SECTION 3

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1.   Strategy/Policy

UNIT OF COMPETENCE

1.1 Contribute to the formulation and implementation of policy.

OVERVIEW

Policy can be defined as the framework of rules or principles which govern the way organisations deal with key issues, e.g. Health and Safety, Equal Opportunities, Employment practices, etc. This unit is about the ability to assist with the formulation and implementation of policy and policy changes taking into account the effect of these changes on the work of the organisation.

PERFORMANCE CRITERIA

(a)   Maintains a good knowledge and understanding of the policy relevant to the organisation and applies this knowledge to make necessary changes. Advises senior staff on the likely effects of proposed policy changes.

(b)   Contributes to the formulation and development of policy within the organisation by collection and analysis of relevant data.

(c)   Provides draft written policy for approval of senior staff.

(d)   Implements organisational policy by ensuring that own work and the work of their teams is carried out in accordance with that policy.

(e)   Provides advice and guidance to staff on the effects of policy and policy changes on their work.

(f)   Monitors work practices and takes corrective action where practices are not being implemented in line with current policies.

(**NOTE:** Organisation can be defined at Directorate, Office or Project level.)

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1.   Strategy/Policy

UNIT OF COMPETENCE

1.2 Contribute to the formulation of strategy to guide the work of the organisation.

OVERVIEW

Strategy can be defined as long-term plans which guide the organisation in achieving its aims and objectives. This unit is about the ability to provide and analyse information to assist with the formulation of strategy.

PERFORMANCE CRITERIA

(a)   Takes account of the organisation's internal and external environment when analysing the strengths, weaknesses, opportunities and challenges of the current position which may affect the strategy.

(b)   Identifies key strategic issues and contributes to the creation of strategic objectives.

(c)   Analyses issues, identifies factors and linkages and provides key information to assist in the drawing up of the strategy.

(d)   Considers policy, resource and other constraints and assesses them on their impact when formulating strategy.

(e)   Support the organisational culture that maintains the commitment of staff to the strategy by communicating effectively, addressing concerns and incorporating appropriate contributions.

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1. Strategy/Policy

UNIT OF COMPETENCE

1.3 Develop plans which assist with the implementation of the organisation's strategy.

OVERVIEW

This unit is about the ability to develop detailed operational plans (typically one year) resulting in the structured progressive implementation of the organisation's strategy.

PERFORMANCE CRITERIA

(a)   Identifies key implementation steps and incorporates these steps into plans.

(b)   Develops implementation plans taking into account timescales, resources and risks.

(c)   Obtains senior management agreement to plans prior to action.

(d)   Communicates plans, checks understanding and gains the commitment of others to take action where appropriate.

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1.   Strategy/Policy

UNIT OF COMPETENCE

1.4 Contribute to the review and evaluation of the organisation's performance.

OVERVIEW

This unit is about the ability to analyse and evaluate the performance of the organisation against agreed plans. It also covers proposing and making necessary adjustments to plans in order to achieve strategic or operational aims and objectives.

PERFORMANCE CRITERIA

(a)   Ensures systems are in place, which enable progress to be monitored against plans in order to achieve strategic or operational aims and objectives.

(b)   Monitors ongoing progress against plans, making adjustment, where necessary.

(c)   Evaluates output performance against the agreed plan. Identifies areas for action, makes recommendations based on sufficient, reliable information and incorporates this information into the ongoing planning process.

(d)   Shares relevant knowledge with colleagues.

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2.   Services

UNIT OF COMPETENCE

2.1   Maintain service delivery to champion customer requirements and monitor customer satisfaction.

OVERVIEW

This unit is about the ability to manage operations bearing in mind the need to keep focused on quality, customer requirements and the need for continuous improvement.

PERFORMANCE CRITERIA

(a)   Establishes, defines and reviews objectives, performance measures and customer requirements and ensures that monitoring systems, which utilise the IT system, are in place and are correctly implemented and maintained.

(b)   Accurately evaluates disruptive factors and obstacles to the delivery of an efficient and effective service, and takes appropriate measures immediately, to minimise their effects.

(c)   Continuously monitors and improves operations and products, encouraging innovation, to satisfy customer needs.

(d)   Interacts personally with customers, partners and representatives of society to help understand and respond to their needs.

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2. Services

UNIT OF COMPETENCE

2.2 Initiate, plan and implement change and improvement in services and systems to meet customer needs.

OVERVIEW

This unit is about the ability to plan and implement changes in activities to improve Office performance, taking account of the needs of staff and customers.

PERFORMANCE CRITERIA

(a) Communicates information on proposed changes to the appropriate people, with minimum delay and in sufficient detail for them to evaluate proposed impact on services.

(b) Monitors change/improvement in services, products and systems in accordance with implementation plans and agreed delivery specifications in order to meet customer needs.

(c) Evaluates the outcomes of change/improvement in services against expectations and previous service records.

