work		
15 Why it is important to try to continuously improve your work		
16 Why it is important to encourage and accept feedback from others		
17 How to evaluate your work		
18 Why it is important to test out possible improvements to your work		
19 How learning and development can help you to improve your work and further your career		
20 The main career progression routes available to you		
21 How to develop a learning plan		
22 Why it is important to set high standards for your work and how to set these standards		
23 How to cope with pressure		
24 Why it is important to be resilient when you experience setbacks		
25 Why it is important to be assertive, what this means and situations when you should be assertive		
26 Why it is important to actively seek new challenges and adapt to change		
27 How to recognise when others need your support and how to provide it		

UNIT DP7G 04 (401) Carry Out Your Responsibilities at Work 4

28	Why it is important to treat others with honesty, respect and consideration		
29	The types of behaviour that show you are honest, respectful and considerate and the types of behaviour that show you are not		

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

Candidate: _____ **Date:** _____

Assessor: _____ **Date:** _____

Internal Verifier: _____ **Date:** _____
(if sampled)

UNIT DP7F 04 (402) Work Within Your Business Environment 4

Unit Summary

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

You will apply the following skills:

Planning
Reading
Communicating
Monitoring
Interpersonal skills
Problem solving
Team working

Performance indicators

You will:

Work to achieve your organisation's purpose and values

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

Apply your employment responsibilities and rights

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

Support sustainability

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

Support diversity

- 15 Establish and maintain a working environment that values diversity and makes best use of the talents of all those working for and with the organisation

UNIT DP7F 04 (402) Work Within Your Business Environment 4

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

Maintain security and confidentiality

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

Assess and manage risk

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

* **Highlighted PIs indicate contingencies**

UNIT DP7F 04 (402) Work Within Your Business Environment 4

Knowledge

You will know:

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

UNIT DP7F 04 (402) Work Within Your Business Environment 4

- 29 How to be sensitive to people's individual needs and respect their abilities, background, values, customs and beliefs
- 30 The ways in which you can uphold the rights of others
- 31 The ways in which you could learn from others
- 32 The importance of maintaining security and confidentiality
- 33 The legal and organisational requirements in relation to security and confidentiality
- 34 The procedures you should follow if you have concerns about security and confidentiality
- 35 The sources of risk in the work that you do
- 36 How to assess and monitor risk
- 37 How to judge when a risk is acceptable
- 38 The methods you can use to minimise risk
- 39 The importance of learning from mistakes

UNIT DP7F 04 (402) Work Within Your Business Environment 4

Record of Evidence

Performance indicators	Evidence numbers	Evidence type
1 Work in a way that supports your organisation's overall mission and your team's objectives		
2 Implement the policies, systems and procedures that are relevant to your role		
3 Put your organisation's values into practice in all aspects of your work		
4 Work with outside organisations and individuals in a way that protects and improves the image of your organisation		
5 Improve objectives, policies, systems, procedures and values in a way that is consistent with your job role		
6 Access information about your employment rights and responsibilities		
7 Carry out your responsibilities to your employer in a way that is consistent with your contract of employment		
8 Assert your employment rights		
9 Seek guidance when you are unsure about your employment responsibilities and rights		
10 Establish and maintain procedures to minimise waste, recycle materials and correctly dispose of hazardous materials		
11 Establish and maintain procedures for the maintenance of equipment		
12 Involve all stakeholders in continuously improving working methods and the use of technology to ensure efficiency in the work environment		
13 Choose sources of equipment, materials and expertise that provide best value for money and reflect social responsibility in the medium and long term		
14 Establish and maintain procedures to develop colleagues so that they can maximise their performance and their value to the organisation in the short, medium and long term		
15 Establish and maintain a working environment that values diversity and makes best use of the talents of all those working for and with the organisation		
16 Use words and actions that show you value diversity amongst your colleagues, customers and stakeholders		
17 Interact with other people in a way that is sensitive to their individual needs and respects their background, abilities, values, customs and beliefs		
18 Uphold the rights of people who are different from yourself		
19 Learn from other people who are different from yourself and use this to improve the way you work and interact with others		
20 Follow your organisation's procedures and legal requirements in relation to discrimination legislation		
21 Maintain the security of property in a way that is consistent with your organisation's procedures and legal requirements		

UNIT DP7F 04 (402) Work Within Your Business Environment 4

22	Maintain the confidentiality of information in a way that is consistent with your organisation's procedures and legal requirements		
23	Deal with any concerns about the security of property and confidentiality of information		
24	Identify possible sources of risk		
25	Assess the level of risk		
26	Make judgements on acceptable risk		
27	Put in place ways of minimising and monitoring risk		
28	Be alert to new risks and be able to manage these when they occur		
29	Review and learn from your experience of assessing and managing risk		

* **Highlighted PIs indicate contingencies**

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

UNIT DP7F 04 (402) Work Within Your Business Environment 4

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

UNIT DP7F 04 (402) Work Within Your Business Environment 4

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

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

Candidate: _____ **Date:** _____

Assessor: _____ **Date:** _____

Internal Verifier: _____ **Date:** _____
(if sampled)

UNIT DP7X 04 (305) Manage and Evaluate Customer Relations

Unit Summary

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

You will apply the following skills:

Interpersonal skills
Questioning
Listening
Negotiating
Managing time
Monitoring
Evaluating
Problem solving

Performance indicators

You will:

Identify customer needs and expectations

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

Deliver services

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

Monitor and evaluate services

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

* **Highlighted PIs indicate contingencies**

Knowledge

You will know:

- 1 What is meant by 'customer' and who your customers are.
- 2 Why effective and efficient customer service is important.
- 3 How to build positive working relationships with customers.
- 4 Why it is important to identify and confirm customer needs.
- 5 The types of quality standards that are appropriate to your responsibilities.
- 6 How to set and meet timescales and quality standards with customers.
- 7 Why it is important to monitor customer satisfaction and how to do so.

