FIRE AND RESCUE SERVICES ROLEMAPS

INTRODUCTION

1. **The roles of fire and rescue service employees are those defined within the Integrated Personal Development System and set out in accredited occupational standards determined by the Emergency Fire Rescue and Safety Vocational Standards Group. The roles used shall be as the fire and rescue authority considers necessary and specific activities within those roles will be determined by the authority to meet the local needs of the service based on risk.**

2. The defined roles of employees are:

Firefighter	Firefighter (Control)
Crew Manager	Crew Manager (Control)
Watch Manager	Watch Manager (Control)
Station Manager	Station Manager (Control)
Group Manager	Group Manager (Control)
	Area Manager

3. Fire and rescue authorities can use whichever roles they consider necessary. Specific activities within roles will be determined by the authority to meet the local needs of the service based on its Integrated Risk Management Plan.

4. In the case of Group and Area Manager rolemaps there are a number of optional units. Fire and Rescue authorities will determine which of the optional units are required. If any of the optional units are deemed necessary then they should be incorporated into individual job descriptions, as appropriate, and only then would be used in assessment of an employee's competence.

5. Fire and rescue authorities can require any reasonable activity to be carried out by an individual employee within his or her role map. These role maps reflect fire and rescue service responsibilities incorporated into local Integrated Risk Management Plans in order to:

   Apply a risk-based approach to fire cover and to all its activities in deciding how best to use its resources.

   Focus on reducing the level of fire and other emergencies.

   Develop and maintain effective partnerships with a range of agencies in the public, private and voluntary sectors where these can deliver cost-effective improvements in community safety.

   Adopt safe systems of working to secure the health and safety of both its staff and the general public.

Minimise the impact of the incidents it attends and of its response at those incidents on the environment.

6.   As with all other units in a role map, a fire and rescue authority can require an employee to carry out driving duties. Where the Fire and Rescue authority does not require an employee to drive or, for genuine reasons, the employee is unable to drive he or she shall be regarded as competent in the role subject to having demonstrated competence in all other applicable functions in the role map.

7.   A copy of this booklet, which includes the appropriate National Occupational Standards (NOS)* which provide the elements that underpin the rolemaps, can be found on the website of the Employers Organisation for Local Government:

http://www.lg-employers.gov.uk/documents/pay_conditions_stats/fire/fire_service_rolemaps.doc

8.   This document also includes a Code of Practice for assessment of competence in relation to pay.

*	Firefighter	-	2 October 2001
	Crew Manager	-	2 October 2001
	Watch Manager	-	2 October 2001
	Firefighter (control)	-	2 October 2001
	Crew Manager (control)	-	2 October 2001
	Watch Manager (control)	-	2 October 2001
	Station Manager/Station Manager (control)	-	29 May 2003
	Group Manager/Group Manager (control)	-	29 May 2003
	Area Manager	-	29 May 2003

CONTENT...

Firefighter Rolemap

Ref	Title
FF1	Inform and educate your community to improve awareness of safety matters
FF2	Take responsibility for effective performance
FF3	Save and preserve endangered life
FF4	Resolve operational incidents
FF5	Protect the environment from the effects of hazardous materials
FF6	Support the effectiveness of operational response
FF7	Support the development of colleagues in the workplace
FF8	Contribute to safety solutions to minimise risks to your community
FF9	Drive, manoeuvre and redeploy fire service vehicles

MAY 2003

Crew Manager Rolemap

Ref	Title
FF1	Inform and educate your community to improve awareness of safety matters
FF8	Contribute to fire safety solutions to minimise risks to your community
WM1	Lead the work of teams and individuals to achieve their objectives
WM2	Maintain activities to meet requirements
WM4	Take responsibility for effective performance
WM5	Support the development of teams and individuals
WM6	Investigate and report on events to inform future practice
WM7	Lead and support people to resolve operational incidents

MAY 2003

Watch Manager Rolemap

Ref	Title
WM1	Lead the work of teams and individuals to achieve their objectives
WM2	Maintain activities to meet requirements
WM3	Manage information for action
WM4	Take responsibility for effective performance
WM5	Support the development of teams and individuals
WM6	Investigate and report on events to inform future practice
WM7	Lead and support people to resolve operational incidents
WM9	Support the efficient use of resources
WM10	Acquire, store and issue resources to provide service
WM11	Respond to poor performance in your team
A1	Assess candidate performance

MAY 2003

Firefighter (Control) Rolemap

Ref	Title
CO1	Maintain information on EFS operational resources
CO2	Take responsibility for effective performance
CO3	Co-ordinate response to assist with resolution of event
CO4	Maintain reliability and readiness of control operations equipment
CO5	Manage information to support the needs of your community
CO6	Support the development of colleagues in the workplace
CO7	Drive, manoeuvre and re-deploy fire service vehicles
CO8	Maintain and use databases

MAY 2003

Crew Manager (Control) Rolemap

Ref	Title
WM1	Lead the work of teams and individuals to achieve their objectives
WM2	Maintain activities to meet requirements
WM3	Manage information for action
WM4	Take responsibility for effective performance
WM5	Support the development of teams and individuals
WM6	Investigate and report on events to inform future practice

MAY 2003

Watch Manager (Control) Rolemap

Ref	Title
WM1	Lead the work of teams and individuals to achieve their objectives
WM2	Maintain activities to meet requirements
WM3	Manage information for action
WM4	Take responsibility for effective performance
WM5	Support the development of teams and individuals
WM6	Investigate and report on events to inform future practice
WM8	Lead and support control operations to resolve operational events
WM9	Support the efficient use of resources
WM10	Acquire, store and issue resources to provide service delivery
WM11	Respond to poor performance in your team
A1	Assess candidate performance

MAY 2003

Station Manager / Station Manager (Control) Rolemap

Ref	Title
EFSM2	Lead, monitor and support people to resolve operational incidents
EFSM3	Determine solutions to hazards and risks identified through inspection and investigation
EFSM10	Plan and implement activities to meet service delivery needs
EFSM12	Manage the effective use of resources
EFSM13	Select required personnel
EFSM14	Manage the performance of teams and individuals to achieve objectives
EFSM15	Develop teams and individuals to enhance workplace performance
EFSM16	Manage yourself to achieve work objectives
EFSM21	Provide information to support decision making

MAY 2003

Group Manager/ Group Manager (Control) Rolemap

Ref	Title
EFSM2	Lead, monitor and support people to resolve operational incidents
EFSM6	Implement organisational strategy
EFSM9	Implement and manage change in organisational activities
EFSM10	Plan and implement activities to meet service delivery needs
EFSM11	Determine effective use of physical and financial resources
EFSM13	Select required personnel
EFSM14	Manage the performance of teams and individuals to achieve objectives
EFSM15	Develop teams and individuals to enhance workbased performance
EFSM16	Manage yourself to achieve work objectives
Optional	
EFSM17	Advise on development and implementation of quality policies
EFSM18	Implement quality assurance systems
EFSM19	Monitor compliance with quality systems
EFSM22	Develop information systems to support service delivery objectives
EFSM23	Agree project plan to meet specified objectives
EFSM24	Co-ordinate projects to achieve objectives

MAY 2003

Area Manager Role

Ref	Title
EFSM2	Lead, monitor and support people to resolve operational incidents
EFSM5	Plan implementation of organisational strategy to meet objectives
EFSM6	Implement organisational strategy
EFSM8	Lead organisational strategy through effective decision making
EFSM9	Implement and manage change in organisational activities
EFSM11	Determine effective use of physical and financial resources
EFSM13	Select required personnel
EFSM14	Manage the performance of teams and individuals to achieve objectives
EFSM15	Develop teams and individuals to enhance work based performance
EFSM16	Manage yourself to achieve work objectives
EFSM20	Exchange information to ensure effective service delivery
Optional	
EFSM17	Advise on development and implementation of quality policies
EFSM18	Implement quality assurance systems
EFSM19	Monitor compliance with quality systems
EFSM22	Develop information systems to support service delivery objectives
EFSM23	Agree project plan to meet specified objectives
EFSM25	Manage project to meet objectives

MAY 2003

CODE OF PRACTICE FOR ASSESSMENT OF COMPETENCE IN RELATION TO PAY

INTRODUCTION

1. This code refers to assessment of competence in relation to the movement from development to competent rate of pay only. It does not replace the need for each FRS to put in place its own process for the movement from development to competent rates of pay.

2. Rates of pay are based on defined stages of development leading to demonstration of competence[1] in the employee's role. These stages are:

Training

3. For the roles of Firefighter and Firefighter (Control) the training stage is the point at which an employee is in full-time training and is not yet performing the role in its appropriate context. An employee in this position will receive the trainee rate of pay.

Development

4. The development stage is where an employee is working under supervision in the role and is being assessed against the different functions that make up that role. An employee at this stage, before demonstrating competence in the full requirements of the role, will receive the development rate of pay.

Competent

5. After all applicable functions have been assessed as having been achieved; the employee will have demonstrated "competence" in his or her role and will receive the appropriate competent rate of pay[2]

6. The NJC recognises that the development of continuous workplace assessment is part of the ongoing work under the IPDS system and will be progressed in line with the principles set out in this Code of Practice, both nationally and within individual fire authorities. However, before that approach is fully developed, there is a need to put in place assessment processes for the purposes of establishing competence in relation to pay. Whilst assessment processes and decisions are matters for each Local Fire and Rescue Authority, the NJC[3] is supportive of a framework[4] that benefits fire and rescue service employers and employees, to ensure common standards are maintained and which will:

   - Confirm the competence of people for pay purposes across all the applicable functions of their role

   - Share good ideas and exemplar practices within organisations

7. Practice should be based on the agreed National Occupational Standards (NOS)[5] and should include:

   - Equality of Access

   - Mechanisms to monitor equality

   - Individual records

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1 Department for Education and Skills (DfES) defines competence as:

The ability to apply role-related knowledge, skills and understanding in the workplace while observing the performance criteria that accrue to the units and elements of a National Occupational Standard to consistently achieve the outcomes specified. It follows that competence is inclusive of Health and Safety requirements.

2 Grey Book

3 National Joint Council for Local Authorities Fire Brigades

4 Integrated Personal Development System

[5] Agreed by Fire Rescue and Safety Vocational Standards Group a body constituted under DfES criteria

- A standardised approach to evidence gathering

- verification of the standards being assessed and the system being used

- An appeals process

- A means to address malpractice

8. The processes should have quality control arrangements that include:

- Confirming the existence and quality of procedures for monitoring of trainees, the line managers, trainers, assessors and verifiers of people that are in development.

- Guidance, support and continuous development for line managers, trainers, assessors and verifiers, who are supporting people that are in development.

- Arrangements for effective monitoring.

- Arrangements for the effective maintenance and monitoring of records relating to selection, development and monitoring including assessments and supporting arrangements concerning the verification process[6].

- Systems to ensure that trends and developments identified are fed back to the fire and rescue service planning process[6].

9. There are organisations nationally recognised who comply with DfES specifications who would offer this Quality Assurance through verification, three of which are Edexcel, the Scottish Qualifications Authority (SQA) and the Improvement and Development Agency (IDeA) these are not exclusive and a Fire and Rescue Authority, individually or collectively, may identify and engage other relevantly qualified[7] bodies to provide this service.

10. The Fire and Rescue Service National Framework states that Fire and Rescue Authorities should put in place systems, and develop managers to ensure that staff are assessed fairly against national standards and that workplace assessments are recorded consistently. This is outlined in centrally issued guidance documents.

11. The introduction of IPDS into the Fire Service requires a change in the way that people are assessed in the performance of their roles. This Code of Practice outlines a system of assessment of competence for pay purposes, which will ensure equity of access, consistency of assessment and verification and support equality, fairness and diversity policies.

12. This Code of Practice is based on the understanding that key to the success of any competence based development system is the quality of the assessment of people against national occupational standards that are clearly understood by all parties. It sets out the:

- Principles and practice for the assessment, verification and quality assurance of National Occupational Standards and role map units.

- Basis upon which Fire Rescue Authorities should systematically monitor the performance of the development system in maintaining the quality and standards as laid out in their policy documents.

13. In developing local arrangements, a Fire and Rescue Authority should take account of the need for effective management administration and quality assurance of assessment including:

- the conduct of internal and independent assessment, including external assessment

- the maintenance of standards and the consistency of assessment decisions through internal verification

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[6] This includes the Integrated Risk Management Planning process.

[7] Bodies constituted under DfES meeting the criteria to validate National Occupational Standards (or equivalent in the devolved administrations.

- the requirement that staff involved in the process of assessment and internal verification possess the relevant occupational expertise

- the authentication and recording of employee assessments and the retention of these records

- the provision of access to premises, meetings, documents, data, employees and staff for the purposes of external quality assurance

- the procedures for dealing with, and reporting, malpractice

14. Emphasis should be placed on fair and open assessment of employees for pay competence purposes. This is particularly relevant in respect of verification. Fire and Rescue Authorities may wish to consider a collaborative or regional approach to the provision and management of internal verifiers. In considering the processes to be adopted a Fire and Rescue Authority will need to bear in mind the intention to apply the principles of IPDS to all employees.

Assessment

Definition of assessment

15. Workplace assessment for the purpose of determining competence in relation to the movement from development to competent pay is a process enabling peoples' work performance to be fairly and accurately measured against clearly defined standards in order to demonstrate competence in a given role. Following selection for development and when an individual commences in their new role on the development rate of pay, the process of workplace assessment should form part of everyday workplace activities. Feedback from assessment should enable people to understand how well they are performing within their role. This will assist in helping them to develop their skills, knowledge and understanding and thereby demonstrate their competence. Where competence has not been demonstrated completely or consistently; honest feedback should identify to a person exactly what they need to do to enable them to develop and become competent in the area assessed.

Assessment

16. A Fire and Rescue Authority should adopt policies to ensure that their assessment processes and practices are effective and support the integrity and consistency of the standards contained within the role maps. The policy should be external verified once developed and include provision for internal verification.

17. A Fire and Rescue Authority should develop managers to carry out internal assessment in accordance with the requirement of their National Occupational Standards. Managers will be responsible and accountable for:

- assessing evidence of employee competence against the national standards of occupational competence within the role maps

- ensuring the validity, authenticity and sufficiency of evidence produced by employees

- maintaining accurate and verifiable employee assessment and achievement records as required by the Fire and Rescue Authority policy

Principles and responsibilities of assessment

18. All assessment should be on the basis of rigorous, balanced and consistent assessments of employee performance conducted in accordance with criteria for managers and employees in the standards specified for each role.

19. Assessments guarantee the consistency and integrity of the standards of each National Occupational Standard/role map. The chosen format and method of assessment must be appropriate for each role. It will be the Fire and Rescue Authority's responsibility to align assessment with assessment strategy.

20. Assessments must be based on published specifications of the required skills, knowledge and understanding and, where appropriate, competence. Employees will need to be provided with the opportunities to demonstrate their

ability to meet the full range of specified assessment requirements, as contained within the Rolemaps, and signposted in key skills and development modules.

21.   Assessment materials should be presented in clear and unambiguous language and should differentiate only on the basis of an employee's skills, knowledge and understanding. They should be free from any overt or covert discrimination against an individual, either in wording or content.

22.   Where relevant, a Fire and Rescue Authority should ensure that adequate mechanisms are in place to ensure the consistency of assessment decisions across different languages.

23.   Assessment should be conducted in accordance with the appropriate standards and procedures of the external body policy. Hence the Fire and Rescue Authority should:

- provide managers with a full assessment specification
- provide guidance to ensure that assessment requirements can be interpreted consistently
- set out the arrangements for internal verification

Purpose of Assessment

24.   The purpose of assessment is to:

- allow judgement of individuals' competence against the appropriate National Occupational Standards as contained within the Rolemaps to determine the move to competent rate of pay
- ensure that the quality of assistance and guidance given to employees during their development can be measured
- identify further development need
- provide feedback to employees, and opportunities to identify further development needs and link them to development opportunities
- provide development opportunity through employee participation in assessment planning and debriefing

25.   Properly planned and conducted assessments allow employees to demonstrate their competence in the manner best suited to their own strengths and abilities.

26.   Assessment also creates realistic and transparent performance expectations, and enables development to be consistently measured against individual and organisational objectives

Internal & External Verification

Introduction

27.   **Policies and procedures will reflect those adopted by bodies recognised by Department for Education and Skills e.g. Qualifications Curriculum Authority (or equivalent in the devolved administrations).**

28.   The Standard Setting Body should specify the knowledge, understanding, skills and occupational competence required for assessors and verifiers to be acceptable in the area being assessed. The principles for this should be established by the Fire and Rescue Authority, which also provide information and guidance to enable assessors to meet their responsibilities in relation to standards of assessment.

Verification

29. Verification is one aspect of quality assurance which relates to the day-to-day delivery of the learning and development. It is the process of monitoring assessment practice to ensure that assessment decisions are consistent and accurate.

30. **The purpose of verification is to ensure and demonstrate that assessment is valid and consistent through monitoring and sampling assessment decisions. Rigorous internal verification ensures this and demonstrates to all employees that this is the case.**

Internal Verification

31. All internal assessment should be subject to verification to ensure alignment of assessment decisions with required standards. A Fire and Rescue Authority should specify internal verification arrangements that will ensure that internal assessment is valid, fair and consistent with required standards.

32. The system should contain the following components:

   - a clear policy statement setting out the verification strategy

   - appropriate procedures for appointing developing deploying and monitoring Verifiers

   - appropriate guidance for supporting and developing Verifiers

   - arrangements for effective monitoring of assessments

   - effective administration procedures for recording and conveying assessment decisions

   - procedures for trends identified during assessments to be both fed back into the organisation at an appropriate level and relayed to the external verifier

33. A Fire and Rescue Authority should ascertain that the individuals appointed to perform the internal verification function are competent to do so and provide appropriate learning and development opportunities to ensure that internal verifiers:

   - have a plan that supports their development and competence

   - meet any requirements for occupational expertise, whenever possible, before commencing their role. Internal verifiers should not verify evidence they have assessed

External verification

34. The purpose of external verification should be to enable the Fire and Rescue Service and its employees to be satisfied that its system of quality assurance for the movement from the development to the competent rate of pay is robust and fit for purpose.

35. It should enable all parties to be satisfied that the system is fair and transparent and meets best practice criteria and acts as a safeguard for the fire and rescue service in terms of its decision making.

36 To support the application of good practice in implementing the verification process, a Fire and Rescue Service should produce a plan of how they will monitor the quality of internal verifier's work.

Arrangements for Employees with Particular Assessment Requirements

Principles

37. A Fire and Rescue Authority should ensure that there are no unnecessary barriers to assessment, which prevent employees from effectively demonstrating their attainment. Arrangements for employees with particular assessment requirements (special arrangements) should also ensure that such employees are not given, or do not appear to be given, an unfair advantage. Special arrangements are generally not appropriate where the employee's particular difficulty directly affects performance in the actual attributes that are the focus of assessment.

38. To meet the requirements as set out in the assessment strategy special arrangements may need to be made to reflect an individual employee needs and usual method of working. Authorities should ensure, in making special arrangements, that the validity, reliability and integrity of the assessment are preserved.

Access to fair assessment

39. A Fire and Rescue Authority should take account of full current legislation in access to fair assessment and equal opportunities. This includes:

- the Race Relations Act Amendment

- the Disability Discrimination Act

- the SEN and Disability Rights in Education Bill

- the Human Rights Act

and for all relevant staff, to be conversant with relevant sections of current legislation. The examples given are not exhaustive.

Appeals

40. To support all involved with assessment a Fire and Rescue Authority should have arrangements to deal with appeals against assessment decisions. These should include an appeals procedure to deal with any disagreement about assessment decisions or the conduct of an assessment. Examples of possible grounds of appeal are set out below: although the list is not exhaustive

- whether or not conditions allowed a fair assessment to take place

- occupational standards being used incorrectly for the assessment

- failure by the organisation to uphold its own policy on assessment

- a breach of equal opportunities legislation

- a breach of confidentiality regarding assessment outcomes

- application of assessment not related to a employees role

- clear evidence of flaws or bias in the assessment decision(s)

- failure to take account of health issues or extenuating circumstances that may have affected performance

41. Appeals should be dealt with expediently and as effectively as possible.

Malpractice

42. All organisations involved should have policy covering examples of malpractice, auditing of processes in place and written procedures for dealing with cases of potential and /or alleged malpractice. The policy should include:

Written procedures for dealing with allegations of actual or potential malpractice by employees, assessors or verifiers

Arrangements for conducting an investigation into alleged malpractices

Procedures for recording investigations into alleged malpractice

Procedures for reporting irregularities

The origin of the complaint or mode of discovery of the alleged irregularity

The investigations carried out

The evidence adduced

The conclusions drawn

The recommendations for action and resolution of the matter

Examples that may lead to allegations of malpractice may include:

Evidence presented is not the employee's own work but is presented as such

Assessment of evidence has not met agreed criteria, when deemed to be satisfactory

Insufficient or false record keeping

Verifier verifying work that they have assessed

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Emergency Fire Services National Occupational Standards

Firefighter

Unit FF1	Inform and educate your community to improve awareness of safety matters
Elements	FF1.1 Promote safety matters to inform your community **FF1.2 Facilitate learning through demonstration and instruction**

Scope of this unit
As this unit applies across a range of working contexts, the following guidelines apply at element level:
Element FF1.1 Promote safety matters to inform your community This element concerns your work in your community, and includes responding to direct requests for safety information, special events or leaflet drops both at your normal workplace and out in the community. You may work unsupervised or as a member of a team at events organised by your own organisation or one within your community **Element FF1.2 Facilitate learning through demonstration and instruction** This element is about your ability to assist learning and promote understanding of safety matters through demonstration of fire safety, first-aid fire fighting, calling Emergency Services and fire survival methods and awareness raising of the role of the Fire Service in the community. . It includes your facilitation of events in both formal and informal activities with the local community.

Key words and concepts	
These definitions are provided to explain how key words and concepts are used in this unit	
Information	Pre-published, promotional, approved information on safety matters
Relevant people	May include team members, line managers, colleagues, specialists and people outside your organisation
Organisational objectives	Your organisation's priorities for service delivery, relating to collection of information and provision of advice
Community	The community that you serve, both within and outside your organisation
Records	May include written, computerised, relevant to your work activity
Authorised people	People who have the authorisation of your organisation to access information
Possible improvements	Potential improvements to working practices, systems of work, promotional resources and organisation and individual performance
Risk assessment	Continuous assessment of any hazards and identification of risks prior to, and during your work
Event	Any learning event organised in the workplace or out in the community
Resources	Learning and promotional and materials and equipment
Diversity	Relating to differences in age, gender, sexual orientation, social background, race, religion, status, ethnicity, appearance, work style, physical and mental ability

Unit FF1	Inform and educate your community to improve awareness of safety matters
Element	FF1.1 Promote safety matters to inform your community

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you confirm any need for any information and the response that you will make with relevant people b) your actions when responding to the identified needs support organisational objectives c) your contact with people is positive, supportive, constructive and timely d) you provide information which is relevant, accurate, within your own limits of authority e) you provide information in a format which meets the needs of your community f) you confirm with relevant people a common understanding for each communication g) when information required is not within your remit you direct enquirer to the relevant person h) your actions to support community safety avoid harm to yourself, others and the environment i) your records are in the agreed format, accurate, complete, legible and accessible to all authorised people j) you report on the suitability, success and possible improvements to promotional activities on completion	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ National and organisational objectives for Community Safety ▪ Sources and availability of information **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of and accepting diversity ▪ How to solve problems and make decisions ▪ Roles, responsibilities and limits of authority of yourself, others and other agencies **Technical** ▪ How to identify and provide appropriate safety advice ▪ Your community and its needs

Unit FF1	Inform and educate your community to improve awareness of safety matters
Element	FF1.2 Facilitate learning through demonstration and instruction

Simulation is not acceptable for this element.   Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you apply control measures, based on risk assessment, prior to commencement and during the event b) you resolve any difficulties and risks occurring during the event with the relevant degree of urgency c) your contact with people promotes understanding, goodwill, co-operation and enhances the image of yourself and your organisation d) your aims and objectives for activities meet identified needs and support the goals and objectives of your organisation e) you communicate at a pace, level, manner and with terminology which is suitable for your audience f) you welcome and acknowledge questions and provide appropriate responses g) you report on the suitability, success and possible improvements on completion h) you return and secure resources to their correct location and report defects and deficiencies i) your records are in the agreed format, accurate, complete, legible and accessible to authorised users	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ National and organisational objectives for Community Safety ▪ Sources and availability of information ▪ Record systems and their use **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of and accepting diversity ▪ Roles, responsibilities and limits of authority of yourself, others and other agencies **Technical** ▪ How to identify and provide appropriate safety advice ▪ Your community and its needs **Training and Development** ▪ How to facilitate learning ▪ How to evaluate learning events

Unit FF2	Take responsibility for effective performance
Elements	FF2.1 Take responsibility for personal performance FF2.2 Establish and maintain effective working relationships with people FF2.3 Develop your own skills to improve your performance

Scope of this unit

As this unit applies across a range of working contexts, the following guidelines apply at element level. It is expected that you will be able to demonstrate application of competence against the standards specified in this unit on a number of occasions, as evidence will be generated in contexts and conditions arising in other units in this qualification.

Element FF2.1   Take responsibility for personal performance

This element concerns your proactive involvement in taking responsibility for your performance including ensuring your own health and fitness for work in line with your organisation's Occupational Health Policy.

Element FF2.2   Establish and maintain effective working relationships with people

This element concerns your commitment to, and involvement in developing and maintaining proactive working relationships with colleagues, team members, line managers and external contacts.

Element FF2.3   Develop your own skills to improve your performance

This element concerns your personal involvement in and commitment to continually improving your performance through self-assessment and proactive action to resolve your development needs. It includes your involvement in debriefs and performance reviews and use of your Personal Development Record (PDR/PDP).

Key words and concepts

These definitions are provided to explain how key words and concepts are used in this unit

Authorised users	People who have the authorisation of your organisation to access information
Records	Written and computerised, including your own Personal Development Record (PDR/PDP)
Relevant people	May include team members, line managers, colleagues, specialists and people outside of your organisation
Community	The community that you serve, both within and outside of your organisation
Conditions of employment	As specified in your contract of employment, conditions of service and employment law
Diversity	Relating to differences in age, gender, sexual orientation, social background, race, religion, status, ethnicity, appearance, work style, physical and mental ability
Hazards	Having the potential to cause harm to people, property, the environment or your organisation
Personal fitness level	Physical and psychological – as required for your role
Resources	Operational, non-operational, personal issue, common user, consumables materials and equipment used in normal work activities
Development activities	Activities undertaken either self-led or led by others, both internal and external

Unit FF2	Take responsibility for effective performance
Element	FF2.1 Take responsibility for personal performance

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) your actions and behaviour avoid threat, harm or damage to people, property, the environment and your organisation b) you monitor your personal fitness level and take action to prevent poor health, fitness and hygiene c) you operate within your agreed level of authority and responsibility d) you report any factors that effect your ability to meet the conditions of your employment and factors that influence personal work performance, to the relevant people at the earliest opportunity e) you make constructive contributions to performance reviews to inform future practice and support continuous improvement f) your records are in the agreed format, accurate, complete, legible and accessible to authorised users g) you proactively monitor your working environment for hazards, and act with relevant urgency to minimise any risks to people, property and the environment h) you return and secure resources to their correct location and report defects and deficiencies i) your actions do not compromise your availability for operational response	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment. ▪ How to make and apply decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Own contractual obligations, rights of employment and limits of authority ▪ The range of external regulations and requirements that impact on your work ▪ Your organisation's occupational health policy and its application in the workplace **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of and accepting diversity ▪ How to maintain your required performance standards including mental and physical fitness ▪ How to make positive contributions to effective teamwork ▪ How to promote a culture that positively supports the organisational policy on equality and fairness ▪ Roles, responsibilities and limits of authority of yourself, others and other agencies ▪ Role requirements and expected standards of performance **Technical** ▪ The requirements for availability, operational readiness and response of human and physical resources

Unit FF2	Take responsibility for effective performance
Element	FF2.2 Establish and maintain effective working relationships with people

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) your behaviour demonstrates that you accept and respect diversity of people within your community b) you act constructively to resolve conflict c) you actively support and promote your organisations stated values, ethics and codes of practice d) your contact with people is supportive and constructive e) you promote a safe working environment for yourself and your colleagues f) you respect privacy, confidentiality and generate trust in your contact with others	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Anti-discrimination and equal opportunities policies and procedures ▪ Organisational policies, aims and objectives ▪ Your organisation's occupational health policy and its application in the workplace **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of and accepting diversity ▪ The situations, behaviours and interactions between people that may cause conflict and the actions needed to minimise disruption at work ▪ The importance of challenging unacceptable behaviour

Unit FF2	Take responsibility for effective performance
Element	FF2.3 Develop your own skills to improve your performance

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you assess your skills, and identify your development needs in order to maintain your required level and currency of competence b) your assessment reflects the skills you need to work effectively with other team members c) your plans for developing your skills are consistent with the needs you have identified d) your plans for developing your skills contain specific, measurable and realistic objectives e) you undertake development activities which are consistent with your plans for developing your skills f) you obtain feedback from relevant people and use it to enhance your performance in the future g) you update your plans for developing your skills at appropriate intervals h) your records are in the agreed format, accurate, complete, legible and accessible to all authorised users	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of and accepting diversity ▪ How to maintain your required performance standards including mental and physical fitness ▪ How to set objectives **Technical** ▪ How to recognise and identify your own development needs

Unit FF3	Save and preserve endangered life
Elements	FF3.1 Conduct a search to locate life involved in incidents FF3.2 Rescue life involved in incidents FF3.3 Provide treatment to casualties FF3.4 Support people involved in rescue operations

Scope of this unit

You will be expected to demonstrate competence in contexts specified at element level. The following guidelines apply at element level:

Element FF3.1   Conduct a search to locate life involved in incidents

This element concerns your ability to search for people who are in some form of difficulty or danger through involvement in an incident. This may include searches in a range of locations and hazardous environments usually as a team member.

Element FF3.2   Rescue life involved in incidents

This element concerns your ability to move endangered people to a place of safety. This may include extrication using relevant equipment, releasing a trapped person, moving conscious and unconscious people to a place of safety. You may also be involved in the rescue trapped animals.

Element FF3.3   Provide treatment to casualties

This element concerns your ability to administer immediate treatment to casualties to assist with stabilisation of the casualty's condition and preservation of life. The level of treatment you provide will be within the limits of the training you have received, in line with your organisational policies and will aim to prepare casualties for handover to appropriate agencies. This will include basic life support and casualty handling.

Element FF3.4   Support people involved in rescue operations

This element concerns your ability to provide both physical and emotional support to people directly and indirectly involved in a rescue incident. This will include reassuring and comforting people, protecting their privacy and dignity, maintaining security at the scene of an incident and liaison with other agencies. This element includes dealing with deceased.

Key words and concepts	
These definitions are provided to explain how key words and concepts are used in this unit	
Relevant people	May include team members, line managers, colleagues, specialists and people outside of your organisation
Search	Action to locate life which is known or thought to be missing, to establish that all life is accounted for, to include: search within known parameters and within unspecified parameters, with one team and with multiple teams, both simple search and search requiring guidelines
Treatment	Within the limits of the training you have received and in line with your organisational policy
Signs and symptoms	Consciousness, pulse, breathing, injury
Records	Written and computerised, relevant to your work activity
Rescue operation	▪ Unaided removal, such as leading or guiding people to safety, ▪ Aided removal such as carrying, stretchering, raising and lowering ▪ Extricating including cutting, jacking, spreading to preserve endangered life

Other agencies	Other emergency services, direct and indirect support services
Evidence	Observation, physical items, including their condition and location, comments made by people at the incident which may have relevance to subsequent investigations

Unit FF3	Save and preserve endangered life
Element	FF3.1 Conduct a search to locate life involved in incidents

Simulation is acceptable for this element, in the absence of opportunity for demonstration of competence through actual work performance. This may include three of the four contexts listed below. Actual work performance must be provided for use of BA equipment on at least one occasion. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards and coverage of the following contexts.

a)   search for people reported/known missing
b)   search to establish all life accounted for
c)   search with significant difficulties or barriers to progress to be overcome
d)   search where the incident is protracted, involving more than one team

You must ensure that:	You must know and understand:
a) you confirm your objectives with relevant people b) you use equipment within its limitations and capabilities, to meet the needs of the search objectives and the known and anticipated risks c) you report the outcome of the search to the relevant person at the earliest opportunity d) you conduct your search across your specified search area applying principles of risk assessment e) you conduct your search taking account of all factors which influence the end results	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment. ▪ How to make and apply decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Applicable Fire Service or other legislation ▪ Sources and availability of information **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting diversity ▪ Lines and methods of communication and reporting in the workplace ▪ Roles, responsibilities and limits of authority of yourself, others and other agencies **Technical** ▪ Capabilities and limitations of personal and operational equipment ▪ How to select and use personal and operational equipment ▪ Roles and responsibilities within the incident command system ▪ How to identify and preserve evidence ▪ Types of evidence and its importance ▪ Relevant search procedures

Unit FF3	Save and preserve endangered life
Element	FF3.2 Rescue life involved in incidents

Simulation is acceptable for this element, in the absence of opportunity for demonstration of competence through actual work performance. This may include two of the three contexts listed below. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards and coverage of the following contexts;

a)   unaided removal, such as leading or guiding people to safety
b)   aided removal such as carrying, stretchering, raising and lowering
c)   extricating, including cutting, jacking, spreading to preserve endangered life

You must ensure that:	You must know and understand:
a) you administer treatment to minimise further injury and suffering during rescue b) your liaison with others involved in the rescue is constructive, supportive and promotes co-operation c) you provide timely reports to confirm your progress and outcomes against objectives with relevant people d) you use equipment within its limitations and capabilities to meet the needs of the rescue e) you assist with rescue of casualties to a place of safety f) you operate within agreed levels of your responsibility and authority g) you support and reassure casualties in a calm, considerate manner h) you progress the rescue applying principles of risk assessment	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment. ▪ How to make and apply decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Applicable Fire Service or other legislation ▪ Sources and availability of information **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of and accepting diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of yourself, others and other agencies ▪ How to recognise and support distressed people **Technical** ▪ Capabilities and limitations of personal and operational equipment ▪ How to select and use personal and operational equipment ▪ Roles and responsibilities within the incident command system ▪ How to identify and preserve evidence ▪ Types of evidence and its importance

	- How to prioritise casualties and how and when to apply immediate medical care - Appropriate casualty handling techniques - Relevant rescue procedures

Unit FF3	Save and preserve endangered life
Element	FF3.3 Provide treatment to casualties

Simulation is acceptable for this element, in the absence of opportunity for demonstration of competence through actual work performance. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you check for signs and symptoms to prioritise your response to casualties b) you administer treatment to support the stabilisation of casualties' condition c) you progress your treatment using risk assessment to minimise risks to yourself and others d) you reassure casualties in a calm and considerate manner e) you meet the needs of casualties by using your equipment within its limitations and capabilities and minimising the risks to life f) your liaison with any other agencies involved in the incident is constructive and supportive to meet the needs of the incident g) you influence further treatment by confirming the details of your action and treatment of casualties with relevant people h) you operate within your agreed level of authority and responsibility i) your records are in the agreed format, accurate, complete, legible and accessible to all authorised people	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Record systems and their use ▪ Sources and availability of information **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of and accepting diversity ▪ How to recognise and support distressed people ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of yourself, others and other agencies **Technical** ▪ Capabilities and limitations of personal and operational equipment ▪ How to select and use personal and operational equipment ▪ Roles and responsibilities within the incident command system ▪ How to identify and preserve evidence ▪ Types of evidence and its importance ▪ Relevant casualty treatment procedures ▪ How to prioritise the treatment of casualties ▪ Protocols determining the status and removal of the deceased

Unit FF3	Save and preserve endangered life
Element	FF3.4 Support people involved in rescue operations

Simulation is acceptable for this element in the absence of opportunity for demonstration of competence through actual work performance. This may include one of the three contexts listed below. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

a) **liaison with other agencies to obtain support for people involved in rescue operations**
b) **the preservation of three different types of evidence at events**
c) **comforting and supporting distressed people**

You must ensure that:	You must know and understand:
a) you use risk assessment to minimise risks to yourself and others and to progress your objectives b) you maintain a controlled, considerate and compassionate manner when supporting people c) you avoid the unnecessary distress of people and aid rescue activities by restricting the view and access to the rescue operation d) you safeguard the ownership of any belongings and items of value and inform the relevant people e) your liaison with other agencies involved is constructive and supportive to meet the needs of the rescue operation f) you return and secure resources to their correct location and report any defects and deficiencies g) you preserve evidence to meet the needs of an investigation h) you operate within your agreed levels of authority and responsibility i) your records are in agreed format, accurate, complete, legible and accessible to authorised users j) you inform relevant people on factors affecting the safety of people k) you treat any deceased with respect and due regard to your objectives and the nature of risk	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment. ▪ How to make and apply decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Applicable Fire Service or other legislation ▪ Sources and availability of information ▪ Record systems and their use **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of and accepting diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of yourself, others and other agencies ▪ How to recognise and support distressed people **Technical** ▪ Capabilities and limitations of personal and operational equipment ▪ How to select and use personal and operational equipment ▪ Roles and responsibilities within the

	incident command system - How to identify and preserve evidence - Types of evidence and its importance - Protocols determining the status and removal of the deceased

Unit FF4	Resolve operational incidents
Elements	FF4.1 Control and extinguish fires FF4.2 Resolve incidents other than those involving a fire or hazardous materials FF4.3 Support people involved in an operational incident

Scope of this unit

You will be expected to demonstrate competence across contexts specified in each element. The following guidelines apply at element level:

Element FF4.1 Control and extinguish fires

This element refers to your ability to work as a team member to respond to emergencies involving fires. You will be required to apply your skills and use appropriate equipment to contain and extinguish fires.

Element FF4.2 Resolve incidents others that those involving a fire or hazardous materials

This element refers to your ability to work as a team member to respond to emergency, non-emergency or special services such as lock-ins, lock-outs, pump-outs, emergency provision of water, support to other agencies for potential incidents, stand-by for potential life-risk .

Element FF4.3 Support people involved in an operational incident

This element concerns your ability to provide both physical and emotional support to people directly and indirectly involved in an operational incident. This will include reassuring and comforting people, protecting their privacy and dignity, maintaining security at the scene of an incident and liaison with other agencies.