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3.   Resources

UNIT OF COMPETENCE

3.1 Assist in identifying and bid for effective resource allocation for activities.

OVERVIEW

This unit is about the ability to identify resources, both financial and physical, required by the office and the ability to contribute to a business case in a bid to successfully secure resources.

PERFORMANCE CRITERIA

(a)   Supports estimates of costs and benefits with valid relevant information in order to secure effective resource allocation for activities detailed in the office plan.

(b)   Makes recommendations which clearly indicate the long-term benefits likely to be achieved from expenditure and which take into account possible future variations in levels of activities.

(c)   Negotiates resources requirements within reasonable timescales in a manner likely to maintain good relationships.

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3.   Resources

UNIT OF COMPETENCE

3.2 Approve, plan, monitor, evaluate and control the use of resources.

OVERVIEW

This unit is about the efficient management of resources. It covers monitoring and controlling the way in which these resources are used and making recommendations on how they can be best used in the future.

PERFORMANCE CRITERIA

(a)   Produces plans and recommendations which anticipate events, foresee difficulties and clearly indicate what should be achieved from effective use of resources. Plans comply with policies, customer and legal requirements.

(b)   Maintains accurate and complete records of expenditure and keeps budget within agreed limits.

(c)   Fully assesses and correctly interprets information on use of resources and costs and takes effective action to reduce costs and improve value for money.

(d)   Informs the appropriate people with minimum delay where a budget under or overspend is likely to occur.

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4.   People

UNIT OF COMPETENCE

4.1   Develop teams and individuals to encourage innovation, improve performance and meet business objectives.

OVERVIEW

This unit is about developing the team skills and knowledge to ensure the best possible results at work. It covers identifying the development needs of the team and its members, planning development and using a variety of activities to improve team performance.

PERFORMANCE CRITERIA

(a)   Encourages and assists individuals to identify their own learning and development needs in line with requirement.

(b)   Ensures plans have clear, relevant and realistic development objectives. Reviews and updates plans with staff at regular intervals.

(c)   Makes arrangements for the delivery of appropriate and cost effective training and development taking account of existing knowledge and skill levels and requirements.

(d)   Reviews progress and performance at regular intervals throughout the appraisal year and uses results to plan future development.

(e)   Provides all staff with equality of opportunity to develop themselves to improve performance to meet business objectives.

(f)   Motivates and enables all staff to participate in improvement activities.

(g)   Provides opportunities that stimulate involvement and supports innovative and creative behaviour.

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4.   People

UNIT OF COMPETENCE

4.2   Plan, allocate, monitor and evaluate work carried out by teams, individuals and self.

OVERVIEW

This covers making the best use of the team and its members so that they can achieve work objectives. It covers allocating work, agreeing objectives and setting out plans. It also involves monitoring and evaluating the work of the team and providing feedback to team members on their performance.

PERFORMANCE CRITERIA

(a)   Allocates and delegates work to optimise use of available resources and existing competence of staff to ensure that objectives and priorities are achieved.

(b)   Regularly updates work objectives with the relevant individuals to take into account individual, team and organisational changes. Team and individual objectives and standards of performance are clearly defined, communicated and assessed.

(c)   Gives timely feedback on progress and work performance in sufficient detail, in a manner, level and pace appropriate to the individual/team. Feedback recognises performance and achievement, offers constructive suggestions and encouragement for improving future performance.

(d)   Identifies poor performance in a timely manner and brings it to the attention of the member of staff concerned and agrees an appropriate course of action.

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4.   People

UNIT OF COMPETENCE

4.3   Create, maintain and enhance effective working relationships.

OVERVIEW

This unit is about developing, maintaining and enhancing effective working relationship with colleagues, customers and other stakeholders. It also involves minimising the potential for conflict and dealing with conflict should it arise.

PERFORMANCE CRITERIA

(a)   Takes time to establish and maintain honest and constructive working relationships with colleagues, customers and other stakeholders. Shows sensitivity towards others, makes and honours promises and undertakings to others.

(b)   Provides opportunities for customers, colleagues and other stakeholders to discuss challenges or issues, encouraging them to offer their views and ideas and assists staff to contribute to the decision-making process.

(c)   Deals with any difference of opinion in ways which avoid offence and maintain respect. Promptly identify conflict with and between staff and take action to resolve it.

(d)   Actions and records employment or customer related matters in compliance with organisational and legal requirements.

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4.   People

UNIT OF COMPETENCE

4.4   Assess own development needs and develop self to improve job performance and fulfil future potential.

OVERVIEW

This unit is about continuously developing knowledge and skills so that objectives are met and performance improved. This involves assessing current performance, identifying and prioritising development needs and taking action to meet them.

PERFORMANCE CRITERIA

(a)   Establishes current level of competence and identifies development needs linked to business requirements.

(b)   Sets personal development objectives which are realistic, achievable and challenging in terms of anticipated competence and updates these at regular intervals.

(c)   Undertakes appropriate and agreed training and development activities to achieve agreed objectives.

(d)   Leads by example, demonstrating the importance of development by scheduling time for development activities.