UNIT DP7X 04 (305) Manage and Evaluate Customer Relations

- | | |
|----|--|
| 8 | The types of problems that customers may experience and how to solve them. |
| 9 | The complaints procedures you should follow and when. |
| 10 | The techniques for collecting and analysing customer feedback. |
| 11 | Why continuous improvement is important. |

UNIT DP7X 04 (305) Manage and Evaluate Customer Relations

Record of Evidence

Performance indicators	Evidence numbers	Evidence type
1 Build positive working relationships with customers.		
2 Identify and confirm customer needs.		
3 Agree timescales and quality standards with customers, and the procedures to follow if these are not achieved.		
4 Provide services to agreed timescales and quality standards.		
5 Check customer needs and expectations are met.		
6 Resolve or refer complaints in a professional manner and to a given timescale.		
7 Obtain and record customer feedback.		
8 Analyse and evaluate customer feedback.		
9 Take action to improve customer relations.		

* **Highlighted PIs indicate contingencies**

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

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

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

Candidate: _____ **Date:** _____

Assessor: _____ **Date:** _____

Internal Verifier: _____ **Date:** _____
(if sampled)

UNIT DP70 04 (310) Research, Analyse and Report Information

Unit Summary

Research, analyse and report information.

You will apply the following skills:

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

Performance indicators

You will:

Research information

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

Analyse and report information

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

* **Highlighted PIs indicate contingencies**

Knowledge

You will know:

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

UNIT DP70 04 (310) Research, Analyse and Report Information

Record of Evidence

Performance indicators	Evidence numbers	Evidence type
1 Agree aims and objectives and deadlines for the information search.		
2 Identify relevant sources of information.		
3 Search for and obtain information to meet deadlines.		
4 Record the information.		
5 Maintain a record of sources used.		
6 Organise the information in a way that will help you analyse it.		
7 Examine, interpret and extract the information required.		
8 If necessary, get feedback on what you have found.		
9 Present information in the most appropriate format, accurately and on time.		

* **Highlighted PIs indicate contingencies**

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

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

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

Candidate: _____ **Date:** _____

Assessor: _____ **Date:** _____

Internal Verifier: _____ **Date:** _____
(if sampled)

Unit Summary

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

Skills

You will apply the following skills:

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

Performance indicators

You will:

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

* **Highlighted PIs indicate contingencies**

UNIT DP7W 04 (403) Manage an Office Facility

Knowledge

You will know:

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

UNIT DP7W 04 (403) Manage an Office Facility

Record of Evidence

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

* **Highlighted PIs indicate contingencies**

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

UNIT DP7W 04 (403) Manage an Office Facility

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

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

Candidate: _____ **Date:** _____

Assessor: _____ **Date:** _____

Internal Verifier: _____ **Date:** _____
(if sampled)

UNIT DP7Y 04 (404) Manage Contracts

Unit Summary

Select contractors and monitor and evaluate their work.

Skills

You will apply the following skills:

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

Performance indicators

You will:

Identify and select contractors

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

Monitor contractors' performance

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

Evaluate contractors' performance

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

* **Highlighted PIs indicate contingencies**

UNIT DP7Y 04 (404) Manage Contracts

Knowledge

You will know:

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

UNIT DP7Y 04 (404) Manage Contracts

Record of Evidence

Performance indicators	Evidence numbers	Evidence type
1 Identify requirements		
2 Prepare specifications and agree selection criteria		
3 Promote invitation to tender to a range of potential contractors		
4 Evaluate tenders against criteria		
5 Make a selection		
6 Negotiate contracts ensuring compliance with legislation and regulations		
7 Develop and maintain productive relationships with contractors		
8 Check compliance with the contract, taking into account legal, regulatory and organisational requirements		
9 Agree action to rectify non-compliance		
10 Deal with breaches of contract within acceptable timescales		
11 Agree sources of information for evaluation		
12 Gather and analyse information		
13 Identify and report on contracts' strengths and areas for improvement		

* **Highlighted PIs indicate contingencies**

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

UNIT DP7Y 04 (404) Manage Contracts

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

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

Candidate: _____ **Date:** _____

Assessor: _____ **Date:** _____

Internal Verifier: _____ **Date:** _____
(if sampled)

UNIT DP87 04 (405) Negotiate and Agree Budgets

Unit Summary

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

Skills

You will apply the following skills:

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

Performance indicators

You will:

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

* **Highlighted PIs indicate contingencies**

UNIT DP87 04 (405) Negotiate and Agree Budgets

Knowledge

You will know:

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

UNIT DP87 04 (405) Negotiate and Agree Budgets

Record of Evidence

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

* **Highlighted PIs indicate contingencies**

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

UNIT DP87 04 (405) Negotiate and Agree Budgets

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

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

Candidate: _____ **Date:** _____

Assessor: _____ **Date:** _____

Internal Verifier: _____ **Date:** _____
(if sampled)

UNIT DP85 04 (406) Monitor and Review the Implementation of Corporate Objectives, Strategies and Policies

Unit Summary

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

Skills

You will apply the following skills:

Researching
Analysing
Prioritising
Planning
Evaluating
Negotiating
Problem solving
Communicating
Reporting

Performance indicators

You will:

Develop and establish systems for monitoring the implementation of corporate objectives

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

Analyse and evaluate corporate performance

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

Identify and implement improvements in corporate performance

- 13 Identify opportunities for improving corporate performance

UNIT DP85 04 (406) Monitor and Review the Implementation of Corporate Objectives, Strategies and Policies