Key words and concepts

These definitions are provided to explain how key words and concepts are used in this unit

Fires	Classes A, B C D fire types, Fires involving one crew and involving multiple crews Fires involving use of BA
Incidents other than those involving fire or hazardous materials	▪ supply or removal of water ▪ support for groups or other agencies
Risk assessment	Continuous assessment of any hazards and identification of risks as you progress your work
Resources	Operational appliances and equipment, extinguishing media
Evidence	Observation, physical items, including their condition and location, comments made by people at the incident which may have relevance to subsequent investigations
Relevant people	May include team members, line managers, colleagues, specialists and people outside of your organisation
Records	May include written, computerised, relating to your work activities
Other agencies	Other emergency services, direct and indirect support services

Unit FF4	Resolve operational incidents
Element	FF4.1 Control and extinguish fires

Simulation is acceptable for this element in the absence of opportunity for demonstration of competence through actual work performance. This may include two of the contexts listed below. Actual work performance must be provided for use of BA equipment on at least one occasion. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards.

a) **incidents in the open air**
b) **incidents which are enclosed or underground**
c) **incidents which are above the ground**
d) **incidents involving cooling/protecting surrounding risks**

You must ensure that:	You must know and understand:
a) you confirm your objectives with the relevant person and provide them with timely reports b) you use your equipment and extinguishing media within its limitations and capabilities, to meet the needs of the incident and the known and anticipated risks c) you progress your objectives using risk assessment to minimise risk to yourself and others d) you identify the extent, nature and location of the fire, and report this to the relevant people at the earliest opportunity e) you operate within your agreed level of authority and responsibility f) you return and secure resources to their correct location and report any defects or deficiencies g) you preserve evidence to meet the needs of an investigation h) your contact with people is supportive, constructive, positive and timely	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Applicable Fire Service or other legislation ▪ Record systems and their use ▪ Sources and availability of information **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of and accepting diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of yourself, others and other agencies **Technical** ▪ Capabilities and limitations of personal and operational equipment ▪ How to select and use personal and operational equipment ▪ Roles and responsibilities within the incident command system ▪ How to identify and preserve evidence

	- Types of evidence and its importance - Methods of controlling and extinguishing fires - Causes, effects and behaviour of fire - The methods employed to gain access, effect entry and maintain egress

Unit FF4	Resolve operational incidents
Element	FF4.2 Resolve incidents other than those involving a fire or hazardous materials

Simulation is acceptable for this element in the absence of opportunity for demonstration of competence through actual work performance.   This may include one of the two contexts listed below. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards.
a)   supply and/or removal of water
b)   support for groups and other agencies

You must ensure that:	You must know and understand:
a) you confirm your objectives with the relevant person and provide them with timely reports b) you use equipment and within its limitations and capabilities, to meet the needs of the incident and the known and anticipated risks c) you progress your objectives using risk assessment to minimise risk to yourself and others d) you identify the nature of the incident and report this to the relevant people at the earliest opportunity e) you operate within your agreed level of authority and responsibility f) you return and secure resources to their correct location and report any defects or deficiencies. g) your contact with people is supportive, constructive, positive and timely	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Applicable Fire Service or other legislation ▪ Record systems and their use ▪ Sources and availability of information **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of and accepting diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of yourself, others and other agencies **Technical** ▪ Capabilities and limitations of personal and operational equipment ▪ How to select and use personal and operational equipment ▪ Roles and responsibilities within the incident command system ▪ How to identify and preserve evidence ▪ Types of evidence and its importance ▪ How to limit damage to property and the environment ▪ Importance of limiting damage to

| | property and the environment |
| | ▪ The methods employed to gain access, effect entry and maintain egress |

Unit FF4	Resolve operational incidents
Element	FF4.3 Support people involved in an operational incident

Simulation is acceptable for this element in the absence of opportunity for demonstration of competence through actual work performance. This may include one of the three contexts listed below. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards.

a)   **preservation of 2 types of evidence**
b)   **liaison with other agencies to obtain support for people involved in operational incidents**
c)   **comforting and supporting distressed people**

You must ensure that:	You must know and understand:
a) you use risk assessment to minimise risks to yourself and others and to progress your objectives b) you maintain a controlled, considerate and compassionate manner when supporting people c) you avoid the unnecessary distress of people and aid operational activities by restricting the view and access to the incident d) you safeguard the ownership of any belongings and items of value and inform the relevant people e) your liaison with other agencies involved is constructive and supportive to meet the needs of the operational incident f) you return and secure resources to their correct location and report any defects and deficiencies g) you preserve evidence to meet the needs of an investigation h) you operate within your agreed levels of authority and responsibility i) your records are in agreed format, accurate, complete, legible and accessible to authorised users j) you inform relevant people on factors influencing the safety of people	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Applicable Fire Service or other legislation ▪ Sources and availability of information ▪ Record systems and their use **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of and accepting diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of yourself, others and other agencies ▪ How to recognise and support distressed people **Technical** ▪ Capabilities and limitations of personal and operational equipment ▪ How to select and use personal and operational equipment ▪ Roles and responsibilities within the incident command system

	▪ How to identify and preserve evidence ▪ Types of evidence and its importance

Unit FF5	Protect the environment from the effects of hazardous materials
Elements	FF5.1 Mitigate damage to the environment from hazardous materials FF5.2 Decontaminate people and property affected by hazardous materials FF5.3 Support people involved in hazardous materials incidents

Scope of this unit

As this unit applies across a range of working contexts, the following guidelines apply at element level:

Element FF5.1   Mitigate damage to the environment from hazardous materials

This element refers to your ability to work as a team member to respond to emergencies involving hazardous materials. You will be required to apply your skills and use appropriate equipment to minimise actual and potential damage to the environment resulting from incidents involving hazardous materials.

Element FF5.2   Decontaminate people and property affected by hazardous materials

This element refers to your ability to work as a team member and use your skills to set up decontamination areas and apply correct decontamination methods with due regard for the potential impact of the event on people, property and the environment.

Element FF5.3   Support people involved in hazardous materials incidents

This element concerns your ability to provide both physical and emotional support to people directly and indirectly involved in hazardous materials incidents. This will include reassuring and comforting people, protecting their privacy and dignity, maintaining security at the scene of an incident and liaison with other agencies.

Key words and concepts

These definitions are provided to explain how key words and concepts are used in this unit

Relevant people	May include team members, line managers, colleagues, specialists and people outside of your organisations
Incident/event	Those involving hazardous materials including spillage
Risks	To people, property and the environment caused by hazardous materials
Risk assessment	Continuous assessment of hazards and identification of risks as you progress your work
Information	Type, location, quantity and physical properties of hazardous materials
Resources	Appliances and equipment for dealing with hazardous materials
Evidence	Observation, physical items, including their condition and location, comments made by people at the incident which may have relevance to subsequent investigations
Decontamination methods	Initial, wet, dry, contained, uncontained neutralising agents
Environment	The current working context including people and property
Other agencies	Other emergency services, direct and indirect support services

Unit FF5	Protect the environment from the effects of hazardous materials
Element	FF5.1 Mitigate damage to the environment from hazardous materials

Simulation is acceptable for this element in the absence of opportunity for demonstration of competence through actual work performance. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards.

You must ensure that:	You must know and understand:
a) you confirm your objectives with the relevant person and provide them with timely reports b) you use your equipment within its limitations and capabilities, to meet the needs of the incident and the known and anticipated risks c) you progress your objectives using risk assessment to minimise risk to yourself and others d) you provide information relating to the type, location, quantity and physical properties of the hazardous materials and report this to the relevant people at the earliest opportunity e) your actions in dealing with the incident minimise risk to life and avoid unnecessary damage to property and the environment f) you operate within your agreed level of authority and responsibility g) you return and secure resources to their correct location and report any defects or deficiencies h) you preserve evidence to meet the needs of an investigation	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace ▪ How to recognise and interpret information and labelling on hazardous materials **Organisational** ▪ Applicable Fire Service or other legislation ▪ Sources and availability of information ▪ Record systems and their use **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of and accepting diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of yourself, others and other agencies **Technical** ▪ Capabilities and limitations of personal and operational equipment ▪ How to select and use personal and operational equipment ▪ Roles and responsibilities within the incident command system ▪ How to identify and preserve evidence ▪ Types of evidence and its importance ▪ Importance of limiting damage to property and the environment ▪ How to limit damage to property and the

| | environment |
| | ▪ Methods of control and containment of hazardous materials |

Unit FF5	Protect the environment from the effects of hazardous materials
Element	FF5.2 Decontaminate people and property affected by hazardous materials

Simulation is acceptable for this element in the absence of opportunity for demonstration of competence through actual work performance.   Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards.

You must ensure that:	You must know and understand:
a) you confirm your objectives with the relevant person and provide them with timely reports b) you progress your objectives using risk assessment to minimise risk to yourself and others c) you assist with establishing decontamination area for people and portable property d) you assist with application of selected decontamination methods for people and property e) you decontaminate equipment involved in the operation f) you assist with disposal and decontamination of contaminated items and materials g) you operate within agreed levels of your authority and responsibility h) you apply control measures, based on risk assessment i) you use equipment within its limitations and capabilities to meet the needs of the incident and the known and anticipated risks	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment or risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace. ▪ How to recognise and interpret information and labelling on hazardous materials **Organisational** ▪ Applicable Fire Service or other legislation ▪ Sources and availability of information **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of and accepting diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of yourself, others and other agencies ▪ How to recognise and support distressed people **Technical** ▪ Capabilities and limitations of personal and operational equipment ▪ Decontamination methods and types of decontamination agents ▪ How to select and use personal and operational equipment ▪ Roles and responsibilities within the incident command system ▪ Importance of limiting damage to property and the environment

	- How to limit damage to property and the environment - Methods of control and containment of hazardous materials

Unit FF5	Protect the environment from the effects of hazardous materials
Element	FF5.3 Support people involved in hazardous materials incidents

Simulation is acceptable for this element in the absence of opportunity for demonstration of competence through actual work performance. This may include one of the three contexts listed below. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards.

a)   **preservation of 2 types of evidence**
b)   **liaison with other agencies to obtain support for people involved in operational incidents**
c)   **comforting and supporting distressed people**

You must ensure that:	You must know and understand:
a) you use risk assessment to minimise risks to yourself and others and to progress your objectives b) you maintain a controlled, considerate and compassionate manner when supporting people c) you avoid the unnecessary distress of people and aid operational activities by restricting the view and access to the hazardous materials incident d) you safeguard the ownership of any belongings and items of value and inform the relevant people e) your liaison with other agencies involved is constructive and supportive to meet the needs of the hazardous materials incident f) you return and secure resources to their correct location and report any defects and deficiencies g) you preserve evidence to meet the needs of an investigation h) you operate within your agreed levels of authority and responsibility i) your records are in agreed format, accurate, complete, legible and accessible to authorised users j) you confirm with relevant people the arrangements for identifying and removing any contaminated items k) you inform relevant people on factors affecting the safety of people	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace ▪ How to recognise and interpret information and labelling on hazardous materials **Organisational** ▪ Applicable Fire Service or other legislation ▪ Sources and availability of information ▪ Record systems and their use **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of and accepting diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of yourself, others and other agencies ▪ How to recognise and support distressed people **Technical** ▪ Capabilities and limitations of personal and operational equipment ▪ How to select and use personal and

	- operational equipment - Roles and responsibilities within the incident command system - How to identify and preserve evidence - Types of evidence and its importance - Importance of limiting damage to property and the environment - How to limit damage to property and the environment - Methods of control and containment of hazardous materials

Unit FF6	Support effectiveness of operational response
Elements	FF6.1 Collect information on risks in your community FF6.2 Collect information on resources in your community FF6.3 Maintain internal resources

Scope of this unit

As this unit applies across a range of working contexts, the following guidelines apply at element level:

Element FF6.1 Collect information on risks in your community

This element is about your ability to collect information to support operational intelligence, from a range of sources regarding actual and potential risks in your community including life risks, property risks, process risks. This will involve you making visits within the community and exchanging information with internal and external contacts.

Element FF6.2 Collect information on resources in your community

This element is about your ability to collect information from a range of sources, regarding operational resource availability in your community. This will include your making visits and checks to existing resources and investigating new resources.

Element FF6.3 Maintain internal resources

This element is about your ability to check, test and conduct routine maintenance on internal resources such as operational appliances and equipment, personal protective equipment.

Key words and concepts

These definitions are provided to explain how key words and concepts are used in this unit

Information	Operational intelligence
Relevant people	May include team members, line managers, colleagues, specialists and people outside of your organisations
Records	Written, computerised, relating to your work activity
Internal resources	Operational appliances and equipment and PPE
Consumable	Items for immediate use in operations

Unit FF6	Support effectiveness of operational response
Element	FF6.1 Collect information on risks in your community

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards.

You must ensure that:	You must know and understand:
a) you confirm your objectives and methods and avoid risk to yourself and others b) you check validity of existing information against the actual known and anticipated risks c) you confirm any changes affecting risk to people, property and the environment with relevant people d) your contact with people is positive, supportive and constructive e) you operate within agreed levels of your authority and responsibility f) your records are in the agreed format, complete, legible and accessible to authorised users g) you return and secure resources to their correct location and report defects and deficiencies h) you make constructive contributions to performance reviews to inform future practice and support continuous improvement	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment or risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Organisational policies, aims and objectives ▪ Record systems and their use ▪ Sources and availability of information ▪ How to access, interpret and provide relevant information, including feedback ▪ Applicable Fire Service and other legislation **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace **Technical** ▪ How to interpret information of different types and from a range of sources ▪ Causes, effects and behaviour of fire ▪ Your community – people, risks, geography and topography ▪ The provision of appropriate safety arrangements

Unit FF6	Support effectiveness of operational response
Element	FF6.2 Collect information on resources in your community

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards.

You must ensure that:	You must know and understand:
a) you confirm your objectives and methods and avoid risk to yourself and others b) you check validity of existing information against actual and anticipated availability of resources c) you confirm changes affecting availability of resources with relevant people d) you take action to resolve any defects or deficiencies in resource availability e) your contact with people is positive, supportive constructive and timely f) you operate within agreed levels of your authority and responsibility g) your records are in the agreed format, accurate, complete, legible and accessible to authorised users h) you return and secure resources to their correct location and report defects and deficiencies	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment or risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Record systems and their use ▪ Sources and availability of information ▪ How to access, interpret and provide relevant information, including feedback ▪ Applicable Fire Service and other legislation **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace **Technical** ▪ How to interpret information of different types and from a range of sources ▪ Your community – people, risks, geography and topography ▪ The provision of appropriate safety arrangements ▪ Capabilities and limitations of personal and operational equipment ▪ The availability and access to internal and external resources and support

Unit FF6	**Support effectiveness of operational response**
Element	FF6.3 Maintain internal resources

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards.

You must ensure that:	You must know and understand:
a) you confirm your objectives with relevant people and provide them with timely reports b) you use maintenance equipment within its limitations and capabilities to meet your objectives c) you conduct maintenance in accordance with specified requirements and in an areas assessed as being fit for purpose d) you progress your work to meet schedules for operational readiness e) you operate within agreed levels of your authority and responsibility f) you return and secure maintenance equipment and resources to their correct location and report any defects or deficiencies g) your records are in the agreed format, accurate, complete, legible and accessible to all authorised users. h) you leave your work area clean, tidy and ready for use i) you identify and report deficiencies in availability of consumables	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment or risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Record systems and their use **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace **Technical** ▪ Capabilities and limitations of personal and operational equipment ▪ How to maintain internal resources ▪ The requirements for availability, operational readiness and response of human and physical resources

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Unit FF7	Support the development of colleagues in the workplace
Elements	FF7.1 Communicate your own skills and knowledge to colleagues FF7.2 Support development of colleagues

Scope of this unit

As this unit applies across a range of working contexts, the following guidelines apply at element level:

Element FF7.1   Communicate your own skills and knowledge to colleagues

This element concerns your ability to pass on your skills and knowledge at key opportunities, in order to assist colleagues to improve their understanding and performance. This will include opportunities that arise from normal work activities and during debriefs and performance reviews.

Element FF7.2   Support development of colleagues

This element concerns your ability to actively and proactively provide support to your colleagues, taking opportunities to assist with the development of skills and competence through demonstration and instruction. This may apply to new colleagues and to existing colleagues who are in a new working situation or demand.

Key words and concepts

These definitions are provided to explain how key words and concepts are used in this unit

Learning resources	Work place equipment and supporting information
Information and support	From own experience and level of competence and workplace practice
Records	May include written, computerised, video, audio and audio visual
Relevant people	May include team members, line managers, colleagues, specialists and people outside of your organisation
Authorised users	People who have the authorisation of your organisation to access information
Diversity	Relating to differences in age, gender, sexual orientation, social background, race, religion, status, ethnicity, appearance, work style, physical and mental ability
Relevant opportunities	During a training event, debrief, review or at work
Level of risk	As low as reasonably practicable

Unit FF7	Support the development of colleagues in the workplace
Element	FF7.1 Communicate your own skills and knowledge to colleagues

Simulation is not acceptable for this element.   Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards.

You must ensure that:	You must know and understand:
a) you confirm with the appropriate people, the knowledge and skills to be acquired b) you make available the necessary learning resources c) you base your information and support on current systems of operation d) your information and support is within your own level of competence and you confirm colleagues understanding e) you support colleagues actions to ensure that the acceptable level of risk is not exceeded f) you actively seek feedback to improve your performance g) you replace all resources in their specified location after use h) you confirm the results of any activities with relevant people at the earliest opportunity i) your records are in the agreed format, accurate, complete, legible and available to all authorised users	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment or risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ How to access, interpret and provide relevant information, including feedback **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace ▪ How to select and use feedback techniques ▪ How to involve and motivate people ▪ The impact of providing incorrect or inappropriate information ▪ Methods of providing support and development to others ▪ How to present information to individuals and groups **Training and Development** ▪ How to identify and analyse training and development needs ▪ How to facilitate learning

Unit FF7	Support the development of colleagues in the workplace
Element	FF7.2 Support development of colleagues

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards.

You must ensure that:	You must know and understand:
a) you make contributions at relevant opportunities to provide feedback and support colleagues	**Health and Safety**
	▪ Hazards and risks of the workplace affecting people and the environment
b) you encourage colleagues to ask for help and support on work-related activities	▪ How to make and apply decisions based on the assessment or risk
c) you support colleagues action to ensure that the acceptable level of risk is not exceeded	▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace
d) you actively support and promote your organisation's values, ethics and codes of practice	**Organisational**
e) you seek advice from relevant people where difficulties are outside of your sphere of competence or authority	▪ How to access, interpret and provide relevant information, including feedback
f) you provide support in a manner which promotes effective working relationships	**Personal and Interpersonal**
g) your support is given in a manner, level and pace appropriate to your colleague's needs	▪ How to communicate clearly and effectively with the range of people involved
h) you encourage self-development and independent decision making	▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting diversity
i) your behaviour demonstrates that you accept and respect diversity of people with whom you work	▪ Lines and methods of communication/reporting in the workplace
	▪ Roles, responsibilities and limits of authority self, others and other agencies in the workplace
	▪ How to select and use feedback techniques
	▪ How to involve and motivate people
	▪ The impact of providing incorrect or inappropriate information
	▪ Methods of providing support and development to others
	▪ How to present information to individuals and groups
	▪ How to recognise achievements and acknowledge success
	Training and Development
	▪ How to identify and analyse training and development needs
	▪ How to facilitate learning

Unit FF8	**Contribute to fire safety solutions to minimise risks to your community**
Elements	FF8.1 Inspect premises to minimise risks to people, property and the environment FF8.2 Report on issues arising from an inspection

Scope of this unit

As this unit applies across a range of working contexts, the following guidelines apply at element level:

Element FF8.1 Inspect premises to minimise risks to people, property and the environment

This element is about your ability to conduct Fire Safety inspections, both individually and with team members. This will include confirming arrangements with contacts and conducting the inspection to set criteria.

Element FF8.2   Report on issues arising at inspection

This element concerns your ability to prepare and produce written and verbal reports on Fire Safety inspections.   Your reports will be in the agreed format and produced to specified deadline.

Key words and concepts

These definitions are provided to explain how key words and concepts are used in this unit

Inspection	Fire safety, within your community, audit
Inspection plan	Plan of activity, schedule
Relevant people	May include team members, line managers, colleagues, specialists and people outside your organisation
Records	Written, computerised, relating to your work activity
Report	Inspection report prepared by you or with colleagues

Unit FF8	**Contribute to fire safety solutions to minimise risks to your community**
Element	FF8.1 Inspect premises to minimise risks to people, property and the environment

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards.

You must ensure that:	You must know and understand:
a) you confirm that the type and scope of inspection is within your competence and authority b) you prepare your inspection plan following a full analysis of all available information c) you confirm the date, time and detail of inspection with the relevant people d) you act to minimise and where possible resolve any risks presented by the occupier, or by conditions within the premises e) you exchange information with people within the limits of your authority and ensure that you do not breach confidentiality f) your contact with people promotes understanding, goodwill, co-operation and enhances the image of yourself and your organisation g) your inspection is completed within the agreed timescale and complies with relevant legislation	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment or risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ The range of external regulations and requirements that impact on your work. ▪ How to plan and prioritise work, including time management ▪ Legislation, policy and procedures relating to inspections and determining solutions ▪ Sources and availability of information ▪ Principles of report writing **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting diversity ▪ Lines and methods of communication/reporting in the workplace **Technical** ▪ How to interpret information of different types and from a range of sources ▪ Building construction and design principles, including the role of active and passive fire protection systems ▪ Causes, effects and behaviour of fire ▪ How to identify and provide appropriate safety advice

Unit FF8	Contribute to fire safety solutions to minimise risks to your community
Element	FF8.2 Report on issues arising at inspection

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards.

You must ensure that:	You must know and understand:
a) you confirm outcomes of the inspection with relevant people b) you promptly refer any matters beyond your own level of competence for action by relevant people c) your report confirms action taken and further action required with timescales for completion d) you follow up on action required and report inadequate response or non-compliance to relevant people e) you report any risks outside the scope of your inspection to relevant people with the appropriate degree of urgency f) your records are in the correct format, accurate, complete, legible and available to authorised users	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment or risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisation** ▪ Applicable Fire Service and other legislation ▪ How to access, interpret and provide relevant information, including feedback ▪ Record systems and their use ▪ Organisations' aims, objectives and objectives on safety matters ▪ Sources and availability of information ▪ Principles of report writing **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace **Technical** ▪ How to interpret information of different types from a range of sources ▪ How to identify and provide appropriate safety advice ▪ Methods and principles of report writing

Unit FF9	Drive, manoeuvre and re-deploy fire service vehicles
Elements	FF9.1 Drive vehicles to incidents FF9.2 Manoeuvre, site and re-deploy vehicles

Scope of this unit

As this unit applies across a range of working contexts, the following guidelines apply at element level:

Element FF9.1   Drive vehicles to incidents

This element concerns your ability to ensure that your vehicle is ready for use. You will also plan the optimum route to events, take account of factors which influence progress to the event, and take action to deal with contingencies. You will ensure that your vehicle arrives safely and undamaged at the event in optimum response time.

Element FF9.2 Manoeuvre, site and re-deploy vehicles

This element concerns your ability to site your vehicle in a safe and secure location at events. You will carry out your duties at the event and return your vehicle safely to its next appointed location.

Key words and concepts

These definitions are provided to explain how key words and concepts are used in this unit

Relevant regulations	Road traffic law, civil law (duty of care), health and safety law, Highway Code, roadcraft, human aspects of driving, legal exemptions
Warning devices	Audible and visual alarms and warnings
Systems	Radio communication
Records	Relating to vehicle, as required by your organisation
Promoting a positive image	Understanding of how attitude affects behaviour and therefore perception of others. Calm and professional manner under stress
Redeploy	Locate at next operational position

Unit FF9	Drive, manoeuvre and re-deploy fire service vehicles
Element	FF9.1 Drive vehicles to incidents

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards.

You must ensure that:	You must know and understand:
a) you take action to ensure that you and your vehicle are ready for immediate response b) you plan your route in response to the nature of the incident and local conditions c) your journey is achieved in the shortest time whilst minimising risks to life, property and the environment d) you comply with all relevant regulations e) you treat all colleagues and members of the public in a manner that promotes a positive image of yourself and your organisation f) you drive the vehicle within your own capabilities, whilst not exceeding the limitations and capabilities of the vehicle g) you use warning devices only when they are appropriate to the need of the response h) you continuously assess the driving conditions and modify your driving to minimise risk to yourself and others i) you inform relevant people of factors affecting the condition and response of the vehicle	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment or risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisation** ▪ Applicable Fire Service and other legislation ▪ Record systems and their use **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting diversity ▪ Lines and methods of communication/reporting in the workplace **Technical** ▪ Dimensions, weight limits and capabilities of Fire Service vehicles ▪ How and when to apply exemptions from the Road Traffic Act ▪ How and when to use vehicle warning devices and systems ▪ The requirements for availability and operational readiness of resources ▪ How to apply defensive driving techniques when driving to incidents ▪ How to report accidents, damage and defects involving Fire Service vehicles ▪ How to ensure that equipment is securely stowed ▪ How to undertake routine maintenance of vehicles ▪ Capabilities and limitations of operational equipment

Unit FF9	Drive, manoeuvre and re-deploy fire service vehicles
Element	FF9.2 Manoeuvre, site and re-deploy vehicles

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards.

You must ensure that:	You must know and understand:
a) you manoeuvre and site the vehicle to maximise the use of the vehicle at the incident, avoiding undue risk to the vehicle, yourself and others b) your siting and positioning of the vehicle does not impede access to and progress or operations c) you disengage any unnecessary systems and devices, taking account of the needs of the incident, local conditions and security of the vehicle d) you manoeuvre the vehicle upon departure from the incident within the constraints of local traffic management schemes, regulations and requirements e) your contact with people promotes understanding, goodwill, co-operation and enhances the image of yourself and your organisation f) you report any vehicle damage, defects and deficiencies to the relevant people within specified timescales g) your records are in the agreed format, accurate, complete, legible and available to authorised users h) you take action to ensure operational readiness of you and your vehicle on completion of incident duties	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment or risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisation** ▪ Applicable Fire Service and other legislation ▪ Record systems and their use **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting diversity ▪ Lines and methods of communication/reporting in the workplace **Technical** ▪ Dimensions, weight limits and capabilities of Fire Service vehicles ▪ How and when to apply exemptions from the Road Traffic Act ▪ How and when to use vehicle warning devices and systems ▪ The requirements for availability and operational readiness of resources ▪ How to report accidents, damage and defects involving Fire Service vehicles ▪ How to ensure that equipment is securely stowed ▪ How to site and operate appliances ▪ Capabilities and limitations of operational equipment

EMERGENCY FIRE SERVICES
FIREFIGHTER
KNOWLEDGE AND UNDERSTANDING LISTING

HEALTH AND SAFETY

How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace

How to make and apply decisions based on the assessment of risk

How to recognise and interpret information and labelling on hazardous materials

Labelling and storage signs for hazardous materials

Hazards and risks of the workplace affecting people and the environment

ORGANISATIONAL

Anti-discrimination and equal opportunities policies and procedures

Applicable Fire Service and other legislation

How to access, interpret and provide relevant information, including feedback

The range of external regulations and requirements that impact on your work

How to plan and prioritise work, including time management

Organisational policies, aims and objectives

Legislation, policy and procedures relating to inspections and determining solutions

Organisation's aims, goals and objectives on safety matters

Own contractual obligations, rights of employment and limits of authority

Record systems and their use

Sources and availability of information

National and organisational objectives for Community Safety

Your organisation's occupational health policy and its application in the workplace

PERSONAL AND INTERPERSONAL

The impact of providing incorrect or inappropriate information

How to communicate clearly and effectively with the range of people involved

How to involve and motivate people

How to maintain the required performance standards including mental and physical fitness

How to make positive contributions to effective teamwork

How to plan and prioritise work in response to work demands

How to present information to individuals and groups

How to promote culture that positively supports the organisational policy on equality and fairness

How to recognise and support distressed people

How to select and use feedback techniques

How to set objectives

How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting diversity.

Lines and methods of communication/reporting in the workplace

Methods of providing support and development to others

Recognise achievements and acknowledge success

Roles, responsibilities and limits of authority of self, others and other agencies

How to solve problems and make decisions

The importance of challenging unacceptable behaviour

The situations, behaviour and interactions between people that may cause conflict and the actions needed to minimise disruption at work

TRAINING AND DEVELOPMENT

How to evaluate learning events
How to identify and action your own development needs
How to identify and analyse training and development needs
Opportunities available for self development
How to facilitate learning

TECHNICAL

How to interpret information of different types and from a range of sources
Building construction and design principles, including the role of active and passive fire protection systems
Capabilities and limitations of personal and operational equipment
Decontamination methods and types of decontamination agents
Dimensions, weight limits and capabilities of Fire Service vehicles
Causes, effects and behaviour of fire
How and when to apply exemptions to Road Traffic Act
How and when to use vehicle warning devices and systems
How to identify and preserve evidence
How to limit damage to property and the environment
How to maintain internal resources
How to prioritise casualties and how and when to apply immediate medical care
How to prioritise the treatment of casualties
How to recognise and action development needs of others
How to recognise/identify and action own development needs
How to report accidents, damage and defects involving Fire Service vehicles
How to site and operate appliances
How to undertake routine maintenance of vehicles
The importance of limiting damage to property and the environment
Methods of control and containment of hazardous materials
Methods of controlling and extinguishing fires
Methods of rescue and techniques used in the extrication and handling of people and animals
Protocols determining the status and removal of the deceased
Relevant search procedures
The availability and access to internal and external resources and support
Your community – people, risks, geography and topography
The methods employed to gain access, effect entry and maintain egress
Roles and responsibilities within the incident command system
How to select and use personal and operational equipment
The provision of appropriate safety arrangements
The requirements for availability, operational readiness and response of human and physical resources
Types of evidence and its importance
How to identify and provide appropriate safety advice
Your community and its needs
Appropriate casualty handling techniques
Relevant rescue procedures
Relevant casualty treatment procedures
The requirements for availability and operational readiness of resources
How to apply defensive driving techniques when driving to incidents

Firefighter (Control) Operator

Unit CO1	Maintain information on EFS operational resources
Elements	CO1.1 Monitor the availability of operational resources CO1.2 Manage information to support decisions on operational cover

Scope of this unit
As this unit applies across a range of working contexts, the following guidelines apply at element level:

Element CO1.1 Monitor the availability of operational resources
This element refers to your work in a control room environment, using the range of communications and mobilising equipment available within your organisation to monitor availability of operational resources. It includes your taking action to deal with factors that influence the availability of resources.   You will be expected to work with both primary and fall back systems.

 Element CO1.2 Manage information to support decisions on operational cover
This element refers to your work in a control room environment. You will be expected to update records relating to the availability of operational resources using information from both internal and external sources.   You will be expected to use both written and computerised records.

Key words and concepts
These definitions are provided to explain how key words and concepts are used in this unit

Authorised users	People who have the authorisation of your organisation to access information
Factors adversely affecting availability of resources	May include organisational, human, environmental or technical constraints
Organisational demands	Your organisation's priorities for service delivery
Records	May include written, computerised, video, audio and audio-visual
Relevant people	May include team members, line managers, colleagues, specialists and people outside of your organisation
Resources	Operational appliances and equipment, personnel including officers and specialists
Service delivery improvements	Potential improvements to working practices, systems of work, mobilising equipment, organisation and individual performance
Information	Relating to the availability of operational resources from internal and external sources, written and spoken

Unit CO1	Maintain information on EFS operational resources
Element	CO1.1 Monitor the availability of operational resources

Simulation is acceptable only in respect of evidence for use of fall-back systems for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you monitor the availability of resources within your own areas of responsibility to meet organisational demands b) you control the availability of resources within your level of authority c) you refer status requests that are beyond your level of authority to the relevant people d) you accurately identify all factors adversely affecting the availability of resources and act to resolve the deficiency e) your contact with people is constructive, supportive, promotes co-operation and a positive image of the organisation f) you actively seek opportunities to improve service delivery and report these to relevant people	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Sources and availability of information ▪ How to access, interpret and provide relevant information, including feedback ▪ How to provide information to influence change or improve service delivery ▪ Organisational policies, aims and objectives ▪ Organisational output specifications for control **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace ▪ How to solve problems and make decisions and plan for contingencies **Technical** ▪ How to interpret information of different types and from a range of sources ▪ How to use applicable mobilising systems and resources ▪ The availability and access to internal and external resources and support ▪ Your community - people, risks,

	geography and topography

Unit CO1	Maintain information on EFS operational resources
Element	CO1.2 Manage information to support decisions on operational cover

Simulation is acceptable only in respect of evidence for use of fall-back systems for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you monitor information to support decisions on operational cover b) you immediately update records relevant to resource status on receipt of confirmed information c) you accurately identify all factors adversely affecting the availability of resources and inform the relevant people immediately d) you actively seek opportunities to improve service delivery and report these to relevant people e) your records are in the agreed format, accurate, complete, legible and accessible to all authorised users f) your contact with people is constructive, supportive, promotes co-operation and a positive image of the organisation g) you operate within your agreed level of responsibility and authority	**Health and Safety** ♦ Hazards and risks of the workplace affecting people and the environment ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace ▪ How to make and apply decisions based on the assessment of risk **Organisational** ▪ Applicable Fire service or other legislation ▪ How to access information from a wide range of sources ▪ Organisational policies, aims and objectives ▪ How to provide information to influence change or improve service delivery ▪ Record systems and their use ▪ Organisational output specifications for control **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace **Technical** ▪ How to interpret information of different types and from a range of sources ▪ How to use applicable mobilising systems and resources ▪ Matching and using resources to meet objectives ▪ The availability and access to internal and external resources and support ▪ Your community - people, risks, geography and topography

	▪ The requirements for availability, operational readiness

Unit CO2	**Take responsibility for effective performance**
Elements	CO2.1 Take responsibility for personal performance CO2.2 Establish and maintain effective working relationships with people CO2.3 Develop your own skills to improve your performance

Scope of this unit
As this unit applies across a range of working contexts, the following guidelines apply at element level:

Element CO2.1 Take responsibility for personal performance
This element concerns your proactive involvement in taking responsibility for your performance, including ensuring your own health and fitness for work in line with your organisation's Occupational Health policy.

Element CO2.2 Establish and maintain effective working relationships with people
This element concerns your commitment to, and involvement in developing and maintaining effective working relationships with colleagues, team members, line managers and external contacts.

Element CO2.3 Develop your own skills to improve your performance
This element concerns your personal involvement in and commitment to continually improving your performance through self-assessment and proactive action to resolve your development needs. It includes your involvement in debriefs and performance reviews and use of your Personal Development Record (PDR).

Key words and concepts
These definitions are provided to explain how key words and concepts are used in this unit

Authorised users	People who have the authorisation of your organisation to access information
Records	Written and computerised, including your own Personal Development Record (PDR/PDP)
Relevant people	May include team members, line managers, colleagues, specialists and people outside of your organisation
Community	The community that you serve, both within and outside of your organisation
Conditions of employment	As specified in your contract of employment, conditions of service and employment law
Diversity	Relating to differences in age, gender, sexual orientation, social background, race, religion, status, ethnicity, appearance, work style, physical and mental ability
Hazards	Having the potential to cause harm to people, property, the environment or your organisation
Personal fitness level	Physical and psychological – as required for your role
Resources	Consumables, cleaning materials and items used personally in the workplace
Development activities	Activities undertaken by individuals either self-led or led by others, both internal and external

Unit CO2	Take responsibility for effective performance
Element	CO2.1 Take responsibility for personal performance

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) your actions and behaviour avoid threat, harm or damage to people, property, the environment and your organisation b) you monitor your personal fitness level and take action to prevent poor health, fitness and hygiene c) you operate within your agreed level of authority and responsibility d) you report any factors that effect your ability to meet the conditions of your employment and factors that influence personal work performance, to the relevant people at the earliest opportunity e) you make constructive contributions to performance reviews to support continuous improvement f) your records are in the agreed format, accurate, complete, legible and accessible to authorised users g) you proactively monitor your working environment for hazards, and act with relevant urgency to minimise any risks to people, property and the environment h) you return and secure resources to their correct location and report defects and deficiencies i) your actions do not compromise your availability for operational response	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Own contractual obligations, rights of employment and limits of authority ▪ The range of external regulations and requirements that impact on your work ▪ Your organisation's Occupational Health policy and its application in the workplace ▪ Records systems and their use ▪ Organisational output specifications for control **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace ▪ How to maintain your own performance standards including mental and physical fitness ▪ How to make positive contributions to effective teamwork ▪ How to plan and prioritise work in response to work demands ▪ How to promote a culture that positively supports the organisational policy on equality and fairness

	▪ Role requirements and expected standards of performance
	Technical
	▪ The requirements for availability, operational readiness and response of human and physical resources

Unit CO2	Take responsibility for effective performance
Element	CO2.2 Establish and maintain effective working relationships with people

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) your behaviour demonstrates that you accept and respect diversity of people within your community b) you act constructively to resolve conflict c) you actively support and promote your organisation's stated values, ethics and codes of practice d) your contact with people is constructive and supportive, promotes co-operation and a positive image of the organisation e) you promote a safe working environment for yourself and others f) you respect privacy, confidentiality and generate trust in your contact with others	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Anti-discrimination and equal opportunities policies and procedures ▪ Organisational policies, aims and objectives ▪ Organisational output specifications for control **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ The situations, behaviour and interactions between people that may cause conflict and the actions needed to minimise disruption at work ▪ The importance of challenging unacceptable behaviour

Unit CO2	Take responsibility for effective performance
Element	CO2.3 Develop your own skills to improve your performance

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you assess your skills, and identify your development needs at appropriate intervals b) your assessment reflects the skills you need to work effectively with other team members c) your plans for developing your skills are consistent with the needs you have identified d) your plans for developing your skills contain specific, measurable and realistic objectives e) you undertake development activities which are consistent with your plans for developing your skills f) you obtain feedback from relevant people and use it to enhance your performance in the future g) you update your plans for developing your skills at appropriate intervals h) your records are in the agreed format, accurate, complete, legible and accessible to all authorised users	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Record systems and their use ▪ Organisational output specifications for control **Personal and interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ How to maintain your own performance standards including mental and physical fitness ▪ How to set objectives **Technical** ▪ How to recognise/identify and action own development needs

Unit CO3	**Co-ordinate response to assist with resolution of event**
Elements	CO3.1 Gather information to aid effective response CO3.2 Mobilise resources in response to the needs of an event CO3.3 Support emergency callers CO3.4 Support the ongoing needs of an event

Scope of this unit

As this unit applies across a range of working contexts, the following guidelines apply at element level:

Element CO3.1 Gather information to aid effective response

This element refers to your ability to monitor communications from callers and other agencies relating to requests for emergency and non-emergency assistance. This includes collecting information from a range of sources to assist with the appropriate response.

Element CO3.2 Mobilise resources in response to the needs of an event

This element refers to your ability to use information collected in element 1 to mobilise the right resources at the right time.   It includes informing other agencies of needs for support services and taking account of all factors which influence an effective response.

Element CO3.3 Support emergency callers

This element refers to your ability to provide support to callers by telephone, including identifying risks to their safety and advising on immediate action whilst waiting for response team to arrive.

Element CO3.4 Support the ongoing needs of an event

This element refers to your ability to monitor communications and act on information received to facilitate a successful conclusion to events. It includes your ability to make decisions based on information received and to inform others of your actions.

