Level 5 NVQ Diploma in Management and Leadership

Qualification Specification

Contents

Introduction

The Level 5 NVQ Diploma in Management and Leadership is suitable across all occupations and sectors of employment and is aimed at individuals who have the ability and the opportunity to demonstrate recognisable management skills. For example, managing business processes, leading, planning and implementing change, managing finance, providing learning opportunities. Individuals may find that the focus of their work is more to do with managing projects, or with technical matters, than with people.

The awarding body for this qualification is ProQual Awarding Body and the regulatory body is the Office of Qualifications and Examinations Regulation (Ofqual). The specification for this qualification has been approved by the Welsh Government for use by centres in Wales and by the Council for the Curriculum Examinations and Assessment (CCEA) for use by centres in Northern Ireland.

The qualification has been accredited onto the Regulated Qualifications Framework (RQF); it is directly related to the National Occupational Standards for Management and Leadership and provides a progression route the Level 7 NVQ Diploma in Management.

Qualification Profile
Level 5 NVQ Diploma in Management and Leadership

Qualification title	**ProQual Level 5 NVQ Diploma in Management and Leadership**
Ofqual qualification number	601/4757/X
Level	5
Total qualification time	530 hours
Guided learning hours	247
Assessment	Pass or fail Internally assessed and verified by centre staff External quality assurance by ProQual verifiers
Qualification start date	1/11/2014
Qualification end date	

Entry Requirements

There are no formal entry requirements for this qualification.

Centres should carry out an **initial assessment** of candidate skills and knowledge to identify any gaps and help plan the assessment.

Qualification Structure

Candidates must achieve a **minimum of 53 credits**:

- 22 credits from Mandatory Group A, plus
- A minimum of 23 credits from Optional Group B

A maximum of 8 credits can come from Optional Group C.

Group A Mandatory Units – complete all units			
Unit Reference Number	**Unit Title**	**Unit Level**	**Credit Value**
A/506/2046	Contribute to the development of a strategic plan	5	5
D/506/2055	Design business processes	5	5
H/506/2056	Manage strategic change	5	7
L/506/1953	Provide leadership and management	4	5
Group B Optional Units – a minimum of 23 credits			
Unit Reference Number	**Unit Title**	**Unit Level**	**Credit Value**
J/506/2048	Establish business risk management processes	5	5
R/506/2053	Promote equality of opportunity, diversity and inclusion	5	5
T/506/2059	Develop and manage collaborative relationships with other organisations	5	5
F/506/2064	Optimise the use of technology	5	6
Y/506/2068	Manage product and/or service development	5	5
J/506/1949	Develop and maintain professional networks	4	3
Y/506/1955	Develop and implement an operational plan	4	5
M/506/1962	Encourage learning and development	4	3
A/506/1981	Discipline and grievance management	4	3
F/506/1982	Develop working relationships with stakeholders	4	4
L/506/1984	Manage a tendering process	4	4
K/506/1989	Manage physical resources	4	4
H/506/1991	Manage the impact of work activities on the environment	4	4
K/506/1992	Prepare for and support quality audits	4	3
T/506/1994	Conduct quality audits	4	3
A/506/1995	Manage a budget	4	4
R/506/1999	Manage a project	4	7
L/506/2004	Manage business risk	4	6
A/506/2032	Manage knowledge in an organisation	4	5
H/506/2042	Recruitment, selection and induction practice	4	6
M/506/2044	Manage redundancy and redeployment	4	6
R/506/2084	Lead the development of a knowledge management strategy	7	7
J/506/2101	Lead the development of a quality strategy	7	4
F/506/2114	Lead the development of a continuous improvement strategy	7	5
L/506/2293	Manage strategic marketing activities	5	7

Group C Optional Units – a maximum of 8 credits			
Unit Reference Number	Unit Title	Unit Level	Credit Value
D/504/4056	Manage Health and Safety in own area of responsibility	4	5
A/506/1950	Contribute to the design and development of an information system	4	5
F/506/1951	Manage information systems	4	6
M/506/1959	Manage events	4	6
T/506/2174	Manage customer service operations	4	7
F/506/2176	Review the quality of customer service	4	4
A/502/8656	Developing sales proposals	4	5
D/502/8651	Prioritising information for sales planning	4	3

Centre Requirements

Centres must be approved to offer this qualification. If your centre is not approved please complete and submit form **ProQual Additional Qualification Approval Application**.

Staff
Staff delivering this qualification must be appropriately qualified and/or occupationally competent.

Assessors/Internal Quality Assurance
For each competence-based unit centres must be able to provide at least one assessor and one internal quality assurance verifier who are suitably qualified for the specific occupational area. Assessors and internal quality assurance verifiers for competence-based units or qualifications will normally need to hold appropriate assessor or verifier qualifications, such as:

- Award in Assessing Competence in the Work Environment
- Award in Assessing Vocationally Related Achievement
- Certificate in Assessing Vocational Achievement
- Award in the Internal Quality Assurance of Assessment Processes and Practices
- Certificate in Leading the Internal Quality Assurance of Assessment Processes and Practices

Support for Candidates

Materials produced by centres to support candidates should:

- enable them to track their achievements as they progress through the learning outcomes and assessment criteria;
- provide information on where ProQual's policies and procedures can be viewed;
- provide a means of enabling Internal and External Quality Assurance staff to authenticate evidence

Links to National Standards / NOS mapping

National Occupational Standards (NOS) describe the skills, knowledge and understanding needed to undertake a particular task or job at different levels of competence.

The structure and units of this qualification are based on NOS for management and leadership.

Assessment

This qualification is competence-based, candidates must demonstrate the level of competence described in the units. Assessment is the process of measuring a candidate's skill, knowledge and understanding against the standards set in the qualification.

The qualification must be assessed by an appropriately experienced and qualified assessor.

Each candidate is required to produce a portfolio of evidence which demonstrates their achievement of all of the learning outcomes and assessment criteria for each unit.

Evidence can include:
- observation report by assessor
- assignments/projects/reports
- professional discussion
- witness testimony
- candidate product
- worksheets
- record of oral and written questioning
- Recognition of Prior Learning

Learning outcomes set out what a candidate is expected to know, understand or be able to do.

Assessment criteria specify the standard a candidate must meet to show the learning outcome has been achieved.

The learning outcomes and assessment criteria can be found from page 9.

Internal Quality Assurance

An internal quality assurance verifier confirms that assessment decisions made in centres are made by competent and qualified assessors, that they are the result of sound and fair assessment practice and that they are recorded accurately and appropriately.

Adjustments to Assessment

Adjustments to standard assessment arrangements are made on the individual needs of candidates. ProQual's Reasonable Adjustments Policy and Special Consideration Policy sets out the steps to follow when implementing reasonable adjustments and special considerations and the service that ProQual provides for some of these arrangements.

Centres should contact ProQual for further information or queries about the contents of the policy.

Results Enquiries and Appeals

All enquiries relating to assessment or other decisions should be dealt with by centres, with reference to ProQual's Enquiries and Appeals Procedures.

Certification

Candidates who achieve the required credits for qualifications will be awarded:

- A certificate listing all units achieved with their related credit value, and
- A certificate giving the full qualification title -

    ProQual Level 5 NVQ Diploma in Management and Leadership

Claiming certificates

Centres may claim certificates for candidates who have been registered with ProQual and who have successfully achieved the required number of credits for a qualification. All certificates will be issued to the centre for successful candidates.