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

UNIT DP85 04 (406) Monitor and Review the Implementation of Corporate Objectives, Strategies and Policies

Knowledge

You will know:

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

UNIT DP85 04 (406) Monitor and Review the Implementation of Corporate Objectives, Strategies and Policies

Record of Evidence

Performance indicators	Evidence numbers	Evidence type
1 Agree formal and informal monitoring systems and procedures with relevant people		
2 Identify and prioritise key performance factors		
3 Define and agree qualitative and quantitative corporate performance indicators and measures with relevant people		
4 Identify and evaluate the effects of monitoring systems and procedures on organisational structures and systems		
5 Negotiate and agree the implementation of monitoring systems and procedures with relevant people		
6 Help users to implement monitoring systems and procedures		
7 Evaluate the effectiveness of monitoring systems and procedures regularly and identify and implement improvements		
8 Confirm you have sufficient, valid and relevant performance information		
9 Analyse performance information against agreed criteria		
10 Produce results from which you can make accurate interpretations		
11 Obtain measures of corporate performance		
12 Facilitate corporate decision-making through presenting and communicating your findings		
13 Identify opportunities for improving corporate performance		
14 Develop options for improving corporate performance and identify the resource and organisational implications		
15 Present options to relevant people in a way that leads to positive change		
16 Make sure changes are carried out within agreed timescales and resources		
17 Monitor and evaluate the impact and effectiveness of changes to inform future decision-making		

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

UNIT DP85 04 (406) Monitor and Review the Implementation of Corporate Objectives, Strategies and Policies

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

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

UNIT DP85 04 (406) Monitor and Review the Implementation of Corporate Objectives, Strategies and Policies

Candidate: _____ **Date:** _____

Assessor: _____ **Date:** _____

Internal Verifier: _____ **Date:** _____
(if sampled)

UNIT DP7R 04 (407) Inform and Facilitate Corporate Decision-Making

Unit Summary

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

Skills

You will apply the following skills:

Researching
Analysing
Prioritising
Evaluating
Negotiating
Problem solving
Communicating
Reporting

Performance indicators

You will:

Promote and facilitate corporate governance

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

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

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

UNIT DP7R 04 (407) Inform and Facilitate Corporate Decision-Making

Knowledge

You will know:

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

UNIT DP7R 04 (407) Inform and Facilitate Corporate Decision-Making

Record of Evidence

Performance indicators	Evidence numbers	Evidence type
1 Identify corporate governance responsibilities and make sure these are understood by relevant people in the organisation		
2 Provide information and advice to support effective decision-making		
3 Record and communicate decisions made by the corporate governance body		
4 Ensure that the organisation's corporate governance and decisions conform to legal, regulatory, organisational and ethical requirements		
5 Identify the organisation's ethical and social responsibilities		
6 Evaluate the implications of ethical and social responsibilities and communicate relevant ethical and social standards to corporate decision-makers		
7 Make sure the organisation's policies, procedures and decisions reflect ethical and social responsibilities		

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

UNIT DP7R 04 (407) Inform and Facilitate Corporate Decision-Making

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

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

Candidate: _____ **Date:** _____

Assessor: _____ **Date:** _____

Internal Verifier: _____ **Date:** _____
(if sampled)

UNIT DP7N 04 (408) Evaluate Internal and External Factors and Promote Partnership Working

Unit Summary

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

Skills

You will apply the following skills:

Researching
Analysing
Prioritising
Writing
Evaluating
Negotiating
Problem solving
Reporting

Performance indicators

You will:

Monitor, evaluate and communicate internal and external factors

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

Help to establish arrangements or relationships which further corporate interests

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

*Highlighted text indicates contingencies

UNIT DP7N 04 (408) Evaluate Internal and External Factors and Promote Partnership Working

Knowledge

You will know:

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

UNIT DP7N 04 (408) Evaluate Internal and External Factors and Promote Partnership Working

Record of Evidence

Performance indicators	Evidence numbers	Evidence type
1 Make sure there are systems in place to identify and record internal and external factors		
2 Identify and prioritise internal and external factors for their relevance to the organisation		
3 Analyse and evaluate trends and events for their implications for the organisation		
4 Identify and prioritise current and emerging legal and regulatory requirements which are relevant to the organisation		
5 When necessary, obtain specialist advice on interpretations of relevant legal and regulatory requirements		
6 Communicate information to relevant people in good time to inform decision-making		
7 Make sure there are corporate policies for arrangements or relationships with third parties		
8 Identify third parties with whom the organisation could enter into arrangements or relationships		
9 Negotiate with third parties within the limits of your own authority and corporate policies		
10 Identify and communicate the potential benefits of arrangements or relationships to relevant people		
11 Make sure arrangements or relationships conform to legal and regulatory requirements and corporate policies		

* **Highlighted PIs indicate contingencies**

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

UNIT DP7N 04 (408) Evaluate Internal and External Factors and Promote Partnership Working

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

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

Candidate: _____ **Date:** _____

Assessor: _____ **Date:** _____

Internal Verifier: _____ **Date:** _____
(if sampled)

UNIT DP83 04 (409) Manage Risk

Unit Summary

You will apply the following skills:

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

Skills

You will apply the following skills:

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

Behaviours

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

Performance indicators

You will:

Manage risk across your organisation

- 1 Ensure that your organisation has a written risk management policy, including setting out responsibilities for risk management, which is clearly communicated across the organisation and to other relevant parties
- 2 Establish, and periodically review, risk criteria for your organisation, seeking and taking account of the views of relevant people across the organisation and stakeholders
- 3 Evaluate significant current and planned organisational activities and identify potential risks, the nature of the risks, the probability of occurrence and consequences
- 4 Produce a risk profile for your organisation and, taking account of the organisation's risk criteria and other relevant information, prioritise the relevant tasks