Key words and concepts

These definitions are provided to explain how key words and concepts are used in this unit

Other agencies	Other emergency services, direct and indirect support services
Alert	Audible or visual indication of incoming telephone call or radio message
Authorised users	People who have the authorisation of your organisation to access information
Event	Emergency and non emergency within your community
Communication links	Radio and telephony equipment used to maintain internal and external contacts
Community	The community that you serve, both within and outside of your organisation
Information	Spoken and written, about the event and related risks, to and from caller and other agencies
Local mobilising conditions	Local and environmental conditions or commitment of organisational resources
Pre-determined attendance	Planned attendance for known and anticipated risks
Records	Written and computerised, video, audio and audio-visual

Resources/ resource requests	Operational appliances and equipment, personnel including officers and specialists or other agencies
Risks	Personal risks to callers
Mobilising response	Emergency services response within your area of authority, using primary and fall back systems
Relevant people	May include team members, line managers, colleagues, specialists and people outside of your organisation

Unit CO3	Co-ordinate response to assist with resolution of event
Element	**CO3.1** **Gather information to aid effective response**

Simulation is acceptable only in respect of evidence for use of fall-back systems for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you maintain your required availability to respond to alerts b) your response is relevant to the type and urgency of the alert c) you gather sufficient information on the event and its location to determine the relevant mobilising response d) you provide relevant information and referral where calls do not require a mobilising response e) where insufficient information is available you seek advice on further action f) you refer matters beyond your own authority to relevant people g) your records are in the agreed format, accurate, complete, legible and accessible to all authorised users h) your contact with people is constructive, supportive, promotes co-operation and a positive image of the organisation	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace ▪ How to make and apply decisions based on the assessment of risk **Organisational** ▪ How to access, interpret and provide relevant information, including feedback ▪ Organisational policies, aims and objectives ▪ Record systems and their use ▪ Organisational output specifications for control **Personal and Interpersonal** ▪ How to plan and prioritise work in response to work demands ▪ How to recognise and support distressed people ▪ How to recognise signs and symptoms of stress ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Role requirements and expected standards of performance ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace ▪ How to communicate clearly and effectively with the range of people involved **Technical** ▪ How to interpret information of different types and from a range of sources

	- How to use applicable mobilising systems and resources - The availability and access to internal and external resources and support - Your community - people, risks, geography and topography - The requirements for availability, operational readiness - Types of evidence and its importance

Unit CO3	Co-ordinate response to assist with resolution of event
Element	CO3.2 Mobilise resources in response to the needs of an event

Simulation is acceptable only in respect of evidence for use of fall-back systems for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you evaluate and confirm the suitability and availability of the pre-determined attendance from the relevant information sources to meet the specified needs of the event b) when local mobilising conditions are varied you alter the attendance to meet the type of event and the varied local conditions c) you take the relevant action to mobilise identified resources to the event and confirm that mobilisation has occurred d) you supply current, accurate, complete information to the relevant people regarding the mobilisation and confirm understanding e) your records are in the agreed format, accurate, complete, legible and accessible to all authorised users f) you inform other agencies of events that are relevant to their service delivery g) your contact with people is constructive, supportive, promotes co-operation and a positive image of the organisation h) you refer matters beyond your own level of authority to relevant people	**Health and Safety** • Hazards and risks of the workplace affecting people and the environment ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace ▪ How to make and apply decisions based on the assessment of risk **Organisational** ▪ How to access, interpret and provide relevant information, including feedback ▪ Record systems and their use ▪ Organisational output specifications for control ▪ Organisational policies, aims and objectives **Personal and Interpersonal** ▪ How to plan and prioritise work in response to work demands ▪ How to recognise signs and symptoms of stress ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Role requirements and expected standards of performance ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace ▪ How to solve problems, make decisions and plan for contingencies ▪ How to access, interpret and provide relevant information including feedback **Technical**

	- How to interpret information of different types and from a range of sources - How to use applicable mobilising systems and resources - The availability and access to internal and external resources and support - Your community - people, risks, geography and topography - The requirements for availability, operational readiness and response of human and physical resources

Unit CO3	Co-ordinate response to assist with resolution of event
Element	CO3.3 Support emergency callers

Simulation is acceptable only in respect of evidence for use of fall-back systems for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you question caller to obtain sufficient information to identify risks and options for action b) you advise caller on action to minimise risk to themselves and others c) you reassure caller in a calm and considerate manner d) your contact with people is supportive, constructive, sensitive and aims to preserve life e) you alert your team members when you require support to deal with the emergency caller f) you make best use of your team support to deal with the needs of the caller	**Health and Safety** • Hazards and risks of the workplace affecting people and the environment ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace ▪ How to make and apply decisions based on the assessment of risk **Organisational** ▪ How to access, interpret and provide relevant information, including feedback ▪ Organisational policies, aims and objectives ▪ Organisational output specifications for control **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to make positive contributions to effective teamwork ▪ How to recognise and support distressed people ▪ How to recognise the mental and physical signs and symptoms of physical, mental distress ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ Lines and methods of communication/reporting in the workplace ▪ How to solve problems, make decisions and plan for contingencies **Technical** ▪ How to interpret information of different types and from a range of sources ▪ How to use applicable mobilising systems and resources

	- The availability and access to internal and external resources and support - Your community - people, risks, geography and topography - How to identify and provide appropriate safety advice

Unit CO3	Co-ordinate response to assist with resolution of event
Element	CO3.4 Support the ongoing needs of an event

Simulation is acceptable only in respect of evidence for use of fall-back systems for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you monitor communication links to support the ongoing needs of an event b) you respond to resource requests in relation to the event and confirm understanding c) you confirm your objectives with relevant people and provide them with timely reports d) if you encounter difficulties in progressing your objectives you promptly update your line manager on the progress you have made e) you confirm achievement of your objectives with your line manager at the earliest opportunity f) your contact with people is constructive, supportive, promotes co-operation and a positive image of the organisation g) you promptly inform relevant people of risk-critical information and factors which influence progress of the event h) your records are in the agreed format, accurate, complete, legible and accessible to all authorised users	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace ▪ How to make and apply decisions based on the assessment of risk **Organisational** ▪ How to access, interpret and provide relevant information, including feedback ▪ Organisational policies, aims and objectives ▪ Record systems and their use ▪ Organisational output specifications for control **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to make positive contributions to effective teamwork ▪ How to plan and prioritise work in response to work demands ▪ How to solve problems, make decisions and plan for contingencies ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace **Technical** ▪ How to interpret information of different types and from a range of sources ▪ How to use applicable mobilising

	systems and resources • Matching and using resources to meet objectives • The availability and access to internal and external resources and support • Your community - people, risks, geography and topography • The requirements for availability, operational readiness and response of human and physical resources • Types of evidence and its importance

Unit CO4	Maintain reliability and readiness of control operations equipment
Elements	CO4.1 Test communication and mobilising equipment CO4.2 Maintain communication and mobilising equipment

Scope of this unit

As this unit applies across a range of working contexts, the following guidelines apply at element level:

Element CO4.1 Test communication and mobilising equipment

This element is about your ability to monitor and test the communications and mobilising equipment you use to ensure its readiness for operational use. It includes checking for faults and carrying out routine scheduled tests

Element CO4.2 Maintain communication and mobilising equipment

This element is about your ability to complete general maintenance on the mobilising and communication equipment you use. This includes replacing consumable items, reporting faults and matters beyond your own authority to relevant people

Key words and concepts

These definitions are provided to explain how key words and concepts are used in this unit

Relevant people	May include team members, line managers, colleagues, specialists and people outside of your organisation
Service delivery improvements	Potential improvements to working practices, systems of work, mobilising equipment, organisation and individual performance
Records	May include written, computerised, video, audio and audiovisual
Communications and mobilising equipment	Radio, telephony, computer, ancillary, primary and fall-back
Accepted test procedures	As specified within your organisation
Consumables	Stock and non-stock items to support operation of mobilising and communications equipment
Resources	Equipment and testing equipment
Authorised users	People who have the authorisation of your organisation to access information

Unit CO4	Maintain reliability and readiness of control operations equipment
Element	CO4.1 Test communication and mobilising equipment

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you take action to test equipment within planned testing schedule b) you promote a safe working environment for yourself and others c) you complete all tests to accepted test procedures and relevant manufacturers instructions d) you identify and clearly mark all defective items, place them in the agreed location and record equipment status and condition e) you return all items successfully tested, together with support equipment to the correct location f) you ensure the work area is left clean, tidy and ready for use g) your records are in the agreed format, accurate, complete, legible and accessible to all authorised users	**Health and Safety** • Hazards and risks of the workplace affecting people and the environment ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace ▪ How to make and apply decisions based on the assessment of risk **Organisational** ▪ Organisational policies, aims and objectives ▪ Record systems and their use ▪ Organisational output specifications for control **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace ▪ How to solve problems, make decisions and plan for contingencies **Technical** ▪ Capabilities and limitations of mobilising equipment ▪ How to test and maintain operational equipment ▪ How to use applicable mobilising systems and resources ▪ The requirements for availability and operational readiness of resources

Unit CO4	Maintain reliability and readiness of control operations equipment
Element	CO4.2 Maintain communication and mobilising equipment

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you confirm your objectives with relevant people and provide them with timely reports b) you progress your work to meet requirements for operational readiness c) you conduct maintenance in accordance with specified requirements and in areas assessed as being fit for purpose d) you operate within agreed levels of your authority and responsibility e) you return and secure resources to their correct location and report any defects or deficiencies f) your records are in the agreed format, accurate, complete, legible and accessible to all authorised users. g) you ensure the work areas is left clean, tidy and ready for use h) you identify and report to relevant people deficiencies in the availability of consumables i) you acquire consumables to maintain specified levels within your area of authority	**Health and Safety** • Hazards and risks of the workplace affecting people and the environment ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace ▪ How to make and apply decisions based on the assessment of risk **Organisational** ▪ Organisational policies, aims and objectives ▪ Record systems and their use ▪ Organisational output specifications for control **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace ▪ How to solve problems, make decisions and plan for contingencies ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity **Technical** ▪ Capabilities and limitations of mobilising equipment ▪ How to maintain internal resources ▪ How to use applicable mobilising systems and resources ▪ The requirements for availability, operational readiness and response of human and physical resources ▪ How to ensure that equipment is securely stored

Unit CO5	Manage information to support the needs of your community
Elements	CO5.1 Gather required information CO5.2 Inform and advise others

Scope of this unit
As this unit applies across a range of working contexts, the following guidelines apply at element level:

Element CO5.1 Gather required information

This element is about your ability to collect information about your organisation and your community and concerns the relevance, accuracy and currency of information as well as the methods you employ in its collection and action you take to overcome any difficulties you encounter.

Element CO5.2 Inform and advise others

This element is about the methods and approaches you adopt in providing information and advice to both internal and external contacts. This will include other emergency services, support agencies and general public.

Key words and concepts
These definitions are provided to explain how key words and concepts are used in this unit

Information	Spoken and written qualitative and quantitative relating to duty rotas, community events, post fire information for press, new developments, telephone numbers, visitors
Relevant people	May include team members, line managers, colleagues, specialists and people outside of your organisation
Organisational policies and practices	Relating to collection of information and provision of advice
Systems and practices	Formal and informal relating to collection of information and provision of advice
Community	The community that you serve, both within and outside of your organisation
Advice	Internally and externally – relating to agencies, relating to location of internal resources, Externally - to press – relating to organisation's activities Externally – to public - safety advice or the availability of safety advice

Unit CO5	Manage information to support the needs of your community
Element	CO5.1 Gather required information

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) the information you gather is accurate, sufficient and relevant to the purpose for which it is needed b) you take prompt and effective action to overcome problems in gathering relevant information c) you record and store the information you gather according to your organisations systems and practices d) the information you gather is accessible in the required format to authorised people only e) you identify possible improvements to systems and practices and pass these on to the relevant people	**Health and Safety** ◆ Hazards and risks of the workplace affecting people and the environment ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace ▪ How to make and apply decisions based on the assessment of risk **Organisational** ▪ How to access information from a wide range of sources ▪ Organisational policies, aims and objectives ▪ Record systems and their use ▪ Sources and availability of information ▪ Organisational output specifications for control **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Role requirements and expected standards of performance ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace ▪ How to solve problems, make decisions and plan for contingencies **Technical** ▪ How to interpret information of different types and from a range of sources ▪ How to gather and present evidence ▪ The availability and access to internal

	and external resources and support
	▪ Your community - people, risks, geography and topography

Unit CO5	Manage information to support the needs of your community
Element	CO5.2 Inform and advise others

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you give information and advice at a time and place, and in a form and manner appropriate to the needs of recipients b) the information you give is accurate, current, relevant and sufficient c) the advice you give is consistent with your organisation's policies and practices and resource constraints d) you use reasoned arguments and appropriate evidence to support your advice e) you check and confirm recipients understanding of the information that you have given them f) you maintain confidentiality according to your organisations requirements g) you seek feedback from recipients about the information and advice you provide and use this feedback to improve the ways in which you give information and advice in the future	**Health and Safety** • Hazards and risks of the workplace affecting people and the environment ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace ▪ How to make and apply decisions based on the assessment of risk **Organisational** ▪ How to access, interpret and provide relevant information, including feedback ▪ Organisational policies, aims and objectives ▪ How to provide information to influence change or improve service delivery ▪ Sources and availability of information ▪ Organisational output specifications for control **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to present information to individuals and groups ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace ▪ How to solve problems, make decisions and plan for contingencies **Technical** ▪ How to gather and present evidence ▪ The availability and access to internal and external resources and support ▪ Your community - people, risks,

| | geography and topography |
| | ▪ How to recognise, identify, plan and action own development needs |

Unit CO6	**Support the development of colleagues in the workplace**
Elements	CO6.1 Communicate your own skills and knowledge to colleagues CO6.2 Support development of colleagues

Scope of this unit

As this unit applies across a range of working contexts, the following guidelines apply at element level:

Element CO6.1   Communicate your own skills and knowledge to colleagues

This element concerns your ability to pass on your skills and knowledge at key opportunities, in order to assist colleagues to improve their understanding and performance. This will include opportunities that arise from normal work activities and during debriefs and performance reviews.

Element CO6.2 Support development of colleagues

This element concerns your ability to actively and proactively provide support to your colleagues, taking opportunities to assist with the development of skills and competence through demonstration and instruction. This may apply to new colleagues and to existing colleagues who are in a new working situation.

Key words and concepts

These definitions are provided to explain how key words and concepts are used in this unit

Learning resources	Work place equipment and supporting information
Information and support	From own experience and level of competence and workplace practice
Records	May include written, computerised, video, audio and audio visual
Relevant people	May include team members, line managers, colleagues, specialists and people outside of your organisation
Authorised users	People who have the authorisation of your organisation to access information
Diversity	Relating to differences in age, gender, sexual orientation, social background, race, religion, status, ethnicity, appearance, work style, physical and mental ability
Relevant opportunities	During a training event, debrief, review or at work
Level of risk	As low as reasonably practicable

Unit CO6	Support the development of colleagues in the workplace
Element	CO6.1 Communicate your own skills and knowledge to colleagues

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards.

You must ensure that:	You must know and understand:
a) you confirm with the appropriate people, the knowledge and skills to be acquired b) you make available the necessary learning resources c) you base your information and support on current systems of operation d) your information and support is within your own level of competence and you confirm colleagues understanding e) you support colleagues actions to ensure that the acceptable level of risk is not exceeded f) you actively seek feedback to improve your performance g) you replace all resources in their specified location after use h) you confirm the results of any activities with relevant people at the earliest opportunity i) your records are in the agreed format, accurate, complete, legible and available to all authorised users	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment or risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace ▪ **Organisational** ▪ How to access, interpret and provide relevant information, including feedback **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace ▪ How to select and use feedback techniques ▪ How to involve and motivate people ▪ The impact of providing incorrect or inappropriate information ▪ Methods of providing support and development to others ▪ How to present information to individuals and groups **Training and Development** ▪ How to identify and analyse training and development needs ▪ How to facilitate learning

Unit CO6	Support the development of colleagues in the workplace
Element	CO6.2 Support development of colleagues

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards.

You must ensure that:	You must know and understand:
a) you make contributions at relevant opportunities to provide feedback and support colleagues b) you encourage colleagues to ask for help and support on work-related activities c) you support colleagues action to ensure that the acceptable level of risk is not exceeded d) you actively support and promote your organisation's values, ethics and codes of practice e) you seek advice from relevant people where difficulties are outside of your sphere of competence or authority f) you provide support in a manner which promotes effective working relationships g) your support is given in a manner, level and pace appropriate to your colleague's needs h) you encourage self-development and independent decision making i) your behaviour demonstrates that you accept and respect diversity of people with whom you work	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment. ▪ How to make and apply decisions based on the assessment or risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ How to access, interpret and provide relevant information, including feedback **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority self, others and other agencies in the workplace ▪ How to select and use feedback techniques ▪ How to involve and motivate people ▪ The impact of providing incorrect or inappropriate information ▪ Methods of providing support and development to others ▪ How to present information to individuals and groups ▪ How to recognise achievements and acknowledge success **Training and Development** ▪ How to identify and analyse training and development needs ▪ How to facilitate learning

Unit CO7	Drive, manoeuvre and re-deploy fire service vehicles
Elements	CO7.1 Drive vehicles to incidents
	CO7.2 Manoeuvre, site and re-deploy vehicles

Scope of this unit
As this unit applies across a range of working contexts, the following guidelines apply at element level:
Element CO7.1 Drive vehicles to incidents This element concerns your ability to ensure that your vehicle is ready for use. You will also plan the optimum route to events, take account of factors which influence progress to the event, and take action to deal with contingencies. You will ensure that your vehicle arrives safely and undamaged at the event in optimum response time. **Element CO7.2 Manoeuvre, site and re-deploy vehicles** This element concerns your ability to site your vehicle in a safe and secure location at events. You will carry out your duties at the event and return your vehicle safely to its next appointed location.

Key words and concepts	
These definitions are provided to explain how key words and concepts are used in this unit	
Relevant regulations	Road traffic law, civil law (duty of care), health and safety law, Highway Code, roadcraft, human aspects of driving, legal exemptions
Warning devices	Audible and visual alarms and warnings
Systems	Radio communication
Records	Relating to vehicle, as required by your organisation
Promoting a positive image	Understanding of how attitude affects behaviour and therefore perception of others. Calm and professional manner under stress
Redeploy	Locate at next operational position

Unit CO7	Drive, manoeuvre and re-deploy fire service vehicles
Element	CO7.1 Drive vehicles to incidents

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards.

You must ensure that:	You must know and understand:
a) you take action to ensure that you and your vehicle are ready for immediate response b) you plan your route in response to the nature of the incident and local conditions c) your journey is achieved in the shortest time whilst minimising risks to life, property and the environment d) you comply with all relevant regulations e) you treat all colleagues and members of the public in a manner that promotes a positive image of yourself and your organisation f) you drive the vehicle within your own capabilities, whilst not exceeding the limitations and capabilities of the vehicle g) you use warning devices only when they are appropriate to the need of the response h) you continuously assess the driving conditions and modify your driving to minimise risk to yourself and others i) you inform relevant people of factors affecting the condition and response of the vehicle	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment or risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisation** ▪ Applicable Fire service and other legislation ▪ Record systems and their use **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting diversity ▪ Lines and methods of communication/reporting in the workplace **Technical** ▪ Dimensions, weight limits and capabilities of Fire service vehicles ▪ How and when to apply exemptions from the Road Traffic Act ▪ How and when to use vehicle warning devices and systems ▪ The requirements for availability and operational readiness of resources ▪ How to apply defensive driving techniques when driving to incidents ▪ How to report accidents, damage and defects involving Fire service vehicles ▪ How to ensure that equipment is securely stowed ▪ How to undertake routine maintenance

	of vehicles ▪ Capabilities and limitations of operational equipment

Unit CO7	Drive, manoeuvre and re-deploy fire service vehicles
Element	CO7.2 Manoeuvre, site and re-deploy vehicles

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards.

You must ensure that:	You must know and understand:
a) you manoeuvre and site the vehicle to maximise the use of the vehicle at the incident, avoiding undue risk to the vehicle, yourself and others b) your siting and positioning of the vehicle does not impede access to and progress or operations c) you disengage any unnecessary systems and devices, taking account of the needs of the incident, local conditions and security of the vehicle d) you manoeuvre the vehicle upon departure from the incident within the constraints of local traffic management schemes, regulations and requirements e) your contact with people promotes understanding, goodwill, co-operation and enhances the image of yourself and your organisation f) you report any vehicle damage, defects and deficiencies to the relevant people within specified timescales g) your records are in the agreed format, accurate, complete, legible and available to authorised users h) you take action to ensure operational readiness of you and your vehicle on completion of incident duties	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment or risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisation** ▪ Applicable Fire service and other legislation ▪ Record systems and their use **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting diversity ▪ Lines and methods of communication/reporting in the workplace **Technical** ▪ Dimensions, weight limits and capabilities of Fire service vehicles ▪ How and when to apply exemptions from the Road Traffic Act ▪ How and when to use vehicle warning devices and systems ▪ The requirements for availability and operational readiness of resources ▪ How to report accidents, damage and defects involving Fire service vehicles ▪ How to ensure that equipment is securely stowed ▪ How to site and operate appliances ▪ Capabilities and limitations of operational equipment

Unit CO8	**Maintain and use databases (Admin level 3 Unit 307, imported unit CfA)**
Elements	CO8.1 Retrieve and enter data to update databases
	CO8.2 Extract the required information
	CO8.3 Output specified information to the required destination

Scope of this unit
As this unit applies across a range of working contexts, the following guidelines apply at element level:

Element CO8.1 Retrieve and enter data to update databases
This element is about your ability to enter information, using keyboard skills, into computer application used in your workplace. It includes text, numerical and graphical information

Element CO8.2 Extract the required information
This element is about your ability to extract information across applications in order to produce reports or documentation which combine or merge data. It includes both numerical and textual information

Element CO8.3 Output specified information to the required destination
This element is about your ability to present information in text, table or graphical format, or in any combination of these, to meet the needs of your customer. This includes use of predetermined formats for documents or reports within your organisation

Unit CO8	**Maintain and use databases (Admin level 3 Unit 307, imported unit CfA)**
Element	CO8.1 Retrieve and enter data to update database

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards.

You must ensure that:	You must know and understand:
a) obtain any necessary permission to access database files b) correctly locate and retrieve the data required by the customer[1] c) effectively maintain data structures to meet customer's requirements d) when required, create fields with specified characteristics to effectively meet customer's requirements e) when required, modify field characteristics to meet customer's requirements and maintain the integrity of existing data f) when necessary, promptly seek guidance, from the relevant person(s) g) input data accurately, completely and to meet your customer's requirements h) effectively use available automated facilities[2] for data checking i) when necessary, effectively use online help facilities j) save files to preserve their integrity and to comply with your organisation's requirements[3] k) promptly and accurately report any problems to the relevant person	▪ How to interpret and apply your customers' requirements ▪ How to locate and retrieve database files ▪ How to maintain data structures ▪ How to create fields and field characteristics ▪ How to use the available software and automated facilities ▪ How to use program help files ▪ How to save database files ▪ How to follow your organisation's requirements for saving files ▪ The person(s) from whom to gain authority to access files ▪ The importance of meeting your customers' requirements ▪ The limits of your own responsibility for data entry and updating database files ▪ The reasons why access authority is required for certain files ▪ The importance of checking the data ▪ The importance of conforming to your organisation's requirements ▪ The person to whom you report

[1] the person or organisation on whose behalf the database is being used. These people maybe inside or outside your organisation.

[2] for example, automatic spell checkers, sorting routines

[3] making sure the data is complete, accurate and secure.

(for guidance only, not part of the standards)

Unit CO8	Maintain and use databases (Admin level 3 Unit 307, imported unit CfA)
Element	CO8.2 Extract the required information

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards.

You must ensure that:	You must know and understand:
a) make sure the given database document format meets your customer's requirements b) correctly translate customer information requirements by using database interrogation c) correctly process the extracted information and save it to meet requirements d) effectively use the software facilities provided to achieve the required data format and page lay out requirements e) promptly raise any queries arising during the production of the document with the relevant person(s) f) when necessary, effectively use program help files g) make sure the final document is complete and meets customers' requirements	▪ How to interpret and apply customers' requirements for database documents ▪ How to use the software functions effectively for manipulating data interrogation facilities ▪ How to use the software available to produce database documents ▪ How to use the software functions effectively for formatting database documents ▪ How to use the software functions effectively for page lay out ▪ How to use program help files ▪ The person(s) with whom to raise queries ▪ Your customers' requirements for the document to be produced ▪ The factors influencing the choice of software facilities and functions to produce database documents ▪ The importance of meeting customers' requirements

Unit CO8	**Maintain and use databases (Admin level 3 Unit 307, imported unit CfA)**
Element	CO8.3 Output specified information to the required destination

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards.

You must ensure that:	**You must know and understand:**
a) make sure the selected database document is complete and ready for output b) use the database document output devices that are suitable for meeting customer's requirements c) set the printer output parameters to meet the output requirements d) make sure the final database document is complete and meets your customer's requirements e) where necessary, use methods of outputting database documents to preserve confidentiality	▪ How to select the destination required ▪ How to interpret instructions for using output devices ▪ How to identify and set up parameters to meet output requirements and preserve confidentiality ▪ How to use methods for checking output devices ▪ The factors influencing your decision in choice of output device ▪ Your customers' requirements for document outputs ▪ The occasions when confidentiality should be preserved

EMERGENCY FIRE SERVICES
FIREFIGHTER (CONTROL)
KNOWLEDGE AND UNDERSTANDING

HEALTH AND SAFETY

How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace

How to make and apply decisions based on the assessment of risk

Hazards and risks of the workplace affecting people and the environment

ORGANISATIONAL

anti-discrimination and equal opportunities policies and procedures

Applicable Fire service or other legislation

How to access information from a wide range of sources

How to access, interpret and provide relevant information, including feedback

The range of external regulations and requirements that impact on your work

How to monitor and evaluate the effectiveness of plans and objectives

Organisational policies, aims and objectives

How to provide information to influence change or improve service delivery

Own contractual obligations, rights of employment and limits of authority

Record systems and their use

Sources and availability of information

Your organisation's Occupational Health policy and its application in the workplace

PERSONAL AND INTERPERSONAL

The impact of providing incorrect or inappropriate information

How to communicate clearly and effectively with the range of people involved

How to involve and motivate people

How to maintain your own performance standards including mental and physical fitness

How to make positive contributions to effective teamwork

How to plan and prioritise work in response to work demands

How to present information to individuals and groups

How to promote a culture that positively supports the organisational policy on equality and fairness

How to recognise achievements and acknowledge success

How to recognise and support distressed people

How to recognise signs and symptoms of stress

How to recognise the mental and physical signs and symptoms of physical, mental distress

How to select and use feedback techniques

How to set objectives

How to solve problems, make decisions and plan for contingencies

How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity

Lines and methods of communication/reporting in the workplace

Methods of providing support and development to others

Role requirements and expected standards of performance

Roles, responsibilities and limits of authority of self, others and other agencies in the workplace

How to solve problems, make decisions and plan for contingencies

The importance of challenging unacceptable behaviour

The situations, behaviour and interactions between people that may cause conflict and the actions need to minimise disruption at work

TECHNICAL

How to interpret information of different types and from a range of sources
Capabilities and limitations of mobilising equipment
Dimensions, weight limits and capabilities of fire service vehicles
How and when to apply exemptions to Road Traffic Act
How and when to use vehicle warning devices and systems
How to gather and present evidence
How to maintain internal resources
How to recognise/identify and action own development needs
How to report accidents, damage and defects involving fire service vehicles
How to ensure that equipment is securely stored
How to site and operate appliances
How to test and maintain operational equipment
How to undertake routine maintenance of vehicles
How to use applicable mobilising systems and resources
Matching and using resources to meet objectives
Range and uses of operational appliances and equipment
The availability and access to internal and external resources and support
Your community - people, risks, geography and topography
The requirements for availability, operational readiness and response of human and physical resources
Types of evidence and its importance
How to identify and provide appropriate safety advice
The requirements for availability and operational readiness of resources
How to apply defensive driving techniques when driving to incident

TRAINING AND DEVELOPMENT

How to identify and analyse training and development needs
How to facilitate learning

Watch Management

Unit WM1	**Lead the work of teams and individuals to achieve their objectives** **(MCI Unit C12)**
Elements	WM1.1 Plan the work of teams and individuals WM1.2 Assess the work of teams and individuals WM 1.3 Provide feedback to teams and individuals on their work

Scope of this unit

As this unit applies across a range of working contexts, the following guidelines apply at element level:

Element WM1.1 Plan the work of teams and individuals

This element concerns your ability to plan work for your watch on a daily and weekly basis, allocating tasks and duties and setting objectives.

Element WM1.2 Assess the work of teams and individuals

This element concerns your ability to assess individuals and teams against their prescribed standards of performance in their completion of the tasks you have allocated.

Element WM 1.3 Provide feedback to teams and individuals on their work

This element concerns your ability to give feedback proactively and on request to your team and to individuals. It includes your taking opportunities during normal work activity, during debriefs and during performance reviews to provide constructive feedback to improve performance.

Key words and concepts

These definitions are provided to explain how key words and concepts are used in this unit

Allocating work	Giving teams and individuals responsibility for tasks which should achieve agreed work objectives
Confidentiality	Only providing information to those who are authorised to have it
Feedback on performance	Information you give to team members on how well they are performing against the objectives which have been agreed
Objectives	Clearly defined results which you need to achieve which are specific, measurable, agreed with others, realistic and time-bound
Organisational constraints	Your organisation's policies, objectives and level of resources, which limit your freedom to take decisions and action
Plans	Documents or spoken agreements, which describe the work to be carried out, when, by whom, to what standard and with what resources, in order that requirements and objectives can be met
Schedules	Documents showing the work to be done, when and, sometimes, by whom
Team members	People who work with you as part of a functional or project team; team members may report to you either as their line manager or as the manager in charge of a specific project or activity on which they are working

Unit WM1	Lead the work of teams and individuals to achieve their objectives (MCI Unit C12)
Element	WM1.1 Plan the work of teams and individuals

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you give opportunities to your team members to contribute to the planning and organisation of their work b) your plans are consistent with your team's objectives c) your plans cover all those personnel whose work you are responsible for d) your plans and schedules are realistic and achievable within organisational constraints e) your plans the way you allocate work take full account of team members' abilities and development needs f) you explain your plans and their work activities to your team members in sufficient detail and at a level and pace appropriate to them g) you confirm your team members' understanding of your plans and their work activities at appropriate times h) you update your plans at regular intervals and take account of individual, team and organisational changes	**Communication** • The importance of effective communication when explaining work plans and allocations • How to present work plans in a way that gains the support and commitment of those involved **Continuous improvement** • The importance of regularly reviewing work **Involvement and motivation** • The importance of providing your team members with the opportunity to contribute to the planning and organisation of their work **Organisational context** • The types of organisational constraints which influence your planning • Legal implications **Planning** • The importance of planning work activities to organisational effectiveness and your role and responsibilities in relation to this • How to develop realistic and achievable work plans for teams and individuals both in the short and medium term • The team's objectives and how your plans succeed in meeting these **Working relationships** • The difference between someone who is within your line management control and someone for whom you have functional responsibility, and the implications this difference may have for planning work

Unit WM1	Lead the work of teams and individuals to achieve their objectives (MCI Unit C12)
Element	WM1.2 Assess the work of teams and individuals

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you explain the purpose of assessment clearly to all involved b) you give opportunities to team members to assess their own work c) your assessment of work takes place at times most likely to maintain and improve effective performance d) your assessments are based on sufficient, valid and reliable information e) you make your assessments objectively against clear and agreed criteria	**Communication** ▪ The importance of being clear yourself about the purpose of assessment and communicating this effectively to those involved. **Continuous improvement** ▪ The importance of assessing the ongoing work of teams and individuals and your role and responsibilities in relation to this. **Information handling** ▪ How to gather and evaluate the information you need to assess the work of teams and individuals. **Involvement and motivation** ▪ The importance of providing opportunities to your team members to assess their own work and how you can encourage and enable this involvement. **Monitoring and evaluation** ▪ The range of purposes of work assessment, why work assessment may play a role in an organisation and how they apply to your own situation ▪ How to assess the work of teams and individuals, and processes in the workplace which can support such assessment ▪ The principles of fair and objective assessment of work and how to ensure this is achieved

Unit WM1	Lead the work of teams and individuals to achieve their objectives (MCI Unit C12)
Element	WM 1.3 Provide feedback to teams and individuals on their work

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you provide feedback to your team members in a situation and in a form and manner most likely to maintain and improve their performance b) the feedback you give is clear and is based on an objective assessment of your team members work c) your feedback recognises team members' achievements and provides constructive suggestions and encouragement for improving their work d) the way you give feedback shows respect for the individuals involved e) you treat all feedback to individuals and teams confidentially f) you give opportunities to team members to respond to feedback and recommend how they could improve their work	**Communication** ▪ The importance of good communication skills when providing feedback ▪ How to provide both positive and negative feedback to team members on their performance ▪ How to choose an appropriate time and a place to give feedback to teams and individuals ▪ How to provide feedback in a way which encourages your team members to feel that you respect them. **Continuous improvement** ▪ The importance of providing clear and accurate feedback to your team members on their performance and your role and responsibilities in relation to this. **Information handling** ▪ The principles of confidentiality when providing feedback - which people should receive which pieces of information. **Involvement and motivation** ▪ How to motivate team members and gain their commitment by providing feedback ▪ The importance of being encouraging when providing feedback to team members and showing respect for those involved ▪ Why it is important to provide constructive suggestions on how performance can be improved ▪ The importance of giving those involved the opportunity to provide suggestions on how to improve their work

Unit WM2	Maintain activities to meet requirements (MCI Unit A1)
Elements	WM2.1 Maintain work activities to meet requirements WM2.2 Maintain healthy, safe and productive working conditions WM2.3 Make recommendations for improvements to work activities

Scope of this unit

As this unit applies across a range of working contexts, the following guidelines apply at element level:

Element WM2.1 Maintain work activities to meet requirements

This element concerns your ability to manage your day to day work activities to ensure that deadlines and work objectives are consistently met. This includes ensuring that you agree objectives on a daily and weekly basis and monitor progress, resolving any problems which arise.

Element WM2.2 Maintain healthy, safe and productive working conditions

This element concerns your ability to ensure that all health, safety and security measures are consistently maintained in the workplace. It includes ensuring that working conditions conform to your organisations and legal requirements and that breaches in health and safety are resolved and actioned.

Element WM2.3 Make recommendations for improvements to work activities

This element is about your ability to encourage and support suggestions for improvement to working practices, systems and to personal and organisational performance. This includes written and verbal recommendations to relevant people throughout your organisation.

Key words and concepts

These definitions are provided to explain how key words and concepts are used in this unit

Activities	Actions, processes, operations or services in the workplace which must be carried out in order to achieve objectives
Corrective action	Altering activities, modifying the use of resources or re-negotiating the allocation of resources in response to deviations from plans
Customer	The person(s), organisation(s) or department(s), either inside or outside your organisation for whom you are providing services or products
Improvements	Changes to work conditions or practices designed to improve efficiency or effectiveness
Monitoring	Keeping a close eye on how resources are being used and comparing this with budgets and other plans
Relevant people	Team members, colleagues working at the same level as yourself, higher-level managers or sponsors, specialists and people outside your organisation
Requirements	The outputs of work agreed with customers, specified in terms of quality, quantity, delivery and health and safety
Team members	People who work with you as part of a functional or project team; team members may report to you either as their line manage or as the manager in charge of a specific project or activity on which they are working
Working conditions	The circumstances in which you and your team work; these include the physical environments, equipment, materials and working procedures

Unit WM2	Maintain activities to meet requirements (MCI Unit A1)
Element	WM2.1 Maintain work activities to meet requirements

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you agree requirements with customers in sufficient detail to allow work to be planned b) you explain requirements to relevant people in sufficient detail and at an appropriate level and pace c) you confirm with relevant people their understanding of, and commitment to, meeting requirements d) your monitoring of your team's work takes place at appropriate intervals and complies with your organisation's procedures e) the work under your control normally meets agreed requirements f) when products, services and processes do not meet agreed requirements, you take prompt and effective corrective action g) records relating to work under your control are complete, accurate and in line with your organisation's procedures h) you give opportunities to relevant people to make recommendations for improving work activities	**Communication** ▪ How to communicate effectively with team members, colleagues, line managers and people outside your organisation **Customer relations** ▪ The importance of a focus on customer requirements and quality issues, and your role and responsibilities in relation to this ▪ The differences between internal and external customers ▪ How to identify customer requirements to a level of detail sufficient for planning work **Involvement and motivation** ▪ How to encourage and enable team members, colleagues and line managers to help to improve efficiency **Monitoring and evaluation** • How to monitor work activities and take corrective action to ensure requirements are being met **Organisational context** • The records which need to be completed and how this should be done • Legal implications **Planning** • The principles of planning work activities, setting objectives and priorities to ensure requirements are met efficiently

Unit WM2	Maintain activities to meet requirements (MCI Unit A1)
Element	WM2.2 Maintain healthy, safe and productive working conditions

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you inform relevant people about their legal and organisational responsibilities for maintaining healthy, safe and productive working conditions. b) you give sufficient support to relevant people to ensure they are able to work in a healthy, safe and productive way c) you give opportunities to relevant people to make recommendations for improving working conditions d) working conditions under your control conform to organisational and legal requirements e) working conditions under your control are as conducive to the work activity as possible within organisational constraints f) you respond to breaches in health and safety requirements in ways which are prompt and consistent with organisational and legal requirements g) you make recommendations for improving working conditions clearly and promptly to relevant people h) your records relating to health and safety and working conditions are complete, accurate and comply with organisational and legal requirements	**Analytical techniques** ▪ How to assess current working conditions and identify possible areas for improvement **Communication** ▪ How to communicate effectively with team members, colleagues, line managers and people outside your organisation **Health and safety** ▪ The importance of health and safety at work and your role and responsibility in relation to this ▪ The organisational and legal requirements for maintaining a healthy, safe and productive work environment ▪ The types of support it may be necessary to provide on health and safety issues and how to provide such support ▪ How to monitor work conditions to ensure they meet health and safety requirements **Organisational context** ▪ How to respond to contradictions between health and safety requirements and organisational demands and constraints ▪ The procedures to follow in order to recommend improvements in working conditions ▪ The records which need to be kept and the organisational and legislative requirements for doing so **Workplace organisation** ▪ The types of work conditions which are most conducive to productive work

Unit WM2	Maintain activities to meet requirements (MCI Unit A1)
Element	WM2.3 Make recommendations for improvements to work activities

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you provide opportunities for relevant people to suggest ways of improving activities b) your recommendations for improvement to activities are based on sufficient, valid and reliable information c) your recommendations for improvement are consistent with the objectives of your team and your organisation d) your recommendations take into account the impact of introducing changes on other parts of your organisation e) you make recommendations promptly to the relevant people f) you present your recommendations in a manner and form consistent with your organisation's procedures	**Analytical techniques** ▪ How to assess current working practices and identify possible areas for improvement ▪ How to identify the implications of change for other parts of your organisation **Communication** ▪ How to communicate effectively with team members, colleagues, line managers and people outside your organisation ▪ How to present and argue a case for change most effectively **Continuous improvement** ▪ The importance of continuous improvement in the management of activities and your responsibilities in relation to this **Organisational context** ▪ The procedures to follow in order to recommend improvements in working practices

Unit WM3	Manage information for action (MCI Unit D1)
Elements	WM3.1 Gather required information WM3.2 Inform and advise others WM3.3 Hold meetings

Scope of this unit

As this unit applies across a range of working contexts, the following guidelines apply at element level:

Element WM3.1 Gather required information

This element concerns your ability to collect information from a range of sources in order to meet specified objectives. This will include collecting information from both internal and external sources and overcoming any difficulties with availability.

Element WM3.2 Inform and advise others

This element concerns your ability to respond to enquiries and to proactively provide information and advice on Fire service matters within your own areas of responsibility and authority. This will include contact with both internal and external contacts.

Element WM3.3 Hold meetings

This element concerns your ability to plan, prepare and conduct meetings of small groups of people. This includes setting clear objectives and agendas, managing and co-ordinating discussions and ensuring that productive use is made of time. This will include meetings in your usual workplace or with groups in your community.