Unit certificates

If a candidate does not achieve all of the units/credits required for a qualification, the centre may claim a unit certificate for the candidate which will list all of the units/credits achieved.

Replacement certificates

If a replacement certificate is required a request must be made to ProQual in writing. Replacement certificates are labelled as such and are only provided when the claim has been authenticated. Refer to the Fee Schedule for details of charges for replacement certificates.

Learning Outcomes and Assessment Criteria
Unit A/506/2046
Contribute to the development of a strategic plan

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the principles of strategic planning	1.1	Evaluate a range of strategic planning models
		1.2	Evaluate the advantages and limitations of a range of analytical techniques
		1.3	Analyse a range of perspectives of and approaches to business strategy
2	Be able to analyse the factors affecting the development of strategic plans	2.1	Evaluate political, economic, social, technological, legal and ethical factors affecting the development of strategic plans
		2.2	Evaluate the market factors that may influence strategic planning decisions
		2.3	Evaluate the application of scanning tools to strategy development
3	Be able to make a contribution to a strategic plan	3.1	Analyse the relationship between strategic intentions, strategic choice and strategy formulation
		3.2	Make viable contributions that are consistent with strategic objectives and resource constraints
		3.3	Evaluate the impact of a proposed strategy on a business

Unit D/506/2055
Design business processes

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand techniques and tools that support the design of business processes	1.1	Analyse the principles of business change and business process re-engineering
		1.2	Evaluate the concept and application of workflow patterns and usability testing
		1.3	Evaluate a range of modelling tools
		1.4	Analyse the factors to be taken into account when evaluating the effectiveness of business processes
2	Be able to develop business processes	2.1	Evaluate the scope for business process improvement and constraints
		2.2	Generate ideas that meet defined business needs
		2.3	Test a proposed process through a modelling exercise
		2.4	Evaluate the feasibility and viability of a proposed process against agreed criteria
		2.5	Establish the degree of overlap between a proposed process and existing processes and systems
		2.6	Resolve tensions between existing and proposed systems and processes
		2.7	Adhere to organisational policies and procedures, legal and ethical requirements when developing business processes
3	Be able to evaluate the effectiveness of business processes	3.1	Analyse valid information using techniques that are appropriate to the process being evaluated
		3.2	Assess the cost and benefit of a business process to the organisation

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
	3.3	Justify recommendations for the rejection, adoption or enhancements to processes with evidence

Unit H/506/2056
Manage strategic change

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the management and evaluation of change	1.1	Evaluate the characteristics and application of a range of change management models for different organisational structures
		1.2	Analyse stakeholder mapping techniques used for managing and evaluating change
		1.3	Analyse techniques to evaluate change
		1.4	Evaluate the relationship between change management, business continuity and crisis management
2	Be able to plan for strategic change	2.1	Assess the reasons for, scope and inherent risks of a required change
		2.2	Evaluate the influences of the internal and external environment on a change
		2.3	Analyse the ethical dimensions of a change
		2.4	Identify viable alternative strategies for achieving a desired change
		2.5	Justify with evidence the selected strategy to be taken to manage a change
		2.6	Develop a plan that specifies specific, measurable, achievable, realistic and time-bound objectives and resources
		2.7	Develop a stakeholder engagement plan that addresses their needs and concerns
		2.8	Specify mechanisms for the management of risks and interdependencies that are capable of meeting strategic objectives
3	Be able to manage strategic change	3.1	Allocate resources and responsibilities in accordance with the plan

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
		3.2	Take action to ensure the change plan is implemented in accordance with organisational values and procedures
		3.3	Take action to ensure operational plans are not compromised by the introduction of change and remain capable of delivering the strategy
		3.4	Take into account the on-going commitment of stakeholders to a change and its implications
		3.5	Manage friction between stakeholders' needs and interdependencies in accordance with the change plan
4	Be able to evaluate strategic change	4.1	Establish valid evaluation criteria that are capable of measuring the effects of change
		4.2	Select and use evaluation tools and techniques that are appropriate to the nature of change
		4.3	Evaluate aspects of change that were successful and ascertain why other aspects were not successful
		4.4	Justify recommendations made with valid evidence
		4.5	Identify the implications for knowledge management systems and processes

Unit L/506/1953
Provide leadership and management

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the principles supporting leadership and management	1.1	Analyse how leadership and management theories may be applied
		1.2	Assess the influence of an organisation's culture on its leadership styles and management practices
		1.3	Assess the influence of an organisation's structure on its leadership styles and management practices
		1.4	Analyse how theories of motivation may be applied in the practice of leadership
		1.5	Evaluate the role of stakeholder engagement in leadership and management
		1.6	Assess the suitability of a range of leadership styles and management practices to the culture of an organisation
2	Be able to engage and inspire stakeholders and colleagues	2.1	Display behaviours and attitudes that show a commitment to the achievement of an organisation's goals
		2.2	Display behaviours and attitudes that show a commitment to the fulfilment of an organisation's vision and the expression of its values
		2.3	Identify who stakeholders are and the nature of their interest
		2.4	Take action to ensure that colleagues and other stakeholders understand their role in achievement of organisational objectives
		2.5	Win the trust and support of colleagues and other key stakeholders through exemplary performance and behaviour
		2.6	Take action to maintain morale through difficult times

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
		2.7	Take action to secure the on-going commitment of colleagues and other key stakeholders
3	Be able to deliver results	3.1	Make planning and resourcing decisions that optimise the available resources, skills and expertise
		3.2	Use delegation techniques whilst delivering targets
		3.3	Empower individuals to take responsibility for their decisions and actions within agreed parameters
		3.4	Adapt plans, priorities and resource allocations to meet changing circumstances and priorities

Unit J/506/2048
Establish business risk management processes

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand business risk management models and techniques	1.1	Analyse standards relating to the management of business risk
		1.2	Analyse the factors influencing different types of risk
		1.3	Evaluate the relationship between risk management, business continuity and crisis management
		1.4	Evaluate a range of scenario planning and crisis management models
		1.5	Analyse methods of calculating risk probability
		1.6	Analyse the effectiveness of a range of risk monitoring techniques
		1.7	Analyse the significance of risk governance structures and ownership
2	Be able to develop business risk management processes	2.1	Review periodically the effectiveness of risk management strategy, policy and criteria
		2.2	Take action to ensure that risk profiles remain current and relevant
		2.3	Develop viable and affordable risk management processes that are consistent with business needs and the degree of potential impact of the risk
		2.4	Develop contingency and business disruption processes that are commensurate with the degree of risk to business as usual and organisational reputation

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
		2.5	Take action to ensure that risk management processes are integrated into operational plans and activities
3	Be able to evaluate the effectiveness of business risk management processes	3.1	Appraise the suitability of a range of risk evaluation techniques to business risk management
		3.2	Evaluate risk using valid quantitative and qualitative information
		3.3	Identify areas for improvement in identifying and managing risk
		3.4	Encourage a culture that accepts and manages risk

