
Overview

This unit is concerned with directing your business processes. You must be able to decide what processes your business needs, and integrate them to create a complete system. It is about practising legally and ethically. You must know what the law says and lead your team in complying with all relevant regulations. It is about taking responsibility for ensuring that there is a culture of health and safety in your organisation.

Performance criteria

You must be able to:

Direct business processes

- 1 direct design processes that deliver outcomes based on business goals and aims
- 2 identify and provide the resources you need
- 3 take account of influences that may affect and shape how processes work
- 4 link processes so that they interact across the organisation to form a complete system
- 5 ensure that information and support is provided for staff and other stakeholders involved
- 6 define process responsibilities
- 7 develop process measures that are affordable and provide enough information for people to decide how to manage the process
- 8 take responsibility for reviewing processes to improve their effectiveness

Conform with legal requirements

- 9 ensure that systems are implemented which can accurately identify sources of legal and associated information
- 10 confirm existing and anticipated legal and business ethical requirements regularly, assess changes which are likely to affect organisational policies, summarise the implications and recommend appropriate changes to organisational policies
- 11 ensure that systems to monitor and record organisational compliance with legal and business ethical requirements are implemented
- 12 identify opportunities to improve mandatory effectiveness and equity of legal and business ethical requirements and public policy and circulate the information to decision makers

Develop and maintain a strategic health and safety policy

- 13 review health and safety policy to ensure that it includes all relevant legal requirements
- 14 encourage a behavioural culture of health and safety in the organisation and identify and implement opportunities for improving the health and safety of the organisation's environment
- 15 define line management responsibilities clearly within the health and safety policy and agree the responsibilities with those involved
- 16 ensure that risk management strategies and other health and safety audits

which are capable of identifying and minimising hazards are carried out
17 take responsibility for ensuring that health and safety policy monitoring and control systems are designed, and that breaches in compliance are investigated and corrective action is taken to restore compliance

Knowledge and understanding

You need to know and understand:

Direct business processes

- 1 how and why to direct design processes that deliver outcomes based on business goals and aims (evaluation)
- 2 what to identify as the resources you need (understanding)
- 3 how and why to provide the resources you need (analysis)
- 4 how to take account of influences that may affect and shape how processes work (application)
- 5 how and why to link processes so that they interact across the organisation to form a complete system (synthesis)
- 6 how to ensure that information and support is provided for staff and other stakeholders involved (application)
- 7 how and why to define process responsibilities (evaluation)
- 8 how and why to develop process measures that are affordable and provide enough information for people to decide how to manage the process (application)
- 9 how and why to take responsibility for reviewing process to improve their effectiveness (evaluation)

Conform with legal requirements

- 10 how to ensure that systems which can accurately identify sources of legal and associated information are implemented (application)
- 11 how to confirm existing and anticipated legal and business ethical requirements regularly (application)
- 12 how and why to assess changes to legal and business ethical requirements which are likely to affect organisational policies (analysis)
- 13 how to summarise the implications of changes to legal and business ethical requirements (application)
- 14 how and why to recommend appropriate changes to organisational policies (synthesis)
- 15 how to ensure that systems to monitor and record organisational compliance with legal and business ethical requirements are implemented (application)
- 16 what to identify as opportunities to improve mandatory effectiveness and equity of legal and business ethical requirements and public policy (understanding)
- 17 how to circulate the information on identified opportunities to improve

mandatory effectiveness and equity of legal and business ethical requirements and public policy to decision makers (application)

Develop and maintain a strategic health and safety policy

18 how and why to review health and safety policy to ensure that it includes all relevant legal requirements (analysis)

19 how to encourage a behavioural culture of health and safety in the organisation and identify and implement opportunities for improving the health and safety of the organisation's environment (application)

20 how and why to define line management responsibilities clearly within the health and safety policy (evaluation)

21 how and why to agree the line management responsibilities within the health and safety policy with those involved (evaluation)

22 how to ensure that risk management strategies and other health and safety audits which are capable of identifying and minimising hazards are carried out (application)

23 how and why to take responsibility for ensuring that health and safety policy monitoring and control systems are designed, and that breaches in compliance are investigated and corrective action is taken to restore compliance (evaluation)

Scope/range

Direct business processes

1 Processes:

- 1.1 brief/scope of work
- 1.2 project planning
- 1.3 project monitoring
- 1.4 contract management
- 1.5 project change management
- 1.6 health & safety management
- 1.7 risk management
- 1.8 project team co-ordination

2 Goals and aims:

- 2.1 increase profit
- 2.2 reduce costs
- 2.3 improve quality
- 2.4 improve performance

3 Resource:

- 3.1 people
- 3.2 time
- 3.3 financial
- 3.4 equipment

Conform with legal requirements

4 Systems:

- 4.1 in-house
- 4.2 consultancy
- 4.3 lines and levels of responsibility and prescribed autonomy of action

5 Legal and associated information:

- 5.1 common law
- 5.2 statutes
- 5.3 national legislation
- 5.4 international legislation
- 5.5 trade and professional codes of practice

6 Legal and business ethical requirements - affecting:

- 6.1 products

- 6.2 services
- 6.3 business conduct
- 6.4 organisational structure
- 6.5 employment and training
- 6.6 health, safety and welfare
- 6.7 contract law
- 6.8 liability and insurance
- 6.9 climate change, energy demand and carbon neutrality
- 6.10 environment (reduce emissions)
- 6.11 water and waste
- 6.12 respect for people
- 6.13 licensing, certification and registration

7 Systems to monitor and record organisational compliance:

- 7.1 lines and levels of responsibility and prescribed autonomy of action
- 7.2 consultation and arbitration procedures to conform to legal requirements

Develop and maintain a strategic health and safety policy

8 Health and safety policy covers:

- 8.1 risk assessment and management
- 8.2 emergency procedures
- 8.3 safety systems and methods of work
- 8.4 fire safety measures, prevention and procedures
- 8.5 duties and responsibilities of all the workforce (including safety training policy)
- 8.6 accident, incident and ill-health reporting and monitoring
- 8.7 hazardous substances
- 8.8 communication with notifiable authorities (including Health and Safety Executive)
- 8.9 insurance requirements
- 8.10 public and employee liability
- 8.11 plant and equipment
- 8.12 induction and training

9 Legal requirements:

- 9.1 general health and safety legislation
- 9.2 construction specific health and safety legislation
- 9.3 British Standards
- 9.4 codes of practice

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9.5 international standards

9.6 insurance

10 Risk management strategies - apply to:

10.1 work areas

10.2 processes and operations

10.3 working practices and methods

11 Audits:

11.1 safety audits

11.2 hazard surveys which identify potential dangers and high risk activities and areas

11.3 legally required provision

11.4 security audits

12 Monitoring and control systems:

12.1 safety inspection and monitoring

12.2 safety audits

12.3 safety committees and required representation

12.4 reporting procedures and action taken

Direct design service businesses

Developed by Construction Skills

Version Number 2

Date Approved December 2014

Indicative Review Date November 2019

Validity Current

Status Original

Originating Organisation Construction Skills

Original URN COSBEDPC02

Relevant Occupations Architects; Architectural Technologists; Architecture; Civil engineers; Construction Project Manager and Related Professions; Managers in construction; Production Managers and Directors in Construction

Suite Built Environment Design and Consultancy Practice

Keywords business processes; legal requirements; health and safety