Key words and concepts

These definitions are provided to explain how key words and concepts are used in this unit

Confidentiality	Only providing information to those who are authorised to have it
Contributions	Ideas and information which people want or need to raise in discussions
Digressions	Discussions or contributions which wander away from the purpose and objectives of the meeting
Information	What you and other people need to carry out your work effectively
Meetings	Coming together with other people to give them information, consult with them or reach decisions
Objectives	Clear results which you want to achieve as a result of the meeting
Organisational policy and procedures	The policies and procedures which affect any information or advice which you give
Recipients	The people who receive the information and advice you provide
Resource constraints	Limitations on the amount of time, effort and materials you can give to providing others with information and advice
Style of leadership	The way you manage the discussions so that a satisfactory result can be achieved
Systems and procedures for recording and storing information	The methods of recording and filing information for future use which your organisation requires

Unit WM3	Manage information for action (MCI Unit D1)
Element	WM3.1 Gather required information

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) the information you gather is accurate, sufficient and relevant to the purpose for which is it needed b) you take prompt and effective action to overcome problems in gathering relevant information c) you record and store the information you gather according to your organisation's systems and procedures d) the information you gather is accessible in the required format to authorised people only e) you identify possible improvements to systems and procedures and pass these on to the relevant people	**Analytical techniques** ▪ How to assess the effectiveness of current methods of gathering and storing information **Information handling** ▪ The importance of gathering, validating and analysing information to team and organisational effectiveness and your role and responsibility in relation to this ▪ The types of qualitative and quantitative information which are essential to your role and responsibilities ▪ How to gather the information you need for your job ▪ The types of problems which may occur when gathering information and how to overcome these ▪ How to record and store the information you need **Organisational context** ▪ The procedures to follow in order to make recommendations for improvements to systems and procedures

Unit WM3	Manage information for action (MCI Unit D1)
Element	WM3.2 Inform and advise others

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you give information and advice at a time and pace, and in a form and manner appropriate to the needs of the recipients b) the information you give is accurate, current, relevant and sufficient c) the advice you give is consistent with your organisation's policy, procedures and resource constraints d) you use reasoned arguments and appropriate evidence to support your advice e) you check and confirm recipients understanding of the information and advice you have given them f) you maintain confidentiality according to your organisation's requirements g) you seek feedback from recipients about the information and advice you provide, and use this feedback to improve the ways in which you give information and advice	**Communication** ▪ How to give information and advice effectively both orally and in writing ▪ How to develop and present a reasoned case when providing advice to others ▪ The importance of confirming the recipient's understanding of the information and advice you have provided and how to do this ▪ The importance of seeking feedback on the quality and relevance of the advice and information you provided, and how to encourage and enable such feedback **Information handling** ▪ The importance of providing information and advice to others and your role and responsibility in relation to this ▪ The types of information and advice which other people may require ▪ The importance of checking the validity of information and advice provided to others and how to do this ▪ The principles of confidentiality when handling information and advice; the types of information and advice which may be provided to different people **Organisational context** ▪ Organisational policies, procedures and resource constraints which may affect advice and information you give to others

Unit WM3	Manage information for action (MCI Unit D1)
Element	WM3.3 Hold meetings

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you give sufficient notice of the meeting to allow the necessary people to attend b) you make clear the purpose and objectives of the meeting at the start c) your style of leadership helps people to make useful contributions d) you discourage unhelpful arguments and digressions e) the meeting achieves its objectives within the allocated time f) you give clear, accurate and concise information about outcomes of the meeting promptly to those who need it	**Communication** ▪ How to identify unhelpful arguments and digressions, and strategies which may be used to discourage these **Leadership styles** ▪ The styles of leadership which can be used to run meetings and how to choose a style according the nature of the meeting **Meetings** ▪ The value and limitations of meetings as a method of exchanging information and making decisions ▪ How to determine when a meeting is the most effective way of dealing with issues; the possible alternatives which you may use ▪ The importance of determining the purpose and objectives of meetings and how to do so ▪ How to manage discussions so that the objectives of the meeting are met within the allocated time **Organisational context** ▪ How to determine who are the necessary people to attend the meeting ▪ Procedures to follow when calling meetings and preparing for them ▪ Minutes and note taking

Unit WM4	Take responsibility for effective performance
Elements	WM4.1 Take responsibility for personal performance WM4.2 Establish and maintain effective working relationships with people WM4.3 Develop your own skills to improve your performance

Scope of this unit

As this unit applies across a range of working contexts, the following guidelines apply at element level:

Element WM4.1 Take responsibility for personal performance

This element concerns your proactive involvement in taking responsibility for your performance, including ensuring your own health and fitness for work in line with your organisation's Occupational Health policy.

Element WM4.2 Establish and maintain effective working relationships with people

This element concerns your commitment to, and involvement in developing and maintaining effective working relationships with colleagues, team members, line managers and external contacts.

Element WM4.3 Develop your own skills to improve your performance

This element concerns your personal involvement in and commitment to continually improving your performance through self-assessment and proactive action to resolve your development needs. It includes your involvement in debriefs and performance reviews and use of your Personal Development Record (PDR).

Key words and concepts

These definitions are provided to explain how key words and concepts are used in this unit

Authorised users	People who have the authorisation of your organisation to access information
Records	Written and computerised, including your own Personal Development Record (PDR)
Relevant people	May include team members, line managers, colleagues, specialists and people outside of your organisation
Community	The community that you serve, both within and outside of your organisation
Conditions of employment	As specified in your contract of employment, conditions of service and employment Law
Diversity	Relating to differences in age, gender, sexual orientation, social background, race, religion, status, ethnicity, appearance, work style, physical and mental ability
Hazards	Having the potential to cause harm to people, property, the environment or your organisation
Personal fitness level	Physical and psychological – as required for your role
Resources	Consumables, cleaning materials and items used personally in the workplace
Development activities	Activities undertaken by individuals either self-led or led by others, both internal and external

Unit WM4	Take responsibility for effective performance
Element	WM4.1 Take responsibility for personal performance

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
j) your actions and behaviour avoid threat, harm or damage to people, property, the environment and your organisation k) you monitor your personal fitness level and take action to prevent poor health, fitness and hygiene l) you operate within your agreed level of authority and responsibility m) you report any factors that effect your ability to meet the conditions of your employment and factors that influence personal work performance, to the relevant people at the earliest opportunity n) you make constructive contributions to performance reviews to support continuous improvement o) your records are in the agreed format, accurate, complete, legible and accessible to authorised users p) you proactively monitor your working environment for hazards, and act with relevant urgency to minimise any risks to people, property and the environment. q) you return and secure resources to their correct location and report defects and deficiencies r) your actions do not compromise your availability for operational response	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Own contractual obligations, rights of employment and limits of authority ▪ The range of external regulations and requirements that impact on your work ▪ Your organisation's Occupational Health policy and its application in the workplace ▪ Records systems and their use **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace ▪ How to maintain your own performance standards including mental and physical fitness ▪ How to make positive contributions to effective teamwork ▪ How to plan and prioritise work in response to work demands ▪ How to promote a culture that positively supports the organisational policy on equality and fairness

	• Role requirements and expected standards of performance
	Technical
	• The requirements for availability, operational readiness and response of human and physical resources

Unit WM4	Take responsibility for effective performance
Element	WM4.2 Establish and maintain effective working relationships with people

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) your behaviour demonstrates that you accept and respect diversity of people within your community b) you act constructively to resolve conflict c) you actively support and promote your organisation's stated values, ethics and codes of practice d) your contact with people is constructive and supportive, promotes co-operation and a positive image of the organisation e) you promote and maintain a safe working environment f) you respect privacy, confidentiality and generate trust in your contact with others	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Anti-discrimination and equal opportunities policies and procedures ▪ Organisational policies, aims and objectives **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ The situations, behaviour and interactions between people that may cause conflict and the actions needed to minimise disruption at work ▪ The importance of challenging unacceptable behaviour

Unit WM4	Take responsibility for effective performance
Element	WM4.3 Develop your own skills to improve your performance

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
i) you assess your skills, and identify your development needs at appropriate intervals j) your assessment reflects the skills you need to work effectively with other team members k) your plans for developing your skills are consistent with the needs you have identified l) your plans for developing your skills contain specific, measurable and realistic objectives m) you undertake development activities which are consistent with your plans for developing your skills n) you obtain feedback from relevant people and use it to enhance your performance in the future o) you update your plans for developing your skills at appropriate intervals p) your records are in the agreed format, accurate, complete, legible and accessible to authorised users	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Record systems and their use **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ How to maintain your own performance standards including mental and physical fitness ▪ How to set objectives **Technical** ▪ How to recognise/identify, plan and action your own development needs

Unit WM5	Support the development of teams and individuals (MCI Unit C9)
Elements	WM5.1 Contribute to the identification of development needs
	WM5.2 Contribute to planning the development of teams and individuals
	WM5.3 Contribute to development activities
	WM5.4 Contribute to the assessment of people against development objectives

Scope of this unit

As this unit applies across a range of working contexts, the following guidelines apply at element level:

Element WM5.1 Contribute to the identification of development needs

This element concerns your ability to take part in the active identification of training and development needs for individuals on your watch and for the watch as a whole. It includes your ability to accurately assess gaps in workplace performance.

Element WM5.2 Contribute to planning the development of teams and individuals

This element concerns your ability to prepare effective and efficient plans to meet identified gaps in performance for individuals and teams. This will include the individuals on your watch and your watch as a whole.

Element WM5.3 Contribute to development activities

This element concerns your ability to take part in the development of individuals and of your watch as a whole, including suggestions for ideas and means to meet identified needs. It includes coaching and on job development as well as one to one feedback and support.

Element WM5.4 Contribute to the assessment of people against development objectives

This element concerns your ability to take part in the accurate assessment of improvements in performance resulting from development activities. This will include providing feedback on your evaluation of the effectiveness of training and development activities.

Key words and concepts

These definitions are provided to explain how key words and concepts are used in this unit

Assessment against development objectives	Using various techniques such as tests, observations of performance and discussions to measure team members' current skills, knowledge and performance against the agreed objectives for development
Authorised people	Team members, colleagues working at the same level as yourself, higher-level managers or sponsors, personnel specialists and members of selection teams or boards
Confidentiality	Only providing information to those who are authorised to have it
Development activities	Any activities undertaken by team members to develop knowledge and skills, such as carrying out work-based projects or assignments, observing expert colleagues at work, reading books and specialist journals, undertaking open learning or computer-based training, attending training courses or conferences
equal access	Giving every member of your team the same opportunity to be involved in activities or to use resources
Identification of development needs	Identification of the gap between the demands of team members' jobs (both now and in the foreseeable future) and their current level of performance, knowledge and skills
Individual aspirations	The personal wishes of individual team members to improve their performance at work, their career prospects or their personal circumstances
Objectives	Clearly defined results which you need to achieve which are specific, measurable, agreed with others, realistic and time-bound
Organisational constraints	Your organisation's policies, objectives and level of resources, which limit your freedom to take decisions and action
Personnel	All people working for your organisation; these may be internal or external workers, permanent or temporary, full-time or part-time, paid or voluntary
Team members	People who work with you as part of a functional or project team; team members may report to you either as their line manager or as the manager in charge of a specific project or activity on which they are working
Values	The values of your organisation which may be reflected in your organisation's mission,

	standards of work, relationships between individuals at work, relationships with suppliers, customers and other stakeholders, personnel management and reward systems, training, equal opportunities, health and safety and environmental policies

Unit WM5	Support the development of teams and individuals (MCI Unit C9)
Element	WM5.1 Contribute to the identification of development needs

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you give opportunities to team members to help identify their own development needs b) you identify their development needs accurately and use sufficient, reliable and valid information c) the development needs you identify are consistent with team objectives and organisational values d) you present information on development needs to authorised people only, in the required format and to agreed deadlines	**Communication** ▪ How to present development needs to people in a way which is likely to influence their decision-making positively **Continuous improvement** ▪ The importance of team development to the continuing effectiveness of your organisation and your role and responsibilities in contributing to this **Information handling** ▪ How to collect and validate the information needed to identify development needs **Involvement and motivation** ▪ The importance of providing team members with opportunities to help identify their own development needs ▪ How to encourage and enable team members to identify their development needs **Organisational context** ▪ Team objectives and organisational values which have a bearing on development needs ▪ how to decide whether development needs are consistent with organisational objectives and values **Training and development** ▪ How to identify development needs in the team ▪ What information is needed to identify development needs

Unit WM5	Support the development of teams and individuals (MCI Unit C9)
Element	WM5.2 Contribute to planning the development of teams and individuals

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) your contributions to the planning process reflect the identified development needs of all those you are responsible for b) your contributions are clear, relevant, realistic and take account of team and organisational constraints c) you agree your ideas with individual team members, taking account of their work activities, learning abilities and personal circumstances d) you present your contributions to authorised people only, in the required format and to agreed deadlines.	**Involvement and motivation** ▪ The importance of agreeing development plans with those involved and how to reach such agreements **Organisational context** ▪ The team and organisational constraints which influence the planning of development activities **Training and development** ▪ How to contribute to planning the development of teams and individuals ▪ The training needs you have identified and how your contributions to the planning process will help meet these needs ▪ How to take account of team and organisational constraints in the planning process ▪ The importance of taking account of team members' work activities, their learning abilities and personal circumstances and how to build these factors into development activities ▪ The correct procedures for presenting your contributions to planning development activities

Unit WM5	Support the development of teams and individuals (MCI Unit C9)
Element	WM5.3 Contribute to development activities

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) your contributions to development activities support your team objectives and plans b) your contributions meet the agreed objectives of the development activity c) your contributions take into account the work activities, learning abilities and personal circumstances of your individual team members d) you encourage and use feedback from those taking part in the activities to improve your future contributions to development activities	**Continuous improvement** ▪ The importance of monitoring and reviewing development activities and taking note of feedback from those who are taking part ▪ How to encourage and gather useful feedback from team members on the development activities they are involved in **Training and development** ▪ The types of contributions which you could make to development activities for your team members ▪ How to choose contributions which are appropriate to your team members, the type of development activity which is planned and your own abilities and objectives ▪ How to ensure your own contribution is meeting agreed objectives and plans for the activities ▪ Why development activities should take account of team members' work activities, their learning abilities and personal circumstances

Unit WM5	Support the development of teams and individuals (MCI Unit C9)
Element	WM5.4 Contribute to the assessment of people against development objectives

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you agree the purpose of the assessment and your role in it with relevant people b) you give opportunities to team members to contribute to their own assessments c) you give equal access to all team members to be assessed against development objectives d) you carry out your role in the assessments objectively against clear, agreed criteria e) you base your assessments on sufficient, valid and reliable information f) you provide information about assessments to authorised people only, in the required format and to agreed deadlines	**Information handling** ▪ The information needed to assess team members' progress ▪ How to collect and check the validity of information ▪ The importance of confidentiality when carrying out and reporting assessments - what types of information should be provided to which people **Involvement and motivation** ▪ The importance of team members contributing to the assessment of their own progress ▪ How to encourage and enable them to do so **Organisational context** ▪ The organisational procedures for reporting the results of assessment **Training and development** ▪ The importance of assessing team members' development ▪ The range of purposes which the assessment may have ▪ The importance of agreeing the purpose of the assessment with team members, line managers, colleagues and specialists ▪ The importance of fair and objective assessment ▪ How to assess team members' progress against development objectives ▪ Methods which may be used to assess the progress of team members objectively and fairly

Unit WM6	Investigate and report on events to inform future practice
Elements	WM6.1 Gather information to support the investigation of an event
	WM6.2 Report the findings and conclusions of an investigation

Scope of this unit
As this unit applies across a range of working contexts, the following guidelines apply at element level:
Element WM6.1 Gather information to support the investigation of an event This element concerns your ability to collect information from a range of sources which is relevant to and supports the investigation of an event. This may include written, verbal and/or statistical information from internal and external sources. **Element WM6.2 Report the findings and conclusions of an investigation** This element concerns your ability to prepare and present your findings and conclusions, based on the collection and analysis of information you have collected.   It includes your ability to present information on specified formats, with supporting arguments, rationale and factual data.

Key words and concepts	
These definitions are provided to explain how key words and concepts are used in this unit	
Relevant people	May include team members, line managers, colleagues, specialists and people outside of your organisation
Information	Relating to an event and to similar events, textual, graphical, written and verbal
Records	Written and computerised, relating to your work activity in respect of the investigation
Supplementary materials	Supporting information from a range of sources

Unit WM6	Investigate and report on events to inform future practice
Element	WM6.1 Gather information to support the investigation of an event

Simulation is acceptable for this element, in the absence of opportunity for demonstration of competence through actual work performance. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you confirm with relevant people the purpose of the investigation, your methods, objectives and timescales b) you check the accuracy and completeness of information from all available sources c) your contact with people is positive, sensitive to the nature of the investigation and avoids conflict d) your methods comply with requirements, and maintain confidentiality and security e) you secure and preserve evidence for further action f) you consistently minimise risk to yourself and others and damage to property g) you operate within agreed levels of your authority and responsibility h) your records are in the agreed format, accurate, complete, legible and available to authorised users	**Health and safety** • Hazards and risks of the workplace affecting people and the environment ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace ▪ How to make and apply decisions based on the assessment of risk **Organisational** ▪ Applicable Fire service or other legislation ▪ How to access, interpret and provide relevant information, including feedback ▪ Record systems and their use ▪ Sources and availability of information ▪ Different types of investigation required within the organisation **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace **Technical** ▪ How to interpret information of different types and from a range of sources ▪ How to conduct an investigation ▪ How to gather and present evidence ▪ How to identify and preserve evidence

	▪ How to support the investigation of an event ▪ Types of evidence and its importance

Unit WM6	Investigate and report on events to inform future practice
Element	WM6.2 Report the findings and conclusions of an investigation

Simulation is acceptable for this element, in the absence of opportunity for demonstration of competence through actual work performance. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) your report contains clear conclusions, recommendations, priorities and analysis of risk critical issues b) you present your report in a format and style relevant to the nature of the investigation c) your report is available to authorised people within agreed timescales d) you clarify access to and availability of relevant supplementary materials which support your report e) your presentation of conclusions differentiates clearly between fact and opinion. f) information on which your analysis is based is valid and sufficient to support your conclusions g) your records are in the agreed format, accurate, complete, legible and available to authorised users	**Health and safety** ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Applicable Fire service or other legislation ▪ How to access, interpret and provide relevant information, including feedback ▪ Record systems and their use ▪ Sources and availability of information ▪ Different types of investigation required within the organisation **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace ▪ Report writing techniques ▪ Methods and principles of report writing **Technical** ▪ How to interpret information of different types and from a range of sources ▪ How to conduct an investigation ▪ How to gather and present evidence ▪ How to identify and preserve evidence ▪ Types of evidence and its importance ▪ Methods and principles of report writing

Unit WM7	Lead and support people to resolve operational incidents
Elements	WM7.1 Plan action to meet the needs of the incident WM7.2 Implement action to meet planned objectives WM7.3 Close down the operational phase of incidents WM7.4 Debrief people following incidents

Scope of this unit

As this unit applies across a range of working contexts, the following guidelines apply at element level:

Element WM7.1 Plan action to meet the needs of the incident

This element concerns your ability to prepare clear, realistic and appropriate plans for initial response to operational incidents. It includes your plans for anticipated resource demands and the ability to allow sufficient flexibility and contingency planning for potential changes during the progress of the incident.

Element WM7.2 Implement action to meet planned objectives

This element concerns your ability to implement plans you prepare to meet objectives for operational incidents. You must demonstrate that you confirm objectives and deploy appropriate resources to meet both initial and changing demands of operational incidents. You must demonstrate that you consistently operate within your own level of competence and authority. It includes your ability to communicate clearly, concisely and with relevant degree of priority to a range of people.

Element WM7.3 Close down the operational phase of incidents

This element concerns your ability to ensure that operational incidents are closed and all action is taken to ensure that the incident is resolved or brought to a point at which handover to another agency can take place. It includes your ability to ensure that effective handover takes place and all relevant information is communicated.

Element WM7.4 Debrief people following incidents

This element concerns your ability to conduct a debrief of both individuals and groups, including measurement and feedback of performance against specified standards relevant to work roles. It includes your ability to ensure that risk-critical issues are addressed, that you recognise and support successful actions and that you communicate clearly, concisely and constructively with a range of people.

Key words and concepts

These definitions are provided to explain how key words and concepts are used in this unit

Information	Relating to the event, received from control, from incident command and people involved in the event
Resources	Operational appliances, equipment, people, external agencies and support services
Incidents	Emergency and non-emergency
Assessment of risk	Identification of hazards with potential to cause harm
Authorised users	People who have the authorisation of your organisation to access information
Relevant people	May include team members, line managers, colleagues, specialists and people outside of your organisation
Records	Written and computerised, including your own Personal Development Record (PDR/PDP)

Unit WM7	Lead and support people to resolve operational incidents
Element	WM7.1 Plan action to meet the needs of the incident

Simulation is acceptable for this element, in the absence of opportunity for demonstration of competence through actual work performance. This may include simulation for one item from each of the categories listed below. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

Category 1 – teams   *single and multiple*
Category 2 – incidents   *initial deployment and redeployment*
Category 3 – location   *enclosed or underground, above the ground, involving cooling/protecting surrounding risks*

You must ensure that:	You must know and understand:
a) you collect and confirm information relevant to the known and anticipated risks to people, property and the environment b) you plan action to lead and support your crew's response to the incident c) you develop your objectives through risk assessment d) you determine initial action against available resources, using a realistic assessment of their suitability for operational use e) your action plan provides sufficient flexibility to meet the known and anticipated needs of the incident	**Health and Safety** ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace ▪ How to make and apply decisions based on the assessment of risk ▪ Hazards and risks of the workplace affecting people and the environment **Organisational** ▪ How to access, interpret and provide relevant information, including feedback ▪ Organisational policies, aims and objectives ▪ Sources and availability of information **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to solve problems, make decisions and plan for contingencies ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace **Technical** ▪ Capabilities and limitations of personal and operational equipment ▪ How to match and use resources to

	meet objectives ▪ Roles and responsibilities within the incident command systems

Unit WM7	Lead and support people to resolve operational incidents
Element	WM7.2 Implement action to meet planned objectives

Simulation is acceptable for this element, in the absence of opportunity for demonstration of competence through actual work performance.   This may include simulation for one item from each of the categories listed below. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

Category 1 – teams   *single and multiple*
Category 2 – incidents   *initial deployment and redeployment*
Category 3 – location   *enclosed or underground, above the ground, involving cooling/protecting surrounding risks*

You must ensure that:	You must know and understand:
a) you make appropriate adjustments to your plan based on an initial assessment of the incident b) you confirm your objectives and deploy your resources to meet priority needs c) your decisions continue to minimise risk and maximise progress towards your objectives d) you re-deploy your resources to meet the changing priorities of the incident e) you actively seek information to update your plan and progress action to meet your objectives f) you operate within the agreed level of your responsibility and authority g) your role and responsibilities at the incident are known and understood by those under your leadership and support h) your records are accurate, complete, in the agreed format, legible and available to authorised users i) your contact with people is supportive, constructive and timely	**Health and Safety** ▪ Risks and hazards of the workplace affecting people and the environment ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace ▪ How to make and apply decisions based on the assessment of risk **Organisational** ▪ Applicable Fire service or other legislation ▪ How to plan and prioritise work, including time management ▪ The range of external regulations and requirements that impact on your work ▪ How to plan the use of physical resources ▪ How to access, interpret and provide relevant information, including feedback ▪ Organisational policies, aims and objectives ▪ Sources and availability of information **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to make positive contributions to effective teamwork ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace

	- How to plan and prioritise work in response to work demands - How to involve and motivate people - How to set objectives - How to solve problems, make decisions and plan for contingencies - Role requirements and expected standards of performance **Technical** - Capabilities and limitations of personal and operational equipment - How to match and use resources to meet objectives - Roles and responsibilities within the incident command systems - The availability and access to internal and external resources and support

Unit WM7	Lead and support people to resolve operational incidents
Element	WM7.3 Close down the operational phase of incidents

Simulation is acceptable for this element, in the absence of opportunity for demonstration of competence through actual work performance. This may include simulation for one item from each of the categories listed below. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

Category 1 – teams single and multiple
Category 2 – incidents initial deployment and redeployment
Category 3 – location enclosed or underground, above the ground, involving cooling/protecting surrounding risks

You must ensure that:	You must know and understand:
a) you confirm your achievements against the planned objectives with relevant people b) you confirm the final status of the incident and agree any further action with relevant people c) you identify any unresolved risks and hazards and take action to minimise these within operational constraints d) you collate and provide accurate and complete information and advice to relevant people and confirm mutual understanding e) your contact with people is supportive, sensitive to context and presents a positive image of the organisation f) you make your resources available for redeployment at the earliest opportunity g) you accurately confirm with relevant people your resource status and availability h) you operate within agreed levels of your authority and responsibility i) your records are complete, accurate, legible, in the agreed format and available to authorised users	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace ▪ How to make and apply decisions based on the assessment of risk **Organisational** ▪ Applicable Fire service or other legislation ▪ How to access, interpret and provide relevant information, including feedback ▪ Organisational policies, aims and objectives ▪ Sources and availability of information ▪ Record systems and their use ▪ How to monitor and evaluate the effectiveness of plans and objectives **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace ▪ How to plan and prioritise work in response to work demands ▪ How to involve and motivate people ▪ How to set objectives ▪ How to solve problems, make decisions and plan for contingencies ▪ Role requirements and expected

	standards of performance
	Technical
	▪ Capabilities and limitations of personal and operational equipment
	▪ Matching and using resources to meet objectives
	▪ Roles and responsibilities within the incident command systems
	▪ How to identify and preserve evidence
	▪ Types of evidence and its importance
	▪ The requirements for availability, operational readiness and response of human and physical resources
	▪ How to support the investigation of an event

Unit WM7	Lead and support people to resolve operational incidents
Element	WM7.4 Debrief people following incidents

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you measure performance against specified standards relevant to defined roles b) you identify opportunities and action to improve future performance c) you conduct the debrief in a manner which promotes constructive, open and supportive review of the incident d) you recognise successful actions, acknowledge effective performance and report meritorious actions to the relevant people e) you immediately address risk critical issues identified through performance of people, equipment, working practices and systems f) you identify and record all significant learning points and agree action to address these g) your records are in the agreed format, accurate, complete, legible and available to authorised users	**Health and Safety** ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Organisational policies, aims and objectives ▪ Record systems and their use ▪ How to provide information to influence change or improve service delivery **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ How to recognise problems that affect performance and action appropriate and timely solutions ▪ How to select and use feedback techniques ▪ Lines and methods of communication/reporting in the workplace ▪ Methods of active and proactive monitoring of achievements of objectives ▪ Role requirements and expected standards of performance ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace ▪ The importance of challenging unacceptable behaviour **Training and Development** ▪ How to organise and conduct debriefs and review of performance

Unit WM8	Lead and support control operations to resolve events
Elements	WM8.1 Plan action to meet the needs of events
	WM8.2 Implement action to meet planned objectives
	WM8.3 Debrief people following events

Scope of this unit

As this unit applies across a range of working contexts, the following guidelines apply at element level:

Element WM8.1 Plan action to meet the needs of events

This element concerns your ability to prepare clear, realistic and appropriate plans for initial action to be taken to respond to events. It includes your plans for anticipated resource demands and your ability to allow sufficient flexibility and contingency planning for potential changes during the events progress.

Element WM8.2 Implement action to meet planned objectives

This element concerns your ability to implement plans you prepare to meet objectives for events. You must demonstrate that you confirm objectives and deploy appropriate resources to meet both initial and changing needs of events whilst continuing to operate within your own level of competence and responsibility. It includes your ability to communicate clearly, concisely and with priority with a range of people.

Element WM8.3 Debrief people following events

This elements concerns your ability to conduct a debrief of both individuals and groups, including measurement and feedback of performance against specified standards relevant to work roles. It includes your ability to ensure that risk-critical issues are addressed, that you recognise and support successful actions and that you communicate clearly, concisely and constructively with a range of people.

Key words and concepts

These definitions are provided to explain how key words and concepts are used in this unit

Information	Relating to the event. Received from control operations and people involved in the event
Resource	Operational appliances, equipment, people, external agencies and support services,
Events	Emergency and non-emergency
Assessment of risk	Identification of hazards with potential to cause harm
Type of risk	People, property, the environment and the organisation
Authorised users	People who have the authorisation of your organisation to access information
Records	Written and computerised, video, audio and audio-visual including your own Personal Development Record (PDR)
Relevant people	May include team members, line managers, colleagues, specialists and people outside of your organisation

Unit WM8	Lead and support control operations to resolve events
Element	WM8.1 Plan action to meet the needs of events

Simulation is acceptable for this element, in the absence of opportunity for demonstration of competence through actual work performance. This may include simulation for one item from each of the categories listed below. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

Category 1 – teams   single and multiple
Category 2 – incidents   initial deployment and redeployment
Category 3 – location   enclosed or underground, above the ground, involving cooling/protecting surrounding risks

You must ensure that:	You must know and understand:
a) you collect and confirm information relevant to the known and anticipated risks to people, property and the environment b) you collect supporting information about the current and anticipated resource demands of the events c) you match resources to the identified needs of the events d) you plan action to lead and support your team's response to the event e) you develop your objectives through assessment of risk f) you determine initial action against available resources, taking account of actual and potential demand on these resources g) your action plan provides sufficient flexibility to meet the known and anticipated needs of the event h) your contact with people is constructive, supportive and promotes co-operation	**Health and Safety** ▪ risks and hazards of the workplace affecting people and the environment ▪ How to make and apply decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Applicable Fire service or other legislation ▪ How to access, interpret and provide relevant information, including feedback ▪ Organisational policies, aims and objectives ▪ How to plan the use of resources ▪ Sources and availability of information ▪ The organisational constraints that affect the achievement of workplace aims and objectives ▪ Organisation output specifications for control **Personal and interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace ▪ How to plan and prioritise work in response to work demands ▪ How to solve problems, make decisions and plan for contingencies

	▪ How to make positive contributions to effective teamwork
	▪
	Technical
	▪ How to interpret information of different types and from a range of sources
	▪ How to match and use resources to meet objectives
	▪ Capabilities and limitations of mobilising equipment
	▪ How to use applicable mobilising systems and resources
	▪ The availability and access to internal and external resources and support
	▪ Your community, people, risks, geography and topography

Unit WM8	Lead and support control operations to resolve events
Element	WM8.2 Implement action to meet planned objectives

Simulation is acceptable for this element, in the absence of opportunity for demonstration of competence through actual work performance.   This may include simulation for one item from each of the categories listed below. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

Category 1 – teams   single and multiple
Category 2 – incidents   initial deployment and redeployment
Category 3 – location   enclosed or underground, above the ground, involving cooling/protecting surrounding risks

You must ensure that:	You must know and understand:
a) you make appropriate adjustments to your plan based on information received about the event b) you confirm your objectives and deploy your resources to meet priority needs c) your decisions continue to minimise risk and maximise progress towards your objectives d) you re-deploy your resources to meet the changing priorities of the event e) you actively seek information to update your plan and progress action to meet your objectives f) you operate within the agreed level of your responsibility and authority g) your records are accurate, complete, in the agreed format, legible and available to authorised users h) your contact with people is constructive, supportive and promotes co-operation and a positive image of the organisation	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Applicable fire service or other legislation ▪ How to access, interpret and provide relevant information, including feedback ▪ Organisational policies, aims and objectives ▪ How to plan the use of resources ▪ Record systems and their use ▪ Sources and availability of information ▪ How to monitor and evaluate the effectiveness of plans and objectives and objectives ◆ Organisation output specifications for control **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace

	▪ How to plan and prioritise work in response to work demands
	▪ How to involve and motivate people
	▪ How to set objectives
	▪ How to solve problems, make decisions and plan for contingencies
	▪ How to make positive contributions to effective teamwork
	▪ Role requirements and expected standards of performance
	◆ How to recognise signs and symptoms of stress
	Technical
	▪ Capabilities and limitations of mobilising equipment
	▪ How to use applicable mobilising systems and resources
	▪ How to interpret information of different types and from a range of sources
	▪ The availability and access to internal and external resources and support
	▪ How to match and use resources to meet objectives
	▪ Your community, people, risks, geography and topography
	▪ Range and uses of operational appliances and resources

Unit WM8	Lead and support control operations to resolve events
Element	WM8.3 Debrief people following events

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you measure performance against specified standards relevant to defined roles b) you evaluate and confirm achievements against the objectives of the event(s) c) you identify opportunities and action to improve future performance d) you conduct the debrief in a manner which promotes constructive, open and supportive review of the event e) you recognise successful actions, acknowledge effective performance and report meritorious actions to the relevant people f) you immediately address risk critical issues identified through performance of people, equipment, working practices and systems g) you identify and record all significant learning points and agree action to address these h) your records are in the agreed format, accurate, complete, legible and available to authorised users	**Health and Safety** • how to apply practices that maximise the health, safety and welfare of yourself and others in the workplace. **Organisational** ▪ Organisational policies, aims and objectives ▪ Record systems and their use ▪ How to provide information to influence change or improve service delivery **Personal and interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace ▪ How to select and use feedback techniques ▪ Methods of active and proactive monitoring of achievement of objectives ▪ Role requirements and expected standards of performance ▪ The importance of challenging unacceptable behaviour ▪ How to recognise problems that affect performance and action appropriate and timely solutions ▪ How to recognise achievements and acknowledge success **Training and Development** ▪ How to organise and conduct debriefs and review of performance ▪ How to promote the culture of learning in the organisation to motivate individual and team learning

Unit WM9	Support the efficient use of resources (MCI Unit B1)
Elements	WM9.1 Make recommendations for the use of resources
	WM9.2 Contribute to the control of resources

Scope of this unit

As this unit applies across a range of working contexts, the following guidelines apply at element level:

Element WM9.1 Make recommendations for the use of resources

This element concerns your ability to make positive and constructive recommendations for the use of equipment, materials, services, supplies, finance, energy and time within your own sphere of responsibility.

Element WM9.2 Contribute to the control of resources

This element concerns your ability to monitor and control resources to ensure the most effective and productive use of those available to you and your team.

Key words and concepts

These definitions are provided to explain how key words and concepts are used in this unit

Benefits	Positive results from the use of resources, for example: improved effectiveness and efficiency, better results for the customer
Corrective action	Action taken to match actual expenditure to budget, such as altering activities, modifying the use of resources, or re-negotiating the allocation of resources
Ensuring consistency in product & service delivery	Making sure that the products and services for which you are responsible continuously meet the standards agreed in your organisation and with your customers
Impact on the environment	Positive or negative effects on the environment which may result from the use of resources
Monitoring	Keeping a close eye on how resources are used and comparing this with plans or budgets
Policies	Rules which govern the use of resources, for example: planning policies, policies governing the supply of equipment and materials, health and safety policies, environmental policies
Recommendations	Requesting budget allocations or proposing the supply of resources your team needs to achieve its objectives; suggesting new methods of using available resources to improve your team's effectiveness and efficiency
Relevant people	Team members, colleagues working at the same level as yourself, higher level managers or sponsors, specialists
Resources	The equipment, materials, services, supplies, finance, energy and time your team needs to achieve its objectives
Team members	People who work with you as part of a functional or project team; team members may report to you as either their line manager or as the manager in charge of a specific project or activity on which they are working
Team objectives	Clearly specified results which your team needs to achieve
Trends and developments	Changes in your team, organisation and market; for example, new skills and working methods, efficiency drives, new products and services, changes in customer requirements

Unit WM9	Support the efficient use of resources (MCI Unit B1)
Element	WM9.1 Make recommendations for the use of resources

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you give relevant people the opportunity to provide information on the resources your team needs b) your recommendations for the use of resources take account of relevant past experience c) your recommendations take account of trends and developments which are likely to affect the use of resources d) your recommendations are consistent with team objectives and organisational policies e) your recommendations clearly indicate the potential benefits you expect from the planned use of resources f) your recommendations are presented to relevant people in an appropriate and timely manner	**Analytical techniques** ▪ How to analyse the use of resources in the past, and utilise the results to make recommendations on more effective use of resources in the future **Communication** ▪ How to communicate effectively with team members, colleagues and line managers ▪ How to develop and argue an effective case for changes in the management of resources **Involvement and motivation** ▪ How to enable people to identify and communicate the resources they need **Organisational context** ▪ Team objectives and organisational policies regarding the use of resources ▪ Organisational procedures for making recommendations on the use of resources ▪ The trends and developments which may influence the future use of resources and how to plan for these **Resource management** ▪ The importance of effective management of resources to organisational performance ▪ The principles underpinning the effective and efficient management of resources ▪ The importance of keeping accurate records on the use of resources

Unit WM9	Support the efficient use of resources (MCI Unit B1)
Element	WM9.2 Contribute to the control of resources

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you give relevant people opportunities to take individual responsibility for the efficient use of resources b) you monitor the use of resources under your control at appropriate intervals c) the use of resources by your team is efficient and takes into account the potential impact on the environment d) you monitor the quality of resources continuously and ensure consistency in produce and service delivery e) you identify problems with resources promptly, and make recommendations for corrective action to the relevant people as soon as possible f) you make recommendations for improving the use of resources to relevant people in an appropriate and timely manner g) your records relating to the use of resources are complete, accurate and available to authorised people only	**Communication** ▪ How to communicate effectively with team members, colleagues and line managers **Involvement and motivation** ▪ How to encourage others to take responsibility for the control of resources in their own area of work **Organisational context** ▪ Team objectives and organisational policies regarding the use of resources ▪ The potential environmental impact of the resources being used ▪ The problems which may occur with resources and how you can deal with these ▪ Organisational procedures for making recommendations on the use of resources **Resource management** ▪ The principles underpinning the effective and efficient management of resources ▪ How to monitor and control the use of resources to maximise efficiency, whilst maintaining the quality of products and services ▪ The importance of keeping accurate records on the use of resources

Unit WM10	Acquire, store and issue resources to provide service delivery
Elements	WM10.1 Monitor and acquire resources to meet service demands WM10.2 Monitor the storage of physical resources WM10.3 Control the issue of resources to support service delivery

Scope of this unit

As this unit applies across a range of working contexts, the following guidelines apply at element level:

Element WM10.1 Monitor and acquire resources to meet service demands

This element concerns your ability to proactively ensure that sufficient resources of consumables used on a day to day basis are available to avoid any interruption to service delivery. Underpinning this unit is your knowledge of the equipment in use which requires consumable stock and the importance of maintaining sufficient supply of the correct items, as well as the ability to implement ordering procedures.

Element WM10.2 Monitor the storage of physical resources

This element relates specifically to your monitoring of storage of consumables, particularly ensuring that you check compliance with regulations and requirements which have an impact on health and safety in the workplace. You will also be required to demonstrate that you operate effective record keeping and security procedures.

Element WM10.3 Control the issue of resources to support service delivery

This element relates to your issue of resources to meet demand or on request. Your ability to operate proactively to ensure that sufficient supply is maintained for both known and anticipated or contingency supplies and the action to take in this respect is also essential.