Unit R/506/2053
Promote equality of opportunity, diversity and inclusion

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Understand the principles underpinning equality, diversity and inclusion in the workforce	1.1 Analyse the development of equality, diversity and inclusion policies and practices in the workforce
	1.2 Evaluate the application of approaches to equal opportunities
	1.3 Evaluate the impact of equality, diversity and inclusion policy on workforce performance
	1.4 Evaluate methods of managing ethical conflicts
	1.5 Evaluate the business benefits of effective equality, diversity and inclusion policies and practices
	1.6 Evaluate the impact of equality, diversity and inclusion on organisational practices
	1.7 Evaluate the requirements of legislation, regulation and codes of practice affecting equality, diversity and inclusion in the workforce
2 Be able to evaluate organisational strategies, policies and practices which address equality, diversity and inclusion requirements	2.1 Identify the extent to which equality, diversity and inclusion strategies, policies and practices are fit for purpose
	2.2 Identify strengths and weaknesses by benchmarking organisational equality, diversity and inclusion policies and practices internally and externally
	2.3 Identify a range of areas for improvement in human resource practices, organisational systems, procedures and/or processes
	2.4 Appraise the basis for setting criteria to evaluate the effectiveness of equality, diversity and inclusion strategies, policies and practices

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
3	Be able to promote equality, diversity and inclusion policies and practices	3.1	Devise a communications strategy and plan that covers everyone within their area of responsibility
		3.2	Use communication media that are appropriate to the nature and structure of the organisation when promoting equality, diversity and inclusion
		3.3	Take action to ensure that equality, diversity and inclusion policies and practices are embedded in business practices
		3.4	Promote a culture where actual and potential discrimination is challenged
		3.5	Take action to ensure that organisational procedures, culture and values reinforce good practices and encourage people to challenge discrimination

Unit T/506/2059
Develop and manage collaborative relationships with other organisations

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the principles of effective collaboration with other organisations	1.1	Assess the nature of potential stakeholders' interest and needs
		1.2	Evaluate the strengths and weaknesses of stakeholder mapping techniques
		1.3	Assess the value of a range of analytical techniques and alliance modelling
		1.4	Evaluate the implications of collaborative relationships for risk and knowledge management
		1.5	Evaluate the implications of collaborative relationships for the supply chain and sustainability of future working arrangements
		1.6	Evaluate the components, use and likely effects of invoking an exit strategy
2	Be able to identify external collaborative relationships to be developed	2.1	Identify potential organisations that are likely to complement or enhance the work or reputation of the organisations involved
		2.2	Analyse the potential synergies and scope for collaboration likely to benefit the organisations involved
		2.3	Balance the benefits of collaboration against the cost requirements and any potentially adverse aspects
		2.4	Justify decisions and recommendations with evidence
3	Be able to collaborate with other organisations	3.1	Agree mutually acceptable terms of reference
		3.2	Develop a viable stakeholder engagement plan that is consistent with organisational strategy, objectives and values

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
	3.3	Develop arrangements to manage relationships that will realise the benefits of collaboration
	3.4	Collaborate within agreed terms of reference in a way that enhances the reputation of the organisation and fosters productive working relationships
	3.5	Evaluate the effectiveness of on-going collaborative relationships

Unit F/506/2064
Optimise the use of technology

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the principles underpinning the optimisation of technology	1.1	Explain how to keep up-to-date with technological developments
		1.2	Analyse the requirements of organisational procurement processes
		1.3	Evaluate the implications of technology for business continuity and crisis management plans
		1.4	Evaluate the legal implications of changes to the use of technology
		1.5	Analyse the requirements of a technology strategy
2	Be able to scope the use of technology	2.1	Establish evaluation criteria for the use of technology including extent of use, value, efficiency and quality
		2.2	Evaluate the current use of technology against agreed criteria
		2.3	Identify the scope for improvement including training, adaptations to existing systems and the implementation of new systems
		2.4	Identify the strategic implications of changes to the use of technology
		2.5	Assess the risks, limitations and benefits of changes to the use of technology
3	Be able to optimise the use of technological solutions	3.1	Specify technological requirements and priorities including the input of others in accordance with organisational technology strategy
		3.2	Take action to ensure the compatibility of technological plans and systems with other systems, processes and plans
		3.3	Recommend technological solutions that meet the specified objectives

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
4	Be able to manage the use of technology	4.1	Develop procedures that address all aspects of the technology and their implications
		4.2	Take action to ensure that everyone using the technology is adequately trained and equipped
		4.3	Promote the benefits of technology
		4.4	Use monitoring techniques that are appropriate to the nature of the work carried out and the system
		4.5	Take prompt corrective action in the event of problems arising

Unit Y/506/2068
Manage product and/or service development

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the development of new or improved products and/or services	1.1	Analyse the stages of the development process, product life cycle and their requirements
		1.2	Explain the requirements of market segmentation
		1.3	Analyse the factors affecting buyer behaviour
		1.4	Evaluate the use of market analytical tools when developing new or improved products and/or services
2	Be able to establish the need for new or improved products and/or services	2.1	Establish criteria by which the need for new or improved products and/or services will be evaluated
		2.2	Evaluate customers' and potential customers' perceptions of the uses, value and quality of proposed products and/or services
		2.3	Identify competitor activity that may have an impact on the market for new or improved products and/or services
		2.4	Assess the likely impact of customers' culture and behaviour on potential sales
3	Be able to manage the development of new or improved products and/or services	3.1	Take action to ensure that proposals are consistent with organisational strategy, objectives and values
		3.2	Assess the costs of developing new or improved products and/or services
		3.3	Assess the viability of products and/or services by carrying out viability tests
		3.4	Evaluate the degree of success of new or improved products and/or services

Unit J/506/1949
Develop and maintain professional networks

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the principles of effective networking	1.1	Describe the interpersonal skills needed for effective networking
		1.2	Explain the basis on which to choose networks to be developed
		1.3	Evaluate the role of shared agendas and conflict management in relationship-building
		1.4	Evaluate the role of the internet in business networking
		1.5	Assess the importance of following up leads and actions
		1.6	Analyse ethical issues relating to networking activities
2	Be able to identify professional networks for development	2.1	Identify potential networks for professional development from an analysis of their benefits compared with individual needs and aspirations
		2.2	Shortlist networks for development against defined criteria
		2.3	Assess the benefits and limitations of joining and maintaining selected network(s)
3	Be able to maintain professional networks	3.1	Identify the potential for mutual benefit with network members
		3.2	Promote their own skills, knowledge and competence to network members
		3.3	Provide information, services or support to network members where the potential for mutual benefit has been identified
		3.4	Establish the boundaries of confidentiality
		3.5	Agree guidelines for the exchange of information and resources

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
	3.6	Take action to ensure that participation in networks reflects current and defined future aspirations and needs
	3.7	Make introductions to people with common or complementary interest to and within networks

