

Strategic Leadership and Management

Wang

Wang

Wang

Encyclopedia of Strategic Leadership and Management

Encyclopedia of Strategic Leadership and Management

Encyclopedia of Strategic Leadership and Management



Volume I

Victor C.X. Wang



Contents

No.	NOS Title	Page No.
CFAM&LAA1	Manage yourself	1
CFAM&LAA2	Develop your knowledge, skills and competence	8
CFAM&LAA3	Develop and maintain your professional networks	15
CFAM&LBA1	Lead your organisation	22
CFAM&LBA2	Provide leadership in your area of responsibility	29
CFAM&LBA3	Lead your team	36
CFAM&LBA4	Evaluate your organisation's operating environment	42
CFAM&LBA5	Develop your organisation's vision and strategy	49
CFAM&LBA6	Develop strategic business plans	55
CFAM&LBA7	Promote equality of opportunity, diversity and inclusion	62
CFAM&LBA8	Develop your organisation's values and culture	69
CFAM&LBA9	Develop operational plans	75
CFAM&LBB1	Manage risks to your organisation	82
CFAM&LBB2	Develop, maintain and evaluate business continuity plans and arrangements	90
CFAM&LBB3	Manage corporate social responsibility (CSR)	97
CFAM&LBB4	Ensure compliance with legal, regulatory, ethical and social requirements	103
CFAM&LCA1	Identify and evaluate opportunities for innovation and improvement	109
CFAM&LCA2	Plan change	116
CFAM&LCA3	Engage people in change	123
CFAM&LCA4	Implement change	129
CFAM&LCA5	Evaluate change	136
CFAM&LDA1	Plan the workforce	142
CFAM&LDA2	Recruit, select and retain people	148
CFAM&LDA3	Induct individuals into their roles	156
M&LDA4	Manage the redeployment of people	162
CFAM&LDA5	Manage redundancies	168

CFAM&LDA6	Initiate and follow disciplinary procedures	176
CFAM&LDA7	Initiate and follow grievance procedures	182
CFAM&LDB1	Build teams	188
CFAM&LDB2	Allocate work to team members	195
CFAM&LDB3	Quality assure work in your team	202
CFAM&LDB4	Manage people's performance at work	208
CFAM&LDB5	Manage team communications	216
CFAM&LDB6	Support remote/virtual teams	222
CFAM&LDB7	Manage flexible working	228
CFAM&LDB8	Manage conflict in teams	234
CFAM&LDB9	Promote staff wellbeing	241
CFAM&LDC1	Identify individuals' learning needs and styles	248
CFAM&LDC2	Support individuals' learning and development	254
CFAM&LDC3	Mentor individuals	262
M&LDC4	Coach individuals	268
M&LDC5	Help individuals address problems affecting their performance	276
CFAM&LDD1	Develop and sustain productive working relationships with colleagues	283
CFAM&LDD2	Develop and sustain productive working relationships with stakeholders	290
CFAM&LDD3	Develop and sustain collaborative relationships with other departments	299
CFAM&LDD4	Develop and sustain collaborative relationships with other organisations	306
CFAM&LDD5	Manage conflict in the broader work environment	314
CFAM&LDD6	Lead meetings to achieve objectives	321
CFAM&LDD7	Represent your area of responsibility in meetings	329
CFAM&LEA1	Identify and justify requirements for financial resources	336
CFAM&LEA2	Obtain finance from external sources	342
CFAM&LEA3	Manage the use of financial resources	349
CFAM&LEA4	Manage budgets	357
CFAM&LEB1	Provide healthy, safe, secure and productive working environments and practices	364