Key words and concepts

These definitions are provided to explain how key words and concepts are used in this unit

Resources	Stock and non stock consumables, including COSHH items
Authorised users	People who have the authorisation of your organisation to access information
Records	Written and computerised, including your own Personal Development Record (PDR)
Relevant people	May include team members, line managers, colleagues, specialists and people outside of your organisation
Methods of storage	Local, under your control and secure
Sources of supply	Internal and external
Relevant health and safety guidance	COSHH, HaSaWA

Unit WM10	Acquire, store and issue resources to provide service delivery
Element	WM10.1 Monitor and acquire resources to meet service demands

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you make an accurate assessment of known and anticipated resource needs b) you monitor the availability and quantity of resources under your control to ensure cost effective and efficient service delivery c) you identify and report to relevant people deficiencies in the availability of resources d) you acquire resources to maintain specified levels within your own level of authority e) your records are in the agreed format, complete, accurate and available to all authorised users f) your contact with people is constructive, supportive, promotes co-operation and a positive image of the organisation g) you actively seek opportunities to improve service delivery and report these to relevant people	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Organisational policies, aims and objectives ▪ Records systems and their use ▪ Relevant organisation output specifications ▪ How to provide information to influence change or improve **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace ▪ Lines and methods of communication/reporting in the workplace ▪ How to solve problems, make decisions and plan for contingencies **Technical** ▪ How to interpret information of different types and from a range of sources ▪ Capabilities and limitations of personal and operational equipment ▪ The availability of, and access to internal and external resources and support ▪ The requirements for availability and operational readiness

Unit WM10	Acquire, store and issue resources to provide service delivery
Element	WM10.2 Monitor the storage of physical resources

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) your resources are secure from unauthorised access and stored in the specified location b) you make recommendations for the improved storage of resources to the relevant person as soon as possible c) your records are in the agreed format, complete, accurate and available to all authorised users d) your methods of storage avoid hazard and risk to people, property and the environment	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Organisational policies, aims and objectives ▪ How to provide information to influence change or improve service delivery ▪ Record systems and their use **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace **Technical** ▪ How to handle and deliver resources in a safe and secure manner ▪ How to ensure that resources are securely stored

Unit WM10	Acquire, store and issue resources to provide service delivery
Element	WM10.3 Control the issue of resources to support service delivery

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you issue the specified resources as requested or instructed b) you control issue of resources to ensure sufficient supplies are available to meet actual and anticipated demands c) where demands exceed stock available you explore alternative sources of supply d) you avoid wastage and control costs by efficient use of resources e) you make people aware of relevant health and safety guidance when issuing resources f) your records are in the agreed format, complete, accurate and available to all authorised users g) you issue resources to maintain specified levels within your own level of authority	**Health and Safety** ▪ Hazards and risks of the workplace affecting people and the environment ▪ How to make decisions based on the assessment of risk ▪ How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace **Organisational** ▪ Organisational policies, aims and objectives ▪ Record systems and their use **Personal and Interpersonal** ▪ How to communicate clearly and effectively with the range of people involved ▪ How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity ▪ Lines and methods of communication/reporting in the workplace ▪ Roles, responsibilities and limits of authority of self, others and other agencies in the workplace **Technical** ▪ How to interpret information of different types and from a range of sources ▪ Capabilities and limitations of personal and operational equipment ▪ How to match and use resources to meet objectives ▪ The requirements for availability and response of human and physical resources

Unit WM11	Respond to poor performance in your team (MCI Unit C15)
Elements	WM11.1 Help team members who have problems affecting their performance WM11.2 Contribute to implementing disciplinary and grievance procedures

Scope of this unit
As this unit applies across a range of working contexts, the following guidelines apply at element level:

Element WM11.1 Help team members who have problems affecting their performance
This element concerns your ability to provide constructive and positive support to team members who are experiencing difficulties in their work role. This may include your giving feedback, investigating development needs, referring to other specialist personnel.

Element WM11.2 Contribute to implementing disciplinary and grievance procedures
This element concerns your ability to make effective and constructive contributions to implementing disciplinary and grievance procedures to deal with instances or poor performance. It will involve you working under supervision to apply relevant internal procedures.

Key words and concepts
These definitions are provided to explain how key words and concepts are used in this unit

Confidentiality	Only providing information to those who are authorised to have it
Disciplinary procedures	Procedures, which form part of the contract of employment, which must be followed in the event of sub-standard work or gross misconduct; these procedures normally involve a process of verbal and written warnings and, eventually, dismissal
Grievance procedures	Procedures, which form part of the contract of employment, which must be followed in the event of a team member having a serious complaint against your organisation or someone in it; these procedures normally involve a process of appeals to higher-level managers
Problems affecting team members' performance	Problems at work which may be caused either by work-related factors or external factors from the team members' personal life
Respect for individuals	The open acknowledgement that individuals have the right to their own views, actions and development as long as these do not unduly constrain the rights of others
Support services	Specialist services, such as doctors or counsellors, which may be required to help the team members solve their problems
Team members	People who work with you as part of a functional or project team; team members may report to you either as their line manager or as the manager in charge of a specific project or activity on which they are working

Unit WM11	Respond to poor performance in your team (MCI Unit C15)
Element	WM11.1 Help team members who have problems affecting their performance

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	You must know and understand:
a) you promptly identify poor performance and bring it to the attention of the team member concerned b) you give the team member the opportunity to discuss actual or potential problems affecting their performance c) you discuss these issues with the team member at a time and place appropriate to the type, seriousness and complexity of the problem d) you gather and check as much information as possible to identify the nature of the problem e) you agree with the team member a course of action which is appropriate, timely and effective f) where necessary, you refer the team member to support services appropriate to their individual circumstances g) the way you respond to team members' problems maintains respect for the individual and the need for confidentiality h) you promptly inform relevant people of problems beyond your level of responsibility or competence	**Communication** ▪ The importance of providing opportunities for team members to discuss problems ▪ How to encourage and enable team members to talk frankly about their problems **Information handling** ▪ The importance of confidentiality **Monitoring and evaluation** ▪ The importance of promptly identifying poor performance and bringing it directly to team members' attention **Providing support** ▪ Your role and responsibilities in dealing with team members' problems ▪ The types of problems which your team members may encounter at work ▪ How to identify problems which the individual is experiencing and devise appropriate responses ▪ The importance of agreeing a course of action with the team member involved ▪ How to decide when the problem goes beyond your own level of competence and responsibility ▪ The range of support services which exists inside and outside your organisation **Working relationships** ▪ The importance of maintaining respect for the individual ▪ The limits beyond which you should not go in becoming involved in the individual's problem

Unit WM11	**Respond to poor performance in your team (MCI Unit C15)**
Element	WM11.2 Contribute to implementing disciplinary and grievance procedures

Simulation is not acceptable for this element. Assessment should be conducted on several occasions, over time, to ensure demonstration of consistency of competence against the specified standards

You must ensure that:	**You must know and understand:**
a) your team members have clear, accurate and timely information regarding disciplinary and grievance procedures b) your contributions to disciplinary and grievance procedures are provided in a fair, impartial and timely way c) your contributions to implementing disciplinary and grievance procedures are consistent with your level of authority d) your contributions to implementing disciplinary and grievance procedures maintain respect for the individual and the need for confidentiality	**Disciplinary and grievance procedures** ▪ The importance of effectively applying disciplinary and grievance procedures and your responsibilities in relation to this ▪ Situations in which disciplinary and grievance procedures should be implemented ▪ The importance of informing team members about disciplinary and grievance procedures, appropriate times to do so and methods to use ▪ The importance of fairness, impartiality and responding in a timely way when dealing with disciplinary and grievance procedures **Information handling** ▪ The importance of confidentiality when dealing with disciplinary and grievance procedures - who may receive what information. **Legal requirements** ▪ Legal requirements relevant to disciplinary and grievance procedures **Organisational context** ▪ Organisational requirements relevant to disciplinary and grievance procedures **Working relationships** ▪ The importance of maintaining respect for the individual when dealing with disciplinary and grievance procedures

EMERGENCY FIRE SERVICES
WATCH MANAGER
KNOWLEDGE AND UNDERSTANDING

HEALTH AND SAFETY

How to apply practices that maximise the health, safety and welfare of yourself and others in the workplace

Hazards and risks of the workplace affecting people and the environment

How to make and apply decisions based on the assessment of risk

ORGANISATIONAL

Anti-discrimination and equal opportunities policies and procedures

Applicable Fire service or other legislation

Different types of investigation required within the organisation

How to access, interpret and provide relevant information, including feedback

How to manage plans and objectives

The range of external regulations and requirements that impact on your work

How to monitor and evaluate the effectiveness of plans and objectives

How to plan and prioritise work, including time management

Organisational policies, aims and objectives

How to provide information to influence change or improve service delivery

Own contractual obligations, rights of employment and limits of authority

How to plan the use of resources

Record systems and their use

Sources and availability of information

Your organisation's Occupational Health policy and its application in the workplace

PERSONAL AND INTERPERSONAL

How to communicate clearly and effectively with the range of people involved

How to facilitate debriefing and review activities

How to gain the support and commitment of individuals and team members by providing feedback

How to involve and motivate people

How to maintain your own performance standards including mental and physical fitness

How to make positive contributions to effective teamwork

How to plan and prioritise work in response to work demands

How to promote a culture that positively supports the organisational policy on equality and fairness

How to recognise problems that affect performance and action appropriate and timely solutions

How to select and use feedback techniques

How to set objectives

How to solve problems, make decisions and plan for contingencies

How to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity

Lines and methods of communication and reporting in the workplace

Methods of active and proactive monitoring of achievements of objectives

Purpose and process of debriefing and review

How to recognise achievements and acknowledge success

Report writing techniques

Role requirements and expected standards of performance

Roles, responsibilities and limits of authority of self, others and other agencies in the workplace

The importance of challenging unacceptable behaviour

The situations, behaviour and interactions between people that may cause conflict and the action needed to minimise disruption at work

TRAINING AND DEVELOPMENT

How to organise and conduct debriefs and review of performance

How to promote the culture of learning in the organisation to motivate individual and team learning

How to facilitate learning

TECHNICAL

How to interpret information of different types and from a range of sources

Capabilities and limitations of mobilising equipment

Capabilities and limitations of personal and operational equipment

How to conduct an investigation

How to gather and present evidence

How to handle and deliver resources in a safe and secure manner

How to identify and preserve evidence

How to recognise. Identify, plan and action your own development needs

How to ensure that equipment is securely stored

How to select and use personal and operational resources

How to support the investigation of an event

How to use applicable mobilising systems and resources

Matching and using resources to meet objectives

Range and uses of operational appliances and resources

The availability and access to internal and external resources and support

Your community – people, risks, geography and topography

Roles and responsibilities within the incident command system

The requirements for availability, operational readiness and response of human and physical resources

Types of evidence and its importance

How to use meetings as a method of exchanging information and making decisions

Management Standards

Unit title:	EFSM1 – Provide strategic advice and support to resolve operational incidents
Element titles:	1.1 Evaluate service response to incident 1.2 Advise and support those involved in resolution of the incident 1.3 Liase with media and other agencies to achieve strategic objectives 1.4 Debrief following resolution of incidents

Scope of this unit
This unit is about your role as a strategic manager at operational incidents. It includes your initial evaluation of the incident and the provision of advice and support to those involved to ensure its effective and timely resolution. It also includes your role in liaison with the community, with media and other agencies and ensuring that sufficient and effective debriefs are undertaken.

This unit contains four elements:

1.1 Evaluate service response to incident
This includes your initial evaluation of response to an incident and includes the collection and analysis of information about the incident type and progress, the implications of the incident for your community, the level of media involvement and the likely demand on resources.

1.2 Advise and support those involved in resolution of the incident
This includes your communication with those involved in the incident, obtaining continuous flow of information about the incident and delegation of activities to resolve the incident. It includes contact with media and co-ordination of activities with those of other agencies.

1.3 Liase with media and other agencies to achieve strategic objectives
This includes direct contact with key personnel in other agencies at all stages of incident evaluation and management. It includes briefing and updating of the media whilst maintaining confidentiality, security, health, safety and welfare

1.4 Debrief following resolution of incidents
This includes the arrangement and conduct of relevant briefings of suitable type for the incident, both immediately following and at later stages of incident review.

Key words and concepts These definitions are provided to explain how key words and concepts are used in this unit	
Suitable/key contacts	Includes, political, media, community, Local Authority, organisational, other agencies, specialists, utilities, voluntary and emergency groups
Community	Includes Business, commercial, public
Relevant legislation and protocols	Includes Brigade, organisational and national relating to resolution of incidents
Resources	People, equipment, time, specialist skills,
Media	Includes local, national, international television, radio, press, freelance photographers or reporters, Central Office of Information and those with potential to make information on incidents public.
Debriefs	Includes, operational, psychological, critical incident, formal, informal, one to one, group, structured, unstructured, immediately following the incident or follow up

Unit title	EFSM1 – Provide strategic advice and support to resolve operational incidents

You must ensure that you:

Element title: 1.1 Evaluate service response to incident

a)   obtain sufficient, relevant information about the incident type, progress, risks and implications, before and during and where appropriate, after your involvement
b)   confirm implementation of pre-determined procedures for involvement of other agencies, media and the key contacts
c)   confirm that personnel with suitable experience and level of competence are deployed to appropriate level and span of control
d)   confirm that action taken to date is compliant with relevant legislation and protocols
e)   prioritise risks and associated control measures and plan contingency measures
f)   determine the sufficiency and suitability of resources deployed and that these have been deployed to best effect
g)   anticipate the likely demand on resources and the implications on overall service delivery
h)   establish and maintain effective and efficient communication links with key personnel and agencies to ensure effective monitoring of progress
i)   estimate the likely impact of the incident on the community and the need for media information and involvement

Element title: 1.2 Advise and support those involved in resolution of the incident

a)   ensure that sufficient, relevant and accurate information is provided at the optimum time to those involved in resolving the incident
b)   anticipate dangers to health, safety and welfare and advise others to avoid exposure to unnecessary risk
c)   delegate activities to personnel with suitable level of competence
d)   provide clear instructions relating to delegated activities
e)   inform, advise and seek support from suitable contacts regarding factors in which they have interest or control
f)   provide accurate and timely information to the media and utilise media resources to inform and protect the community
g)   provide constructive feedback to personnel to support effective performance
h)   obtain technical and professional advice from suitable sources to support decision making
i)   co-ordinate activities with those of other agencies to maximise effectiveness of response
j)   make necessary changes to infrastructure and communication channels to meet emerging needs of the incident
k)   conduct comprehensive and timely briefings with relevant people
l)   continually evaluate the implications and factors influencing long-term incidents including the effects on the organisation, its personnel, the community and wider perspectives
m) agree plans to maintain the strategic response to protracted incidents

Element title: 1.3 Liase with media and other agencies to achieve strategic objectives

a)   establish contact with key personnel in other agencies before and during your involvement in the incident
b)   ensure that all relevant agencies have sufficient, accurate information with a suitable degree of urgency to enable effective co-ordination of response
c)   provide media contacts with relevant, timely and accurate information and utilise their support in informing and protecting the community
d)   control and manage contact with the media including location, personnel and vantage points
e)   co-ordinate liaison with media and other agencies without compromising action to resolve the incident
f)   maintain confidentiality and security

Element title: 1.4 Debrief following resolution of incidents

a) arrange sufficient debriefs of suitable type and frequency to meet specific needs
b) gather and review all pertinent information from internal and external sources
c) encourage full review of procedures and performance relevant to the incident in order to identify learning outcomes
d) determine possible changes to procedures, resources or personnel performance which would improve future practice and service delivery
e) identify trends and their implications for future service delivery
f) establish the support needs of personnel involved in the incident and instigate action to deliver this
g) provide constructive feedback to personnel and other agencies involved
h) agree action to be taken following debrief activities including responsibilities and timescales
i) ensure that agreed action is taken
j) accurately report and inform political and community contacts on issues which may affect future delivery

Unit title:	EFSM1 - Provide strategic advice and support to resolve operational incidents			
Element titles:	1.1 Evaluate service response to incident 1.2 Advise and support those involved in resolution of the incident 1.3 Liase with media and other agencies to achieve strategic objectives 1.4 Debrief following resolution of incidents			
Knowledge for this unit	**1.1**	**1.2**	**1.3**	**1.4**
The pre-determined procedures for involvement of other agencies, media and key contacts and how these should be implemented	●			
The range of resources, their capabilities and limitations and their effective use	●			
The role, responsibilities, capabilities and limitations of other agencies	●		●	●
Legislative aspects associated with management of operational incidents	●		●	●
How to collect and analyse relevant information at strategic level	●	●		●
Lines of communication at incidents and the incident command system	●	●		
The context and characteristics of your local community, including associated risks	●		●	●
How to prioritise and schedule activities to meet the needs of the incident and manage available resources effectively		●		
Dynamic risk assessment and associated health, safety and welfare issues		●		
Awareness of issues affecting the community, both local and political		●		●
The requirements of the media and how to manage media information		●	●	
How to communicate effectively and efficiently with personnel to achieve changing objectives and manage sensitive issues		●	●	●
How to anticipate needs and requirements of the incident and of the personnel involved in its resolution		●		
Issues of confidentiality, security including data protection, intellectual property rights, Human Rights and the implications of potential litigation			●	
Organisational objectives, values and how to operate within them			●	
The types and purpose of debriefs and management requirements associated with different types of incidents				●
The range, type and extent of information needed for effective debriefs				●
How to analyse trends, identify needs for change to procedures and instigate action to make relevant improvements				●
Methods of providing feedback and how to select those appropriate to the context and sensitivities of the situation				●
Requirements and methods of reporting on incidents and how to report to key internal, external, political and community contacts				●
Local Authority procedures and requirements associated with resolution of incidents				●
Personal role, responsibility, level of authority, including financial, at operational incidents	●	●		

Unit title:	EFSM2 - Lead, Monitor and Support people to resolve operational incidents
Element titles:	2.1 Review and determine incident status 2.2 Assume responsibility and implement action to support those involved in the incident 2.3 Debrief following resolution of incident

Scope of this unit
This unit relates to the leadership role taken at operational incidents. This includes initial review and planning of incident management, operating within the Incident Command System. It includes implementation, review and monitoring of plans and management of resources to resolve the incident. It also includes planning and conduct of relevant briefings.

This unit contains three elements:

2.1 Review and determine incident status
This includes your initial review of the incident type, status and progress, the collection of relevant information and analysis of implications for the community and for resource allocation.

2.2 Assume responsibility and implement action to support those involved in the incident
This includes your formulation of a plan for resolution of the incident, taking account of anticipated risks, monitoring the progress of activities against your plan and making relevant adjustments. It includes obtaining advice from relevant specialists and the conduct of operational briefings with relevant personnel.

2.3 Debrief following resolution of incident
This includes the arrangements and conduct of relevant briefings both immediately following and at later stages of incident review.

Key words and concepts These definitions are provided to explain how key words and concepts are used in this unit	
Objectives within immediate responsibility of the organisation	Objectives relating to resolution and closure of the incident within the scope of the organisation.
Community	Includes Business, commercial, public
Relevant legislation and protocols	Includes Brigade, organisational and national relating to resolution of incidents
Resources	People, equipment, time, specialist skills,
Debriefs	Includes, operational, psychological, critical incident, formal, informal, one to one, group, structured, unstructured, immediately following the incident or follow up
Media	Includes local, national, international television, radio, press, freelance photographers or reporters, Central Office of Information and those with potential to make information on incidents public.
Incidents	Includes, all types of operational incidents, for the control room context, this may be 'events'

Unit title	EFSM2 - Lead, Monitor and Support people to resolve operational incidents

You must ensure that you;

Element title: 2.1 Review and determine incident status

a) obtain sufficient information from all available sources on incident progress, risks, deployment, resource availability and existing incident management
b) confirm that current action complies with relevant legislation and protocols
c) determine the current involvement of other agencies, their current activities and key contacts
d) determine and resolve discrepancies between information obtained at the incident and that provided pre-incident
e) confirm new roles, responsibilities and communication channels with key personnel
f) confirm risks and implications for personnel, for the community and for the wider context
g) anticipate likely future resource needs including consideration of possible escalation of incident
h) confirm the priority actions for resolution of incident
i) ensure that information concerning change in roles and control of the incident reaches those who are assisting with its resolution.

Element title: 2.2 Assume responsibility and implement action to support those involved in the incident

a) formulate a plan which takes account of all available information and anticipated risks
b) implement plan, confirming roles, responsibilities, tasks, and communication channels
c) actively monitor the progress of activity against your plan
d) anticipate risks to health, safety and welfare and ensure adequate and timely control measures are implemented
e) adjust your incident plan to meet the emerging needs of the incident
f) obtain technical and professional advice from suitable sources to support decision making
g) provide information to other agencies to assist with their decision making
h) conduct comprehensive and timely briefings with relevant people to obtain progress reports and instigate action
i) continually evaluate the implications of the incident on the organisation, the environment, the local community and other agencies roles and responsibilities
j) ensure that relevant people are updated regarding identified implications
k) provide accurate and timely information to the media and utilise media resources to inform and protect the community
l) confirm that all objectives within immediate responsibility of the organisation have been met
m) hand over status to relevant agencies before withdrawing support from the incident.

Element title: 2.3 Debrief following resolution of incident

a) arrange sufficient debriefs of suitable type and frequency to meet the needs of the incident type and scale
b) gather and review all pertinent information from internal and external sources
c) support a full review of procedures and performance relevant to the incident in order to identify learning outcomes for the organisation and individuals
d) identify possible changes to procedures and resource requirements that would improve future practice and service delivery.
e) recommend improvements, with supporting evidence, to relevant people
f) identify trends and their implications for future service delivery
g) provide constructive feedback to personnel and other agencies involved
h) establish the support needs of personnel involved in the incident and instigate action to deliver this
i) agree action to be taken following debrief activities including responsibilities and timescales
j) ensure that agreed action is taken
k) report meritorious action to relevant people for recognition

Unit title:	EFSM2 - Lead, Monitor and Support people to resolve operational incidents
Element titles:	2.1 Review and determine incident status 2.2 Assume responsibility and implement action to support those involved in the incident 2.3 Debrief following resolution of incident

Knowledge for this unit	2.1	2.2	2.3
The range and sources of information required to evaluate and manage incidents and how to access this	●		
Relevant legislation and its correct interpretation and implementation	●		
Your role, responsibilities and level of authority at operational incidents	●	●	
The roles, responsibilities, limitations and capabilities of personnel and other agencies	●	●	
Lines of communication at incidents and the incident command system	●	●	
The range and type of resources available at incidents, their capabilities and limitations	●		
How to prioritise and allocate tasks and set clear objectives at incidents to achieve operational objectives	●		
Your local community, its characteristics and associated risks	●		●
Dynamic risk assessment and associated health, safety and welfare issues	●		●
How to communicate effectively and efficiently with personnel to achieve changing objectives and manage sensitive issues		●	
How to anticipate needs and requirements of the incident and of the personnel involved in its resolution		●	
Issues of confidentiality, security including data protection, intellectual property rights, Human Rights and the implications of potential litigation		●	
Organisational objectives, values and how to operate within them	●	●	●
Methods, styles and principles of leadership and their application in operational contexts	●	●	
The range, type and extent of information needed for effective debriefs		●	
How to analyse trends, identify needs for change to procedures and instigate action to make relevant improvements			●
Methods of providing feedback and how to select those appropriate to the context and sensitivities of the situation			●
Requirements and methods of reporting on incidents and how to report to key internal, external, political and community contacts			●
How to formulate and implement an incident plan and the factors affecting this	●	●	
How to distinguish between relevant and irrelevant information and formulate plans and decisions which influence successful resolution of incidents	●	●	
The range of specialists available and how to make best use of their technical expertise and support		●	

Unit title:	EFSM3 - Determine solutions to hazards and risks identified through inspection and investigation
Element titles:	3.1 Plan inspections and investigations 3.2 Implement inspections and investigations 3.3 Respond to findings following inspections and investigations 3.4 Present evidence at formal proceedings

Scope of this unit
This unit is about managing inspections and investigations to determine or confirm solutions and to make recommendations to eliminate or minimise risk to people, property and the environment.

This unit contains four elements:

3.1 Plan inspections and investigations
In order to plan inspections and investigations, you need to gather relevant information, assess risk and make the appropriate arrangements to conduct the activity

3.2 Implement inspections and investigations
In order to implement inspections and investigations, you need to confirm the purpose and status of the activity, comply with organisational requirements and respond positively to identified risks(s)

3.3 Respond to findings following inspections and investigations
In order to report findings of inspections and investigations you need to communicate effectively with relevant people and carry out any follow up activities within agreed timescales

3.4 Present evidence at formal proceedings
In order to present evidence at formal proceedings you need to ensure all the identified facts are available to relevant people and that your conduct during the proceedings complies with ethical, legal and service requirements.

Key words and concepts These definitions are provided to explain how key words and concepts are used in this unit	
Inspections and Investigations	Formal activities required by Service legislation and objectives which require visual inspection, review of evidence and formal recording/reporting
Authorised people	Team members, colleagues, higher level managers, sponsors, personnel specialists, members of the public who are authorised for access to information, reports.
Proceedings	Formal legal or internal procedures which require presentation of information collected in factual, evidential manner

Unit title	EFSM3 - Determine solutions to hazards and risks identified through inspection and investigation

You must ensure that you;

Element title: 3.1 Plan inspections and investigations

a) determine the purpose, scope and timescale for the intended inspection or investigation
b) identify and evaluate sufficient, relevant information that may influence the planning of the inspection or investigation or its outcome
c) formulate a plan which optimises the use of available resources and minimises potential risk
d) refer matters beyond your own levels of personal authority and competence to the relevant people
e) agree arrangements for required activities with relevant people and confirm date, time and location of inspection or investigation activities
f) document your plan accurately, completely, legibly, in the agreed format and make this available to authorised people within the agreed timescale

Element title: 3.2 Implement inspections and investigations

a) confirm with relevant people the purpose of your activity, your legal status and the manner in which the inspection or investigation will be conducted
b) comply with relevant organisational and statutory requirements and avoids all risks to self and others
c) take immediate action to minimise identified risks and recommend corrective action
d) refer matters beyond your own level of responsibility, competence or authority to the relevant person for advice or action
e) obtain sufficient information to determine confident conclusions and accurately record where evidence available is incomplete
f) communicate relevant findings to authorised people within the agreed timescale and using agreed format and communication method
g) maintain confidentiality and security of information through the implementation phase
h) document results accurately, completely, legibly, in the agreed format and make these available to authorised people within agreed timescales

Element title: 3.3 Respond to findings following inspections and investigations

a) determine the key findings of the relevant inspection of investigation and generate options for action
b) generate options which take full account of the level and potential implications of hazards and risks associated with the findings
c) refer matters beyond your own level of competence, responsibility or authority to relevant people for action or decision
d) make recommendations for action, including prioritisation of proposed options and expected outcomes
e) document all findings accurately, completely, legibly, in the agreed format and make these available to authorised people within the agreed timescales

Element title: 3.4 Present evidence at formal proceedings

a) determine the purpose, scope and expectations of your attendance at formal proceedings
b) collate and prepare sufficient factual data and evidence to meet the requirements of your attendance
c) serve documents for the proceedings within the specified timescale
d) ensure your documentary submissions and oral responses are accurate, objective, complete, concise, in logical order and clearly differentiate between fact and opinion
e) present evidence clearly and with relevance to the questions posed
f) comply with ethical and legal requirements

Unit title:	EFSM3 - Determine solutions to hazards and risks identified through inspection and investigation			
Element titles:	3.1 Plan inspections and investigations 3.2 Implement inspections and investigations 3.3 Respond to findings following inspections and investigations 3.4 Present evidence at formal proceedings			
Knowledge for this unit	**3.1**	**3.2**	**3.3**	**3.4**
How to access, interpret and provide relevant information and data	●	●	●	●
How to identify and analyse qualitative and quantitative information essential to your role and responsibilities	●	●	●	●
How to operate and manage within a legal and regulatory framework	●	●	●	●
The roles, responsibilities, level of authority and requirements of yourself and others within the context of formal proceedings	●	●	●	●
How to treat colleagues and members of the public with respect and consideration, taking account of and accepting diversity	●	●	●	●
The range, type and purpose of investigations and inspections with your personal level of authority and responsibility	●			
Principles and methods of planning inspections and investigations	●			
Existing systems, processes and procedures relating to investigations and inspections and their correct use	●			
Requirements for presentation of evidence at formal proceedings				●
Your role and responsibilities at formal proceedings				●
The types and purpose of formal proceedings at which you may be required to present evidence				●
How to distinguish fact from opinion when preparing evidence for presentation				●
Relevant legislation and understanding of generic/specific risk assessment		●		

Unit title:	EFSM4 - Plan organisational strategy to meet agreed aims and objectives
Element titles:	4.1 Agree organisation aims, objectives and measures of performance with stakeholders 4.2 Establish factors within internal and external operating environments that influence strategic direction and planning 4.3 Secure resources required to meet stated aims and objectives 4.4 Produce a strategic plan to meet agreed aims and objectives

Scope of this unit

This unit relates to collation of information, liaison and consultation with stakeholders and review of all internal and external influencing factors in order to produce a strategic plan for the future direction of the organisation.

This unit contains four elements:

4.1 Agree organisation aims, objectives and measures of performance with stakeholders
This includes consultation with key stakeholders who have interest in, or can influence the direction and strategy of the organisation to negotiation and agree aims and objectives which meet stakeholders needs without compromising the quality of service delivery.

4.2 Establish factors within internal and external operating environments that influence strategic direction and planning

This includes a strategic view of all internal and external factors which may influence, or have impact on the strategic direction and goals of the organisation.

4.3 Secure resources required to meet stated aims and objectives
This includes determination of the type and level of resources required to achieve strategic goals and the implications of shortfalls in target resources. It includes negotiation and agreement of sufficient resources to meet agreed goals

4.4 Produce a strategic plan to meet agreed aims and objectives
This includes the preparation and production of a strategic plan with clear definition of strategic direction. It includes negotiation and discussion to secure ownership and commitment to the plan and strategic action to ensure responsiveness to change and focus on continuous improvement

Key words and concepts **These definitions are provided to explain how key words and concepts are used in this unit**	
Stakeholders	Includes those with interest in and influence over the strategic direction and planning for the organisation. This includes those with decision making responsibility for resourcing, implementation and support.
Factors influencing organisation aims and objectives	Political, social, economic, community, legal, regulatory, environmental issues which impact on the organisation's aims and objectives
Internal and external sources of information	Existing performance reviews at departmental, section, division and organisational level. Specialist support. Environmental and community change programmes and political goals. Relevant legislation and regulatory requirements.
Resources	People, equipment, finance, time

Unit title	EFSM4 - Plan organisational strategy to meet agreed aims and objectives

You must ensure that you;

Element title: 4.1 Agree organisation aims, objectives and measures of performance with stakeholders

a) review and confirm internal and external factors which may influence the organisation's aims and objectives

b) determine the range of stakeholders to be consulted and their likely roles, responsibilities and accountabilities in respect of future aims and objectives

c) inform and advise stakeholders on key issues which will influence agreement on aims and objectives

d) consult with stakeholders and establish their requirements and measures of performance

e) produce draft aims and objectives which are realistic, achievable, measurable and take account of stakeholder interest

f) negotiate and agree aims and objectives which meet stakeholder needs without compromising quality of service delivery

g) negotiate and agree realistic measures of organisational performance and associated methods of measurement

Element title: 4.2 Establish factors within internal and external operating environments that influence strategic direction and planning

a) determine sources of relevant information to assist with planning process

b) obtain and verify sufficient information from both internal and external sources

c) analyse the implications of existing and future influencing factors at a sufficient level of detail to inform service planning

d) prioritise the impact of identified influencing factors on future service delivery

e) draft an organisational strategy which takes account of identified influencing factors and includes contingency planning

f) specify strategic issues which will need further investigation, discussion or agreement

Element title: 4.3 Secure resources required to meet stated aims and objectives

a) determine the type and level of resources required to meet stated organisational objectives

b) establish the shortfall between existing resources and those required for future service delivery

c) identify the implications of the organisation's inabillity to meet shortfall

d) determine the financial and other implications for the additional resource requirement

e) review current and future availability of resources including alternative sources

f) prepare detailed proposals with clear justification to obtain required resources

g) determine negotiating position and minimum requirements to avoid compromise of service delivery

h) negotiate and agree the provision of sufficient resources to meet organisational needs

Element title: 4.4 Produce a strategic plan to meet agreed aims and objectives

a) collate and review all information relevant to the strategic direction of the organisation

b) determine the optimum content, format and layout of the plan to meet stakeholder needs

c) establish communication channels for consultation and development of the strategic plan

d) plan involvement to secure ownership and commitment to the plan

e) incorporate strategic action to ensure responsiveness to change and a focus on continuous improvement

f) negotiate and agree strategic objectives and methods for their achievement with key stakeholders

g) produce agreed strategic plan and obtain commitment from those responsible for its implementation

Unit title:	EFSM4 - Plan organisational strategy to meet agreed aims and objectives			
Element titles:	4.1 Agree organisation aims, objectives and measures of performance with stakeholders 4.2 Establish factors within internal and external operating environments that influence strategic direction and planning 4.3 Secure resources required to meet stated aims and objectives 4.4 Produce a strategic plan to meet agreed aims and objectives			
Knowledge for this unit	**4.1**	**4.2**	**4.3**	**4.4**
How to distinguish between strategic, tactical and operational issues and influences	●			●
Principles of strategic performance management and their application to the context of organisational objectives	●			●
The requirements, context and significance of the organisational strategy and related planning and reporting	●			
The range of measures of performance applicable to the organisation and their use at strategic level	●	●		
Principles and methods of quality management and their application at strategic level	●			
Principles and methods of negotiation with stakeholders	●	●		
The range of stakeholders and their respective interests	●	●		
Sources and types of information relevant to strategic planning		●		
The range, type and use of resources required to meet organisational strategic objectives		●	●	
Methods of risk assessment associated with strategic planning	●	●		●
How to analyse trends, identify future needs and interpret information to assist with strategic planning	●			●
Principles of short, medium and long term planning and their application to organisational strategy	●		●	
Where and how to obtain specialist advice to support strategic planning		●		●
Principles and methods of effective report writing in relation to strategic planning, reporting and review				●
How to identify the external influencing factors for future strategic direction of the organisation				●
Approvals required for strategic plan and accepted mechanisms to obtain these				●
Methods of cost-benefit analysis and the evaluation of options for strategic plans		●	●	

Unit title:	EFSM5 - Plan implementation of organisational strategy to meet objectives
Element titles:	5.1 Develop and agree policies and processes to support achievement of organisation aims and objectives 5.2 Establish and agree the optimum organisation structure to support achievement of aims and objectives 5.3 Produce implementation plan to achieve organisation strategy

Scope of this unit
This unit relates to the preparation and production of an implementation plan to achieve organisational strategy. It includes the development and agreement of policies and process to support the agreed strategy, review and planning of optimum organisation strategy and the presentation of a detailed implementation plan.
This unit contains three elements: **5.1 Develop and agree policies and processes to support achievement of organisation aims and objectives** This includes identification of and consultation with key stakeholders, both internal and external, review of existing policies and practices, consultation and collation of data to support the implementation planning process. **5.2 Establish and agree the optimum organisation structure to support achievement of aims and objectives** This includes review of existing structure and generation of options for alternative organisational structures to meet the future needs of the organisation.   It includes identification of financial and other constraints which would influence the choice of structure and the preparation of proposals for those who will be involved in the decision making process. **5.3 Produce implementation plan to achieve organisation strategy** This includes prioritisation of strategic goals and their impact on the organisation, generation of options for methods of implementation of organisational strategy, and production of a detailed implementation plan. It also includes presentation of the plan and processes to obtain commitment and ownership from stakeholders.

Key words and concepts **These definitions are provided to explain how key words and concepts are used in this unit**	
Stakeholders	Includes those with interest in and influence over the strategic direction and planning for the organisation. This includes those with decision, making responsibility for resourcing, implementation and support.
Factors influencing organisation aims and objectives	Political, social, economic, community, legal, regulatory, environmental issues which impact on the organisation's aims and objectives
Resources	People, equipment, finance, time

Unit title	EFSM5 - Plan implementation of organisational strategy to meet objectives

You must ensure that you;

Element title: 5.1 Develop and agree policies and processes to support achievement of organisation aims and objectives

a) establish key stakeholders for the development of policies and processes
b) evaluate the effectiveness of current policies and processes in achieving organisation aims and objectives
c) consult with all key stakeholders to establish factors which influence decisions regarding change to policies and processes
d) instigate action and reporting structures to review, update and develop policies and procedures
e) agree, with relevant stakeholders, the changes required to develop effective policies and processes
f) secure support for proposed changes from those responsible for resourcing and implementing new policies and procedures
g) determine methods and measures for evaluating the effectiveness of new policies and procedures
h) disseminate new policies and procedures to all personnel who will be affected by the planned changes

Element title: 5.2 Establish and agree the optimum organisation structure to support achievement of aims and objectives

a) obtain sufficient information from all available sources on the effectiveness and efficiency of current organisation structure
b) assess the effectiveness of current organisational structure and identify current shortfalls
c) evaluate the ability of current structure to meet new aims and objectives
d) determine the gap between current abilities and requirements of new aims and objectives
e) specify the changes required to achieve optimum structure to meet aims and objectives
f) identify the financial and other resource implications associated with required changes in organisational structure
g) prepare proposals for revisions to structure at a sufficient level of detail for those involved in the decision making process
h) agree changes required to establish the optimum organisation structure
i) develop measures to review the effectiveness of new organisational structure

Element title: 5.3 Produce implementation plan to achieve organisation strategy

a) prioritise strategic goals and their impact on the organisation
b) generate options for methods of implementation
c) evaluate options and prioritise according to influencing factors
d) determine the methods, timescales and success criteria for short , medium and long-term implementation
e) prepare a plan which ensures synergy with associated policies, procedures, processes and systems
f) produce a implementation plan at sufficient level of detail and in a format suitable for intended users
g) present and negotiate agreement to the implementation plan with all key stakeholders and implementers
h) obtain and confirm commitment to the implementation plan from key stakeholders
i) generate ownership and commitment from those responsible for implementation
j) communicate relevant aspects of the plan to those responsible for its implementation

Unit title:	EFSM5 - Plan implementation of organisational strategy to meet objectives			
Element titles:	5.1 Develop and agree policies and processes to support achievement of organisation aims and objectives 5.2 Establish and agree the optimum organisation structure to support achievement of aims and objectives 5.3 Produce implementation plan to achieve organisation strategy			
Knowledge for this unit		**5.1**	**5.2**	**5.3**
How to distinguish between strategic, tactical and operational issues and influences		●		●
Principles of strategic performance management and methods of implementation		●		
The requirements, context and significance of the organisational strategy and related planning and reporting		●		
The range of measures of performance applicable to the organisation and their use at implementation stage		●		●
Principles and methods of project management and their application at implementation stage		●		●
Principles and models of change management and their application		●		
The range of stakeholders, their respective interests and the significance of their commitment to implementation plans		●		●
Sources and types of information relevant to implementation of strategic plan		●	●	●
The range, type and use of resources required to meet organisational strategic objectives		●		●
Methods and mechanisms of implementation, promotion and gaining commitment to organisational plans		●	●	●
How to analyse trends, identify future needs and interpret information to assist with s planning		●		
Principles of short, medium and long term planning and their application to implementation of organisational strategy		●	●	●
Where and how to obtain specialist advice to support strategic planning and implementation		●		●
Principles and methods of effective report writing in relation to planning, reporting and review		●	●	●
How to present and clearly communicate information to inform, promote and gain commitment to implementation plans		●	●	●
How to determine measures and criteria for successful implementation and methods for their evaluation				●
Methods of cost-benefit analysis and the evaluation of options for implementation plans within budgetary constraints		●		●
Models of organisational structure and their applicability to organisation goals			●	
Representative bodies, their roles, responsibilities and interests		●	●	●
Methods of procurement and related procedures				●
Methods and techniques for analysis of data and their application to implementation planning		●	●	●
Research and planning techniques associated with planning implementation of organisational strategy		●		

Unit title:	EFSM6 - Implement organisational strategy
Element titles:	6.1 Allocate roles and responsibilities for implementation of strategic plans 6.2 Delegate and provide support to those who will undertake implementation 6.3 Maintain effective working relationships with those who can assist with implementation of the strategic plan

Scope of this unit
This unit relates to the allocation of roles and responsibilities, delegation of related work activities and maintenance of effective working relationships associated with the implementation of agreed organisational strategy.