Unit Y/506/1955
Develop and implement an operational plan

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
1 Understand the principles of operational planning	1.1 Evaluate the use of risk analysis techniques in operational planning
	1.2 Explain the components of an operational plan
	1.3 Analyse the relationship between strategic and operational plans
	1.4 Evaluate the use of planning tools and techniques in the operational planning process
	1.5 Explain how to carry out a cost-benefit analysis
2 Be able to develop an operational plan	2.1 Identify specific, measurable, achievable, realistic and time-bound (SMART) objectives and key performance indicators (KPIs)
	2.2 Identify evaluation mechanisms appropriate to the plan
	2.3 Take action to ensure that plans are consistent with organisational strategy, objectives, values, policies and procedures
	2.4 Develop proportionate and targeted plans to manage identified risks
	2.5 Take action to ensure that plans complement and maximise synergy with other business areas
	2.6 Adhere to organisational policies and procedures, legal and ethical requirements
3 Be able to implement an operational plan	3.1 Implement plans within agreed budgets and timescales
	3.2 Communicate the requirements of the plans to those who will be affected

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
		3.3	Revise plans in the light of changing circumstances in accordance with strategic objectives and identified risks
4	Be able to evaluate the effectiveness of an operational plan	4.1	Conduct periodic reviews of the progress and effectiveness of the plans, using information from a range of sources
		4.2	Report on the effectiveness of operational plans in the appropriate format

Unit M/506/1962
Encourage learning and development

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the principles of learning and development	1.1	Assess the role of continuous professional development (CPD) in identifying and meeting individuals' learning and development for current and future business needs
		1.2	Analyse the advantages and limitations of different learning and development methods
		1.3	Explain how to identify individuals' learning and development needs
		1.4	Evaluate the role of self-reflection in learning and development
2	Be able to support individuals' learning and development	2.1	Promote the benefits of learning to people in own area of responsibility
		2.2	Support individuals in identifying their current and likely future learning and development needs from a range of information sources
		2.3	Agree with individuals the learning activities to be undertaken, ensuring they are within agreed budgets and consistent with business needs
		2.4	Summarise agreed learning objectives, learning activities, review mechanisms and success criteria in a personal development plan
		2.5	Create an environment that encourages and promotes learning and development
		2.6	Provide opportunities for individuals to apply their developing competence in the workplace
3	Be able to evaluate individuals' learning and development	3.1	Analyse information from a range of sources on individuals' performance and development
		3.2	Evaluate the effectiveness of different learning and development methods

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
	3.3	Agree revisions to personal development plans in the light of feedback

Unit A/506/1981
Discipline and grievance management

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the principles supporting the management of discipline and grievance cases	1.1	Explain the difference between a discipline case and a grievance case and the implications for their management
		1.2	Explain sources of advice and expertise on discipline and grievance
		1.3	Explain the legal obligations of employers and the rights of employees in relation to discipline and grievance cases
		1.4	Explain organisational procedures for the management of discipline and grievance cases
		1.5	Explain the communication techniques to be used in the management of discipline and grievance cases
		1.6	Explain the types of behaviours that are likely to result in disciplinary proceedings
		1.7	Explain the types of actions that are likely to lead to a grievance
		1.8	Explain how to carry out investigations into discipline and grievance cases
		1.9	Analyse the effect of well managed and poorly managed discipline and grievance cases
		1.10	Explain how the outcomes of discipline and grievance cases can be managed
2	Be able to manage a disciplinary case	2.1	Inform an individual that they are subject to disciplinary proceedings within agreed timescales
		2.2	Explain to an individual the reasons why they are subject to disciplinary proceedings

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
		2.3	Provide evidence that supports the case for disciplinary proceedings
		2.4	Develop a case to support an individual who is subject to disciplinary proceedings
		2.5	Keep detailed and accurate records of agreements, actions and events for disciplinary cases
		2.6	Adhere to organisational policies and procedures, legal and ethical requirements when managing a disciplinary case
3	Be able to manage a grievance	3.1	Identify the nature of a grievance
		3.2	Investigate the seriousness and potential implications of a grievance
		3.3	Adhere to organisational procedures when managing a grievance
		3.4	Evaluate the effectiveness of how a grievance has been managed
		3.5	Agree measures to prevent future reoccurrences of grievances

Unit F/506/1982
Develop working relationships with stakeholders

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand working relationships with stakeholders	1.1	Analyse stakeholder mapping techniques
		1.2	Explain how influencing skills and techniques can be used to enhance the relationship with stakeholders
		1.3	Explain how expectation management and conflict resolution techniques are applied to stakeholder management
		1.4	Analyse the advantages and limitations of different types of stakeholder consultation
		1.5	Evaluate the risks and potential consequences of inadequate stakeholder consultation
2	Be able to determine the scope for collaboration with stakeholders	2.1	Identify the stakeholders with whom relationships should be developed
		2.2	Explain the roles, responsibilities, interests and concerns of stakeholders
		2.3	Evaluate business areas that would benefit from collaboration with stakeholders
		2.4	Evaluate the scope for and limitations of collaborating with different types of stakeholder
3	Be able to develop productive working relationships with stakeholders	3.1	Create a climate of mutual trust and respect by behaving openly and honestly
		3.2	Take account of the advice provided by stakeholders
		3.3	Minimise the potential for friction and conflict amongst stakeholders
4	Be able to evaluate relationships with stakeholders	4.1	Monitor relationships and developments with stakeholders

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
	4.2	Address changes that may have an effect on stakeholder relationships
	4.3	Recommend improvements based on analyses of the effectiveness of stakeholder relationships

Unit L/506/1984
Manage a tendering process

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
1 Be able to develop a tender specification	1.1	Explain the roles and inputs of those who need to be involved in the tender process
	1.2	Identify essential and desirable business needs and their implications which may be included within the tender
	1.3	Address all aspects of the specification including post-contractual requirements
	1.4	Allocate priorities within the tender specification in accordance with business needs
	1.5	Establish criteria and ranking systems to evaluate tenders in accordance with organisational procurement policies
2 Be able to manage a tendering exercise	2.1	Assess the appropriateness of different media to attract potential suppliers
	2.2	Use media to attract potential suppliers that are appropriate to the nature of the contract
	2.3	Specify tender application procedures, arrangements and timetable
	2.4	Invite suppliers to apply for the tender
	2.5	Sift out those that do not meet the agreed criteria
	2.6	Confirm that the track records of shortlisted suppliers demonstrate the required technical capability
3 Be able to negotiate the award of contracts	3.1	Explain the provisions of contract law that affect the negotiation
	3.2	Devise a negotiating strategy that is appropriate to the contract and supplier
	3.3	Award contracts that best meet business needs, are realistic and meet the specification

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
	3.4	Complete the tendering exercise in accordance with organisational standards
	3.5	Analyse the implications of procurement decisions for the organisation, suppliers and potential suppliers
	3.6	Communicate outcomes of the tendering exercise to stakeholders
	3.7	Adhere to organisational policies and procedures, legal and ethical requirements when awarding contracts

Unit K/506/1989
Manage physical resources

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Be able to identify the need for physical resources	1.1	Identify resource requirements from analyses of organisational needs
		1.2	Evaluate alternative options for obtaining physical resources
		1.3	Evaluate the impact on the organisation of introducing physical resources
		1.4	Identify the optimum option that meets operational requirements for physical resources
2	Be able to obtain physical resources	2.1	Develop a business case for physical resources that is supported by evidence, cost estimates, contingency arrangements and an analysis of likely benefits
		2.2	Obtain authorisation and financial commitment for the required expenditure
		2.3	Negotiate best value from contracts in accordance with organisational standards and procedures
		2.4	Adhere to organisational policies and procedures, legal and ethical requirements when obtaining physical resources
		2.5	Check that the physical resources received match those ordered
3	Be able to manage the use of physical resources	3.1	Take action to ensure physical resources are used in accordance with manufacturers' instructions
		3.2	Evaluate the efficiency of physical resources against agreed criteria
		3.3	Recommend improvements to the use of physical resources and associated working practices
		3.4	Analyse the benefits of effective equipment in the conservation of energy and the environment