CFAM&LEB2	Obtain physical resources	371
CFAM&LEB3	Manage physical resources	377
CFAM&LEB4	Manage the environmental and social impacts of your work	383
CFAM&LEB5	Optimise effective use of technology	390
CFAM&LEC1	Promote knowledge management and sharing	397
CFAM&LEC2	Manage information, knowledge and communication systems	404
CFAM&LEC3	Develop knowledge and make it available	412
CFAM&LEC4	Communicate information and knowledge	418
CFAM&LEC5	Use information to take effective decisions	425
CFAM&LED1	Decide whether to produce or buy in products and/or services	433
CFAM&LED2	Procure products and/or services	440
CFAM&LED3	Select suppliers through a tendering process	447
CFAM&LED4	Outsource business processes	454
CFAM&LFA1	Implement and evaluate strategic business plans	461
CFAM&LFA2	Implement operational plans	469
CFAM&LFA3	Manage business processes	475
CFAM&LFA4	Manage programmes	482
CFAM&LFA5	Manage projects	491
CFAM&LFB1	Develop understanding of your markets and customers	501
CFAM&LFB2	Develop marketing plans	508
CFAM&LFB3	Implement marketing plans	515
CFAM&LFB4	Manage the development of products and services	522
CFAM&LFB5	Manage the marketing of products and services	529
CFAM&LFC2	Bid for contracts	535
CFAM&LFC3	Sell products and services	543
CFAM&LFD1	Develop a customer-focused organisation	550
CFAM&LFD2	Deliver products and services to customers	556
CFAM&LFD3	Manage customer service	563

CFAM&LFE1	Manage quality assurance systems	570
CFAM&LFE2	Manage quality audits	578
CFAM&LFE3	Prepare for and participate in quality audits	584
CFAM&LFE4	Carry out quality audits	590
CFAM&LFE5	Manage continuous improvement	598

Overview

This standard is about managing yourself to achieve your work and personal objectives. It requires you to be clear about your objectives and priorities and focus your time and resources effectively to achieve them.

This standard is relevant to all managers and leaders.

This standard underpins all the other standards. It links closely to *CFAM&LAA2 Develop your knowledge, skills and competence*.

Performance criteria

You must be able to:

- P1 Establish the purpose of your work role and how it contributes to achieving your organisation's vision and objectives.
- P2 Establish how your role relates to other roles in the organisation and where there are opportunities for joint working and mutual support.
- P3 Develop objectives for your work role which are compatible with the vision, objectives and values of your organisation.
- P4 Identify your own values, motivations and aspirations, evaluate any conflicts with your organisation's vision, objectives and values, and seek to resolve these with those you report to.
- P5 Agree, with those you report to, objectives for your work role and how you will evaluate progress and achievement.
- P6 Prioritise objectives and manage your time in order to achieve them.
- P7 Delegate objectives and responsibilities where this is possible and appropriate.
- P8 Use technology effectively to help you achieve your objectives.
- P9 Identify and eliminate distractions and activities that do not support the achievement of your objectives.
- P10 Monitor changes to your organisation's objectives, processes, systems and structures and how these impact on your role.
- P11 Identify and respond quickly and positively to new opportunities and urgent situations when they arise, revising your objectives and priorities as necessary.
- P12 Manage your emotions and relationships with others in ways that help you achieve your objectives.
- P13 Get regular feedback on your performance from those who are able to provide objective, specific and valid feedback.
- P14 Monitor progress towards your objectives and evaluate, with those you report to, the extent to which you have achieved your objectives.
- P15 Agree, with those you report to, any changes to your objectives in the light of your performance, feedback received or changes in

organisational priorities.

P16 Seek to achieve an equitable balance between your professional and personal life.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to gather and validate information.
- K2 How to analyse your work role and how it relates to other roles in the organisation.
- K3 How to monitor changes, trends and developments.
- K4 How to evaluate the impact of different factors on your role.
- K5 Why managing your resources (particularly knowledge, understanding, skills and time) is important.
- K6 How to identify the requirements of a work role.
- K7 How to set work objectives which are SMART (Specific, Measurable, Achievable, Realistic and Time-bound).
- K8 How to measure progress against work objectives.
- K9 How to get and make effective use of feedback on your performance.
- K10 How to update work objectives in the light of your performance, feedback received or changes in organisational priorities.
- K11 How to record the use of your time and identify possible improvements.

Industry/sector specific knowledge and understanding

You need to know and understand:

- K12 Industry/sector requirements for the development or maintenance of knowledge, skills and competence.

Context specific knowledge and understanding

You need to know and understand:

- K13 Individuals within your area of work, their roles, responsibilities, competences and potential.
- K14 Your organisation's business processes.
- K15 Your organisation's objectives.
- K16 The agreed requirements of your work role including the limits of your responsibilities.
- K17 Your agreed personal work objectives.
- K18 Your organisation's structure.
- K19 Your organisation's systems.
- K20 Possible sources of feedback in your organisation.