This unit contains three elements:

6.1 Allocate roles and responsibilities for implementation of strategic plans
This includes confirmation of the requirements of strategic plans and the resources required, gap analysis and review of alternative sources of resources. It includes preparation of a detailed breakdown of strategic plans and related resource requirements for each component and matching roles and responsibilities to each component activity.

6.2 Delegate and provide support to those who will undertake implementation
This includes the delegation of activities relating to implementation of organisational strategy, based on skills, competence, responsibilities and level of authority. It includes ensuring that people have the relevant support, training and competence to undertake delegated activities.

6.3 Maintain effective working relationships with those who can assist with implementation of the strategic plan

This includes consultation, liaison and negotiation with all key stakeholders involved in the implementation of the organisation's strategic plan. It includes ensuring that support systems and processes are in place and fully operational and that review processes are operating effectively

Key words and concepts These definitions are provided to explain how key words and concepts are used in this unit	
Stakeholders	Includes those with interest in and influence over the strategic direction and planning for the organisation. This includes those with decision making responsibility for resourcing, implementation and support.
Resources	People, equipment, finance, time, internal and external
Strategic plans	Your organisation's vision, mission, objectives and goals with associated implementation plans

Unit title	EFSM6 – Implement organisational strategy

You must ensure that you:

Element title: 6.1 Allocate roles and responsibilities for implementation of strategic plans

a) confirm the requirements of the strategic plans and determine the resources required for implementation.
b) accurately identify existing internal and external resources, skills and competences available
c) produce a detailed breakdown of strategic plans and identify resource requirements and milestones for each component of the plan
d) determine and quantify the shortfall and investigate internal and external options to meet specified needs
e) match roles and responsibilities to each component of the plan and allocate existing people resources to required roles
f) instigate action to meet any shortfall in resource requirements and ensure all roles and responsibilities are allocated
g) establish a review process to check on the effectiveness of resource allocation
h) provide sufficient, valid information to all people involved in implementing the strategic plans

Element title: 6.2 Delegate and provide support to those who will undertake implementation

a) decide on delegation of activities based on experience, skills and knowledge of personnel
b) establish support requirements of personnel to whom activities will be delegated
c) provide sufficient, valid, current information and clear objectives to individuals and teams
d) provide opportunities for individuals and teams to clarify objectives and obtain support
e) ensure that teams have complementary skills and competences to enable them to achieve delegated activities
f) assess the current and future workload of individuals and teams and make suitable adjustments to ensure the most effective use of people resources

Element title: 6.3 Maintain effective working relationships with those who can assist with implementation of the strategic plan

a) utilise the roles, responsibilities, skills and competences of those involved in implementation
b) identify the key interests of all stakeholders who can influence implementation
c) establish the most effective means of communication with each person
d) ensure that individuals are provided with sufficient, valid, current information
e) ensure you are accessible and available to respond to requests for support, information and advice
f) instigate action to make support systems and processes easily available to those who require them
g) provide timely reviews to monitor and support people with their implementation plans

Unit title:	EFSM6 - Implement organisational strategy			
Element titles:	6.1 Allocate roles and responsibilities for implementation of strategic plans 6.2 Delegate and provide support to those who will undertake implementation 6.3 Maintain effective working relationships with those who can assist with implementation of the strategic plan			
Knowledge for this unit		**6.1**	**6.2**	**6.3**
Existing roles, responsibilities and competences and their relevance to implementation of strategic plans		●	●	●
Principles of delegation, empowerment and leadership relating to implementation of plans			●	
The requirements, context and significance of the organisational strategy and related planning and reporting		●	●	●
The range of measures of performance applicable to the organisation and their use at implementation stage		●		
Principles and methods of project management and their application at implementation stage		●		
Principles and models of change management and their application		●	●	●
The range of stakeholders, their respective interests and the significance of their commitment to implementation plans		●		●
Sources and types of information relevant to implementation of strategic plan		●	●	●
The range, type and use of resources required to meet organisational strategic objectives		●		
Methods and mechanisms of implementation, promotion and gaining commitment to organisational plans		●		●
How to analyse trends, identify future needs and interpret information to assist with planning		●		
Principles of short, medium and long term planning and their application to implementation of organisational strategy		●		
Where and how to obtain specialist advice to support implementation				●
Principles and methods of effective report writing in relation to planning, reporting and review				●
How to present and clearly communicate information to inform, promote, motivate and gain commitment to implementation plans		●	●	●
How to determine measures and criteria for successful implementation and methods for their evaluation		●		
Methods of cost-benefit analysis and the evaluation of options for implementation plans within budgetary constraints		●		
The importance of maintaining effective working relationships with those who can assist with implementation and methods of doing so				●
Representative bodies, their roles, responsibilities and interests		●		●
Type and purpose of existing and planned support systems and processes and how to make effective use of these		●		
Methods and techniques for collection and analysis of data and their application to implementation		●		
Research and planning techniques associated with implementation of organisational strategy		●		
How to actively seek and provide feedback				●

Unit title:	EFSM7 - Evaluate organisational performance against agreed measures
Element titles:	7.1 Measure organisational performance against operational targets 7.2 Measure the effectiveness of the organisation in achieving strategic goals 7.3 Evaluate overall performance and take action to rectify actual or potential shortfalls

Scope of this unit
This unit relates to the evaluation of organisational performance which may be undertaken on an annual basis, by regular scheduled review or for audit. It includes the application of formal measurement methods to evaluate the organisation effectiveness and propose action to rectify actual or potential shortfall.
This unit contains three elements: **7.1 Measure organisational performance against operational targets** This includes the extraction of relevant information relating to performance against target criteria and key performance indicators, the analysis of this data and determination of actual measurements over the defined period. **7.2 Measure the effectiveness of the organisation in achieving strategic goals** This relates to the review of strategic goals, consultation with relevant stakeholders and the identification of any shortfalls in performance. It includes investigation of the reasons for such shortfalls and recommendations for changes to improve performance. **7.3 Evaluate overall performance and take action to rectify actual or potential shortfalls** This includes collation of data from all available sources and comparison of results across the organisation to identify specific shortfalls and needs for improvement. It includes the generation of options for action to meet those shortfalls, evaluation of options, presentation of findings and obtaining commitment to change.

Key words and concepts **These definitions are provided to explain how key words and concepts are used in this unit**	
Operational targets	As defined within the organisational strategic plan
Surveys, evaluations and audits	Internal and external, relating to customer service, quality, organisational performance,
Benchmark	A process by which related organisations are identified as suitable for comparison and a formal process of evaluation undertaken to compare and contrast performance.
Stakeholders	Those with responsibility for resourcing, auditing and evaluating the organisation performance, general public, representative bodies, employees and local community.
Organisational performance	Includes review at organisational level or of its component parts

Unit title	EFSM7 - Evaluate organisational performance against agreed measures

You must ensure that you:

Element title: 7.1 Measure organisational performance against operational targets

a) extract relevant information relating to operational target performance over the specified period
b) utilise data from all relevant sources including surveys, evaluations and audits
c) determine the most suitable method of measurement
d) analyse data to determine actual measurement of performance against agreed criteria
e) clearly identify areas of both successful and unsuccessful performance
f) investigate reasons for performance results
g) benchmark results against other related reports and data to compare and contrast performance with other organisations
h) disseminate results with recommendations for future improvement

Element title: 7.2 Measure the effectiveness of the organisation in achieving strategic goals

a) review strategic goals for the relevant period and against relevant reports on organisational performance
b) consult with relevant stakeholders to obtain further information to support your evaluation
c) measure actual performance against strategic goals and any identify shortfalls
d) investigate the reasons for shortfalls in performance, including internal and external factors
e) determine the implications of shortfalls on the organisation's future performance
f) evaluate the changes which may be required in systems and procedures in order to rectify shortfalls
g) recommend changes in strategy to meet identified shortfalls or improve overall performance

Element title: 7.3 Evaluate overall performance and take action to rectify actual or potential shortfalls

a) obtain all relevant data from organisation performance reviews at all levels
b) compare results of performance across the organisation and identify trends, shortfalls and areas of successful performance
c) validate the information through consultation with relevant internal and external stakeholders and contacts
d) generate options to address shortfalls or improve systems and procedures
e) evaluate options and determine the preferred route through a detailed cost benefit analysis
f) ensure support and commitment to changes required
g) establish relevant piloting and review processes to monitor and confirm expected improvements

Unit title:	EFSM7 - Evaluate organisational performance against agreed measures		
Element titles:	7.1 Measure organisational performance against operational targets 7.2 Measure the effectiveness of the organisation in achieving strategic goals 7.3 Evaluate overall performance and take action to rectify actual or potential shortfalls		

Knowledge for this unit	7.1	7.2	7.3
Measurement methods, tools and techniques for evaluation of organisational performance and their selection as suitable for context	●	●	●
How to set, validate and evaluate performance against key performance indicators	●	●	●
Methods of disseminating results of evaluations	●		●
Methods of benchmarking, the processes involved and their relevance to the evaluation to be performed	●		
Type, range and sources of information for evaluation and comparison of date	●	●	●
How to analyse results as a level of detail sufficient to meet organisational planning needs	●	●	●
The range of internal and external stakeholders, their responsibilities and interests	●	●	
Existing methods of performance planning and review at all levels and who is responsible for their management and reporting	●	●	●
Existing roles, responsibilities and methods of communication in respect of performance monitoring and review	●	●	●
Models of change management and their relevance to instigation of plans to meet shortfalls in performance			●
Methods of cost-benefit analysis and their applicability to organisational performance review			●
Methods of investigation and research to elicit sufficient, valid information	●	●	
Information management techniques			●

182

Unit title:	EFSM8 - Lead organisational strategy through effective decision-making
Element titles:	8.1 Obtain information required to enable effective decision making 8.2 Communicate decisive action to achieve strategic goals

<table>
<tr><td colspan="2" align="center">Scope of this unit</td></tr>
<tr><td colspan="2">This unit relates to the collation of information from a wide range of sources to aid strategic decision making, the analysis of data, generation of options and consultation to reach a positive decision. It includes communication of decisive action to reach strategic goals.</td></tr>
<tr><td colspan="2">This unit contains two elements:

8.1 Obtain information required to enable effective decision making
This includes the collation of information from all available sources, analysis and generation of options for strategic action

8.2 Communicate decisive action to achieve strategic goals
This includes clear communication of decisions, with relevance to the impact of such decisions on those who will be affected. It includes the production of information to support such communication.</td></tr>
</table>

Key words and concepts
These definitions are provided to explain how key words and concepts are used in this unit

Internal and external sources of information	Organisational structure, policy, procedures, systems and processes. Management information systems, evaluation and audit reports, budgets, proposals, recommendations.
Recommendations and proposals	Formal and informal, verbal and written
Stakeholders	Those who may influence, or be affected by the results of decision making, both internal and external

Unit title	EFSM8 - Lead organisational strategy through effective decision-making

You must ensure that you;

Element title: 8.1 Obtain information required to enable effective decision making

a) establish key sources and contacts for relevant information from both internal and external sources
b) obtain, collate and validate sufficient information by methods suitable to information type and purpose
c) identify discrepancies, anomalies or shortfalls in information and obtain clarification
d) instigate action to ensure that future provision of information meets specified needs
e) conduct a detailed analysis of the information to elicit key factors influencing the decision making process
f) evaluate the likely effect of the analysis results on those who will be involved in the decision making and implementation processes
g) investigate options for decision making and the relevant implications of each
h) prepare clear recommendations and proposals, with supporting evidence to facilitate the decision making process

Element title: 8.2 Communicate decisive action to achieve strategic goals

a) determine the impact of decisions on those responsible for resourcing and for implementing required change
b) evaluate and determine options for method, timescale and location for communication of decisions
c) produce information in style and format which will be most effective for each recipient group
d) anticipate questions and concerns which may be raised by those receiving the information
e) present information in a style and using terminology which will promote understanding, ownership and commitment for each recipient group
f) present decisions positively and with clarity

Unit title:	EFSM8 - Lead organisational strategy through effective decision-making		
Element titles:	8.1 Obtain information required to enable effective decision making 8.2 Communicate decisive action to achieve strategic goals		
Knowledge for this unit		**8.1**	**8.2**
Your own role, responsibility, competence and level of authority for decision making		●	
Sources of relevant information, both internal and external, and how to access this		●	
Issues of confidentiality and security associated with obtaining and reporting information		●	●
Methods of information management		●	
How to distinguish between relevant and irrelevant information and between fact and opinion		●	
Methods and tools for decision-making, their selection and use in the relevant context		●	●
How to evaluate the implications of decisions on organisational performance and the roles of those affected by such decisions			●
Methods for informing, promoting, motivating and gaining commitment to decisions			●
How to present information clearly in both verbal and written formats, with supporting evidence			●
How to anticipate the concerns and questions of those involved in the decision-making process and in subsequent implementation of change			●
The requirements for format, presentation, style and timing of information to both internal and external stakeholders			●
The range of stakeholders involved in the decision making process and subsequent implementation, their roles, responsibilities and interests			●
How to adapt presentation style to meet the needs of intended audience			●

Unit title:	EFSM9 - Implement and manage change in organisational activities (MCI A5)
Element titles:	9.1 Identify opportunities for improvement in activities 9.2 Evaluate proposed changes for benefits and disadvantages 9.3 Plan the implementation of change in activities 9.4 Agree the introduction of change 9.5 Implement changes in activities

Scope of this unit
This unit is about improving the operational activities under your control and managing the necessary changes effectively. It covers identifying possible areas for improvement, considering the feasibility of proposed changes, planning the implementation of change, reaching agreement with those involved and finally implementing the planned changes.

This unit contains five elements: **9.1 Identify opportunities for improvement in activities** Your work in identifying opportunities for improvements in activities should be continuous. You need to monitor activities in your area of responsibility, consider the trends in your organisation and its environment which may prompt improvements and change. You also need to encourage your team members to suggest improvements. **9.2 Evaluate proposed changes for benefits and disadvantages** In order to evaluate proposed changes for benefits and disadvantages, you need to compare current practice with what is being proposed and analyse the implications of change. You need to look at your organisation's previous experience of improvements and change, and the possible future circumstances which will affect your proposals. **9.3 Plan the implementation of change in activities** In order to *plan the implementation of change in activities,* you need to consult with all those involved and plan the changes. You need to identify the likely obstacles to change, devise strategies to overcome these obstacles and make a clear and persuasive case for improvements. **9.4 Agree the introduction of change** In order to agree the introduction of change, you need to present your plans and case for change to relevant people and negotiate any modifications to your plans. **9.5 Implement changes in activities** In order to implement changes in activities, you need to ensure everyone involved is well informed, and that sufficient resources are allocated. You need to monitor and evaluate the change and make any necessary refinements to your plans. Finally, you need to ensure that the quality of work is maintained throughout the period of change.

Key words and concepts **These definitions are provided to explain how key words and concepts are used in this unit**	
Analysis	The process of organising and interpreting information so that conclusions can be drawn methods may be formal and planned, or informal and ad hoc
Evaluating	A balanced assessment of what has been achieved against plans
Monitor	Keeping a close eye on activities in order to identify improvements or modifications which need to be made
Negotiations	The process where 2 or more individuals or groups, bargain for a mutually acceptable solution
Obstacles	Physical obstacles, such as lack of resources, time or appropriate development opportunities, or mental obstacles, such as the attitude of the learner, yourself or your colleagues, which need to be modified if effective learning is to take place
Relevant people	Team members, colleagues working at the same level as yourself, higher level managers or sponsors, specialists
Service delivery improvements	Potential improvements to working practices, systems of work, equipment, organisation and individual performance. (WC)
Operational activities	Activities relating to the operation of the service and not simply operational incident

Unit title	EFSM9 - Implement and manage change in organisational activities (MCI A5)

You must ensure that you:

Element title: 9.1 Identify opportunities for improvement in activities

a) monitor and evaluate activities at intervals most likely to reveal potential improvements
b) gather information on trends and developments is relevant, valid, reliable and sufficient to identify potential improvements
c) give opportunities to relevant people to make recommendations for improvements in activities
d) identify improvements which are realistic and consistent with your organisation's values and objectives
e) communicate with people positively, supportively and constructively
f) forward details of proposed change relating to service delivery improvements to the relevant person.

Element title: 9.2 Evaluate proposed changes for benefits and disadvantages

a) obtain complete and accurate information to evaluate current and proposed products and services and the processes involved.
b) evaluate current and proposed products, services and processes accurately, and identify their relative benefits and disadvantages.
c) perform an accurate and complete analysis of the implications of proposed changes
d) provide opportunities for relevant people to help evaluate proposed changes
e) recommend proposed changes which take account of previous experience and likely future circumstances
f) produce final recommendations which integrate contributions from relevant people, where appropriate
g) communicate with people positively, supportively and constructively

Element title: 9.3 Plan the implementation of change in activities

a) provide clear and accurate information on the proposed change to relevant people to comment on the proposed change and contribute to planning its implementation
b) give opportunities for relevant people to comment on the proposed change and contribute to planning its implementation
c) identify and evaluate obstacles to change and ways to overcome them effectively
d) produce plans for the implementation of change which are detailed, comprehensive, accurate and consistent with organisational objectives
e) make a clear case for the proposed change and support your case with sound evidence
f) integrate contributions from relevant people, where appropriate
g) clearly identify the implications for, and the roles of, all those involved in the proposed change
h) communicate with people positively, supportively and constructively.

Element title: 9.4 Agree the introduction of change

a) present plans for the introduction of change clearly to all stakeholders
b) identify the nature and benefits of the change and the implications for all relevant people
c) check and confirm relevant people's understanding of the implications of the change and their commitment to their role in the process
d) ensure any compromises you make during negotiations on the implementation of change result in modifications to plans which are consistent with the objectives of the change
e) present any reasons for not reaching agreement on the introduction of change to relevant people in a manner which maintains morale and motivation
f) communicate with people positively, supportively and constructively

Element title: 9.5 Implement changes in activities

a) present your plans for implementing changes at a time, level and pace appropriate for those involved
b) ensure that the resources and support you provide to those involved are sufficient for the changes to take place within agreed time scales
c) monitor and evaluate changes at appropriate times against agreed implementation plans
d) make sufficient modifications to implementation activities to resolve any problems arising
e) enable relevant people to contribute to the process effectively
f) achieve the results you anticipate from the changes within agreed time scales
g) maintain the quality of work to an agreed standard throughout the period of change
h) maintain records which are clear, accurate and available only to authorised people
i) remain positive and constructive in your contact with people

Unit title:	EFSM9 - Implement and manage change in organisational activities (MCI A5)				
Element titles:	9.1 Identify opportunities for improvement in activities 9.2 Evaluate proposed changes for benefits and disadvantages 9.3 Plan the implementation of change in activities 9.4 Agree the introduction of change 9.5 Implement changes in activities				

Knowledge for this unit	9.1	9.2	9.3	9.4	9.5
How to assess recommendations to check whether they are realistic	●				
How to identify and evaluate potential obstacles to change and produce solutions which minimise their impact on what is proposed		●	●		
How to communicate effectively with your team members, colleagues, line managers and specialists	●				
The principles and processes of effective communication and how to apply them		●	●	●	●
The importance of clear communication in the management of change and the types of information which need to be communicated to different groups of people				●	●
The principles of consultation and negotiation in the management of change and how to apply them		●	●		
The importance of the continuous improvement in activities to the effectiveness of the organisation and your role and responsibilities in relation to this	●				
The types of information on internal and external trends needed to identify potential improvements and how to validate such information	●				
The importance of empowering other staff to make recommendations to improve work activities and how to encourage them to do so	●				
The importance of enabling those affected by change to contribute to the style of implementation and how to achieve this					●
How to monitor and assess the effectiveness and efficiency of activities and identify potential improvement	●				
The importance of monitoring and evaluating change and how to do so					●
The structure of your organisation and the responsibilities of people within it	●	●	●	●	●
The organisational values and objectives which have a bearing on the recommendations you are making and how to interpret their implications	●				
The principles underpinning the management of change and how to apply them		●	●		
How to identify the implications of change for the quality of the organisation's work and strategies to minimise adverse effects					●
The importance of negotiation and consultation in the management of change and methods to do so				●	
How to identify and evaluate the implications of proposed changes for people in the organisation				●	
How to respond when agreement on change cannot be reached				●	
How to make and promote an effective case for change		●	●	●	
The importance of planning for the management of change and how such plans should be made.		●			
How to develop an effective action plan for change.					●

Unit title:	EFSM10 - Plan and implement activities to meet service delivery needs
Element titles:	10.1 Plan and allocate work activities to meet service delivery needs 10.2 Agree budgets and resources for work activities 10.3 Implement and evaluate work plans to achieve objectives 10.4 Make recommendations for improvements to work activities

Scope of this unit
This unit relates to the planning and implementation of work activities on a daily basis to ensure effective service delivery. It includes the planning and allocation of work to those for whom you have responsibility, agreement and management of budgets and evaluation of work plans and achievements against objectives. It also includes making recommendations for change to secure continuous improvement.

This unit contains four elements:

10.1 Plan and allocate work activities to meet service delivery needs
This includes the allocation of work to people with suitable levels of competence and experience and the identification of shortfalls in resource requirements. It includes the instigation of action to meet shortfalls and the provision of sufficient information to enable individuals to undertake their allocated activities

10.2 Agree budgets and resources for work activities
This includes preparation, submission and management of budgets within your area of responsibility. It involves negotiation and preparation of contingency plans to deal with actual and potential shortfalls. It also includes investigation of possible sources of alternative funding and confirmation of budgets and resources.

10.3 Implement and evaluate work plans to achieve objectives
This includes the implementation of work plans against individual, departmental and organisational objectives, the negotiation and agreement of adjustment as required to meet changing demands and ensuring that sufficient resources are available, with support, to meet operational needs.

10.4 Make recommendations for improvements to work activities
This includes the review of performance, collation of information and analysis of data to identify possible improvements in work activities and the submission of recommendations for action to relevant people

Key words and concepts **These definitions are provided to explain how key words and concepts are used in this unit**	
Contingency plans	Your own plans to ensure that arrangements are in place to manage shortfalls
Sources of funding and resources	Internal and external sources within your own sphere of responsibility
Service delivery	The full range of services within the responsibility of the person being issued
SMART Objectives SMARTER SMARTY	Specific, measurable, achievable, realistic and time based objectives

Unit title	EFSM10 - Plan and implement activities to meet service delivery needs

You must ensure that you:

Element title: 10.1 Plan and allocate work activities to meet service delivery needs

a) provide individuals with opportunities to utilise and develop their existing skills
b) allocate work activities to people with relevant experience, skills and competence
c) make optimum use of the resources available to you
d) plan to ensure all objectives are met and take action to meet any shortfall between requirements and resources
e) instigate action to provide development to individuals to enable them to undertake the required work activities
f) provide sufficient information to individuals to enable them to undertake the required work activities
g) set clear and measurable objectives for work activities
h) clarify how individual objectives are linked to departmental and organisational goals
i) ensure that sufficient support is available to enable work activities to be undertaken
j) establish and maintain a supportive review system to measure performance against objectives

Element title: 10.2 Agree budgets and resources for work activities

a) clearly show the costs involved and anticipated benefits to be expected from the investment in your requests for resources.
b) present proposals that include evaluation of expected benefits
c) clearly define the boundaries for negotiation in respect of budgets and resources
d) allow for shortfalls in requests and resources available, including contingency plans
e) investigate possible sources of funding and resources and evaluate their potential for future use
f) confirm agreement on budgets and resources in line with accepted policies and practice

Element title: 10.3 Implement and evaluate work plans to achieve objectives

a) review work plans against individual, departmental and organisational objectives and negotiate adjustment where necessary
b) ensure that personnel have clear objectives and understand the significance of their achievement to organisational goals
c) ensure that sufficient support is available to enable work objectives to be met
d) respond to requests for additional support promptly and realistically,
e) regularly review progress against work plans with those responsible for their achievement
f) seek contributions from people to assist with improvement in achievement of objectives
g) discuss and agree measures for improvement with relevant people
h) update plans regularly to meet emerging needs and changes in priorities.

Element title: 10.4 Make recommendations for improvements to work activities

a) access sufficient, relevant and current information to assist with recommendations
b) investigate the specific reasons for successful achievement and any apparent shortfall in work requirements and establish the key influencing factors
c) evaluate the options for action to improve work activities
d) identify those options which are unrealistic due to cost, time, or other influencing factors
e) prioritise those options which are realistic and would result in improvement
f) determine the improvements which might be obtained from selected options and how these can be measured
g) present your recommendations in clear language, at sufficient level of detail and in a style and format suitable for intended recipients

Unit title:	EFSM10 - Plan and implement activities to meet service delivery needs				
Element titles:	10.1 Plan and allocate work activities to meet service delivery needs 10.2 Agree budgets and resources for work activities 10.3 Implement and evaluate work plans to achieve objectives 10.4 Make recommendations for improvements to work activities				

Knowledge for this unit	10.1	10.2	10.3	10.4
The current roles, responsibilities, competences and level of authority of self and others	●			
How to set SMART objectives	●		●	
The range, type and level of detail of information required by people to enable them to undertake the required work activities	●			
The range and type of resources within your control and how to allocate these to meet service delivery needs	●			
Organisational goals and objectives and how your work activities contribute to their achievement	●			
Procedures, processes and responsibilities for budgets, resource procurement and allocation	●	●		
Your organisation's financial policies and practice	●	●		
The range of sources of funding and resources available	●	●		
Evaluation methods and measures at individual, departmental and organisational level and their interaction			●	
The range and type of support to be made available to enable achievement of objectives and how to implement this			●	
How to consult with relevant people to assist with improvement in achievement of objectives			●	
Processes and requirements for performance review, including recording systems			●	
Sources of relevant information and how to access these, including confidentiality and security requirements				●
Tools and techniques for analysis of data and evaluation of options for action				●
Methods and systems in place to support individual development and organisation continuous improvement				●
How to communicate effectively to elicit information, inform, advise, promote and gain commitment to action, both verbally and in writing				●
How to adapt presentation of information to meet the needs of the intended audience				●
How to assess and identify individual potential and development needs	●			

Unit title:	EFSM11 - Determine effective use of physical and financial resources
Element titles:	11.1 Allocate resources to meet service delivery needs 11.2 Make recommendations for expenditure 11.3 Control expenditure against budgets
Scope of this unit	
This unit relates the allocation of resources to meet demand, investigation of sources of further resources to meet shortfall and management of budgets associated with resource utilisation.	
This unit contains three elements: **11.1 Allocate resources to meet service delivery needs** This includes clear identification of service delivery objectives, review of current resource utilisation, analysis of resourcing options **11.2 Make recommendations for expenditure** This includes preparation of recommendations for expenditure on resources, with supporting information on benefits, implications and costs **11.3 Control expenditure against budgets** This includes management of financial resources and regular reporting on financial allocation and utilisation.	

Key words and concepts **These definitions are provided to explain how key words and concepts are used in this unit**	
Service delivery objectives	Organisational objectives as defined in the strategic plan
Resource utilisation	The procurement, allocation, use, replacement of resources within your span of control
Available resource options	Approved suppliers, local, national and regional options for supply of resources
Review process	Your own, agreed process for checking resource allocation against current, future and emerging service needs and objectives.
Expenditure decisions	Decisions regarding expenditure on resources which may require input from a range of stakeholders
Risk analysis	Use of accepted methods and tools to evaluate cost/benefit and implications of insufficient funding or excess expenditure
Physical resources	Facilities, equipment, IT systems

Unit title	EFSM11 - Determine effective use of physical and financial resources

You must ensure that you

Element title: 11.1 Allocate resources to meet service delivery needs

a) clearly identify service delivery objectives and resources required to meet them
b) review current resource utilisation
c) identify discrepancies between future service delivery needs and current resource provision
d) analyse available resource options and evaluate each option to select those suitable for future needs
e) communicate your findings to those involved in the allocation and use of resources
f) identify the implications of resource management by consulting with other relevant stakeholders
g) initiate and manage a timely review process that anticipates changes in service delivery objectives and evaluates resource allocation

Element title: 11.2 Make recommendations for expenditure

a) ensure that expenditure decisions are based on achieving the organisation's strategic plans and objectives
b) actively seek contributions from others to inform recommendations for future expenditure
c) fully investigate implications and benefits of the recommended expenditure
d) complete a full risk analysis of new or innovative means of funding before recommending expenditure
e) provide sufficient and accurate information on all options for expenditure to enable those with responsibility for approval of expenditure to make a decision
f) make recommendations which are timely and synchronised to the organisation's budgetary timetable and include contingency arrangements

Element title: 11.3 Control expenditure against budgets

a) correctly identify levels of authority for budget control
b) confirm items of agreed expenditure and their associated costs
c) ensure effective monitoring and record keeping systems are in place and correctly maintained and audited
d) ensure all relevant people are fully aware of their roles, responsibilities and level of authority within the monitoring and recording systems
e) ensure that all records are stored securely and available only to authorised people
f) identify discrepancies promptly and take appropriate corrective action
g) seek advice or refer matters falling outside your scope of financial responsibility to people with responsibility for financial control
h) accurately monitor and report expenditure against agreed budgets at appropriate intervals to meet audit requirements
i) ensure that changes to service delivery with budgetary implications are reported promptly to people who have audit and approval responsibility and agree suitable action

Unit title:	EFSM11 - Determine effective use of physical and financial resources			
Element titles:	11.1 Allocate resources to meet service delivery needs 11.2 Make recommendations for expenditure 11.3 Control expenditure against budgets			
Knowledge for this unit		**11.1**	**11.2**	**11.3**
Organisational financial policies, procedures and practice, including budgetary time scales			●	●
Budgetary controls and financial record keeping requirements			●	●
Current and future service delivery objectives and how to identify resource implications and needs		●		
Principles of Best Value		●	●	●
Models and tools for resource control, including finance		●	●	●
The range and purpose of physical resources available, sources of procurement and specifications for obtaining resources		●	●	●
The range of stakeholders in resource management, their roles, responsibilities, authority and interests		●	●	●
Record keeping and auditing requirements			●	●
The range of approved suppliers, processes for approval			●	
Relevant legislation and statutory requirements		●	●	●
How to conduct a risk assessment relating to resource management			●	
Funding streams and responsibility for access			●	
How to maintain confidentiality and security of information		●	●	●
How to perform a cost benefit analysis when making recommendations for expenditure			●	
Approved options for income generation				●
Information management methods and techniques			●	●
Expected and approved methods of presenting proposals, recommendations and findings related to physical and financial resource management			●	●

Unit title:	EFSM12 - Manage the effective use of resources (MCIB2)
Element titles:	12.1 Plan the use of physical resources 12.2 Obtain physical resources 12.3 Ensure the availability of supplies 12.4 Monitor the use of physical resources

Scope of this unit
This unit is about efficiently managing the physical resources for which you are responsible. It covers planning to use the resources you and your team need, obtaining those resources, ensuring the availability of suitable supplies, and monitoring the use of resources.

| **This unit contains four elements:**

12.1 Plan the use of physical resources
This includes identifying the resources your team needs. You need to look at past resource usage and at trends and developments which may affect your choice of resources. Finally, your plans should be in line with organisational objectives, policies and procedures and with legal requirements.

12.2 Obtain physical resources
this includes estimating costs and potential benefits and make requests to the relevant people. You need to ensure that the physical resources you request are sufficient to support all the activities you are responsible for, and make amendments to your plans should the necessary resources not be forthcoming.

12.3 Ensure the availability of supplies
This includes identifying what is required and ensure that suppliers provide equipment and materials of the right quality. You have to negotiate with suppliers and reach agreements which provide good value and meet organisational and legal requirements. You also need to ensure that supplies meet agreed standards. You must keep accurate records of supplies and take appropriate action in the event of problems with supplies.

12.4 Monitor the use of physical resources
This includes encouraging members of your team to take responsibility for how they use resources. You must make sure resources are used efficiently with minimum adverse impact on the environment. You need to monitor the quality of resources continuously and make sure standards of service and product delivery are maintained. Where problems with the use of resources occur, you need to take prompt and effective corrective action. Finally, you must keep accurate and complete records. |

Key words and concepts	
These definitions are provided to explain how key words and concepts are used in this unit	
Corrective action	Altering activities, modifying the use of resources or renegotiating the allocation of resources in response to deviations from plans
Ensuring consistency in product & service delivery	Making sure that the products and services for which you are responsible continuously meet the standards agreed in your organisation and with your customers
Impact on the environment	Improvements or damage to the local environment which may come about through use of equipment and materials
Legal requirements	Laws relevant to physical resources, for example health and safety and environmental legislation, industry specific legislation
Monitoring	Keeping a close eye on how resources are being used and comparing this with your plans; methods include directly observing activities yourself and considering oral and written information provided by others
Organisational objectives & policies	Objectives and policies relevant to the use of resources, for example departmental planning and financial targets and procedures, policies governing the supply of equipment and materials, health and safety requirements and environmental concerns
Physical resources	Equipment, materials, premises, services and energy
Plans	Documents or spoken agreements which describe the work your team will carry out, when, by whom, to what standard and with what resources, in order that your requirements and objectives can be met
Potential benefits	The positive results you expect, for example improved effectiveness and efficiency of your team and the organisation as a whole, better results for the customer
Recommendations	Requesting budget allocations or proposing the supply of resources your team needs to achieve its objectives; suggesting new methods of using available resources to improve your teams effectiveness and efficiency
Relevant people	Team members, colleagues working at the same level as yourself, higher level managers or sponsors, specialists
Supplies	The ongoing provision of goods and services required
Trends, developments& factors likely to affect future resource usage	Likely changes in the team, organisation and market, which you work, will have to keep up with, for example new skills and working methods, efficiency drives, new products and services, changes in customer requirements.
Suppliers	Internal or external

Unit title	EFSM12 - Manage the effective use of resources (MCIB2)

You must ensure that you;

Element title: 12.1 Plan the use of physical resources

a) give opportunities to relevant people to provide information about the physical resources required
b) take account of relevant past experience, trends and developments and factors likely to affect future resource use
c) ensure your plans are consistent with your organisation's objectives, policies and legal requirements
d) present your plans to relevant people in an appropriate and timely manner.
e) communicate with people positively, supportively and constructively
f) take immediate action to minimise the effect of actual and potential risk(s).
g) provide sufficient details of proposed change and recommendations for improvement to the responsible line manager.

Element title: 12.2 Obtain physical resources

a) clearly show the costs involved and the anticipated benefits you expect from the use of the resources
b) present your requests for physical resources to relevant people in time for the necessary resources to be obtained
c) present requests for physical resources in ways which reflect the commitment of those who will be using the resources
d) obtain sufficient physical resources to support all activities within your control
e) agree appropriate amendments to your plans with relevant people where you cannot obtain the physical resources you need in full
f) Communicate with people positively, supportively and constructively
g) take immediate action to minimise the effect of actual and potential risk(s).

Element title: 12.3 Ensure the availability of supplies

a) identify the supplies you need accurately
b) choose from a sufficiently wide a range of suppliers to ensure adequate competition and continuity of supplies
c) negotiate with suppliers in a manner which will maintain good relations with them
d) reach agreements with suppliers which provide good value and comply with organisational and legal requirements
e) monitor the quality and quantity of supplies at appropriate intervals
f) obtain supplies which consistently meet your organisation's requirements for quality, quantity and delivery
g) resolve any actual or potential problems with supplies promptly
h) maintain your records of supplies completely, accurately and ensure they are available only to authorised people.

Element title: 12.4 Monitor the use of physical resources

a) give opportunities to team members to take individual responsibility for the efficient use of physical resources
b) ensure your team's use of physical resources is efficient and takes into account the possible impact on the environment
c) monitor the quality of physical resources continuously
d) monitor the use of physical resources using methods which are reliable and comply with organisational requirements
e) monitor the actual use of physical resources against an agreed plan at appropriate intervals
f) take prompt corrective action to deal with actual or potential significant deviations from your plan

g) maintain records relating to the use of physical resources which are complete, accurate and available to authorised people only.
h) Communicate with people positively, clearly and constructively
i) take immediate action to minimise the effect of actual and potential risk(s).
j) present details of proposed change are to the responsible line manager, where service delivery improvements are identified

Unit title:	EFSM12 - Manage the effective use of resources (MCIB2)			
Element titles:	12.1 Plan the use of physical resources 12.2 Obtain physical resources 12.3 Ensure the availability of supplies 12.4 Monitor the use of physical resources			

Knowledge for this unit	12.1	12.2	12.3	12.4
How to present and communicate plans on resource usage effectively.	●			
How to develop and present an effective case for resources to relevant people.		●		
How to encourage and enable staff to communicate their needs for resources.	●			
How to encourage and empower team members to take responsibility for the efficient use of resources.				●
How to obtain and maximise commitment to resource planning.		●		
Organisational objectives, policies and legal requirements relevant to resource usage, how to interpret these and identify the implications for resource planning.	●			
The legal and organisational requirements which govern the selection of suppliers, how to interpret these and identify the implications for your work.			●	
The organisational and legal requirements regarding the impact of resource usage on the environment and how to minimise adverse effects				●
The principles underpinning effective resource planning and your role and responsibility in relation to this	●			
How to develop short-, medium- and long-term plans for the use of resources	●			
The types of trends and developments which might impact on your use of resources, how to analyse these and draw out the implications for planning.	●			
How to adjust work plans in the event of required resources not being available.		●		
How to carry out cost-benefit analyses for the use of resources.		●		
How to analyse work activities to identify required supplies			●	
How to select from a range of suppliers to ensure value for money, consistency, quality and continuity of supply within organisational and legal requirements.			●	
The range of physical resources which you need to carry out your activities effectively.		●		
How to establish effective agreements with suppliers and the legal, ethical and organisational requirements which govern these.			●	
How to monitor the provision of supplies to ensure ongoing quality, quantity, delivery and time requirements are being met.			●	
The importance of effective monitoring of resource use to organisational efficiency and your role and responsibility in relation to this				●
How to monitor and control resource usage to maintain consistency and quality in the provision of products and services.				●
The importance of continuity of supplies to maintaining the quality of products and services and your role and responsibility in relation to this			●	
The range of suppliers available for the physical resources you require			●	
The range of problems which may occur with supplies and suppliers			●	

and effective corrective action to take in response to these				
The importance of accurate record-keeping in managing supplies and suppliers, and systems to ensure that this happens properly.			●	
The range of obstacles to efficient use of resources and effective corrective action to take in response to these the importance of effective record keeping in the use of resources and how to ensure that this happens.				●
Principles of confidentiality regarding the use of resources; which types of information may be made available to whom.				●

Unit title:	EFSM13 - Select personnel for employment (MCI C8)
Element titles:	13.1 Identify personnel requirements 13.2 Select required personnel

Scope of this unit
This unit is about recruiting and selecting the people you need to carry out your work activities. It applies to both external and internal recruitment of people for permanent work, temporary work or project work. It applies equally to paid or voluntary work, whether full-time or part-time.
This unit contains two elements: **13.1 Identify personnel requirements** This includes consulting with colleagues and specialists to determine how many and what sort of people are needed to carry out the work. You need to draw up specifications of the work to be carried out and the skills, knowledge and experience which suitable candidates would need. **13.2 Select required personnel** This includes gathering information about candidates using a variety of techniques and assess this information in an objective way against the specifications. You need to select the best candidate(s) and make the appointment(s), completing all documentation in line with organisational and legal requirements. You need to communicate effectively with the candidates and with colleagues throughout the process. You also need to recommend improvements to the selection process.