Unit H/506/1991
Manage the impact of work activities on the environment

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand how to support environmentally-friendly working practices	1.1	Explain how to carry out an environmental impact analysis
		1.2	Compare sources of specialist advice on environmentally-friendly working practices
		1.3	Analyse the business and environmental benefits of effective energy management policies
		1.4	Explain the health and safety requirements for the use and disposal of resources and waste
2	Be able to organise work so as to minimise the impact on the environment	2.1	Analyse potentially adverse effects on the environment caused by work activities
		2.2	Evaluate the effectiveness of methods of improving environmental sustainability in an organisation
		2.3	Implement plans and procedures to adapt work practices to make them more environmentally-friendly
		2.4	Develop a system for colleagues to recommend improvements to make work practices more environmentally-friendly
3	Be able to manage the environmental impact of the use of resources	3.1	Explain when to obtain specialist environmental management advice
		3.2	Explain where to seek specialist environmental management advice
		3.3	Determine the environmental impact of the use different physical resources
		3.4	Develop procedures for the disposal of waste and unwanted resources in a way that minimises the impact on the environment
		3.5	Evaluate the effectiveness of organisational environmental policies and procedures

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
	3.6	Adhere to organisational policies and procedures, legal and ethical requirements

Unit K/506/1992
Prepare for and support quality audits

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the principles underpinning the management of quality	1.1	Analyse the principles of quality management
		1.2	Analyse the purpose and requirements of a range of quality standards
		1.3	Analyse the advantages and limitations of a range of quality techniques
		1.4	Assess how the management of quality contributes to the achievement of organisational objectives
2	Be able to prepare for quality audits	2.1	Establish the quality requirements applicable to the work being audited
		2.2	Confirm that documentation is complete
		2.3	Confirm that any previously agreed actions have been implemented
		2.4	Make available information requested in advance by auditors
3	Be able to support quality audits	3.1	Provide access to information on request within scope of the audit
		3.2	Agree actions and timescales with auditors that will remedy non-conformance or non-compliance
		3.3	Identify instances where business processes, quality standards and/or procedures could be improved
		3.4	Develop a quality improvement plan that addresses the issues raised

Unit T/506/1994
Conduct quality audits

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the principles underpinning the management of quality	1.1	Analyse the principles of quality management
		1.2	Analyse the purpose and requirements of a range of quality standards
		1.3	Analyse the advantages and limitations of a range of quality techniques
		1.4	Assess how the management of quality contributes to the achievement of organisational objectives
2	Be able to prepare to carry out quality audits	2.1	Establish the quality requirements applicable to the work being audited
		2.2	Develop a plan for a quality audit
		2.3	Prepare the documentation needed to undertake a quality audit
		2.4	Specify data requirements to those who will support the audit
3	Be able to conduct quality audits	3.1	Confirm that any previously agreed actions have been implemented
		3.2	Analyse information against agreed quality criteria
		3.3	Identify instances where business processes, quality standards and/or procedures could be improved
		3.4	Agree actions and timescales that will remedy non-conformance or non-compliance

Unit A/506/1995
Manage a budget

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand how to identify financial requirements	1.1	Explain how to calculate the estimated costs of activities, resources and overheads needed to achieve objectives
		1.2	Analyse the components of a business case to meet organisational requirements
		1.3	Analyse the factors to be taken into account to secure the support of stakeholders
		1.4	Describe the business planning and budget-setting cycle
2	Understand how to set budgets	2.1	Explain the purposes of budget-setting
		2.2	Analyse the information needed to enable realistic budgets to be set
		2.3	Explain how to address contingencies
		2.4	Explain organisational policies and procedures on budget-setting
3	Be able to manage a budget	3.1	Use the budget to control performance and expenditure
		3.2	Identify the cause of variations from budget
		3.3	Explain the actions to be taken to address variations from budget
		3.4	Propose realistic revisions to budget, supporting recommendations with evidence
		3.5	Provide budget-related reports and information within agreed timescales
		3.6	Explain the actions to be taken in the event of suspected instances of fraud or malpractice

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
4	Be able to evaluate the use of a budget	4.1	Identify successes and areas for improvement in budget management
		4.2	Make recommendations to improve future budget setting and management

Unit R/506/1999
Manage a project

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the management of a project	1.1	Explain how to carry out a cost-benefit analysis for a project
		1.2	Evaluate the use of risk analysis techniques
		1.3	Evaluate project planning and management tools and techniques
		1.4	Evaluate the impact of changes to project scope, schedule, finance, risk, quality and resources
		1.5	Analyse the requirements of project governance arrangements
2	Be able to plan a project	2.1	Analyse how a project fits with an organisation's overall vision, objectives, plans and programmes of work
		2.2	Agree the objectives and scope of proposed projects with stakeholders
		2.3	Assess the interdependencies and potential risks within a project
		2.4	Develop a project plan with specific, measurable, achievable, realistic and time-bound (SMART) objectives, key performance indicators (KPIs) and evaluations mechanisms appropriate to the plan
		2.5	Develop proportionate and targeted plans to manage identified risks and contingencies
		2.6	Apply project lifecycle approaches to the progress of a project
3	Be able to manage a project	3.1	Allocate resources in accordance with the project plan
		3.2	Brief project team members on their roles and responsibilities
		3.3	Implement plans within agreed budgets and timescales

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
		3.4	Communicate the requirements of the plans to those who will be affected
		3.5	Revise plans in the light of changing circumstances in accordance with project objectives and identified risks
		3.6	Keep stakeholders up to date with developments and problems
		3.7	Complete close-out actions in accordance with project plans
		3.8	Adhere to organisational policies and procedures, legal and ethical requirements when managing a project
4	Be able to evaluate the effectiveness of a project	4.1	Conduct periodic reviews of the progress and effectiveness of a project using information from a range of sources
		4.2	Evaluate the effectiveness of capturing and managing project-related knowledge
		4.3	Report on the effectiveness of plans

Unit L/506/2004
Manage business risk

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the management of business risk	1.1	Explain what is meant by business risk
		1.2	Analyse business risk identification theories and models
		1.3	Explain measures and techniques to mitigate business risk
		1.4	Explain their own level of authority in managing risk
2	Be able to address business risk	2.1	Monitor work in line with organisational risk procedures
		2.2	Identify potential risks using agreed risk criteria
		2.3	Assess identified risks, their potential consequences and the probability of them happening
		2.4	Communicate to stakeholders the likelihood of the risk occurring and its potential consequences
		2.5	Explain organisational business risk management policies
3	Be able to mitigate business risk	3.1	Develop risk management plans and processes that are proportionate to the risk and the available resources
		3.2	Implement risk management plans in accordance with organisational requirements
		3.3	Monitor on-going risk-related developments and amend plans in the light of changing circumstances
		3.4	Keep stakeholders informed of any developments and their possible consequences
		3.5	Evaluate the effectiveness of actions taken, identifying possible future improvements