Behaviours

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

- 1 Address multiple demands without losing focus or energy
- 2 Recognise changes in circumstances promptly and adjust plans and activities accordingly
- 3 Find practical ways to overcome obstacles
- 4 Agree challenging but achievable objectives
- 5 Prioritise objectives and plan work to make best use of time and resources
- 6 Take personal responsibility for making things happen
- 7 Take pride in delivering high quality, accurate work
- 8 Demonstrate awareness of your own values, motivations and emotions
- 9 Give a consistent and reliable performance
- 10 Make effective use of available resources
- 11 Seek new sources of support when necessary
- 12 Take timely decisions that are realistic for the situation

Skills

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

- Communicating
- Evaluating
- Obtaining feedback
- Planning
- Prioritising
- Reviewing
- Self-assessment
- Setting objectives
- Time management

CFAM&LAA1

Manage yourself

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LAA1

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; manage yourself

Overview

This standard is about taking responsibility for developing your own knowledge, skills and competence to meet the current and future requirements of your work and to support your personal and career development.

This standard is relevant to all managers and leaders.

This standard links closely to *CFAM&LAA1 Manage yourself*. It also links to the standards in key area *DC Develop and support individuals* which are about helping others to develop their knowledge, skills and competence.

**Performance
criteria**

You must be able to:

- P1 Monitor trends and developments in your sector and area of professional expertise and evaluate their impact on your work role.
- P2 Evaluate, at appropriate intervals, the current and future requirements of your work role, taking account of the vision and objectives of your organisation.
- P3 Identify the learning methods which work best for you and ensure that you take these into account in identifying and undertaking development activities.
- P4 Identify any gaps between the current and future requirements of your work role and your current knowledge, skills and competence.
- P5 Discuss and agree, with those you report to, a development plan which both addresses any identified gaps in your knowledge, skills and competence and supports your own career and personal goals.
- P6 Undertake the activities identified in your development plan and evaluate their contribution to your performance.
- P7 Get regular feedback on your performance from those who are able to provide objective, specific and valid feedback.
- P8 Review and update your development plan in the light of your performance, any development activities undertaken and any wider changes.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 The principles which underpin professional development.
- K2 How to evaluate the current requirements of a work role and how the requirements may evolve in the future.
- K3 How to monitor changes, trends and developments.
- K4 How to evaluate the impact of different factors on your role.
- K5 How to identify development needs to address any identified gaps between the requirements of your work role and your current knowledge, understanding and skills.
- K6 What an effective development plan should contain and the length of time that it should cover.
- K7 The importance of taking account of your career and personal goals when planning your professional development.
- K8 The range of different learning methods and how to identify the methods which work best for you.
- K9 The type of development activities that can be undertaken to address identified gaps in your knowledge, skills and competence.
- K10 How to evaluate the extent to which development activities have contributed to your performance.
- K11 How to update development plans in the light of your performance, any development activities undertaken and any wider changes.
- K12 How to identify and use appropriate sources of feedback on your performance.

Industry/sector specific knowledge and understanding

You need to know and understand:

- K13 Industry/sector requirements for the development or maintenance of knowledge, skills and competence.

Context specific knowledge and understanding

You need to know and understand:

- K14 The requirements of your work role including the limits of your responsibilities.
- K15 Your own career and personal goals.

- K16 Your preferred learning methods.
- K17 Your current levels of knowledge, skills and competence.
- K18 Identified gaps in your current knowledge, skills and competence.
- K19 Your personal development plan.
- K20 Available development opportunities and resources in your organisation.
- K21 Your organisation's policy and procedures in terms of personal development.
- K22 Possible sources of feedback in your organisation.

Behaviours

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

- 1 Recognise changes in circumstances promptly and adjust plans and activities accordingly
- 2 Seek opportunities to improve performance
- 3 Develop knowledge, understanding, skills and performance in a systematic way
- 4 Encourage and welcome feedback from others and use this feedback constructively
- 5 Reflect on your experiences and use the lessons to guide your decisions and actions
- 6 Agree challenging but achievable objectives
- 7 **Demonstrate awareness of your own values, motivations and emotions**
- 8 Give a consistent and reliable performance
- 9 Recognise and make the most of your own strengths
- 10 Recognise your limitations and seek to minimise their impact
- 11 Make effective use of available resources
- 12 Seek new sources of support when necessary

Não é errado demonstrar meu ponto de vista em uma situação desconfortável seja para o negócio, equipe ou para mim mesmo.

