

CFAMLE4 - SQA Unit Code FM5D 04

Promote the use of technology within your organisation



Overview

This unit is about your role in making sure that the organisation gets the technology it needs and uses it in the best way possible. Technology might mean information or communications technology, equipment, machinery and so on. It does not necessarily mean using complicated technology or the latest invention. Instead it is about assessing the use of technology and improving it, which might mean making better use of what is already in place or even shifting to a lower-tech solution if that is appropriate.

You are not expected to be a technology specialist but you would be expected to be able to work with specialists as appropriate.

For the purposes of this unit, an 'organisation' can mean a self-contained entity such as a private sector company, a charity or a local authority or a significant operating unit, with a relative degree of autonomy, within a larger organisation.

The unit is recommended for senior managers.

This unit is linked to units:

- B2 Map the environment in which your organisation operates
- B3 Develop a strategic business plan for your organisation
- B4 Put the strategic business plan into action
- C3 Encourage innovation in your organisation

in the overall suite of National Occupational Standards for Management and Leadership.

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Performance criteria

- You must be able to:*
- P1 identify the approach(es) to and current use of technology within your organisation and any plans to discard or introduce technology or use existing technology for different purposes
 - P2 consult with relevant people across the organisation and other relevant parties in order to identify the successful use of technology
 - P3 consult with relevant people across the organisation and other relevant parties to identify opportunities for introducing technology or using existing technology for different purposes
 - P4 ensure that the organisation has a strategy for using technology and that it fits with the overall vision, values, objectives and plans of the organisation
 - P5 communicate the strategy for using technology across the organisation and to other relevant parties
 - P6 ensure that the use of technology is driven by customer needs
 - P7 carry out benchmarking to identify good practice in relation to the use of technology and what lessons can be learnt and applied to your organisation
 - P8 establish systems to monitor implementation of the strategy and report on the overall performance of the organisation in relation to the use of technology
 - P9 seek and make use of specialist expertise to assist in developing, implementing and reviewing the strategy for using technology and monitoring overall performance of the organisation
 - P10 ensure that resources and support are provided across the organisation to enable colleagues to make the best use of the available technology
 - P11 ensure that contingency plans are in place in case technology fails

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 different types of technology
- K2 how to keep up to date with the key developments in technology
- K3 the main factors to consider when assessing the use and/or introduction of new technology, including the full costs and benefits
- K4 the importance of consulting with colleagues and other relevant parties in relation to technology
- K5 what an effective strategy for using technology should cover
- K6 the importance of contingency-planning in relation to the ongoing use and/or introduction of technology and how to do this effectively
- K7 different techniques and methods for communicating the organisation's approach to and strategy for using technology
- K8 how to benchmark your organisation's use of strategy against other organisations
- K9 sources of specialist expertise in relation to technology
- K10 how to establish systems for reviewing the implementation of the strategy for using technology and identifying areas for improvement
- K11 the type of resources and support needed to enable colleagues to make the best use of the available technology
- K12 how to identify sustainable resources and ensure their effective use to support the use of technology

You need to know and understand:

Industry/sector specific knowledge and understanding

- K13 trends and developments in your industry/sector in relation to technology
- K14 the types of technology that are available to your industry/sector and their main features, benefits and drawbacks
- K15 legal requirements, government policies and industry or sector guidelines relating to using technology
- K16 financial or other incentives or support that maybe available for investing in technology in your industry/sector

You need to know and understand:

Context specific knowledge and understanding

- K17 the approach(es) to and current use of technology within your organisation
- K18 plans to discard or introduce technology or use existing technology for different purposes
- K19 who needs to be consulted across the organisation in relation to technology
- K20 other relevant parties with an interest in your organisation's use of technology
- K21 the overall vision, values, objectives and plans of the organisation

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- K22 your organisation's specific strategy in relation to using technology, including contingency plans
- K23 the needs of your customers
- K24 the role of technology in your organisation's culture and how to build on this
- K25 systems in place for effective monitoring and reporting on the use of technology
- K26 the organisations that are similar to your own and the technology they use
- K27 the specialists who can advise your organisation on using technology
- K28 what technology has already been tried in your organisation and what the outcomes were

Additional Information

Behaviours

1. You constructively challenge the status quo and seek better alternatives.
2. You take personal responsibility for making things happen.
3. You anticipate likely future scenarios based on realistic analysis of trends and developments.
4. You articulate the assumptions made and risks involved in understanding a situation.
5. You take timely decisions that are realistic for the situation.
6. You balance risks against the benefits that may arise from taking risks.
7. You constantly seek to improve performance.
8. You use communication styles that are appropriate to different people and situations.
9. You create a sense of common purpose.

Skills

Listed below are the main generic 'skills' that need to be applied in promoting the use of technology in your organisation. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

Thinking strategically
Involving others
Questioning
Communicating
Problem-solving
Thinking systematically
Monitoring
Reporting
Contingency-planning
Consulting
Information management
Benchmarking
Networking
Reviewing
Planning
Innovating
Leadership

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