(e)   Reviews progress and performance with appropriate people and uses results to inform future development.

4.   People

UNIT OF COMPETENCE

4.5 Select personnel.

OVERVIEW

This unit is about making a significant contribution to selecting the people needed to carry out work activities. It applies to both the external and internal selection of people for permanent and temporary work.

PERFORMANCE CRITERIA

(a)   Estimates personnel needs and supports this with appropriate research. Identifies the required competences and attributes of individuals and teams.

(b)   Ensures that written specifications identify job title, responsibilities, key objectives, competences and other details specific to the office. Ensures that legal requirements are also met.

(c)   Assesses and selects candidates in compliance with the organisation's procedures and legal requirements.

(d)   Judges information obtained from each candidate against specified selection criteria and communicates selection recommendations to authorised personnel.

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5.   Information and Communication

UNIT OF COMPETENCE

5.1   Seek, organise, evaluate and communicate information in order to meet customer needs.

OVERVIEW

This unit is about the efficient management and communication of information within your areas of responsibility. It is about communicating information in a way that is easily understood, timely and has considered the needs of the audience.

PERFORMANCE CRITERIA

(a)   Identifies accurately information requirements, collects information in time to be of use and communicates information in a suitable form to meet customer needs.

(b)   Regularly reviews a variety of sources of information for usefulness, reliability and value for money and takes opportunities to establish and maintain contacts with providers.

(c)   Organises information in an effective form to ensure sufficient detail can be retrieved promptly when required.

(d)   Identifies inadequacies in information and takes appropriate remedial action.

(e)   Actively listens and shows awareness and sensitivity in face-to-face communication.

(f)   Perceptively identifies appropriate timing, language and method of communications to suit the needs of the customer/audience.

(g)   Uses IT systems and software to seek, organise, evaluate and communicate information effectively and to improve the communication process.

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5.   Information and Communication

UNIT OF COMPETENCE

5.2   Analyse information to solve problems and make decisions. Communicate message/information to others in order to influence them and gain their commitment.

OVERVIEW

This unit is about analysing information in order to make sound decisions. It is also about communicating information ensuring that message is accurate and covers all necessary points, ensuring the objective is met.

PERFORMANCE CRITERIA

(a)   Recognises and takes opportunities to offer and disseminate information and advice. Gives current, relevant and accurate information.

(b)   Communicates information and advice in a manner and at a level and pace appropriate to the receiver. Supports advice, as appropriate, by reasoned argument and evidence.

(c)   Uses appropriate methods of analysis to search informed and timely decisions on the basis of sufficient, relevant and accurate information.

(d)   Uses persuasive, compelling and well-founded arguments to influence others to accept a different point of view.

(e)   Gives advice and information that is consistent with organisational policy, legal requirements and resource constraints.

(f)   Acknowledges and discusses contributions and views of others in a constructive manner.

(g)   Presents complex issues succinctly orally and in writing capturing all important facts and points.

(h)   Uses information supporting decisions to persuade and influence others and gain their commitment.

6. Programme & Project Management

UNIT OF COMPETENCE

6.1   Contribute to the development and progression of business cases for programmes and projects within the organisation.

OVERVIEW

This unit is about contribution to the development and progression of business cases for programmes and projects that demonstrate benefit to the organisation and support in the achievement of its strategic objectives.

PERFORMANCE CRITERIA

(a)   Contribute to the identification of key objectives for programmes/projects, which are linked to the organisation's strategic objectives, supporting the prioritisation of the benefits and assessment of associated risks.

(b)   Contributes to establishing the financial business case to support the programme/project.

(c)   Helps to define the performance measures and methods for monitoring, assessing and evaluating the progress of the programme/project in line with standard organisational reviews.

(d)   Supports the communication of the business case and recommendations for agreement with appropriate parties.

6. Programme & Project Management

UNIT OF COMPETENCE

6.2   Supports the management of projects.

OVERVIEW

This unit is about the management of a specific project ensuring project management systems are in place.

PERFORMANCE CRITERIA

(a)   Ensures the project teams understand the project objectives and the links to the strategic objectives and business case.

(b)   Uses Programme and Project Management techniques to clearly define tasks, prioritise and manage resources and key links between issues.

(c)   Communicates the performance measures and methods for monitoring, assessing and reviewing the progress of the project to the relevant stakeholders, ensuring peer reviews are organised in line with organisational requirements.

(d)   Engages with experts and stakeholders when required as part of the project.

6. Programme & Project Management

UNIT OF COMPETENCE

6.3   Evaluates the success of a Project.

OVERVIEW

This unit is about the evaluation of the success of a project, ensuring all knowledge is captured and documented to inform future similar projects.

PERFORMANCE CRITERIA

(a)   Evaluates key successes and challenges of the project.

(b)   Identifies the key lessons learnt from the project, analysing risks that were realised and their impact.

(c)   Ensures the successes, challenges and lessons learnt are documented and appropriately stored for future use.

(d)   Communicates success, challenges and lessons learnt to the appropriate stakeholders.