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## Overview

This standard is about making sure those working in your organisation or area of responsibility use technology – for example, information or communications technology, equipment, machinery – appropriately and effectively.

This standard is relevant to managers and leaders who have the authority to be able to influence the use of technology within their organisation or area of responsibility.

This standard links to all the other standards in key areas *EB Manage physical and technical resources* and *EC Manage information and knowledge*.

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## Performance criteria

- You must be able to:*
- P1 Engage appropriate colleagues in identifying and developing effective approaches to the use of technology.
  - P2 Seek and make use of specialist expertise to assist in developing, implementing and reviewing your strategy for using technology and monitoring performance in relation to the use of technology.
  - P3 Identify the current approaches to the use of technology within your organisation or area of responsibility and any plans to discard or introduce technology or to use existing technology for different purposes.
  - P4 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.
  - P5 Identify opportunities for introducing new technology, adapting existing technology or using existing technology for different purposes.
  - P6 Ensure that your organisation or area of responsibility has a strategy for using technology and that it fits with the overall vision, values, objectives and plans of the organisation.
  - P7 Communicate the strategy for using technology to colleagues and to other key stakeholders.
  - P8 Check that any new technology is compatible with existing technology.
  - P9 Monitor the introduction of any technology or adaptation of existing technology carefully and take prompt and effective action to address any problems.
  - P10 Ensure that resources and support are provided to enable colleagues to make effective use of the available technology.
  - P11 Ensure that contingency plans are in place in case technology fails.
  - P12 Maintain systems to monitor implementation of the strategy and report on the technology performance of your organisation or area of responsibility.

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## Knowledge and understanding

*You need to know and understand:*

### General knowledge and understanding

- K1 Different types of technology.
- K2 The main factors to consider when assessing the use and/or introduction of new technology, including the full costs and benefits.
- K3 The importance of consulting with colleagues and other relevant parties in relation to technology.
- K4 What an effective strategy for using technology should cover.
- K5 The importance of contingency planning in relation to the ongoing use and/or introduction of technology and how to do this effectively.
- K6 Different techniques and methods for communicating the organisation's approach to and strategy for using technology.
- K7 How to benchmark your organisation's use of strategy against other organisations.
- K8 How to check the compatibility of new technology with existing technology.
- K9 How to establish systems for reviewing the implementation of the strategy for using technology and identifying areas for improvement.
- K10 The types of resources and support needed to enable colleagues to make the best use of the available technology.
- K11

*You need to know and understand:*

### Industry/sector specific knowledge and understanding

- K12 Trends and developments in your industry/sector in relation to technology.
- K13 The types of technology that are available to your industry/sector and their main features, benefits and drawbacks.
- K14 Legal requirements, government policies and industry or sector guidelines relating to using technology.
- K15 Financial or other incentives or support that may be available for investing in technology in your industry/sector.

## Optimise effective use of technology

*You need to know and understand:*

### **Context specific knowledge and understanding**

- K16 The approaches to and current use of technology within your organisation.
- K17 Plans to discard or introduce technology or use existing technology for different purposes.
- K18 Who needs to be consulted across the organisation in relation to technology.
- K19 Other relevant parties with an interest in your organisation's use of technology.
- K20 The overall vision, values, objectives and plans of your organisation.
- K21 Your organisation's specific strategy in relation to using technology, including contingency plans.
- K22 The role of technology in your organisation's culture and how to build on this.
- K23 Systems in place for effective monitoring and reporting on the use of technology.
- K24 The organisations that are similar to your own and the technology they use.
- K25 The specialists who can advise your organisation on using technology.
- K26 What technology has already been tried in your organisation and what the outcomes were.

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## Behaviours

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

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

## Skills

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

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

## CFAM&LEB5 - SQA Unit Code HK2R 04

### Optimise effective use of technology

<b>Developed by</b>	CFA Business skills @ work
<b>Version number</b>	2.0
<b>Date approved</b>	March 2012
<b>Indicative review date</b>	March 2015
<b>Validity</b>	Current
<b>Status</b>	Original
<b>Originating organisation</b>	CFA Business skills @ work
<b>Original URN</b>	CFAM&LEB5
<b>Relevant occupations</b>	Managers and Senior Officials
<b>Suite</b>	Management & Leadership
<b>Key words</b>	Management & leadership; mange yourself; personal objectives