UNIT DP83 04 (409) Manage Risk

- 5 Communicate information on identified risks to relevant people across the organisation and, where appropriate, to stakeholders, to enable decisions and actions to be taken in terms of accepting or treating risks
- 6 Collect and evaluate information from across the organisation on how identified risks have been or are being dealt with, including contingency plans which have been put in place
- 7 Develop an organisational culture in which people are risk aware but are prepared to take acceptable risks and to make and learn from mistakes
- 8 Ensure there is a senior management commitment to the risk management process
- 9 Ensure that sufficient resources are allocated across the organisation to support and enable effective risk management
- 10 Monitor and review the effectiveness of the risk management process in your organisation, identifying potential improvements and making changes where necessary

UNIT DP83 04 (409) Manage Risk

Knowledge

You will know:

General knowledge and understanding

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

Industry/sector-specific knowledge and understanding

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

Context specific knowledge and understanding

- 21 The vision, values, objectives and plans of your organisation
- 22 Your organisation's products and services
- 23 Other relevant parties with an interest in risk management in your organisation
- 24 The mechanisms for consulting with and the views of relevant people across the organisation and stakeholders in relation to risk

UNIT DP83 04 (409) Manage Risk

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

UNIT DP83 04 (409) Manage Risk

Record of Evidence

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

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

UNIT DP83 04 (409) Manage Risk

Knowledge requirements	Evidence numbers	Evidence type
General knowledge and understanding		
1 The types of risk and the factors which drive different types of risk		
2 The key stages in the risk management process		
3 The importance of protecting the interests of stakeholders and how to identify their views in relation to risk		
4 The importance of showing senior management commitment to risk management		
5 How to develop a written risk management policy and what it should cover		
6 How to communicate the written risk management policy to people who work for the organisation and other relevant parties		
7 How and when to revise the written risk management policy including taking views from across the organisation and other relevant parties		
8 What risk criteria might cover and the importance of seeking and taking account of the views of relevant people across the organisation and stakeholders		
9 How and where to identify current and planned organisational activities		
10 Ways of identifying and clearly describing potential risks in relation to current and planned activities, the nature of the risks, the probability of occurrence and consequences		
11 Why and how it is important to communicate information on identified risks to relevant people across the organisation and, where appropriate, to stakeholders		
12 The type of decisions and actions that might be taken in relation to identified risks		
13 Why it is important and how to collect and evaluate information on how identified risks have been or are being dealt with, including contingency plans		
14 Ways of developing an organisational culture in which people are risk aware but are prepared to take acceptable risks in undertaking activities		
15 The type of resources required to raise risk awareness across the organisation, and with stakeholders, and how to implement the risk management policy effectively		
16 How to establish effective systems for monitoring the risk management process of an organisation		
Industry/sector-specific knowledge and understanding		
17 The sector(s) in which your organisation operates		
18 The sector-specific legislation, regulations, guidelines and codes of practice		
19 Current and emerging political, economic, social, technological, legal and environmental developments in the sector(s) in which your organisation operates		

UNIT DP83 04 (409) Manage Risk

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

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

Candidate: _____ **Date:** _____

Assessor: _____ **Date:** _____

Internal Verifier: _____ **Date:** _____
(if sampled)

UNIT DP7J 04 (410) Create and Manage Information Systems

Unit Summary

Create and manage manual or electronic information systems to meet the needs of users.

Skills

You will apply the following skills:

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

Performance indicators

You will:

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

* **Highlighted PIs indicate contingencies**

UNIT DP7J 04 (410) Create and Manage Information Systems

Knowledge

You will know:

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

UNIT DP7J 04 (410) Create and Manage Information Systems

Record of Evidence

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

* **Highlighted PIs indicate contingencies**

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

UNIT DP7J 04 (410) Create and Manage Information Systems

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

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Candidate: _____ **Date:** _____

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Internal Verifier: _____ **Date:** _____
(if sampled)

UNIT DP82 04 (411) Manage Projects

Unit Summary

Plan, run and evaluate projects to achieve planned outcomes.

Skills

You will apply the following skills:

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

Performance indicators

You will:

Plan the project

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

Run the project

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

Evaluate the project

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

* **Highlighted PIs indicate contingencies**

UNIT DP82 04 (411) Manage Projects

Knowledge

You will know:

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

UNIT DP82 04 (411) Manage Projects

Record of Evidence

Performance indicators	Evidence numbers	Evidence type
1 Agree the purpose of the project		
2 Identify and agree project aims and objectives		
3 Prepare a project specification		
4 Confirm resources for the project		
5 Plan the project and timed use of resources		
6 Implement and monitor the project		
7 Adapt project plans to respond to unexpected events		
8 Achieve required outcomes on time and to budget		
9 Evaluate all project areas		
10 Report on project strengths and areas for improvement		

* **Highlighted PIs indicate contingencies**

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

UNIT DP82 04 (411) Manage Projects

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

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

Candidate: _____

Date: _____

Assessor: _____

Date: _____

Internal Verifier: _____
(if sampled)

Date: _____

UNIT DP7H 04 (412) Chair Meetings

Unit Summary

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

Skills

You will apply the following skills:

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

Performance indicators

You will:

Before the meeting

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

During the meeting

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

After the meeting

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

* **Highlighted PIs indicate contingencies**

UNIT DP7H 04 (412) Chair Meetings

Knowledge

You will know:

