SECTION 3

ASSISTANT ASSEMBLY CLERK / STAFF OFFICER / ASSISTANT EDITOR / LIBRARIAN / RESEARCHER/ AUDITOR / SYSTEMS ANALYST / WEB MANAGER

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1. Strategy/Policy

UNIT OF COMPETENCE

1.1 Contribute to the 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 contribute to the 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 their work areas.

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

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

(**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 to achieve its aims and objectives. This unit is about the ability to provide accurate, appropriate information to contribute to the formulation of strategy.

PERFORMANCE CRITERIA

(a)   Takes account of the organisation's internal and external environment, contributes valid issues to the analysis of strengths, weaknesses, opportunities and challenges which may affect the strategy.

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

(c)   Assists staff to understand the strategy and gains their commitment to take action.

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

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1.   Strategy/Policy

UNIT OF COMPETENCE

1.3 Develop plans which contribute to the implementation of the organisation's strategy.

OVERVIEW

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

PERFORMANCE CRITERIA

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

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

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

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

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

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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 assess the performance of the organisation against agreed plans. It also covers proposing/making necessary adjustments to plans in order to achieve strategic aims and objectives.

PERFORMANCE CRITERIA

(a)   Ensures systems are in place which enable progress to be monitored against plan.

(b)   Monitors and communicates progress to management, making recommendations for adjustment where necessary.

(c)   Contributes to evaluation of performance against the agreed plan. Identifies areas for improvement and discusses these with Line Management.

(d)   Shares knowledge with colleagues.

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

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2.   Services

UNIT OF COMPETENCE

2.1   Maintain and improve service delivery.

OVERVIEW

This unit is about ensuring activities meet the requirements of the organisation and its customers. It involves developing services and the need for continuous improvement.

PERFORMANCE CRITERIA

(a)   Correctly implements and maintains systems to monitor quality, cost and time specifications for service/product delivery.

(b)   Maintains operations and improve services to satisfy customer requirements, current legislation and internal policies and procedures.

(c)   Notes factors which may cause operations to be disrupted or are obstacles to improvement and takes appropriate measures to minimise their effects. Implements corrective action without delay and informs appropriate staff and customers of any changes which affect them.

(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   Contribute to the planning and implementation of changes in services and systems to meet customer needs.

OVERVIEW

The unit refers to the ability to identify and make recommendations for improvements in service delivery. It is also about the ability to communicate with staff and customers and to monitor and evaluate the effects of such change.

PERFORMANCE CRITERIA

(a)   Assesses the advantages and disadvantages of introducing change against current operational standards. Actions change or forwards the information to the appropriate people.

(b)   Implements changes in services, products and systems, utilising IT systems, to increase efficiency and effectiveness. Suitably modifies planned changes to resolve any problems arising, while still meeting customer needs.

(c)   Sets objectives and performance measures prior to the implementation of change and monitors the effects of such changes accordingly.

3.   Resources

UNIT OF COMPETENCE

3.1   Contribute to the assessment of resource needs.

OVERVIEW

This unit is about the ability to contribute towards the assessment of and effective use of resources, both financial and physical within your control.

PERFORMANCE CRITERIA

(a)   Uses valid, relevant, internal and external information to contribute towards assessment of resource needs.

(b)   Presents contributions clearly and concisely in an appropriate format and clearly states the benefits and likely impact on operations from the resources requested.

3.   Resources

UNIT OF COMPETENCE

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

OVERVIEW

This unit is about the efficient management of resources for which you have authority and responsibility. It covers monitoring and controlling the way in which these resources are used and recommends how they can be best used in the future.

PERFORMANCE CRITERIA

(a)   Produces recommendations and plans which indicate clearly the benefits to be achieved from the effective use of resources. Plans comply with organisational policies, customer requirements and legal requirements.

(b)   Ensures that expenditure is kept within agreed budgets, records of resource use are complete, accurate and legible and any under or overspend is brought to the attention of the appropriate person.

(c)   Fully assesses and interprets information on costs and resource utilisation and takes effective action.

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's 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 and their team's learning and development needs in line with requirements.

(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)   Monitors post training progress of individuals and teams and evaluates against original objectives and business objectives.

(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.

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. Defines and communicates team and individual objectives and standards of performance.

(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.

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 a way which avoids offence and maintains respect. Promptly identifies conflict with and between staff and takes action to resolve it.

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

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 to meet objectives and improve performance. 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) Compares feedback with own perceptions of performance and uses it to improve future performance.

4.   People

UNIT OF COMPETENCE

4.5   Contribute to the selection of personnel.

OVERVIEW

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

PERFORMANCE CRITERIA

(a)   Contributes to estimates of personnel needs.

(b)   Contributes to the supply of information on job responsibilities, key objectives, competences and other necessary skills.

(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 people.

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5.   Information and Communication

UNIT OF COMPETENCE

5.1   Identify, organise, evaluate and communicate information to meet customer needs.

OVERVIEW

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

PERFORMANCE CRITERIA

(a)   Accurately identifies information requirement. Collects information in time to be of use and organises into the best form to meet customer needs.

(b)   Reviews regularly a variety of sources of information for sufficiency, reliability accuracy 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)   Uses IT systems and software to seek, organise, provide and communicate information effectively.

(f)   Communicates clearly and concisely identifies appropriate timing and method of communication to suit the needs of the customer/audience.

(g)   Displays good listening skills, checking and clarifying during face to face communication.

5. Information and Communication

UNIT OF COMPETENCE

5.2 Analyse information to solve problems and make decisions. Identify and adopt communication style and methods to influence and gain the commitment of others.

OVERVIEW

This unit is about analysing information in order to help solve problems and make sound decisions. It is about ensuring that the content of the communication is accurate, up to date and covers all necessary points so that correct decisions are made.

PERFORMANCE CRITERIA

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

(b) Identifies purpose of information and communicates it 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 reach timely, well-thought-through decisions on the basis of best available information.

(d) Gives advice and information consistent with organisation policy, costs and resource constraints.

(e) Encourages, acknowledges and uses constructively contributions from, and viewpoints of, others so that the communication objective is achieved.

(f) Utilises information to develop well-founded facts to support decisions in order to influence others and gain their commitment.

6. Programme & Project Management

UNIT OF COMPETENCE

6.1   Supports the delivery of projects.

OVERVIEW

This unit is about supporting the delivery of a specific project.

PERFORMANCE CRITERIA

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

(b)   Uses Programme and Project Management techniques to clearly define tasks, and track progress against key performance indicators.

(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

6.2   Supports the evaluation of the success of a Project.

OVERVIEW

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

PERFORMANCE CRITERIA

(a)   Supports the evaluation of key successes and challenges of the project.

(b)   Supports the identification of 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)   Supports the communication of success, challenges and lessons learnt to the appropriate stakeholders.