Unit A/506/2032
Manage knowledge in an organisation

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the principles of knowledge management	1.1	Explain the concept, scope and importance of knowledge management
		1.2	Explain the concept of intellectual property
		1.3	Identify the business drivers that lead to effective knowledge management
		1.4	Explain the risks associated with knowledge management and their potential implications
		1.5	Explain the importance of engaging others and communicating knowledge management issues and activities
		1.6	Explain best practice principles and techniques for effective knowledge management
		1.7	Describe strategies to manage tacit and explicit knowledge
2	Be able to identify knowledge to be managed within an organisation	2.1	Identify the criteria against which knowledge will be managed
		2.2	Engage colleagues in identifying the knowledge to be managed
3	Be able to manage knowledge within an organisation	3.1	Implement actions in accordance with the knowledge management plan
		3.2	Adhere to security processes for the collection, storage and retrieval of knowledge
		3.3	Evaluate the extent to which current knowledge management systems and processes are fit for purpose
		3.4	Recommend improvements to processes and systems to manage knowledge

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
	3.5	Assess the likely impact and implications of the loss of knowledge

Unit H/506/2042
Recruitment, selection and induction practice

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the principles and theories underpinning recruitment, selection and induction practice	1.1	Explain workforce planning techniques
		1.2	Describe the information needed to identify recruitment requirements
		1.3	Assess the impact of an organisation's structure and culture on its recruitment and selection policies and practices
		1.4	Analyse the factors involved in establishing recruitment and selection criteria
		1.5	Evaluate the suitability of different recruitment and selection methods for different roles
		1.6	Analyse patterns of employment that affect the recruitment of staff
		1.7	Explain the factors to be taken into account when developing job specifications, personal specifications and job advertisements
		1.8	Explain the induction process
		1.9	Explain the relationship between human resource processes and the induction processes
2	Be able to recruit people into an organisation	2.1	Determine current staffing needs
		2.2	Identify current skills needs from identified staffing needs
		2.3	Identify future workforce needs
		2.4	Develop a resourcing plan that addresses identified needs within budgetary limitations
		2.5	Evaluate the cost-effectiveness of different methods of recruitment for an identified role

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
	2.6	Explain how recruitment policies and practices meet legal and ethical requirements
	2.7	Select the most appropriate method of recruitment for identified roles
3 Be able to select appropriate people for the role	3.1	Plan assessment processes that are valid and reliable
	3.2	Provide those involved in the selection process with sufficient information to enable them to make informed decisions
	3.3	Justify assessment decisions with evidence
	3.4	Inform applicants of the outcome of the process in line with organisational procedures
	3.5	Evaluate the effectiveness of the selection process
	3.6	Adhere to organisational policies and procedures, legal and ethical requirements when carrying out selection assessments
4 Be able to induct people into an organisation	4.1	Develop induction materials that meet operational and new starters' needs
	4.2	Explain to new starters organisational policies, procedures and structures to new starters
	4.3	Explain to new starters their role and responsibilities
	4.4	Explain to new starters their entitlements and where to go for help
	4.5	Assess new starters' training needs
	4.6	Confirm that training is available that meets operational and new starters' needs

Learning Outcome - The learner will:	Assessment Criterion - The learner can:
	4.7 Provide support that meets new starters' needs throughout the induction period

Unit M/506/2044
Manage redundancy and redeployment

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the management of redundancy	1.1	Explain the legal requirements that relate to the management of redundancy
		1.2	Explain the conditions required for a redundancy and their implications
		1.3	Explain possible ways of avoiding redundancies
		1.4	Explain the factors involved in identifying the pool for redundancy selection
		1.5	Explain the factors involved in developing an appeals process
		1.6	Explain the process for planning and managing a redundancy
		1.7	Evaluate the implications of voluntary and compulsory redundancy on individuals
		1.8	Evaluate the implications of voluntary and compulsory redundancy for organisations
		1.9	Evaluate the type of information required by staff who are retained
		1.10	Evaluate the type of information required by staff who are made redundant
		1.11	Assess the role of outplacement in redundancy
2	Understand the principles of redeployment	2.1	Explain the concept of redeployment
		2.2	Explain the legal requirements that relate to the management of redeployment
		2.3	Explain the process for planning and managing a redeployment
		2.4	Evaluate the type of information required by staff who are retained

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
		2.5	Evaluate the type of information required by staff who are redeployed
		2.6	Evaluate the benefits and limitations to an organisation of redeployment
		2.7	Assess the role of project management techniques in the management of redeployment
3	Be able to manage a redundancy	3.1	Evaluate the available options for avoiding a redundancy and their implications
		3.2	Develop a redundancy plan and timetable that addresses redundancy objectives
		3.3	Take action to ensure that redundancy payments are calculated accurately
		3.4	Use an appropriate method for communicating the outcome of a redundancy decision
		3.5	Make agreed support services available to those who have been made redundant
4	Be able to manage the redeployment of staff	4.1	Explain to redeployees the reasons, purpose and benefits of redeployment
		4.2	Develop a redeployment plan that addresses agreed objectives
		4.3	Use an appropriate method for communicating about redeployment
		4.4	Make agreed support services available to those being redeployed
		4.5	Adhere to organisational policies and procedures, legal and ethical requirements for the redeployment of staff

Unit R/506/2084
Lead the development of a knowledge management strategy

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the principles underpinning knowledge management	1.1	Analyse the value of knowledge management
		1.2	Evaluate the advantages and disadvantages of a range of models of knowledge management
		1.3	Assess the role of staff in the development of a knowledge management strategy
		1.4	Assess the nature of knowledge management as a strategic asset
		1.5	Characterise different knowledge management approaches and schools of thought
		1.6	Analyse different frameworks and dimensions of knowledge management and the use and implications of push and pull strategies
		1.7	Analyse the use of technology to manage knowledge
2	Be able to develop a knowledge management strategy	2.1	Identify the scope for the creation, development, sharing and transfer of knowledge
		2.2	Take action to ensure the strategy identifies business-critical knowledge, facilitates the creation, maintenance and sharing of knowledge and addresses hindrances and risks
		2.3	Take action to ensure the strategy provides a framework for addressing business-critical needs and addresses all aspects of an organisation's environment
		2.4	Specify standards, processes and protocols that support knowledge creation, sharing and protection
3	Be able to manage knowledge	3.1	Implement systems and procedures that protect intellectual property from unauthorised use
		3.2	Evaluate the capability and capacity of exiting information, knowledge and communications systems to meet current and predicted needs

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
		3.3	Select technologies and suppliers that are capable of meeting current and likely future information, knowledge and communications needs within required security and resource constraints
4	Be able to promote knowledge management	4.1	Encourage managers to act as knowledge management role models
		4.2	Use communications media that are appropriate to the nature of the organisation