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

UNIT DP7H 04 (412) Chair Meetings

Record of Evidence

Performance indicators	Evidence numbers	Evidence type
1 Agree the purpose of the meeting		
2 Schedule the meeting so that key people can attend		
3 Make sure meeting facilities meet requirements		
4 Agree agenda items, time required for each item and meeting papers to achieve the purpose of the meeting		
5 Read briefing papers and identify key issues		
6 Greet people attending the meeting		
7 Start the meeting on time		
8 Provide details of facilities and arrangements		
9 Chair the meeting in line with the agenda		
10 Allow opportunities for individuals to contribute		
11 If appropriate, observe formal voting and approval procedures		
12 Keep the meeting on track to achieve its purpose		
13 Summarise discussions and agree actions		
14 Agree date, time and location of next meeting		
15 Close the meeting on time		
16 Approve meeting records and list of actions		
17 Evaluate the effectiveness of the meeting		

* **Highlighted PIs indicate contingencies**

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

UNIT DP7H 04 (412) Chair Meetings

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

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Candidate: _____ **Date:** _____

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Internal Verifier: _____ **Date:** _____
(if sampled)

UNIT DP6R 04 (413) Promote Innovation and Change

Unit Summary

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

Skills

You will apply the following skills:

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

Performance indicators

You will:

Identify and develop opportunities for change

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

Implement Change

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

* **Highlighted PIs indicate contingencies**

UNIT DP6R 04 (413) Promote Innovation and Change

Knowledge

You will know:

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

UNIT DP6R 04 (413) Promote Innovation and Change

Record of Evidence

Performance indicators	Evidence numbers	Evidence type
1 Encourage individuals and teams to challenge existing ways of working		
2 Identify options for innovation and change		
3 Analyse and cost the risks and benefits associated with these options		
4 Plan change, identifying your vision, goals, objectives, timescales and resources		
5 Persuade decision-makers to commit themselves to change		
6 Communicate your plans for change		
7 Encourage colleagues to contribute to your plans		
8 Negotiate changes to your plans whilst still focusing on your vision and goals		
9 Implement change, providing information, support and motivation to those affected		
10 Identify and solve problems		
11 Monitor and evaluate change		

* **Highlighted PIs indicate contingencies**

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

UNIT DP6R 04 (413) Promote Innovation and Change

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

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

Candidate: _____ **Date:** _____

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Internal Verifier: _____ **Date:** _____
(if sampled)

UNIT DP7M 04 (414) **Develop Productive Working Relationships with Colleagues and Stakeholders**

Unit Summary

Work effectively with people inside and outside your organisation.

Skills	Behaviours
You will apply the following skills:	
Communicating	1 You present information clearly, concisely, accurately and in ways that promote understanding
Information management	2 You show respect for the views and actions of others
Managing conflict	3 You seek to understand people's needs and motivations
Consulting	4 You comply with and ensure others comply with legal requirements, industry regulations, organisational policies and professional codes
Reviewing	5 You create a sense of common purpose
Presenting information	6 You work towards win-win solutions
Prioritising	7 You show sensitivity to internal and external politics that impact on your area of work
Empathising	8 You keep promises and honour commitments
Networking	9 You consider the impact of your own actions on others
Balancing competing needs and interests	10 You use communication styles that are appropriate to different people and situations
Monitoring	11 You work to develop an atmosphere of professionalism and mutual support
Providing feedback	
Obtaining feedback	
Problem solving	
Leadership	
Valuing and supporting others	
Problem solving	

Performance indicators

You will:

- 1 Identify stakeholders and the background to and nature of their interest in the activities and performance of the organisation
- 2 Establish working relationships with relevant colleagues and stakeholders
- 3 Recognise and respect the roles, responsibilities, interests and concerns of colleagues and stakeholders
- 4 Provide colleagues and stakeholders with appropriate information to enable them to perform effectively
- 5 Consult colleagues and stakeholders in relation to key decisions and activities and take account of their views, including their priorities, expectations and attitudes to potential risks

UNIT DP7M 04 (414) **Develop Productive Working Relationships with Colleagues and Stakeholders**

- | | |
|----|--|
| 6 | Fulfill agreements made with colleagues and stakeholders and let them know |
| 7 | Advise colleagues and stakeholders promptly of any difficulties or if it will be impossible to fulfill agreements |
| 8 | Identify and sort out conflicts of interest and disagreements with colleagues and stakeholders in ways that minimise damage to work and activities and to the individuals and organisations involved |
| 9 | Monitor and review the effectiveness of working relationships with colleagues and stakeholders, seeking and providing feedback, in order to identify areas for improvement |
| 10 | Monitor wider developments in order to identify issues of potential interest or concern to stakeholders in the future and to identify new stakeholders |

* **Highlighted PIs indicate contingencies**

UNIT DP7M 04 (414) **Develop Productive Working Relationships with Colleagues and Stakeholders**

Knowledge

You will know:

General knowledge and understanding

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

Industry/sector-specific knowledge and understanding

- 21 The current and emerging political, economic, social, technological, environmental and legal developments in the industry or sector

UNIT DP7M 04 (414) Develop Productive Working Relationships with Colleagues and Stakeholders

- 22 The sector-specific legislation, regulations, guidelines and codes of practice
- 23 The standards of behaviour and performance in the industry or sector
- 24 The culture of the industry or sector
- 25 About developments, issues and concerns of importance to stakeholders in the industry or sector

Context-specific knowledge and understanding

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

UNIT DP7M 04 (414) Develop Productive Working Relationships with Colleagues and Stakeholders

Record of Evidence

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

* **Highlighted PIs indicate contingencies**

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

UNIT DP7M 04 (414) **Develop Productive Working Relationships with Colleagues and Stakeholders**

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

UNIT DP7M 04 (414) Develop Productive Working Relationships with Colleagues and Stakeholders