Key words and concepts These definitions are provided to explain how key words and concepts are used in this unit	
Authorised people	Team members, colleagues working at the same level as yourself, higher-level managers or sponsors, personnel specialists and members of selection teams or boards
Consultation	Asking others for their views and involving them openly in decision-making
Estimates of personnel	Forecasts of the number and type of people required based on the best Information available
Feedback to candidates	Information provided to candidates to let them know clearly how well they match the selection criteria compared to other candidates
Job specifications	Job descriptions and person specifications covering the key purpose of the job, the roles and responsibilities of individuals and the team in which they work, the skills and knowledge required by individuals and the team and other details specific to your organisation
Organisational constraints	Your organisation's policies, objectives and level of resources, which limit your freedom to take decisions and action
Organisational objectives	Clearly defined and measurable results which your organisation is scheduled to achieve
Organisational and legal requirements	The policies, guidelines and procedures of your organisation and the laws, such as contract law and equal opportunities legislation, which you must observe when recruiting personnel
Personnel/people	All people working for your organisation; these may be internal or external workers, permanent or temporary, full-time or part-time, paid or voluntary
Selection criteria	Criteria, derived from the job specification, against which to assess candidates in a fair and objective way

Unit title	EFSM13 - Select personnel for employment (MCI C8)

You must ensure that you:

Element title: 13.1 Identify personnel requirements

a) clearly and accurately identify the organisational objectives and constraints affecting personnel requirements

b) consult with relevant people on personnel requirements in a timely and confidential manner

c) estimate personnel requirements based on an accurate analysis of sufficient, up-to-date and reliable information

d) develop specifications which are clear, accurate and comply with the organisational and legal requirements

e) develop specifications which identify fair and objective criteria for selection

f) agree specifications with authorised people prior to recruitment action..

Element title: 13.2 Select required personnel

a) use appropriately skilled and experienced people to assess and select personnel

b) obtain relevant and sufficient information about each candidate for the selection process

c) assess the information objectively against specified selection criteria

d) ensure your selection decisions are justifiable from the evidence gained

e) inform only authorised people about selection decisions and the identified development needs of successful candidates

f) provide clear and accurate information to authorised people

g) ensure all candidates receive feedback and information appropriate to their needs at each stage of the selection process

h) maintain records of the selection process which are complete, accurate, clear and comply with organisational and legal requirements

i) pass on your recommendations for improvements to the selection process to the appropriate people in your organisation.

j) Communicate with people, positively, supportively and constructively.

Unit title:	EFSM13 - Select personnel for employment (MCI C8)		
Element titles:	13.1 Identify personnel requirements 13.2 Select required personnel		
Knowledge for this unit		**13.1**	**13.2**
How to make a case for additional personnel requirements in a way which is likely to influence decision makers positively.		●	
How to present and justify selection decisions			●
How to communicate selection decisions.			●
The importance of continually reviewing your selection processes and how to do so			●
How to make a case for change in selection processes.			●
How to collect and validate the information needed to specify personnel requirements.		●	
The importance of confidentiality during the selection process			●
The importance of accurate record-keeping during the selection process.			●
The issues for which consultation with relevant people may be necessary and how to do so		●	
The importance of agreeing personnel requirements in advance with relevant people.		●	
The legal requirements for the specification of personnel requirements.		●	●
The work objectives and constraints which have a bearing on identifying personnel requirements.		●	
The organisational requirements for the selection of personnel.			●
The methods of specifying personnel requirements and their relative advantages and disadvantages to your work		●	
How to identify personnel needs for your team and specify job roles, competencies and attributes required to meet these needs		●	
The types of information necessary to specify personnel requirements		●	
How to identify fair and objective criteria for the selection of staff.		●	
The relative advantages and disadvantages of the range of methods which may be used for the assessment and selection of staff to your work			●
The skills and experience staff need to take part in selection processes			●
The information you need to select personnel			●
How to make fair and objective assessments			●
How to identify the additional development needs of those you select and what to do with this information			●
Why all candidates should receive feedback at appropriate points during the selection process			●

Unit title:	EFSM14 - Manage the performance of teams and individuals to achieve objectives (MCI C13 – amended)
Element titles:	14.1 Allocate and delegate work to teams and individuals 14.2 Agree objectives and work plans with teams and individuals 14.3 Assess the performance of teams and individuals 14.4 Provide feedback to teams and individuals on their performance 14.5 Resolve performance issues with teams and individuals

Scope of this unit

This unit is about making the best use of your team and its members so that they can achieve your organisation's objectives. It covers allocating work, agreeing objectives, and setting out plans and methods of working. It also involves monitoring and evaluating the work of your team and its members and providing feedback to them on their performance.

This unit contains five elements:

14.1 Allocate and delegate work to teams and individuals
This includes deciding with your team how to distribute tasks and responsibilities. You need to make sure this allocation makes best use of team members' abilities, and provides opportunities for them to learn and develop their roles. You need to make it clear what is expected of team members and check their commitment to their work. Where resources are limited, you may have to prioritise objectives or reallocate resources while minimising the disruption this may cause.

14.2 Agree objectives and work plans with teams and individuals
This includes setting out and agreeing objectives and work plans which are specific, measurable, realistic, time-bound and consistent with your organisation's overall objectives and policies. You need to explain ways of working in sufficient detail for your team members to understand their objectives and responsibilities. You also need to update objectives and work plans in the light of progress and changes.

14.3 Assess the performance of teams and individuals
This includes making it clear why you are monitoring and assessing their performance. You need to encourage them to evaluate their own performance wherever possible. You need to evaluate their performance against clear, agreed criteria, taking into account organisational constraints and personal circumstances.

14.4 Provide feedback to teams and individuals on their performance
This includes giving regular feedback based on your objective assessment of their performance. Your feedback should acknowledge their achievements and provide constructive suggestions and encouragement. At all times you need to maintain confidentiality and show respect for the individuals concerned. You should also give them the chance to respond to your feedback and suggest how they could improve their performance in the future.

14.5 Resolve performance issues with teams and individuals
This includes the investigation and management of incidents of poor performance or reduced performance. It includes formal and informal review, disciplinary and grievance procedures.

Key words and concepts **These definitions are provided to explain how key words and concepts are used in this unit**	
Allocating work	Giving teams and individuals responsibility for tasks which should achieve agreed work objectives
Assessment of performance	A balanced analysis of performance against planned objectives, taking all relevant factors into account
Confidentiality	Only providing information to those who are authorised to have it
Feedback on performance	Information you give to team members on how well they are performing against the objectives which have been agreed
Monitoring	Keeping a close eye on activities and results, and comparing these with planned objectives; methods include considering spoken and written information provided by others
Objectives	Clearly defined results which your team and its members need to achieve; objectives should be specific, measurable, realistic and time-bound
Organisational constraints	Your organisation's policies, objectives and level of resources, which limit your freedom to take decisions and action
Organisational objectives	Clearly defined and measurable results which your organisation is scheduled to achieve
Plans	Documents or spoken agreements, which describe the work to be carried out, by when, by whom, to what standard and with what resources, in order that requirements and objectives can be met
Policies	Guidelines which cover the allocation of work, such as equal opportunities, training and development and performance management policies
Prioritisation	Deciding the relative importance and urgency of objectives and tasks, so that you know in which order to tackle them
Relevant people	Team members, colleagues working at the same level as the manager, higher-level managers and sponsors, personnel specialists, people outside the organisation, customers and suppliers
Resources	The people, time, equipment, materials, services, energy and premises which you have at your disposal
Schedules	Documents showing the work to be done, when and, sometimes, by whom
Values	The principles which your organisation believes in and seeks to realise in everything it does; values may be reflected in your organisation's mission, standards of work, relationships between individuals at work, relationships with suppliers, customers and other stakeholders, personnel management and reward systems, training, equal opportunities, health and safety and environmental policies

Unit title	EFSM14 - Manage the performance of teams and individuals to achieve objectives (MCI C13 – amended)

You must ensure that you:

Element title: 14.1 Allocate and delegate work to teams and individuals

a) give opportunities to your team members to recommend how you should allocate work within the team

b) ensure your allocation of work makes the best use of your team's resources and the abilities of all its members

c) ensure your allocation of work provides your team members with suitable learning opportunities to meet their personal development objectives

d) ensure your allocation of work is consistent with your team's objectives, and the objectives, policies and values of your organisation

e) clearly define the responsibilities of your team and its individual members, and the limits of their authority

f) provide sufficient information on your allocation of work in a manner and at a level and pace appropriate to the individuals concerned

g) confirm team and individual understanding of, and commitment to, work allocations at appropriate intervals

h) reach agreement with relevant people on the prioritisation of objectives or reallocation of resources, where team resources are insufficient,

i) inform your team and its members of changes to work allocations in a way which minimises the impact on time, cost and inconvenience.

j) communicate with people positively, supportively and constructively.

k) take immediate action to minimise the effect of actual and potential risk(s).

Element title: 14.2 Agree objectives and work plans with teams and individuals

a) give opportunities to your team members to help define their own objectives and work plans

b) develop objectives and work plans which are consistent with team and organisational objectives and agree these with all personnel in your area of responsibility

c) ensure the objectives, work plans and schedules are realistic and achievable within organisational constraints

d) ensure the objectives and work plans take account of team members' abilities and development needs

e) explain the objectives and work plans in sufficient detail and at a level and pace appropriate to your individual team members

f) confirm team and individual understanding of, and commitment to, objectives and work plans at appropriate intervals

g) provide advice and guidance on how to achieve objectives in sufficient detail and at times appropriate to the needs of teams and individuals

h) update the objectives and work plans regularly and take account of any individual, team and organisational changes.

i) communicate with people positively supportively and constructively

j) take immediate action to minimise the effect of actual and potential risk(s).

Element title: 14.3 Assess the performance of teams and individuals

a) clearly explain the purpose of monitoring and assessment to all those involved

b) give opportunities to teams and individuals to monitor and assess their own performance against objectives and work plans

c) monitor the performance of teams and individuals at times most likely to maintain and improve effective performance

d) ensure that your assessment of the performance of teams and individuals is based on sufficient, valid and reliable information

e) assess objectively, against clear, agreed criteria

f) ensure that your assessments take due account of the personal circumstances of team members and the organisational constraints on their work.

g) communicate with people positively, supportively and constructively

h) take immediate action to minimise the effect of actual and potential risk(s).

i) forward details of proposed change to the responsible line manager, where service delivery improvements are identified

Element title: 14.4 Provide feedback to teams and individuals on their performance

a) provide feedback to teams and individuals in a situation and in a form and manner most likely to maintain and improve their performance

b) ensure the feedback you provide is clear, and is based on your objective assessment of their performance against agreed objectives

c) acknowledge your team members' achievement

d) provide your team members with constructive suggestions and encouragement for improving future performance against their work and development objectives

e) show respect for individuals and the need for confidentiality

f) give opportunities to teams and individuals to respond to feedback, and to recommend how they could improve their performance in the future.

Element title: 14.5 Resolve performance issues with teams and individuals

a) determine the existence of actual performance issues and the apparent cause(s)

b) investigate and confirm the actual causes of performance difficulties with individuals involved

c) determine your own role and responsibilities in relation to the cause of performance difficulties

d) explore and agree options for resolving performance issues

e) record agreements and outcomes in line with relevant informal or formal procedures

f) ensure that agreed action is followed up and future performance monitored, with further review within agreed timescale

g) refer matters beyond your own area of competence or level of responsibility to relevant people

Unit title:	EFSM14 - Manage the performance of teams and individuals to achieve objectives (MCI C13 – amended)				
Element titles:	14.1 Allocate and delegate work to teams and individuals 14.2 Agree objectives and work plans with teams and individuals 14.3 Assess the performance of teams and individuals 14.4 Provide feedback to teams and individuals on their performance 14.5 Resolve performance issues with teams and individuals				
Knowledge for this unit	**14.1**	**14.2**	**14.3**	**14.4**	**14.5**
The importance of defining and communicating team and individual responsibilities clearly and how to do this	●	●			
How to develop and present work plans using spoken, written and graphical means.	●				
The purpose of monitoring and assessment and communicating this effectively to those involved			●		
How to provide both positive and negative feedback to team members on their performance				●	
How to choose an appropriate time, place and method to give feedback to teams and individuals				●	
The importance of the effective allocation of work to your team's performance and your role and responsibilities in relation to this	●				
The factors which you need to consider when allocating work to individuals within the team	●				
How to match the allocation of work to learning needs and individual development plans	●				
How to prioritise and re-prioritise work allocations according to resource availability	●				
How your changes to work allocations and negotiations around them can impact on cost, time and convenience.	●				
The importance of consulting with team members and achieving consensus and agreement on objectives and work plans		●			
How to encourage and enable team members to define their own work objectives and plans		●			
How to gain the commitment of team members to objectives and work plans through effective leadership		●			
The types of issues on which your team members may need advice and guidance.		●			
The importance of providing opportunities to team members to monitor and assess their own work, and how to enable this.			●		
How to motivate team members and gain their commitment by providing feedback and effective leadership				●	
The importance of providing constructive suggestions on how performance can be improved				●	
Your team objectives, and the organisational policies and values which have a bearing on the allocation of work within your team	●				
The relevant people with whom negotiations on the allocation of resources need to take place	●				
The organisational objectives and constraints which have a bearing on objectives and work plans.		●			
Organisational procedures for discipline, grievance and management of poor performance					●
How to identify and devise objectives and work plans for the short, medium and long term		●			
The importance of agreeing objectives and work plans which are realistic and achievable		●			
How to match objectives and work plans with individuals' abilities and development needs		●			
The importance of regularly updating objectives and work plans		●			

The importance of monitoring and assessing the ongoing performance of teams and individuals			●		
Different purposes of work monitoring and assessment			●		
How to make fair and objective assessments on individual performance			●		
The standards against which work is to be assessed			●		
The information needed to assess the performance of teams and individuals.			●		
The importance of providing clear and accurate feedback to your team members on their performance and your role and responsibilities in relation to this.			●		
How the necessary information should be gathered and validated.			●		
The principles of confidentiality when providing feedback - which people should receive which pieces of information.			●		
The types of personal circumstances which may impact on individual performance			●		

Unit title:	EFSM15 - Develop teams and individuals to enhance work based performance (MCI C10 – modified)
Element titles:	15.1 Identify the development needs of teams and individuals 15.2 Plan the development of teams and individuals 15.3 Develop teams to improve performance 15.4 Deliver individual learning and support for development 15.5 Evaluate the development of teams and individuals

Scope of this unit

This unit is about developing your team's skills and knowledge to ensure the best possible results at work. It covers identifying the development needs of your team and its members, planning their development and using a variety of activities to improve team performance. It also covers your role in supporting individuals' learning, assessing teams and individuals against agreed development objectives, and continually improving development activities, policies and overall practice.

This unit contains five elements:

15.1 Identify the development needs of teams and individuals
This includes giving all team members the opportunity to identify their needs. You need to make your own judgement about these and may need to seek specialist advice to help you confirm your decisions.

15.2 Plan the development of teams and individuals
This includes identifying development objectives, resources and time scales. You need to agree these plans with team members and colleagues.

15.3 Develop teams to improve performance
This includes selecting and organising activities which support your development objectives. You need to provide all team members with equal access to these activities and demonstrate your own commitment through your personal support and involvement.

15.4 Deliver individual learning and support for development
This includes identifying what support individuals need, monitor their progress and provide feedback at appropriate times. You may need to deal with problems and obstacles to learning which individuals have.

15.5 Evaluate the development of teams and individuals
This includes using appropriate assessment techniques yourself, and help your team members to assess their own progress. You need to ensure that the results of these assessments are available, when required, to authorised people only.

Key words and concepts These definitions are provided to explain how key words and concepts are used in this unit	
Assessment against development objectives	Using various techniques such as tests, observations of performance and discussions to measure team members' current skills, knowledge and performance against the agreed objectives for development
Confidentiality	Only providing information to those who are authorised to have it
Development activities	Any activities you organise to develop knowledge and skills, such as carrying out work-based Projects or assignments, observing an expert colleague at work, reading books and specialist journals, undertaking open learning or computer-based training, attending training courses or conferences
Equal access	Giving every member of your team the same opportunity to be involved in activities or to use resources
Feedback on performance	Information you give to team members on how well they are performing against the objectives which have been agreed
Identification of development needs	Identification of the gap between the demands of your and team members' jobs (both now and in the foreseeable future) and your and team members' current level of performance, knowledge and skills
Individual aspirations	The personal wishes of individual team members to improve their performance at work, their career prospects or their personal circumstances
Objectives	Clearly defined results which you need to achieve which are specific, measurable, agreed with others, realistic and time-bound
Obstacles to learning	Physical obstacles, such as lack of resources, time or appropriate development opportunities, or mental obstacles, such as the attitude of the learner, yourself or your colleagues, which need to be modified if effective learning is to take place
Organisational objectives	Clearly defined and measurable results which your organisation is scheduled to achieve
Organisational procedures	Procedures to be followed in your organisation when developing teams and individuals and recording information
Personnel	All people working for your organisation; these may be internal or external workers, permanent or temporary, full-time or part-time, paid or voluntary
Plans for the development of teams and individuals	Documents or spoken plans, which describe the development to be undertaken, when, by whom, to what standard and with what resources, in order that requirements and objectives can be met
Relevant people	Team members, colleagues working at the same level as yourself, higher-level managers or sponsors, personnel specialists and people outside your organisation
Resources	The people, time, equipment, materials, services, energy and premises which you have at your disposal
Team members	People who work with you as part of a functional or project team; team members may report to you either as their line manager or as the manager in charge of a specific project or activity on which they are working
Values	The values of your organisation which may be reflected in your organisation's mission, standards of work, relationships between individuals at work, relationships with suppliers, customers and other stakeholders, personnel management and reward systems, training, equal opportunities, health and safety and, relationships between individuals at work, relationships with suppliers, customers and other stakeholders, personnel management and reward systems, training, equal opportunities, health and safety and environmental policies

Unit title	EFSM15 - Develop teams and individuals to enhance work based performance (MCI C10 – modified)

You must ensure that you:

Element title: 15.1 Identify the development needs of teams and individuals

a) give opportunities to team members to help identify their own development needs and those of the team as a whole

b) identify development needs accurately and base your decisions on sufficient reliable and valid information

c) identify development needs for all the personnel you are responsible for

d) you seek guidance from competent specialists, to support your development of people

e) provide information on development needs to authorised people only, in the format required and to agreed deadlines

f) maintain records of identified development needs comply with organisational procedures.

g) communicate with people positively supportively and constructively

Element title: 15.2 Plan the development of teams and individuals

a) reflect the identified training and development needs for all the personnel you are responsible for

b) produce plans which contain clear, relevant and realistic development objectives

c) clearly identify the processes you will use and the resources you need

d) ensure your plans are capable of being implemented within the defined timescales

e) specify how your plans accurately reflect organisational priorities where resources are insufficient to meet all identified needs

f) present your plans to relevant people in an appropriate and timely manner

g) update your plans at regular intervals after discussion and agreement with relevant people.

h) communicate with people positively, supportively and constructively.

Element title: 15.3 Develop teams to improve performance

a) organise development activities which support your team and organisational objectives

b) make best use of available resources

c) provide all team members with equal access to relevant development activities

d) demonstrate your own commitment to individual and team development through your personal support for, and involvement in, the development activities.

e) communicate with people positively supportively and constructively

f) take immediate action to minimise the effect of actual and potential risk(s).

g) evaluate the effectiveness of development activities with your team and plan continuous improvement

Element title: 15.4 Deliver individual learning and support for development
a) provide support which is consistent with the individuals' needs, their objectives and preferred learning styles
b) provide support which takes account of the individuals' work constraints and overall team objectives
c) give all team members equal access to support relevant to their learning needs
d) monitor the individuals' learning and development carefully so that you can modify support promptly, according to their needs
e) encourage, collect and respond constructively to feedback from individuals on the quality of support you provide
f) give feedback to individuals at points most likely to reinforce learning and development
g) give accurate, objective and helpful feedback
h) identify and remove any obstacles to learning effectively and with the agreement of the individuals involved.
Element title: 15.5 Evaluate the development of teams and individuals
a) agree the purpose of the assessment and your own role in it with relevant people
b) give opportunities to team members to contribute to their own and their team's assessments
c) give all team members equal access to assessment against development objectives
d) carry out the assessments objectively against clear, agreed criteria
e) base the assessments on sufficient, valid and reliable information
f) provide information on the results of the assessments to authorised people only, in an appropriate format and to agreed deadlines.

Unit title:	EFSM15 - Develop teams and individuals to enhance work based performance (MCI C10 – modified)				
Element titles:	15.1 Identify the development needs of teams and individuals 15.2 Plan the development of teams and individuals 15.3 Develop teams to improve performance 15.4 Deliver individual learning and support for development 15.5 Evaluate the development of teams and individuals				
Knowledge for this unit	**15.1**	**15.2**	**15.3**	**15.4**	**15.5**
How to present development needs and plans to relevant people in a way which is likely to influence their decision-making positively.	●	●			
The importance of human resource development to organisational effectiveness.	●				
The importance of equality of opportunity in human resource development.	●				
The importance of equality of opportunity in providing opportunities for teams and individuals to contribute to their own assessments and how to ensure this.					●
How to collect and validate the information you need to identify development needs	●				
The importance of good record-keeping.					●
The importance of confidentiality when carrying out and reporting assessments.					●
The importance of providing your team members with opportunities to identify their own development needs and those of the team as a whole and how to encourage this	●				
The importance of agreeing developmental plans with those involved, and processes which may be used to achieve such agreement.		●			
How to motivate staff and win their commitment to, and participation in, development activities through effective leadership			●		
How to monitor and evaluate individual progress and make adjustments according to a range of factors which you identify				●	
The importance of providing accurate, objective and constructive feedback to individuals on their progress				●	
How to provide feedback according to the individual and the circumstances.				●	
The importance of agreeing the purpose of the assessments with relevant people					●
The importance of team members contributing to the assessment of their own progress and how to encourage and enable them to do so.					●
The team objectives and organisational values which have a bearing on the identification of training needs.	●				
How to identify development needs for your team and the information needed to do so	●				
The types of support and guidance which may be needed from specialists and how to get it	●				
The principles of good practice which underpin human resource development planning		●			
How to develop effective and realistic plans for individual and team development.		●			
The range of activities which you may use to develop your team			●		

Knowledge for this unit	15.1	15.2	15.3	15.4	15.5
How to select and implement development activities which are appropriate to the team members, their development needs and work, the context in which you are operating and the available resources			●		
How to ensure that development activities meet agreed objectives and plans.			●		
The importance of assessing team members against development activities					●
The range of assessments methods and the purpose of each					●
The principles of fair and objective assessment					●
The importance of showing your own commitment to development activities			●		
How to present a positive role model in this regard to team members.			●		
The importance of managers supporting individual learning and development				●	
The range of obstacles to learning and development which individuals may encounter, how to identify these and strategies to use in response to them.				●	

Unit title:	EFSM16 - Manage yourself to achieve work objectives
Element titles:	16.1 Organise and structure personal work activities to achieve objectives 16.2 Develop and continuously improve productive working relationships 16.3 Implement personal development plan to continuously improve personal performance

Scope of this unit
This unit relates to the personal organisation and structuring of work activities to manage time and workload effectively. It includes the development, maintenance and continuous improvement of productive working relationships and taking personal responsibility for development to continuously improve personal work performance
This unit contains three elements: **16.1 Organise and structure personal work activities to achieve objectives** This includes confirming understanding of work objectives, expectations and the personal contribution to organisational goals. It includes the identification of people with whom you interact and the collation of information to assist in personal work planning **16.2 Develop and continuously improve productive working relationships** This includes establishing key success factors for successful interaction and communication with others, based on a clear understanding of roles, responsibilities, competences and level of authority of yourself and others. It includes actively seeking feedback to improve working performance **16.3 Implement personal development plan to continuously improve personal performance** This includes the agreement of SMARTER objectives for development goals and methods of assessment with those who can support your personal development. It includes taking personal responsibility for development, seeking opportunities to improve work performance

Key words and concepts These definitions are provided to explain how key words and concepts are used in this unit	
Work plan	Your personal work plan and objectives and its interaction with team and colleagues work plans
Internal and external sources of support	Manager, colleagues, team, specialist, supports, training and development and information sources
Key success factors for effective working relationships	Agreement of criteria for successful communication, interaction and working with others
Range of opportunities for personal development	In-house programmes, mentoring, coaching, discovery learning, e-learning, external providers, web-based information, job rotation, reading, secondment, open or distance learning
Feedback	Information from line reports, line managers, colleagues and team about your performance and interaction with others which is actively sought by you and considered in relation to your personal development plans.
Personal development plan	Your own plan for personal development activities, agreed with your line manager and updated regularly
SMART Objectives SMARTER SMARTY	Specific, measurable, achievable, realistic and time based objectives with the involvement of relevant people
Line manager	The person/people to whom you report. This may be the Fire Service Authority

Unit title	EFSM16 - Manage yourself to achieve work objectives

You must ensure that you:

Element title: 16.1 Organise and structure personal work activities to achieve objectives

a) confirm your understanding of your objectives, work expectations and their interaction with those of the team and the organisation through discussion with your line manager
b) identify key people with whom you will interact and where your action and theirs may influence or affect successful performance
c) obtain sufficient, relevant information to assist in planning and achievement of your objectives
d) produce and regularly update your work plan to take account of current and emerging work priorities
e) consult and obtain feedback from others affected by your work activities
f) review your progress against objectives and those of your team and the organisation
g) access relevant support from internal and external sources to enable achievement of your work objectives
h) produce, update and take responsibility for implementing your personal development plan
i) consistently maintain health, safety and security of yourself and others in the workplace

Element title: 16.2 Develop and continuously improve productive working relationships

a) confirm your understanding of expectations of performance and interaction with others
b) establish key success factors for effective working relationships
c) identify gaps in skills and competence which may influence effective working relationships
d) plan and agree action to meet identified gaps
e) determine the roles, responsibilities, competences and communication needs of people with whom you work.
f) determine the impact of your actions and behaviour on others
g) actively seek and action feedback to improve your interaction and effectiveness in working with others.

Element title: 16.3 Implement personal development plan to continuously improve personal performance

a) actively seek feedback to identify personal development needs
b) agree SMART objectives for development goals and methods of assessment with those who can support development activities
c) obtain sufficient information on development opportunities available to identify suitable solutions to your development needs
d) determine measures and methods to review personal performance against individual, team and organisational goals
e) agree methods, time scales and objectives of personal reviews with those responsible for supporting your performance
f) actively seek a range of opportunities for personal development and make arrangements for continual professional development
g) adopt a positive approach to management and removal of constraints and obstacles to personal learning and development

Unit title:	EFSM16 – Manage yourself to achieve work objectives		
Element titles:	16.1 Organise and structure personal work activities to achieve objectives 16.2 Develop and continuously improve productive working relationships 16.3 Implement personal development plan to continuously improve personal performance		
Knowledge for this unit	**16.1**	**16.2**	**16.3**
Your individual and team work objectives, role, responsibilities and the process for their agreement and review	●	●	●
People within your own team and related teams with whom you will interact	●	●	●
How your work and that of others may influence successful performance	●	●	●
The range of support and development activities available and how to access relevant information	●		●
Roles, responsibilities, competences and level of authority of yourself, your team and those with whom you interact at work	●	●	●
How to set SMART objectives for personal development	●		●
How to give and receive constructive feedback		●	
How to maintain confidentiality and security of information	●	●	
Policies, practices and expected behaviour in relation to equal opportunities, diversity, Best value and organisation goals		●	
Occupational health and welfare services available and how to access these	●	●	
Expected and accepted systems and methods for performance review	●	●	●
Principles of teamwork and how to apply them to your working context		●	
Best practice in development, assessment, performance review and feedback		●	
Health and safety requirements in the workplace including relevant legislation, statutory and regulatory requirements	●	●	●
Tools and techniques for effective time and workload management	●	●	●
How to promote a positive self image and attitude to change	●	●	●
How to manage personal stress within the working environment	●	●	●

Unit title:	EFSM17 - Advise on development and implementation of quality policies and practice (MCI F2)
Element titles:	17.1 Advise and support on the development of quality policies 17.2 Advise on strategies to implement quality policies

Scope of this unit
This unit is about helping organisations to define quality policies and develop strategies to implement these policies throughout the organisation and its customer and supplier networks. This unit is for you if you are either a specialist manager with responsibility for quality in your organisation or a general manager with a specific brief for quality.
This unit contains two elements: **17.1 Advise and support on the development of quality policies** This includes explaining quality concepts, standards, systems and programmes and the benefits they are likely to bring. You need to help the organisation to develop a shared vision of quality and ensure that everyone in the organisation, and its customers and suppliers are committed to that vision. Where there are inconsistencies and conflicts between the aims of different groups, you need to resolve these satisfactorily. **17.2 Advise on strategies to implement quality policies** This includes evaluating alternative strategies and present your recommendations to relevant people. You need to clarify and emphasise the role of suppliers in implementing policy and help people translate customer needs into deliverable products and services. You need to help people design systems for controlling processes. Finally, you need to monitor how well the quality policy is implemented and make recommendations for improvements where required.

Key words and concepts These definitions are provided to explain how key words and concepts are used in this unit	
Policies	Guidelines which cover the way your organisation deals with key issues, for example, quality or customer service
Relevant people	Team members, colleagues working at the same level as yourself, higher level managers or sponsors, specialists
Service delivery improvements	Potential improvements to working practices, systems of work, equipment, organisation and individual performance. (WC)

Unit title	EFSM17 - Advise on development and implementation of quality policies and practice (MCI F2)

You must ensure that you:

Element title: 17.1 Advise and support on the development of quality policies

a) explain the nature and purposes of quality concepts, standards, systems and programmes clearly and accurately to relevant people

b) clearly explain the importance of performance measurement to the organisation's success

c) clearly explain why a documented system for the implementation of quality is necessary for what benefits it is likely to bring

d) encourage relevant people to articulate their vision of quality, and make their commitment to quality explicit, so that they can develop policies to support the organisation's mission

e) resolve any conflict between the aims of suppliers and customers and the organisation's vision of quality

f) provide advice to management on appropriate methods of communicating quality policies.

g) communicate with people positively, supportively and constructively

h) forward details of proposed change to the responsible line manager, where service delivery improvements are identified

Element title: 17.2 Advise on strategies to implement quality policies

a) give relevant people the necessary information, opportunities and support to identify and select strategies which are consistent with the organisation's vision of quality

b) accurately evaluate alternative strategies for implementing quality and identify their advantages, disadvantages and resource implications

c) present the results of your evaluation to relevant people in an effective manner

d) clarify and emphasise the role of suppliers in implementing policy and identify appropriate strategies to develop the organisation's supplier base

e) give relevant people effective opportunities, information and support to translate customer needs into deliverable products and services at optimum cost and speed

f) give relevant people the necessary information and support to design systems which control the delivery of products and services which are consistent with quality strategies and policies

g) regularly monitor the implementation of quality policies against agreed criteria

h) communicate with people positively, supportively and constructively

i) forward details of proposed change to the responsible line manager, where service delivery improvements are identified

Unit title:	EFSM17 - Advise on development and implementation of quality policies and practice (MCI F2)		
Element titles:	17.1 Advise and support on the development of quality policies 17.2 Advise on strategies to implement quality policies		
Knowledge for this unit		**17.1**	**17.2**
How to evaluate alternative strategies for implementing quality policies.			●
The principles and processes of effective communication and how to apply them		●	●
How to communicate quality policies.		●	
How to make recommendations for improvements.			●
How to identify customer needs and translate them into deliverable products and services.			●
How to help people commit themselves to quality and make this commitment explicit.		●	
How to develop and agree criteria to monitor the implementation of quality policies			●
How to monitor the implementation of quality policies.			●
Key decision-makers and their preferred format for the presentation of information		●	
The organisation's vision, mission, objectives and strategies, values and policies		●	
The organisation's suppliers and customers, and their aims.		●	
The organisation's vision of quality			●
The people within the organisation and its networks who need to be involved in implementing quality policies			●
The organisation's structure and the responsibilities of people within it			●
The organisation's current and potential customers and suppliers			●
The organisation's capability for delivering products and services.			●
The range of quality concepts, standards, systems and programmes		●	
The principal performance measurement systems and their importance to the organisation's success		●	
The range of documented systems for quality assurance and the benefits they are likely to bring.		●	
The role of suppliers in implementing quality policies			●
The range of systems for controlling processes.			●
How to help people clarify their vision of quality.		●	
The range of strategies which may be adopted to implement quality policies.			●
How to identify and resolve inconsistencies and conflicts.		●	

Unit title:	EFSM18 - Implement quality assurance systems (MCI F4)
Element titles:	18.1 Establish quality assurance systems 18.2 Maintain quality assurance systems 18.3 Recommend improvements to quality assurance systems

Scope of this unit
This unit is about ensuring that your organisation's products and services continuously meet the standard required by your customers. It covers setting up quality assurance systems, assuring quality by making sure these systems operate effectively and making recommendations for improvements to quality assurance systems

This unit contains three elements:

18.1 Establish quality assurance systems

This includes analysing the processes used in your organisation to decide on appropriate systems and measurements. You need to discuss and develop plans for implementing systems which will ensure that you consistently meet customer requirements. You need to communicate these plans and promote the benefits of quality assurance to gain people's commitment to the systems.

18.2 Maintain quality assurance systems

This includes providing information and ensure those involved understand their responsibilities and are committed to making the systems work effectively. You need to gather information on performance and report the results against specified performance measures. You need to identify unacceptable variations in quality promptly and take appropriate action to maintain the consistency of your products and services.

18.3 Recommend improvements to quality assurance systems
This includes monitoring the systems continuously and provide opportunities for others to make their suggestions in order to *recommend improvements to quality assurance systems*. You need to ensure the improvements you recommend will actually lead to better products and services, and present a constructive case for these improvements.

Key words and concepts These definitions are provided to explain how key words and concepts are used in this unit	
Communicate	The process of imparting information to others. This may be in the form of verbal or written communication
Evaluate	A balanced assessment of what has been achieved
Quality assurance systems	Formal Structures or techniques to make sure products and services consistently meet the standard required by the customer; quality systems may be validated either within your organisation, or by external auditors, or both
Recommendations	Requesting budget allocations or proposing the supply of resources your team needs to achieve its objectives; suggesting new methods of using available resources to improve your teams effectiveness and efficiency
Relevant people	Team members, colleagues working at the same level as yourself, higher level managers or sponsors, specialists
Service delivery improvements	Potential improvements to working practices, systems of work, equipment, organisation and individual performance. (WC)

Unit title	EFSM18 - Implement quality assurance systems (MCI F4)

You must ensure that you:

Element title:18.1 Establish quality assurance systems

a) analyse processes sufficiently to determine appropriate quality assurance systems and measurements

b) present your recommendations and rationale for establishing quality assurance systems to relevant people with the appropriate level of detail and degree of urgency

c) agree the implementation plans, taking account of feedback from relevant people

d) provide opportunities for those involved in quality assurance systems to contribute to their development

e) set up systems which clearly specify the processes, procedures and measurements required to ensure products and services are within the limits of acceptable quality

f) establish quality assurance systems which are capable of making sure that agreed customer requirements are consistently met

g) communicate the establishment of quality assurance systems in a way which is clear, detailed and allows adequate time for preparation

h) communicate with people positively, supportively and constructively

i) forward details of proposed change to the responsible line manager, where service delivery improvements are identified

Element title: 8.2 Maintain quality assurance systems

a) present information on quality assurance systems, procedures and responsibilities to relevant people at a time and place and in a format appropriate to their needs

b) confirm relevant people's understanding of, and commitment to, quality assurance systems at appropriate intervals

c) collect and evaluate information, and report the results at required intervals, using agreed methods and against specified performance measures

d) take prompt and effective action to clarify inadequate, contradictory or ambiguous information

e) actively encourage relevant people freely to report actual and potential variations in quality

f) communicate with people positively, supportively and constructively

g) forward details of proposed change to the responsible line manager, where service delivery improvements are identified

Element title: 18.3 Recommend improvements to quality assurance systems

a) provide opportunities for relevant people to suggest improvements to quality assurance systems

b) base your recommendations on sufficient, valid and reliable information on the effectiveness and efficiency of quality assurance systems

c) make recommendations which have the potential to improve the contribution which quality assurance systems make to the organisation and its customers

d) present your recommendations to relevant people clearly, logically and in time to be of use

e) establish the reasons for non-acceptance of recommendations and present these to relevant people in a manner which maintains morale and motivation.

Unit title:	EFSM18 - Implement quality assurance systems (MCI F4)			
Element titles:	18.1 Establish quality assurance systems 18.2 Maintain quality assurance systems 18.3 Recommend improvements to quality assurance systems			
Knowledge for this unit		**18.1**	**18.2**	**18.3**
How to communicate effectively to colleagues, team members and higher-level managers and sponsors on quality assurance issues.		●	●	●
How to develop and promote an effective case for change.				●
The importance of continuous improvement to the effectiveness of the team and organisation and your role and responsibilities in relation to this.				●
The importance of customer focus in managing quality.		●		
The importance of customer focus in managing activities.				●
How to validate information which may be inadequate, contradictory and ambiguous.			●	
How to develop and present an effective case for the introduction of quality assurance systems		●		
The importance of consulting on the introduction of quality assurance systems and how to do so effectively		●		
How to gain the commitment of staff for quality assurance systems.		●		
How to maintain staff commitment to quality assurance systems			●	
How to encourage and enable feedback on quality.			●	
How to encourage and enable feedback on quality systems.				●
The importance of quality assurance and your role and responsibility in relation to this		●		
The meaning of quality in the context of managing activities		●		
The principles underpinning effective quality assurance systems and how to apply them		●		
The range of quality assurance systems available and their relative advantages and disadvantages to the activities for which you are responsible		●		
How to analyse work processes and determine the most appropriate quality assurance systems and measurements		●		
How to specify the requirements of a quality assurance system.		●		
The importance of maintaining quality assurance systems and the procedures required to do so.			●	
How to collect and validate sufficient information on the effectiveness of quality assurance systems to make recommendations on improvement.				●
How to resolve disagreements and disputes in ways which maintain morale and motivation.				●

Unit title:	EFSM19 - Monitor compliance with quality systems (MCI F6)
Element titles:	19.1 Plan to audit compliance with quality systems 19.2 Implement the audit plan 19.3 Report on compliance with quality systems

Scope of this unit
This unit is about ensuring that all the processes of the organisation comply with quality systems. It covers planning to audit quality systems, implementing this plan and providing a report on the organisation's overall compliance with its quality systems.

This unit contains three elements:

19.1 Plan to audit compliance with quality systems
This includes agreeing the scope and objectives of the audits with relevant people. You need to identify those areas which are most likely not to comply with quality systems and those areas where the risks to the organisation are greatest if the processes do not comply. You must agree a programme of audits which prioritises these areas of greatest risk, and develop people competent to carry out the audits.

19.2 Implement the audit plan
This includes allocating audits to the team. You need to give the team the support it needs, report on progress, and make any necessary adjustments to the audit programme.

19.3 Report on compliance with quality systems
This includes evaluating the results of quality audits and the corrective actions agreed. You need to report your findings and advise relevant people of the risks associated with any non-compliance found. You need to give feedback to those whose performance was audited in ways which enhance their confidence and commitment to quality. Finally, you need to evaluate the performance of the auditors and implement appropriate continuing development of their competence.