Unit J/506/2101
Lead the development of a quality strategy

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the principles underpinning the development of a quality strategy	1.1	Define the scope of quality
		1.2	Distinguish between quality management, quality assurance, quality control and quality improvement
		1.3	Evaluate a range of approaches to quality management and the principles on which they are built
		1.4	Analyse the development of quality management principles
		1.5	Evaluate the requirements of a range of quality standards
2	Be able to develop a quality strategy	2.1	Identify the scope of a quality strategy
		2.2	Devise a strategy that is capable of assuring and controlling the quality of work to agreed standards
		2.3	Specify standards, processes and protocols that support the maintenance of quality standards
		2.4	Evaluate the use of technology to manage quality for different purposes
3	Be able to manage quality	3.1	Implement systems and procedures that are capable of monitoring quality standards
		3.2	Evaluate the capability and capacity of systems to meet current and predicted quality needs
		3.3	Select technologies and suppliers that are capable of meeting current and likely future quality needs within constraints

Unit F/506/2114
Lead the development of a continuous improvement strategy

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the principles underpinning the development of a continuous improvement strategy	1.1	Define the scope of continuous improvement and its relationship with other systems
		1.2	Distinguish between continuous and continual improvement
		1.3	Evaluate a range of approaches to continuous improvement and the principles on which they are built
		1.4	Evaluate the implications of staff involvement in continuous improvement
		1.5	Analyse the development of continuous improvement
2	Be able to develop a continuous improvement strategy	2.1	Identify the scope of a continuous improvement strategy
		2.2	Devise a strategy that is capable of evaluating business performance and identifying areas that could be improved
		2.3	Establish valid measures for evaluating business performance
		2.4	Establish systems for collecting and assessing information on business performance
		2.5	Foster a culture where people are encouraged to make suggestions for improvement
3	Be able to manage continuous improvement	3.1	Implement systems and procedures that are capable of measuring business performance
		3.2	Benchmark performance against historical data, other comparable organisations

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
	3.3	Take action to ensure that knowledge and understanding is fed into the knowledge management system
	3.4	Take action to ensure that improvements made align with business objectives and values

Unit L/506/2293
Manage strategic marketing activities

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the strategic management of marketing activities	1.1	Analyse concepts underpinning strategic marketing in business practice
		1.2	Assess the scope of strategic marketing activities and how they affect a business
		1.3	Evaluate the relationship between the marketing and other business functions
		1.4	Analyse the planning principles involved in developing a marketing strategy
		1.5	Analyse a range of tools to evaluate a strategic marketing plan
		1.6	Explain the advantages and limitations of a range of marketing strategies
2	Be able to evaluate a market	2.1	Evaluate existing and potential markets against agreed strategic criteria
		2.2	Identify features of actual and potential offerings through an evaluation of competitors' products and/or services
3	Be able to develop a marketing communications strategy and plan	3.1	Evaluate a range of marketing communications frameworks
		3.2	Define marketing messages that are consistent with strategic objectives, organisational culture and values
		3.3	Specify communications media that are likely to reach the identified target customers
		3.4	Integrate marketing communications within operational processes
4	Be able to manage strategic marketing activities	4.1	Set pricing strategies that are consistent with organisational strategy, objectives and values and which optimise the potential for sales

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
	4.2	Manage the implementation of marketing strategies, plans and activities in accordance with organisational policies, values and priorities
	4.3	Monitor the performance of products and/or services and subcontractors against agreed success criteria
	4.4	Adapt marketing strategies, plans and activities in the light of feedback and/or changing circumstances

Unit D/504/4056
Manage Health and Safety in own area of responsibility

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand responsibilities and liabilities in relation to health and safety legislation	1.1	Evaluate personal responsibilities and liabilities under health and safety legislation
		1.2	Describe an organisation's responsibilities and liabilities under health and safety legislation
		1.3	Identify specialists to consult with when health and safety issues outside own remit are identified
2	Understand how to assess, monitor and minimise health and safety risks in own area of responsibility	2.1	Describe the types of hazards and risks that may arise in relation to health and safety
		2.2	Explain how to use systems for identifying hazards and assessing risks
		2.3	Explain how to monitor, evaluate and report on health and safety within own area of responsibility
		2.4	Describe the types of actions which should be undertaken to control or eliminate health and safety hazards.
3	Be able to review health and safety policy in own area of responsibility	3.1	Review written health and safety policy against requirements for own area of responsibility
		3.2	Communicate any recommendations for changes to health and safety policy to relevant individuals
4	Be able to communicate health and safety policy in own area of responsibility	4.1	Communicate written health and safety policy to all people in own area of responsibility and other relevant parties
		4.2	Ensure all people in own area of responsibility and other relevant parties understand written health and safety policy

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
5	Be able to monitor health and safety in own area of responsibility	5.1	Evaluate systems for identifying and assessing health and safety hazards and risks within own area of responsibility
		5.2	Assess working environment within own area of responsibility against organisation's health and safety policy
		5.3	Identify and evaluate non-compliance with health and safety policy and practices within own area of responsibility
		5.4	Take appropriate action to eliminate or control identified hazards and identified risks
		5.5	Evaluate health and safety requirements in project or operational plans within own area of responsibility

Unit A/506/1950
Contribute to the design and development of an information system

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand information system design requirements	1.1	Analyse the requirements, advantages and limitations of different ways of storing and managing information in an organisation
		1.2	Assess the ways in which information can be used by an organisation
		1.3	Evaluate the implications of data protection requirements for the design of an information system
2	Be able to contribute to the specification of an information system	2.1	Identify the users and stakeholders of an information system
		2.2	Identify the information that will be managed within a system
		2.3	Analyse the impact of budgetary constraints on the design of an information system
		2.4	Specify the functionality of a system that is capable of delivering agreed requirements
		2.5	Specify access and security restrictions and systems that meet the design specification of an information system
		2.6	Identify resources needed to implement and operate the system
		2.7	Adhere to organisational policies and procedures, legal and ethical requirements when contributing to the specification of an information system
3	Be able to recommend options for the development of an information system	3.1	Evaluate the advantages and limitations of proprietary and customised information systems
		3.2	Evaluate the advantages and limitations of designing a system in-house and commissioning a system from an external source

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
	3.3	Identify the implications of testing information systems before finalising the specification
	3.4	Justify recommendations for the development of an information system based on an analysis of cost-effectiveness and functionality

Unit F/506/1951
Manage information systems

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the management of information systems	1.1	Explain the uses of an information system
		1.2	Describe typical information system interfaces
		1.3	Analyse the implications of system updates and system developments to an organisation
		1.4	Analyse the use of stakeholders' feedback on the effectiveness of an information system
		1.5	Evaluate the implications of data protection requirements for the management and use of an information system
2	Be able to set up information system processes	2.1	Develop standard operating procedures for administrative processes that meet organisational and legal requirements
		2.2	Implement management processes that are capable of identifying and resolving problems
		2.3	Analyse users' training needs for an information system
3	Be able to manage an information system	3.1	Monitor the quality of information against agreed key performance indicators (KPIs)
		3.2	Update information systems in line with business and users' needs
		3.3	Provide training and support in the use of information systems to users and stakeholders
		3.4	Manage problems in the information system in a way that minimises disruption to business
		3.5	Evaluate the effectiveness of an information system
		3.6	Make recommendations for improvements that will enhance the efficiency of an information system

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
	3.7	Adhere to organisational policies and procedures, legal and ethical requirements in the management of an information system