18	How to get and make effective use of feedback on the effectiveness of working relationships from colleagues and stakeholders		
19	How to provide colleagues and stakeholders with useful feedback on the effectiveness of working relationships		
20	The importance of monitoring wider developments in relation to stakeholders and how to do so effectively		
Industry/sector-specific knowledge and understanding			
21	The current and emerging political, economic, social, technological, environmental and legal developments in the industry or sector		
22	The sector-specific legislation, regulations, guidelines and codes of practice		
23	The standards of behaviour and performance in the industry or sector		
24	The culture of the industry or sector		
25	About developments, issues and concerns of importance to stakeholders in the industry or sector		
Context-specific knowledge and understanding			
26	The vision, values, objectives, plans, structure and culture of your organisation		
27	Relevant colleagues, their work roles and responsibilities		
28	Identified stakeholders, their background and interest in the activities and performance of the organisation		
29	About agreements with colleagues and stakeholders		
30	The identified information needs of colleagues and stakeholders		
31	The mechanisms for consulting with colleagues and stakeholders on key decisions and activities organisation's planning and decision making process		
32	The organisation's planning and decision making process		
33	The mechanisms for communicating with colleagues and stakeholders		
34	About power, influence and politics within the organisation		
35	The standards of behaviour and performance that are expected in the organisation		
36	The mechanisms in place for monitoring and reviewing the effectiveness of working relationships with colleagues and stakeholders		

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

Candidate: _____ **Date:** _____
Assessor: _____ **Date:** _____
Internal Verifier: _____ **Date:** _____
(if sampled)

UNIT DP6H 04 (415) Allocate and Monitor the Progress and Quality of Work in Your Area of Responsibility

Unit Summary

Manage the performance of the people you are responsible for.

Skills

You will apply the following skills:

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

Behaviours

- 1 You recognise changes in circumstances promptly and adjust plans and activities accordingly
- 2 You prioritise objectives and plan work to make best use of time and resources
- 3 You make time available to support others
- 4 You take personal responsibility for making things happen
- 5 You show an awareness of your own values, motivations and emotions
- 6 You show integrity, fairness and consistency in decision-making
- 7 You clearly agree what is expected of others and hold them to account
- 8 You seek to understand people's needs and motivations
- 9 You take pride in delivering high quality work
- 10 You are vigilant for possible risks and hazards
- 11 You encourage and support others to make the best use of their abilities
- 12 You use a range of leadership styles appropriate to different people and situations

Performance indicators

You will:

- 1 Confirm the work required in your area of responsibility with your manager and seek clarification, where necessary, on any outstanding points and issues
- 2 Plan how the work will be undertaken, seeking views from people in your area of responsibility, identifying any priorities or critical activities and making best use of the available resources
- 3 Ensure that work is allocated to individuals and/or teams on a fair basis taking account of skills, knowledge and understanding, experience and workloads and the opportunity for development

UNIT DP6H 04 (415) Allocate and Monitor the Progress and Quality of Work in Your Area of Responsibility

- 4 Ensure that individuals and/or teams are briefed on allocated work, showing how it fits with the vision and objectives for the area and the overall organisation, and the standard or level of expected performance
- 5 Encourage individuals and/or team members to ask questions, make suggestions and seek clarification in relation to allocated work
- 6 Monitor the progress and quality of the work of individuals and/or teams on a regular and fair basis against the standard or level of expected performance and provide prompt and constructive feedback
- 7 Support individuals and/or teams in identifying and dealing with problems and unforeseen events
- 8 Motivate individuals and/or teams to complete the work they have been allocated and provide, where requested and where possible, any additional support and/or resources to help completion
- 9 Monitor your area for conflict, identifying the cause(s) when it occurs and dealing with it promptly and effectively
- 10 Identify unacceptable or poor performance, discuss the cause(s) and agree ways of improving performance with individuals and/or teams
- 11 Recognise successful completion of significant pieces of work or work activities by individuals and/or teams
- 12 Use information collected on the performance of individuals and/or teams in any formal appraisals of performance
- 13 Review and update plans of work for your area, clearly communicating any changes to those affected

* **Highlighted PIs indicate contingencies**

UNIT DP6H 04 (415) Allocate and Monitor the Progress and Quality of Work in Your Area of Responsibility

Knowledge

You will know:

General knowledge and understanding

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

UNIT DP6H 04 (415) Allocate and Monitor the Progress and Quality of Work in Your Area of Responsibility

Industry/sector specific knowledge and understanding

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

Context-specific knowledge and understanding

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

UNIT DP6H 04 (415) Allocate and Monitor the Progress and Quality of Work in Your Area of Responsibility

Record of Evidence

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

* **Highlighted PIs indicate contingencies**

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UNIT DP6H 04 (415) Allocate and Monitor the Progress and Quality of Work in Your Area of Responsibility

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

UNIT DP6H 04 (415) Allocate and Monitor the Progress and Quality of Work in Your Area of Responsibility

16	How to select and successfully apply different methods for encouraging, motivating and supporting individuals and/or teams to complete the work they have been allocated, improve their performance and for recognising their achievements		
17	How to log information on the ongoing performance of individuals and/or teams and use this information for formal performance appraisal purposes		
18	The importance of reviewing and updating plans of work for your area in the light of developments, of how to re-allocate work and resources and clearly communicate the changes to those affected		
Industry/sector-specific knowledge and understanding			
19	The industry/sector requirements for the development or maintenance of knowledge, understanding and skills		
20	The industry/sector-specific legislation, regulations, guidelines, and codes of practice related to carrying out work		
Context-specific knowledge and understanding			
21	The individuals and/or teams in your area of responsibility		
22	The vision and objectives for your area of responsibility		
23	The vision and objectives of the overall organisation		
24	The work required in your area of responsibility		
25	The available resources for undertaking the required work		
26	The plan of work for your area of responsibility		
27	The organisation's written health and safety policy statement and associated information and requirements		
28	Your organisation's policy and procedures in terms of personal development		
29	Organisational standards or level of expected performance		
30	Organisational policies and procedures for dealing with poor performance		
31	Organisational grievance and disciplinary policies and procedures		
32	Organisational performance appraisal systems		