Key words and concepts **These definitions are provided to explain how key words and concepts are used in this unit**	
Audits	Examining processes to check whether they are consistent with quality standards, systems and procedures, could be internal or external
Corrective action	Altering activities, modifying the use of resources or re-negotiating the allocation of resources in response to deviations from plans
Relevant people	Team members, colleagues working at the same level as yourself, higher level managers or sponsors, specialists and people outside your organisation
Risk(s)	Injury to self and others, damage to: property, equipment, environment and organisation.
Service delivery improvements	Potential improvements to working practices, systems of work, equipment, organisation and individual performance. (WC)

Unit title	EFSM19 - Monitor compliance with quality systems (MCI F6)

You must ensure that you:

Element title: 19.1 Plan to audit compliance with quality systems

a) agree the scope and objectives of the audits with relevant people

b) accurately identify processes in the organisation where non-compliance is most likely

c) accurately identify the relative risks to the organisation of non-compliance with quality systems in each of the organisation's processes

d) agree with relevant people a programme of audits which prioritises areas of greatest risk and likely non-compliance

e) develop a sufficient number of competent people to carry out the programme of audits

f) develop a programme of audits which complies with the organisation's quality policies and procedures.

g) communicate with people positively, supportively and constructively

Element title: 19.2 Implement the audit plan

a) allocate audits to competent people, taking account of their expertise.

b) provide sufficient support and advice to auditors to allow them to work effectively yet autonomously

c) regularly monitor the progress of audit activity against the plan, and take appropriate corrective action in the event of significant variations

d) provide relevant people with regular reports of progress against the plan.

e) contribute to effective opportunities for team development

f) communicate with people positively, supportively and constructively

Element title: 19.3 Report on compliance with quality systems

a) accurately evaluate the results of quality audits against the organisation's quality objectives, relevant standards, legal requirements and industry best practice.

b) fully assess the appropriateness of the corrective action agreed to deal with discrepancies found during audits

c) report findings of your evaluation to relevant people in accordance with organisational requirements

d) give feedback to those whose performance was audited in a way which enhances their confidence and commitment to quality

e) accurately assess your auditors' performance and implement appropriate development activities.

f) communicate with people positively, supportively and constructively

g) forward details of proposed change to the responsible line manager, where service delivery improvements are identified

h) take immediate action to minimise the effect of actual and potential risk(s).

Unit title:	EFSM19 – Monitor compliance with quality systems (MCI F6)			
Element titles:	19.1 Plan to audit compliance with quality systems 19.2 Implement the audit plan 19.3 Report on compliance with quality systems			
Knowledge for this unit		**19.1**	**19.2**	**19.3**
How to assess the relative risks of non-compliance with quality systems.		●		
The principles and processes of effective communication and how to apply them.		●	●	●
How to present progress reports.			●	
How to report your findings				●
How to give feedback in a way which enhances confidence and commitment.				●
The relevant structures, responsibilities and processes within the organisation		●	●	●
The people within the organisation, with whom you must agree the scope, objectives and programme of audits		●		
The organisation's quality policy and procedures.		●	●	●
The organisation's requirements for reporting on compliance with quality systems.		●		●
The principles of quality auditing and how to conduct an audit investigation		●	●	●
How to agree the scope and objectives of quality audits		●		
How to assess which of the organisation's processes are likely not to comply with quality systems		●		
The knowledge and skills required by those who will carry out the audits, and how to assess and develop these skills and knowledge.		●	●	●
The principles, organisational policies, values and legal requirements affecting equality of opportunity at work.			●	
How to monitor activities against plans, identify significant variations and decide on appropriate corrective action.			●	
How to evaluate the results of quality audits against the organisation's quality objectives, relevant standards, statutory requirements and industry best practice				●
How to assess the appropriateness of corrective actions agreed.				●
How to allocate work to a team based on their expertise, development needs and need to provide equality of opportunity for development to all competent people			●	
How to identify and provide the support and advice people need in order to work effectively yet autonomously.			●	

Unit title:	EFSM20 - Exchange information to ensure effective service delivery
Element titles:	20.1 Plan and chair meetings to aid decision making 20.2 Participate in meetings relating to service delivery

Scope of this unit
This unit relates to the use of meetings to exchange information, and make decisions regarding effective service delivery. It includes preparation, planning and chairing meetings and participation in both formal and informal meetings.
This unit contains two elements: **20.1 Plan and chair meetings to aid decision making** This includes determining the necessity, purpose and objectives for meetings and preparation of agendas. It includes management of the meetings to ensure that these keep to schedule, meet objectives and provide a productive forum for information exchange. **20.2 Participate in meetings relating to service delivery** This includes preparation and participation in a range of meetings where you are required to contribute to information exchange, decision making.

Key words and concepts These definitions are provided to explain how key words and concepts are used in this unit	
Meetings	Formal and informal, internal and external, open, closed
Key personnel for meetings	Those who are required to make contributions, provide reports and take minutes

Unit title	EFSM20 - Exchange information to ensure effective service delivery

You must ensure that you:

Element title: 20.1 Plan and chair meetings to aid decision making

a) determine the necessity, purpose, format, frequency and objectives of the proposed meetings
b) establish the key people required to attend and/or contribute to the meeting
c) advise those attending of the purpose, scope, timing, format and objectives of the meeting and of your expectations in respect of their contribution and role
d) allow suitable time for those attending the meeting to prepare their contributions and report
e) determine and agree a suitable location and timing of the meeting, taking account of objectives, urgency and of the travel requirements and availability of those attending
f) obtain all relevant information and review prior to the meeting commencement
g) inform those attending of the location, agenda, start, finish times for the meeting and confirm their planned attendance
h) reiterate objectives at commencement of meeting and provide summary of outcomes at its end
i) manage the meeting to maintain relevance, encourage full exchange of views, contribution from all participants and prioritise achievement
j) check and confirm minutes, including action points and their allocation, and ensure circulation to all those attending
k) follow up agreed action points and ensure their implementation.

Element title: 20.2 Participate in meetings relating to service delivery

a) confirm expectations of your role and contribution to the proposed meeting
b) research and review all relevant information and prepare in a suitable format
c) submit items required prior to the meeting within the specified timescale
d) inform co-workers of your availability during the meeting and ensure that urgent issues are handed over for action
e) contribute to the meeting with valid, relevant and accurate information
f) contribute ideas which are relevant, realistic and constructive
g) ask open questions to obtain and clarify information
h) confirm outcomes of the meeting and action which you will need to take
i) follow up agreed action points and report back using agreed communication channels

Unit title:	EFSM20 – Exchange information to ensure effective service delivery		
Element titles:	20.1 Plan and chair meetings to aid decision making 20.2 Participate in meetings relating to service delivery		
Knowledge for this unit		**20.1**	**20.2**
The range of meetings, both formal and informal which may be conducted		●	●
How to clearly define the purpose and scope of meeting and communicate this clearly to those who need to attend		●	●
Information requirements and preparation time required by people who will attend the meeting		●	●
How to disseminate information about planned meetings and follow up information		●	●
Purpose and styles of minutes of meetings, the importance of minutes and how to record action points		●	●
The role, responsibility and expectations of the Chair of the meeting		●	●
How to manage conflict in meetings constructively		●	●
Procedures for planning and arrangements of meetings		●	
Roles, responsibilities and areas of expertise and authority of people and their possible contribution to meetings		●	
How to communicate ideas, concepts and information clearly, concisely and with relevance to the questions under discussion			●
Group dynamics, the management of conflict and achievement of consensus in meeting contexts		●	
Accepted and expected protocols		●	●
How to set clear objectives and agendas for meetings		●	
Your organisation's structure, goals, objectives and its relationship to other agencies or partners who may be involved in meetings		●	●
Requirements for approval processes and decision making relating to topics for discussion at meetings		●	

Unit title:	EFSM21 - Provide information to support decision making (MCI D4)
Element titles:	21.1 Obtain information for decision making 21.2 Record and Store information 21.3 Analyse information to support decision making 21.4 Advise and inform others

Scope of this unit
This unit is about providing information so that sound decisions can be taken. It covers obtaining relevant information, recording and storing this information, and analysing this information so that decisions can be taken. It also covers advising and informing other people.
This unit contains four elements: **21.1 Obtain information for decision making** This includes finding reliable and appropriate sources of information and select methods of gathering information which are efficient and effective. You need to obtain information which is accurate and relevant, and find ways of dealing with insufficient, contradictory or ambiguous information. **21.2 Record and Store information** This includes selecting appropriate and efficient methods which comply with your organisation's policies and the law. You need to give your team members the chance to suggest improvements to the way information is recorded and stored, and recommend improvements yourself. **21.3 Analyse information to support decision making** This includes identifying the objectives of your analysis and select appropriate information to achieve these objectives. You need to select and use effective methods of analysis, identify any patterns or trends which emerge from the information and draw conclusions which are supported by good evidence. Finally, you need to present your analysis and conclusions in a balanced way. **21.4 Advise and inform others** This includes identifying what their information needs are, provide that information in an appropriate and effective way, and support your advice with sound evidence. You need to check the recipients' understanding of the information and advice you have provided, and observe rules and guidelines on confidentiality.

Key words and concepts	
These definitions are provided to explain how key words and concepts are used in this unit	
Advice and information	Provide all relevant people knowledge of a specific event or situation, and provided with them with relevant advice based upon that information
Analysis	The process of organising and interpreting information so that conclusions can be drawn methods may be formal and planned, or informal and ad hoc
Constraints	Aspects of the project or the environment which limit how the project will achieve its goals; the most significant ones will be time, finance and other resources, available techniques, legislation and regulatory requirements and the sponsoring organisation's policies and objectives
Decisions	Reaching conclusions on action to be taken both in terms of day-to-day operations and changes in organisational policy which may affect operations
Form	The most appropriate method of communicating any advice and information to people. This may be verbal or written
Information	What people need to get out of the system; their requirements will be described
Methods	Methods may include: listening and watching, reading, questioning, research which you undertake or commission others to do on your behalf
Organisational constraints	Your organisation's policies, objectives and level of resources, which limit your freedom to take decisions and action
Recipients	Those people receiving your information and advice
Sources	Sources may include: people inside and outside your organisation, internal/ external information systems, published media and commissioned research
Systems and procedures	Methods of recording and filing information for future use

Unit title	EFSM21 - Provide information to support decision making (MCI D4)

You must ensure that you:

Element title: 21.1 Obtain information for decision making

a) identify the information you need to make the required decisions
b) access sources of information which are reliable and sufficiently wide-ranging to meet current and likely future information requirements
c) utilise methods of obtaining information which are reliable, effective and make efficient use of resources
d) ensure your methods of obtaining information are consistent with organisational values, policies and legal requirements
e) obtain information which is accurate, relevant and sufficient to support decision making
f) take prompt and effective action to deal with information which is inadequate, contradictory or ambiguous
g) communicate with people positively, supportively and constructively.

Element title: 21.2 Record and Store information

a) utilise systems and procedures for recording and storing information which are suitable for the purpose and make efficient use of resources
b) record and store information in compliance with organisational policies and legal requirements
c) ensure that information you record and store is readily accessible in the required format to authorised people only
d) provide opportunities for team members to make suggestions for improvements to systems and procedures
e) make recommendations for improvements to systems and procedures to the relevant people
f) take account of organisational constraints when making recommendations

Element title: 21.3 Analyse information to support decision making

a) identify objectives for your analysis which are clear and consistent with the decisions which need to be made
b) select information which is accurate, relevant to the objectives and sufficient to arrive at reliable decisions
c) adopt methods of analysis which are suitable to achieve the objectives
d) correctly identify relevant patterns and trends
e) support your conclusions with reasoned argument and appropriate evidence
f) differentiate clearly between fact and opinion
g) ensure your records of the analysis are sufficient to show the assumptions and decisions made at each stage.

Element title: 21.4 Advise and inform others

a) research the advice and information needs of your recipients in ways which are appropriate and sufficient and take account of your organisational constraints
b) provide advice and information at a time and place and in a form and manner appropriate to the needs of your recipients
c) provide accurate, current, relevant and sufficient information
d) provide advice which is consistent with organisational policy, procedures and constraints
e) supported your information and advice with reasoned argument and appropriate evidence
f) confirm your recipients' understanding of the advice and information you have given
g) maintain confidentiality according to organisational and legal requirements
h) actively seek feedback from recipients to improve the way you provide advice and information.
i) communicate with people positively, supportively and constructively

Unit title:	EFSM21 - Provide information to support decision making (MCI D4)				
Element titles:	21.1 Obtain information for decision making 21.2 Record and Store information 21.3 Analyse information to support decision making 21.4 Advise and inform others				
Knowledge for this unit		**21.1**	**21.2**	**21.3**	**21.4**
How to judge the accuracy, relevance and sufficiency of information required to support decision making in different contexts		●			
How to identify information which may be contradictory, ambiguous or inadequate and how to deal with these problems.		●			
Different approaches to, and methods of, analysing information and how to select methods appropriate to decisions which you have to make				●	
How to draw conclusions on the basis of analysing information				●	
The differences between fact and opinion, how to identify these and present them accordingly.				●	
Different formats which may be required for presenting qualitative and quantitative information and how to select an appropriate format			●		
How to develop and present a reasoned case based on the outcomes of an analysis.				●	
How to communicate advice and information effectively both through speaking and in writing					●
The importance of confirming the recipient's understanding of information and advice provided and how to do this					●
The importance of providing advice and information and your role and responsibilities in relation to this					●
The types of advice and information which people may require					●
How to identify information needs					●
Situations in which it is appropriate to act on one's own initiative in giving information and advice					●
The importance of seeking feedback on the quality and relevance of the advice and information you provide and how to encourage such feedback.					●
How to assess the effectiveness of current methods of collecting and storing information and the procedures to follow in order to make recommendations on improvements.			●		
The importance of information management to the team and organisational effectiveness and your role and responsibilities in relation to this		●			
The types of qualitative and quantitative information which are essential to your role and responsibilities, and how to identify these		●			
The range of sources of information which are available to you and how to ensure that these are capable of meeting current and likely future information requirements		●			
How to identify new sources of information which may be required		●			
The range of methods of gathering and checking the validity of such information and their advantages and disadvantages.		●			

Different methods of recording and storing information and their advantages and disadvantages		●		
How to ensure that information is organised in a way that makes it readily accessible		●		
The importance of the effective analysis of information; your role and responsibility in relation to this			●	
Types of information, both qualitative and quantitative which you need to be able to analyse			●	
The importance of record-keeping in the analysis of information and how such records should be kept and used.			●	
The importance of checking the validity of advice and information provided to others				●
How to ensure accuracy, currency, sufficiency and relevance of advice and information				●
The principles of confidentiality when handling information and advice – what types of information and advice may be provided to what people.				●
The organisational policies and legal requirements which have a bearing on the collection recording and storage of information and how to interpret these.		●		
Organisational policies, procedures and resource constraints which may affect advice given to others.				●
The importance of providing opportunities for team members to make recommendations on improvements to systems and procedures		●		
How to encourage and enable team members to make recommendations.		●		

Unit title:	EFSM22 - Develop information systems to support service delivery objectives (MCI D5 – amended)
Element titles:	22.1 Identify information and communication requirements 22.2 Select information management and communication systems 22.3 Implement information management and communication systems 22.4 Monitor information management and communication systems

Scope of this unit

This unit is about setting up effective communications and information management systems in your organisation. This involves identifying the information and communication needs of your organisation, selecting information management and communications systems which meet those needs, setting these systems up and finally monitoring these systems to ensure their effectiveness.

This unit contains four elements:
22.1 Identify information and communication requirements
This includes researching the information users require both now and in the future. You need to develop clear specifications for the system, and identify what resources are needed.

22.2 Select information management and communication systems
This includes agreeing criteria for the selection of the systems and evaluate different systems for their suitability. You need to select the system which matches the agreed criteria most closely, and agree your selection with users.

22.3 Implement information management and communication systems
This includes presenting your plans to those involved in an appropriate manner, check that they understand what is being proposed and obtain the appropriate resources to implement the system. You need to supervise implementation, making any necessary adjustments to plans as the system is put into place. You must also make sure everything is done within your planned schedule and budget.

22.4 Monitor information management and communication systems
This includes encouraging users to provide feedback on the system and you need to monitor and evaluate its effectiveness yourself. You will need to present your evaluations to those involved, agree improvements, and finally modify the system to achieve these improvements.

Key words and concepts
These definitions are provided to explain how key words and concepts are used in this unit

Communication systems	Systems for communicating information inside your organisation to maximise its efficiency; these systems may be computer or non-computer based
Evaluation	A balanced assessment of what has been achieved against plans
Information management	Information your organisation needs to plan, implement and evaluate its operations and strategy: these systems may be computer or non-computer based
Information requirements	The process of ensuring that all the information you have obtained, will be sufficient to carry out the current or future task
Others involved or affected	These may be relevant people both within or external to your organisation, who may be affected by decisions taken by yourself or others you are responsible for
Service delivery improvements	Potential improvements to working practices, systems of work, equipment, organisation and individual performance. (WC)
Systems	Methods of recording and filing information for future use
Trends and developments	Changes, for instance trends and developments in the market, in technology, in products and services or in processes or working practices, which suggest possible improvements you can make.
Users	Team members, colleagues, higher-level managers or sponsors, people outside the organisation who will use the system

Unit title	EFSM22 - Develop information systems to support service delivery objectives (MCI D5 – amended)

You must ensure that you:

Element title: 22.1 Identify information and communication requirements

a) identify likely future information requirements of users

b) identify likely future information flows and communication processes

c) specify clear, accurate information requirements and agreed with users

d) identify the resources needed to meet information requirements

e) specify information requirements which are consistent with organisational objectives, policies and resource constraints.

f) communicate with people positively, supportively and constructively.

Element title: 22.2 Select information management and communication systems

a) agree clear criteria for selection of information management and communication systems with users and others involved or affected

b) evaluate possible systems and identify those which are capable of meeting user requirements and organisational objectives within resource constraints

c) accurately identify their respective benefits and disadvantages

d) propose systems which most closely meet the agreed criteria and comply with organisational policies and legal requirements

e) include an implementation plan which is agreed with users and others involved or affected.

f) communicate with people positively, supportively and constructively

Element title: 22.3 Implement information management and communication systems

a) present your plans for implementing information management and communication systems to users and others involved or affected at an appropriate time, level and pace

b) confirm users' understanding of the system and their role in its implementation

c) select resources which are sufficient for the implementation to take place within agreed timescales

d) monitor the implementation of the system at appropriate times against agreed plans

e) modify implementation activities, as appropriate to resolve any problems arising

f) enable users and others involved and affected to make effective contributions

g) implement information management and communication systems within the agreed budget and timescales.

h) communicate with people positively, supportively and constructively

Element title: 22.4 Monitor information management and communication systems

a) continuously provide opportunities for users to give feedback on the effectiveness of information management and communication systems

b) schedule your monitoring and evaluation of systems to take place at appropriate times against agreed criteria.

c) take account of trends and developments and likely future requirements

d) modify information management and communication systems to overcome any problems effectively.

e) communicate with people positively, supportively and constructively

f) forward details of proposed change to the relevant person, where service delivery improvements are identified

Unit title:	EFSM22 - Develop information systems to support service delivery objectives (MCI D5 – amended)			
Element titles:	22.1 Identify information and communication requirements 22.2 Select information management and communication systems 22.3 Implement information management and communication systems 22.4 Monitor information management and communication systems			
Knowledge for this unit	**22.1**	**22.2**	**22.3**	**22.4**
The importance of agreeing information requirements with users and how to achieve such agreements	●			
How too analyse and specify information needs	●			
The importance of information systems to the work of organisations and your role and responsibilities in relation to these	●			
The range of information requirements people may have	●			
How to identify information requirements	●			
The likely future flow of information and communication processes	●			
The range of information management and communication systems which may be appropriate and their relative advantages and disadvantages		●		
How to evaluate possible systems to ensure they meet user requirements and organisational objectives, legal requirements and resource constraints		●		
Legislation governing the collection, storage and dissemination of information	●	●		
Organisational objectives, policies and resource constraints which have a bearing on specifying information requirements and how to interpret these	●			
How to identify resources which will be required to meet these information requirements.	●			
How to carry out cost-benefit analyses of information management and communication systems.		●		
How to develop implementation plans and agree these with users and others involved		●		
Factors which influence the development of such plans			●	
How to forecast trends and developments inside and outside the organisation which may lead to new requirements.				●
The importance of checking users' understanding of the system and confirming their role in implementing it			●	
How to monitor the implementation of systems			●	
The types of problems which may arise during implementation and how to overcome these problems			●	
The importance of consulting on implementation plans and different methods of doing so appropriate to different types of system and user			●	
The importance of monitoring information management systems and your role and responsibilities in relation to this				●
How to select and use monitoring and evaluation methods appropriate to the system, context and requirements				●

Unit title:	EFSM23 - Agree project plan to meet specified objectives (MCI G4 – amended title)
Element titles:	23.1 Agree the project's scope and definition 23.2 Develop plans to achieve the project's goals 23.3 Establish the project's resources and control methods

Scope of this unit
This unit is about planning and setting up substantial, complex projects which are critical to the strategic objectives of the organisation. Project sponsors may be internal or external to your organisation. .

This unit contains three elements:

23.1 Agree the project's scope and definition

This includes clarification with the sponsor the project's goals, benefits, constraints, quality and success criteria. You need to establish what links exist with the sponsor's strategic and operational objectives and identify the key stakeholders' interests in the project. You must be aware of any contingencies and risks associated with the project. You must assess the project's feasibility and negotiate any necessary amendments to the scope and definition.

23.2 Develop plans to achieve the project's goals

This includes involvement of relevant people in developing plans which are consistent with the project's scope and definition. You must ensure that the plans break the work down into tasks which are manageable, measurable and achievable. You must ensure that the project's schedule, links and dependencies, handover procedures, monitoring and evaluation methods are clear. You must ensure that the estimates and costings for the human and physical resources are realistic. You must negotiate and agree your plans with the sponsor.

23.3 Establish the project's resources and control methods
This includes ensuring that there are suitable team members, with roles and allocated tasks. You must ensure there are clear lines of responsibility and accountability, and that reporting, control and communication methods are in place. You must also provide opportunities for team development. You must establish methods of obtaining the necessary physical resources and of managing physical and financial resources efficiently and effectively.

Key words and concepts **These definitions are provided to explain how key words and concepts are used in this unit**	
Constraints	Aspects of the project or the environment which limit how the project will achieve its goals; the most significant ones will be time, finance and other resources, available techniques, legislation and regulatory requirements and the sponsoring organisation's policies and objectives
Project	A unique set of co-ordinated activities, with definite starting and finishing points, undertaken by an individual or organisation to meet specific objectives within defined schedule, cost and performance parameters
Relevant people	Team members, colleagues working at the same level as yourself, higher level managers or sponsors, specialists
Resources	The people, time, equipment, materials, services, energy and premises which you have at your disposal
Stakeholders	People or groups of people who have a vested interest in the success of the project and the environment in which the project takes place
Team members	People who work with you as part of a functional or project team; team members may report to you either as their line manager or as the manager in charge of a specific project or activity on which they are working

Unit title	EFSM23 - Agree project plan to meet specified objectives (MCI G4 – amended title)

You must ensure that you:

Element title: 23.1 Agree the project's scope and definition

a) clarify the project's scope and definition to the level of detail needed to plan the project effectively

b) identify the main links between the project's scope and definition and the sponsor's strategic and operational objectives

c) identify and reconcile key stakeholders' interests in the project

d) identify the main contingencies which may occur during the running of the project and assess their likely impact

e) identify, assess and prioritise the main risks associated with the project

f) assess the project's feasibility and negotiate any necessary amendments with the sponsor in a way which ensures the goals can be achieved within constraints

g) clearly establish your own level of authority and accountability for project activities, resources and decisions

h) clearly confirm all aspects of the project's scope and definition with the sponsor.

i) communicate with people positively, supportively and constructively

Element title: 23.2 Develop plans to achieve the project's goals

a) involve relevant people in the development of the project plans and accurately record all aspects of the planning process

b) develop strategy and plans for the project which are consistent with the agreed scope, definition and known constraints

c) break the project work down into tasks which are manageable, measurable, and achievable

d) correctly identify links, dependencies, schedules, evaluation methods, deliverables and handover procedures

e) include effective measures to deal with identified contingencies and risks

f) realistically estimate and cost the human and physical resources required to carry out the project's tasks

g) base the plans on previous experience and the good practice of others

h) check, negotiate and agree all key aspects of the project plans with the sponsor and obtain authorisation to proceed.

i) communicate with people positively, supportively and constructively

Element title: 23.3 Establish the project's resources and control methods

a) select team members who are able to make an effective contribution to the project's objectives

b) assign roles to team members, and the tasks they are allocated, are realistic and equitable

c) ensure team members' line of responsibility and accountability are clear, unambiguous and take account of their other responsibilities

d) agree meeting schedules, reporting, control and communication methods which are consistent with the project plans

e) plan and schedule effective opportunities for team development

f) utilise methods of obtaining and managing the necessary resources which are efficient, effective and consistent with legal and organisational requirements.

g) communicate with people positively, supportively and constructively

Unit title:	EFSM23 - Agree project plan to meet specified objectives (MCI G4 – amended title)			
Element titles:	23.1 Agree the project's scope and definition 23.2 Develop plans to achieve the project's goals 23.3 Establish the project's resources and control methods			
Knowledge for this unit		**23.1**	**23.2**	**23.3**
Risk identification and assessment in project planning and how to prioritise risk		●		
The importance of clarifying and agreeing the project's scope and definition and how to do this with a sponsor		●		
The importance of maintaining effective working relationships with sponsors and how to do so		●		
The importance of establishing your own level of authority in the project		●		
How to re-negotiate project definitions with sponsors		●		
How projects interlink with and support organisations' wider strategic and operational objectives and the importance of being aware of such links		●		
The organisational and legal requirements which are relevant to managing resources and finance				●
The importance of systematic and thorough planning to the success of projects		●		
The level of detail needed to start systematic project planning		●		
The types of constraints which usually exist in projects (for example, time, resources, technology and legislation) and how to look for and assess the significance of constraints		●		
The importance of making an initial assessment of the feasibility of projects and how to do so		●		
The importance of planning for contingencies and how to do so.		●		
The principles underpinning effective project planning and models of project management			●	
How to break the work down into manageable, achievable and measurable tasks			●	
How to estimate and cost the human and physical resources needed for projects			●	
The importance of identifying schedule, links, dependencies, monitoring and evaluation methods and handover and how to do so			●	
How computer-based project planning approaches may be used			●	
The importance of obtaining authorisation before proceeding.			●	
How to allocate project roles and tasks equitably and realistically				●
The importance of having clear lines of responsibility and accountability within the project and how to establish these, especially where line management responsibility is shared				●
The importance and purpose of control methods and how to select methods appropriate to different types of projects				●
How to identify and specify the competence, skills and knowledge which project team members need				●
How to obtain the people you require to staff projects				●
The importance of tight financial and resource controls, and the methods which may be				●
The importance of team development and methods to achieve this.				●

Unit title:	EFSM24 - Co-ordinate projects to achieve objectives (MCI G2)
Element titles:	24.1 Support the project team 24.2 Co-ordinate activities, resources and plans 24.3 Keep stakeholders informed of project progress

Scope of this unit
This unit is about co-ordinating the work of standard and complex projects which have operational or strategic implications for the sponsor. The sponsor may be internal or external to your organisation. .

This unit contains three elements:

24.1 Support the project team

This includes motivating team members to carry out their tasks with commitment and enthusiasm. You must consistently provide team members with the information they need to perform effectively. You must provide opportunities for team members to contribute to their own development and that of the project. You must seek information from team members on their views on the project's progress and effectiveness. You must be aware of any difficulties they may be facing and provide them with necessary support and encouragement.

24.2 Co-ordinate activities, resources and plans

This includes monitoring and evaluating the project's work, measuring progress and identifying any emerging risks. You must obtain clear authorisation for work to start, continue or finish. You must keep project activities and resources in line with the project plans or seek approval for the plans to be amended. You recommend any changes in the project in a way which will minimise disruption. You must inform your higher-level manager should any adjustments be needed to the scope and definition of the project.

24.3 Keep stakeholders informed of project progress
This includes ensuring that key stakeholders receive regular updates on the project. You need to make sure that the information and the way it is provided, meets your stakeholders' needs. You need to ensure any agreements on confidentiality are maintained. You need to collect information from stakeholders which may affect the running of the project.

Key words and concepts **These definitions are provided to explain how key words and concepts are used in this unit**	
Evaluate project	A balanced assessment of what has been achieved by the project against the projects aim and objectives
Monitor	Keeping a close *eye* on all aspects of the project; methods include direct observation of what is going on and considering oral and written information provided by others
Project	A unique set of co-ordinated activities, with definite starting arid finishing points, undertaken by an individual or organisation to meet specific objectives within defined schedule, cost and performance parameters
Resources	The equipment, materials, services, supplies, finance, energy and time the project needs to achieve its objectives
Stakeholders	People or groups of people who have a vested interest in the success of the project and the environment in which the project takes place
Team members	People who work with you as part of a project team; team members may report to you either as their line manager or as the manager in charge of a specific project or activity on which they are working; in a matrix structure, team members may be accountable to you for their project responsibilities but be under the line management of another manager.

Unit title	EFSM24 - Co-ordinate projects to achieve objectives (MCI G2)

You must ensure that you:

Element title: 24.1 Support the project team

a) consistently motivate team members to fulfil the tasks allocated to them with commitment and enthusiasm

b) consistently provide team members with clear, accurate and up-to-date information appropriate to the role which they play in the project

c) provide opportunities for team members to undertake activities which will contribute to their own development and that of the project

d) actively seek information from team members on project progress and their views on the project's effectiveness

e) identify problems which team members are experiencing in good time to take remedial action

f) provide team members with the support and encouragement they need to achieve their objectives throughout the lifetime of the project.

g) communicate with people positively, supportively and constructively

Element title: 24.2 Co-ordinate activities, resources and plans

a) monitor and evaluate project work in a way which is consistent with the agreed plans

b) accurately measure progress against plans and identify emerging risks and difficulties and their causes

c) obtain clear authorisation for all stages of work to start, continue or finish

d) clearly inform your higher-level manager of any emerging problems or risks in good time for remedial action to be taken

e) keep activities and resources in line with the project's plans or seek approval from the higher-level manager for any amendments to plans and resources

f) recommend changes in project activities, plans and resources in a way which keeps disruption to a minimum.

g) make any adjustments to activities, resources and plans with the knowledge and agreement of the team and accurately record and store these adjustments

h) inform the higher-level manager promptly and clearly of any need to review the project's scope and definition with the sponsor.

i) communicate with people positively, supportively and constructively

Element title: 24.3 Keep stakeholders informed of project progress

a) provide the key stakeholders with timely, forward-looking and relevant information which is consistent with the project plans

b) provide team members and higher-level managers with effective opportunities to contribute to the information you provide

c) provide information which meets your stakeholders' needs, while maintaining agreements on confidentiality

d) provide information in styles and formats most appropriate to the types of stakeholders involved

e) utilise distribution methods that are effective in reaching the key stakeholders

f) actively seek and assess information from stakeholders which may affect the running of the project.

g) communicate with people positively, supportively and constructively

Unit title:	EFSM24 - Co-ordinate projects to achieve objectives (MCI G2)			
Element titles:	24.1 Support the project team 24.2 Co-ordinate activities, resources and plans 24.3 Keep stakeholders informed of project progress			
Knowledge for this unit		**24.1**	**24.2**	**24.3**
Methods which may be used to motivate team members and gain their commitment		●		
The importance of enabling team members to contribute to their own development and that of the project and different methods of achieving this.		●		
The principles which underpin the effective co-ordination of projects and your role in relation to this		●		
Styles of leadership which are effective in managing projects.		●		
The types of problems which team members and stakeholders may experience		●		
The types of support which team members may need during projects and how to identify and provide such support.		●		
How to identify and assess emerging risks.			●	
The importance of managing change in projects and how to minimise disruption wherever possible.			●	
Awareness of different project management methods and their possible uses			●	
The importance of obtaining authorisation for all stages of work to start, continue or finish according to your evaluation of progress			●	
Why resources need to be tightly controlled and methods to achieve this.			●	
Why higher-level managers need to be promptly and clearly informed of any implications for the project's scope and definition			●	
How to negotiate adjustments to the satisfaction of all those involved.			●	
The methods which may be used to keep stakeholders up-to-date and how to agree methods appropriate to different groups				●
How to select content, styles, format and distribution methods for different audiences and the importance of doing so.				●
The importance of ensuring information is consistent with agreements on confidentiality.				●
The contributions other relevant people can make to information and how to involve them.				●
The importance of keeping all key stakeholders informed on project progress.				●

Unit title:	EFSM25 - Manage project to meet objectives (MCI G5 – amended)
Element titles:	25.1 Lead the project team to achieve objectives 25.2 Monitor and adjust activities, resources and plan to meet objectives 25.3 Develop solutions to project problems 25.4 Maintain communication with project stakeholders and sponsors

Scope of this unit
This unit is about managing the work of substantial, complex projects which are critical to the strategic objectives of the organisation. Project sponsors may be internal or external to your organisation.

This unit contains four elements:

25.1 Lead the project team to achieve objectives
This includes motivating team members to carry out their tasks with commitment and enthusiasm. You must ensure that team members have the information they need to perform effectively. You must delegate responsibility to team members and provide opportunities for them to contribute to the project development and outcomes. You must be aware of any difficulties they may be facing and provide them with necessary support and encouragement.

25.2 Monitor and adjust activities, resources and plan to meet objectives
This includes preparing the resources and plans you need to monitor and evaluate the project's work, measuring progress and identifying any emerging risks. You must provide clear authorisation for work to start, continue or finish. You must keep project activities and resources in line with your plans or adjust your plans accordingly. You must identify the potential for improvements in project activities. You must control change in the project so that disruption is minimised. You must inform the sponsor should any adjustments be needed to the scope and definition of the project

25.3 Develop solutions to project problems
This includes the collation and verification of all information to solve problems. You need to analyse the information from a variety of perspectives. You need to enable relevant people to contribute to the problem-solving process and draw on your own experience and the practice of others. You need to develop a range of possible solutions. Finally, you need to present these options in a way which enables relevant people to reach optimum decisions.

25.4 Maintain communication with project stakeholders and sponsors
This includes ensuring that all key stakeholders receive regular updates on the project. You need to make sure that the information, and the way it is provided, meets your stakeholders needs. You need to ensure any agreements on confidentiality are maintained. You need to collect information from stakeholders which may affect the running of the project.

Key words and concepts **These definitions are provided to explain how key words and concepts are used in this unit**	
Project	A unique set of co-ordinated activities with definite start and finish points, undertaken by an individual or organisation to meet specific, measurable objectives within a defined schedule, cost and performance parameters
Stakeholders	People or groups of people who have a vested interest in the success of the project and the environment in which the project takes place
Team members	People who work within a functional or project team and who report to the project manager.

Unit title	EFSM25 - Manage project to meet objectives (MCI G5 – amended)

You must ensure that you:

Element title: 25.1 Lead the project team to achieve objectives

a) consistently motivate team members to fulfil the tasks allocated to them with commitment and enthusiasm
b) provide your team members with consistent, clear, accurate and up to date information appropriate to the role which they will play in the project
c) delegate responsibilities to others in ways which make best use of the team's resources
d) provide your team members and stakeholders with effective opportunities to contribute to the development of the project
e) correctly and promptly identify problems which team members and stakeholders are experiencing
f) provide your team members with the support they need to achieve their objectives throughout the lifetime of the project
g) communicate with people positively, supportively and constructively

Element title: 25.2 Monitor and adjust activities, resources and plan to meet objectives

a) monitor and evaluate project work in a way which is consistent with your project plans and enables the project to achieve its goals
b) accurately measure progress against plans and identifies emerging risks, difficulties and their causes
c) provide clear authorisation for all stages of work to begin, continue and finish on the basis of your plans and your evaluation of progress
d) keep the project activities and resources in line with your plans and adjust your plans in a way which is consistent with the projects scope and definition
e) actively seek and evaluate ways to improve the work for the project and control changes in a way which keeps disruption to a minimum
f) make adjustments to activities, resources and plans with the knowledge and agreement of team members and sponsors and are accurately recorded and securely stored
g) inform the project sponsor promptly and clearly of any need to review the project scope and definition
h) communicate with people positively, supportively and constructively

Element title: 25.3 Develop solutions to project problems

a) collate and verify all information necessary and relevant to the problem in a way which facilitates effective and efficient analysis
b) analyse the available information from the perspectives of all major stakeholders, identifying and prioritising all known factors according to the project scope and definition
c) provide team members and sponsors with opportunities to contribute effectively to the development of solutions
d) develop and present a range of solutions compatible with the project scope and definition, drawing on your own experience and the good practice of others
e) propose solutions which make efficient and effective use of resources available
f) present the range of solutions to team members and sponsors, clearly, objectively outlining the strengths, and weaknesses of each, according to the project scope and definition
g) select an optimum solution and obtain the support of team members and sponsors
h) communicate with people positively, supportively and constructively

Element title: 25.4 Maintain communication with project stakeholders and sponsors
a) ensure all stakeholders receive timely, forward-looking and relevant information which is consistent with the project plans and helpful to the project achieving goals
b) provide team members and sponsors with sufficient opportunities to contribute effectively to the information provided
c) provide information which meets your stakeholders needs, whilst maintaining agreements on confidentiality
d) present information in styles and formats most appropriate to the types of stakeholders involved
e) implement a communication strategy that ensures that information reaches key stakeholders with a suitable degree of urgency
f) actively seek and assess information from stakeholders which may affect the running of the project
g) communicate with people positively, supportively and constructively

Unit title:	EFSM25 - Manage project to meet objectives (MCI G5 – amended)			
Element titles:	25.1 Lead the project team to achieve objectives 25.2 Monitor and adjust activities, resources and plan to meet objectives 25.3 Develop solutions to project problems 25.4 Maintain communication with project stakeholders and sponsors			
Knowledge for this unit	**25.1**	**25.2**	**25.3**	**25.4**
Methods which may be used to motivate team members and gain their commitment	●			
How to delegate project activities effectively on a day to day basis	●			
The importance of keeping team members properly informed as to their roles in the project and effective methods to make this happen	●			
The importance of enabling team members to contribute to the development of the project and different methods of achieving this	●			
The importance of keeping project sponsors informed of any implications for the project's scope and definition		●		●
How to negotiate adjustments to the satisfaction of all people involved		●		
How to present possible solutions in a way which influences informed and realistic judgements			●	●
The range of stakeholders and methods for ensuring they are kept up to date on project activities	●			●
Principles which underpin the effective leadership of projects and your role in relation to this	●			
Styles of leadership which are effective in managing projects	●			
The types of problems which team members and stakeholders may experience	●			
The types of support which team members may need during projects and how to identify and provide such support	●			
How to identify and assess emerging risks		●		
Principles underpinning effective problem solving			●	
The importance of collecting sufficient relevant information			●	
The importance of identifying and prioritising the outcomes desired by all major stakeholders in considering project problems			●	
How to generate a range of options when problem solving and the importance of doing this			●	
How to involve a range of people in the generation of options to solve problems			●	
The importance of managing change in projects and how to minimise disruption wherever possible	●	●	●	
Principles of project management and how to apply them	●	●	●	
Methods of monitoring and evaluating project progress	●	●	●	
The importance of authorising all stages of project work to start, continue or finish		●		
Use of computer-based project management tools	●			●