Unit M/506/1959
Manage events

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the management of an event	1.1	Explain how organisational objectives will be met by an event
		1.2	Explain the flexibilities and constraints of an event's budget
		1.3	Evaluate the use of project management techniques in event management
		1.4	Analyse how models of contingency and crisis management can be applied to event management
		1.5	Analyse the use of customer relationship management (CRM) systems to attract attendees
		1.6	Evaluate the application of the principles of logistics to event management
		1.7	Describe the insurance requirements of an event
2	Be able to manage the planning of an event	2.1	Identify the purpose of an event and the key messages to be communicated
		2.2	Identify target attendees for an event
		2.3	Assess the impact of an event on an organisation and its stakeholders
		2.4	Establish requirements for resources, location, technical facilities, layout, health and safety
		2.5	Identify how event-related risks and contingencies will be managed
		2.6	Develop an event plan that specifies objectives, success and evaluation criteria
		2.7	Make formal agreements for what will be provided, by whom and when

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
		2.8	Determine methods of entry, security, access and pricing
3	Be able to manage an event	3.1	Manage the allocation of resources in accordance with the event management plan
		3.2	Respond to changing circumstances in accordance with contingency plans
		3.3	Deliver agreed outputs within the timescale
		3.4	Manage interdependencies, risks and problems in accordance with the event management plan
		3.5	Comply with the venue, insurance and technical requirements
		3.6	Apply the principles and good practice of customer care when managing an event
		3.7	Adhere to organisational policies and procedures, legal and ethical requirements when managing an event
4	Be able to follow up an event	4.1	Ensure that all post-event leads or actions are followed up
		4.2	Optimise opportunities to take actions that are likely to further business objectives
		4.3	Evaluate the effectiveness of an event against agreed criteria

Unit T/506/2174
Manage customer service operations

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand the management of customer service operations	1.1	Explain the basis for allocating resources
		1.2	Assess the suitability of a range of methods to monitor customer service operations
		1.3	Explain the strategies needed to deliver seamless customer service
		1.4	Explain techniques used to develop solutions to problems
		1.5	Evaluate sources of information on customer performance data
		1.6	Analyse a range of techniques to identify patterns and trends in customer behaviour and customer service performance
		1.7	Analyse a range of possible improvements to customer service operations
2	Be able to plan customer service operations	2.1	Define the service offer to meet identified customer expectations
		2.2	Develop plans that will enable sustainable and consistent customer service operations to agreed standards
		2.3	Develop contingencies that address identified risks
		2.4	Specify targets, objectives, key performance indicators (KPIs)and monitoring arrangements
		2.5	Communicate objectives, targets, standards and procedures to staff
3	Be able to manage customer service operations	3.1	Allocate resources according to agreed priorities
		3.2	Keep staff informed of developments in the customer service offer

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
		3.3	Keep staff informed of developments in best practice for the delivery of customer service
		3.4	Maintain positive working relationships amongst staff
		3.5	Carry out monitoring activities in accordance with plans
		3.6	Manage deviations from expected performance and service failures in accordance with contingency plans
		3.7	Use feedback from staff and customers to make improvements
		3.8	Take action within the limits of their responsibility to make improvements to customer service performance
4	Be able to prepare staff for the delivery of customer service	4.1	Confirm that staff understand the vision, objectives, roles, plans, standards and procedures to deliver customer service
		4.2	Provide training and support that will enable staff to deliver customer service to the required standards
		4.3	Communicate to staff their roles, responsibilities and work plans in line with delivery plans
5	Be able to measure customer service performance	5.1	Take action to ensure that systems to collect agreed performance data are in place
		5.2	Identify trends of customer behaviour and customer service performance from performance data
		5.3	Benchmark performance against agreed measures
		5.4	Address identified anomalies and problems
		5.5	Identify areas for improvement within customer service

Unit F/506/2176
Review the quality of customer service

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand how to review the quality of customer service	1.1	Explain the value of measuring the quality of customer service
		1.2	Analyse the criteria for and factors involved in setting customer service standards
		1.3	Explain how to construct representative samples
		1.4	Analyse methods of validating information and information sources
		1.5	Explain how to set and use customer service performance metrics
		1.6	Explain the use of customer feedback in the measurement of customer service
		1.7	Analyse the advantages and disadvantages of a range of data analysis methods
2	Be able to plan the measurement of customer service	2.1	Identify the features of customer service against which customer satisfaction can be measured
		2.2	Select data collection methods that are valid and reliable
		2.3	Specify monitoring techniques that measure customer satisfaction
		2.4	Establish evaluation objectives and key performance indicators (KPIs) in the measurement of customer service
		2.5	Specify the information to be collected
3	Be able to evaluate the quality of customer service	3.1	Validate the information collected to identify useable data
		3.2	Use information analysis methods that are appropriate to the nature of the information collected

Learning Outcome - The learner will:	Assessment Criterion - The learner can:	
	3.3	Identify instances of effective customer service, shortfalls and gaps from the information analysis against agreed criteria
	3.4	Develop recommendations that address identified areas for improvement supported by evidence

Unit A/502/8656
Developing sales proposals

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand how to write sales proposals	1.1	Explain how to write a proposal that differentiates the offer from that of a competitor and promotes organisational strengths
		1.2	Describe how to put together a persuasive argument based on quantitative and qualitative evidence
		1.3	Explain the importance of addressing the brief in tender documentation
		1.4	Explain the importance of using the "house style" in proposals
		1.5	Explain the legal and ethical issues relating to sales proposals
		1.6	Explain the client's procedures for submitting sales proposals
2	Be able to develop sales proposals	2.1	Ensure the prospect's or customer's requirements are addressed in the proposal
		2.2	Ensure that all identified issues requiring clarification are resolved before the proposal is finalised
		2.3	Identify the conditions and constraints which need to be included within the proposal in order to protect the organisation's interests
		2.4	Present the proposal in "house style"
		2.5	Ensure that the proposal is based on market factors
		2.6	Provide the required level of detail as briefed by the prospect or customer
		2.7	Ensure that the price reflects the value within the proposal
		2.8	Gain internal approval before submission
		2.9	Supply the proposal within the agreed timescale

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
3	Be able to evaluate the proposal	3.1	Obtain feedback from colleagues and the customer on the proposal
		3.2	Evaluate the outcome of the proposal and recommend improvements for the future

Unit D/502/8651
Prioritising information for sales planning

Learning Outcome - The learner will:		Assessment Criterion - The learner can:	
1	Understand sources and types of information that support sales	1.1	Describe the information about customers' behaviour that is relevant to sales
		1.2	Explain the nature of competitors' sales activities
		1.3	Explain the relevance of information from the external business environment to sales
		1.4	Describe sources of business information relevant to sales
2	Understand internal information that supports sales	2.1	Describe the customer base of the organisation
		2.2	Explain organisational information storage procedures
		2.3	Explain organisational procedures for communicating sales-based information to the sales team
3	Be able to carry out a business audit of the internal and external sales environment	3.1	Obtain information about customers and competitors from a variety of sources to enable a business audit to be conducted
		3.2	Organise sales information to support effective sales planning
		3.3	Prioritise the internal strengths and weaknesses, and external opportunities and threats the organisation faces in relation to sales objectives
4	Be able to use sales information to support the sales planning function	4.1	Monitor trends and developments that impact on business and sales activities against agreed criteria
		4.2	Identify market developments and their implications for organisational sales plans
		4.3	Ensure that sales information is communicated to those who need it in accordance with organisational procedures

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