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Candidate: _____ **Date:** _____

Assessor: _____ **Date:** _____

Internal Verifier: _____ **Date:** _____
(if sampled)

UNIT DP6X 04 (416) Recruit, Select and Keep Colleagues

Unit Summary

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

Skills

You will apply the following skills:

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

Behaviours

- 1 You recognise the opportunities presented by the diversity of people
- 2 You work to turn unexpected events into opportunities rather than threats
- 3 You try out new ways of working
- 4 You identify people's information needs
- 5 You seek to understand people's needs and motivations
- 6 You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 7 You take and implement difficult and/or unpopular decisions, if necessary
- 8 You act within the limits of your authority
- 9 You show integrity, fairness and consistency in decision-making

Performance indicators

You will:

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

UNIT DP6X 04 (416) Recruit, Select and Keep Colleagues

- | | |
|----|--|
| 9 | Participate in the recruitment and selection process, as agreed, making sure that the process is fair, consistent and effective |
| 10 | Make sure that applicants who are offered positions are likely to be able to perform effectively and work with their new colleagues |
| 11 | Judge whether the recruitment and selection process has been successful in relation to recent appointments in your area and identify any areas for improvement |

* **Highlighted PIs indicate contingencies**

UNIT DP6X 04 (416) Recruit, Select and Keep Colleagues

Knowledge

You will know:

General knowledge and understanding

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

Industry/sector-specific knowledge and understanding

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

Context-specific knowledge and understanding

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

UNIT DP6X 04 (416) Recruit, Select and Keep Colleagues

27 The sources of specialist expertise in relation to recruitment, selection and retention used by your organisation

UNIT DP6X 04 (416) Recruit, Select and Keep Colleagues

Record of Evidence

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

* **Highlighted PIs indicate contingencies**

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

UNIT DP6X 04 (416) Recruit, Select and Keep Colleagues

Knowledge requirements	Evidence numbers	Evidence type
General knowledge and understanding		
1 Why it is important to identify and understand why colleagues are leaving and how to do so constructively and sensitively		
2 The types of reasons colleagues might give for leaving		
3 How to measure staff turnover		
4 The causes and effects of high and low staff turnover		
5 The measures which can be undertaken to address staff turnover problems		
6 How to review the workload in your area in order to identify shortfalls in the number of colleagues and/or the pool of skills, knowledge, understanding and experience		
7 The different options for addressing identified shortfalls and their associated advantages and disadvantages		
8 What job descriptions and person specifications should cover and why it is important to consult with others in producing or updating them		
9 The different stages in the recruitment and selection process and why it is important to consult with others on the stages, recruitment and selection methods to be used, associated timings and who is going to be involved		
10 The different recruitment and selection methods and their associated advantages and disadvantages		
11 Why it is important to give fair, clear and accurate information on vacancies to potential applicants		
12 How to judge whether applicants meet the stated requirements of the vacancy		
13 About sources of specialist expertise in relation to recruitment, selection and retention		
14 How to take account of equality and diversity issues, including legislation and any relevant codes of practice, when recruiting and selecting people and keeping colleagues		
15 How to review the effectiveness of recruitment and selection in your area		
Industry/sector-specific knowledge and understanding		
16 The turnover rates within similar organisations in the industry/sector		
17 About recruitment, selection and retention issues and specific initiatives and arrangements within the industry/sector		
18 The working culture and practices of the industry/sector		
Context-specific knowledge and understanding		
19 The current people resources available in your area, including skills, knowledge, understanding and experience of colleagues		
20 The work requirements in your area		
21 The agreed operational plans and changes in your area		
22 The staff turnover rate in your area		

UNIT DP6X 04 (416) Recruit, Select and Keep Colleagues

23	Job descriptions and person specifications for confirmed vacancies		
24	Local employment market conditions		
25	The organisation's structure, values and culture		
26	Employment policies and practices within the organisation — including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions		
27	The sources of specialist expertise in relation to recruitment, selection and retention used by your organisation		

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

Candidate: _____ **Date:** _____

Assessor: _____ **Date:** _____

Internal Verifier: _____ **Date:** _____
(if sampled)

UNIT DP6W 04 (417) Provide Learning Opportunities for Colleagues

Unit Summary

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

Skills

You will apply the following skills:

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

Behaviours

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

Performance indicators

You will:

- 1 Promote the benefits of learning to colleagues and make sure that their willingness and efforts to learn are recognised
- 2 Give colleagues fair, regular and useful feedback on their work performance, discussing and agreeing how they can improve
- 3 Work with colleagues to identify and prioritise learning needs based on any gaps between the requirements of their work roles and their current knowledge, understanding and skills
- 4 Help colleagues to identify the learning style(s) or combination of styles which work best for them and ensure that these are taken into account in identifying and undertaking learning activities
- 5 Work with colleagues to identify and obtain information on a range of possible learning activities to address identified learning needs
- 6 Discuss and agree, with each colleague, a development plan which includes learning activities to be undertaken, the learning objectives to be achieved, the required resources and timescales
- 7 Work with colleagues to recognise and make use of unplanned learning opportunities
- 8 Seek and make use of specialist expertise in relation to identifying and providing learning for colleagues

UNIT DP6W 04 (417) Provide Learning Opportunities for Colleagues

- 9 Support colleagues in undertaking learning activities, making sure any required resources are made available and making efforts to remove any obstacles to learning
- 10 Evaluate, in discussion with each colleague, whether the learning activities they have undertaken have achieved the desired outcomes and provide positive feedback on the learning experience
- 11 Work with colleagues to update their development plan in the light of performance, any learning activities undertaken and any wider changes
- 12 Encourage colleagues to take responsibility for their own learning, including practicing and reflecting on what they have learned

* **Highlighted PIs indicate contingencies**

UNIT DP6W 04 (417) Provide Learning Opportunities for Colleagues

Knowledge

You will know:

General knowledge and understanding

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

Industry/sector-specific knowledge and understanding

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

Context-specific knowledge and understanding

- 20 The relevant information on the purpose, objectives and plans of your team or area of responsibility or the wider organisation
- 21 The work roles of colleagues, including the limits of their responsibilities and their personal work objectives
- 22 The current knowledge, understanding and skills of colleagues
- 23 Any identified gaps in the knowledge, understanding and skills of colleagues
- 24 Any identified learning needs of colleagues

UNIT DP6W 04 (417) Provide Learning Opportunities for Colleagues

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| 25 | The learning style(s) or combinations of styles preferred by colleagues |
| 26 | The written development plans of colleagues |
| 27 | The sources of specialist expertise available in/to your organisation in relation to identifying and providing learning for colleagues |
| 28 | The learning activities and resources available in/to your organisation |
| 29 | Your organisation's policies in relation to equality and diversity |
| 30 | Your organisation's policies and procedures in relation to learning |
| 31 | Your organisation's performance appraisal system |

UNIT DP6W 04 (417) Provide Learning Opportunities for Colleagues

Record of Evidence

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

* **Highlighted PIs indicate contingencies**

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UNIT DP6W 04 (417) Provide Learning Opportunities for Colleagues

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

UNIT DP6W 04 (417) Provide Learning Opportunities for Colleagues

Industry/sector-specific knowledge and understanding			
17	Industry/sector requirements for the development or maintenance of knowledge, skills and understanding and professional development		
18	The learning issues and specific initiatives and arrangements that apply within the industry		
19	The working culture and practices of the industry/sector		
Context-specific knowledge and understanding			
20	The relevant information on the purpose, objectives and plans of your team or area of responsibility or the wider organisation		
21	The work roles of colleagues, including the limits of their responsibilities and their personal work objectives		
22	The current knowledge, understanding and skills of colleagues		
23	Any identified gaps in the knowledge, understanding and skills of colleagues		
24	Any identified learning needs of colleagues		
25	The learning style(s) or combinations of styles preferred by colleagues		
26	The written development plans of colleagues		
27	The sources of specialist expertise available in/to your organisation in relation to identifying and providing learning for colleagues		
28	The learning activities and resources available in/to your organisation		
29	Your organisation's policies in relation to equality and diversity		
30	Your organisation's policies and procedures in relation to learning		
31	Your organisation's performance appraisal system		

The evidence is authentic and/or the assessment has been conducted under the specified conditions or context.

Candidate: _____

Date: _____

Assessor: _____

Date: _____

Internal Verifier: _____
(if sampled)

Date: _____

UNIT DP6V 04 (418) Provide Leadership in Your Area of Responsibility

Unit Summary

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

Skills

You will apply the following skills:

Communicating
Influencing and persuading
Leading by example
Motivating
Consulting
Planning
Setting objectives
Providing feedback

Behaviours

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

Performance indicators

You will:

- 1 Create a vision of where your area is going and clearly and enthusiastically communicate it, together with supportive objectives and operational plans, to the people working within your area
- 2 Ensure that people working within your area understand and can see how the vision, objectives and operational plans link to the vision and objectives of the overall organisation
- 3 Steer your area successfully through difficulties and challenges, including conflict within the area
- 4 Create and maintain a culture within your area which encourages and recognises creativity and innovation
- 5 Develop a range of leadership styles and select and apply them to appropriate situations and people

UNIT DP6V 04 (418) Provide Leadership in Your Area of Responsibility

- 6 Communicate regularly, making effective use of a range of different communication methods, with all the people working within your area and show that you listen to what they say
- 7 Give people in your area support and advice when they need it especially during periods of setback and change
- 8 Motivate and support people in your area to achieve their work and development objectives and provide recognition when they are successful
- 9 Empower people in your area to develop their own ways of working and take their own decisions within agreed boundaries
- 10 Encourage people to give a lead in their own areas of expertise and show willingness to follow this lead
- 11 Win, through your performance, the trust and support of people within your area for your leadership and get regular feedback on your performance

* **Highlighted PIs indicate contingencies**

UNIT DP6V 04 (418) Provide Leadership in Your Area of Responsibility

Knowledge

You will know:

General knowledge and understanding

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

Industry/sector-specific knowledge and understanding

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

Context-specific knowledge and understanding

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

UNIT DP6V 04 (418) Provide Leadership in Your Area of Responsibility

Record of Evidence

Performance indicators	Evidence numbers	Evidence type
1 Create a vision of where your area is going and clearly and enthusiastically communicate it, together with supportive objectives and operational plans, to the people working within your area		
2 Ensure that people working within your area understand and can see how the vision, objectives and operational plans link to the vision and objectives of the overall organisation		
3 Steer your area successfully through difficulties and challenges, including conflict within the area		
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UNIT DP6V 04 (418) Provide Leadership in Your Area of Responsibility

Knowledge requirements	Evidence numbers	Evidence type
General knowledge and understanding		
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