Skills

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

- Communicating
- Evaluating
- Learning
- Obtaining feedback
- Planning
- Reflecting
- Reviewing
- Self-assessment
- Setting objectives

CFAM&LAA2

Develop your knowledge, skills and competence

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LAA2

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; develop; knowledge; skills; competence

Overview

This standard is about developing your professional networks to support both your current and future work.

This standard is relevant to all managers and leaders.

This standard links closely to the standards in key area *DD Build and sustain relationships*.

**Performance
criteria**

You must be able to:

- P1 Establish professional networks of contacts which meet your current and future needs for information and resources.
- P2 Ensure that key members of your professional networks have an accurate idea of your knowledge, skills and competence and are aware of the benefits of networking with you.
- P3 Establish boundaries of confidentiality between yourself and members of your professional networks.
- P4 Agree guidelines for exchanging information and resources, where necessary.
- P5 Develop your professional networks to reflect your changing interests and needs.
- P6 Use technology effectively to develop and maintain your professional networks
- P7 Make active use of the information and resources gained through your professional networks.
- P8 Introduce people and organisations with common interests to each other.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 The benefits of networking for individuals and organisations.
- K2 Principles and methods of effective communication and how to apply them.
- K3 The range of different types of questions, and how and when to use them.
- K4 The range of different communication styles and how people prefer to communicate.
- K5 The range of methods for developing effective relationships with others in the work context.
- K6 How to end relationships which are no longer useful.
- K7 How to make active use of the information and resources gained through professional networks.
- K8 The principles of confidentiality.
- K9 How to develop guidelines for exchanging information between individuals and organisations.

Industry/sector specific knowledge and understanding

You need to know and understand:

- K10 Industry/sector legislation, requirements, regulations, policies and professional codes that are relevant to networking and confidentiality of information.

Context specific knowledge and understanding

You need to know and understand:

- K11 Your own values, motivations and emotions, and the effect of these on your own actions.
- K12 Your own interests and how these may conflict with the interests of others.
- K13 Your own objectives in developing your professional networks.
- K14 Your current and likely future needs for information and resources.
- K15 Your knowledge, skills and competence.

K16 People and organisations that can support your work, and vice versa.

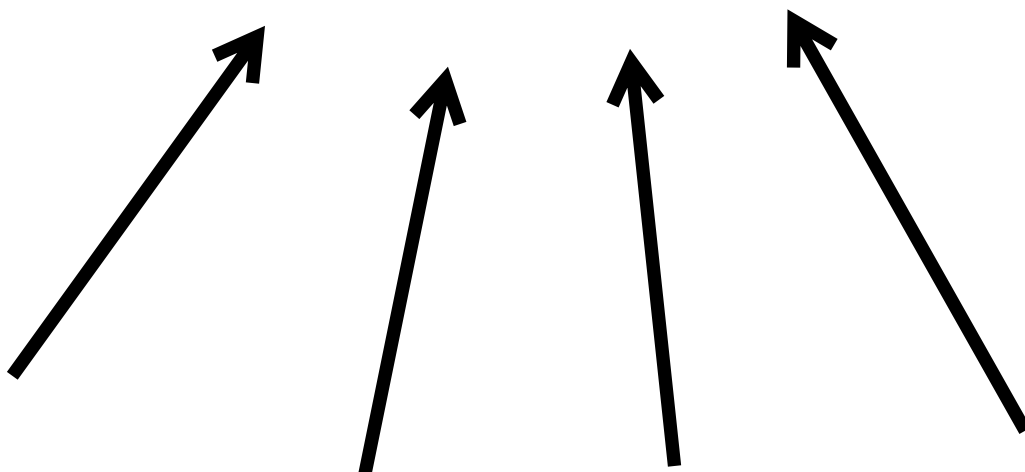
K17 The range of information and resources people may need.

K18 People and organisations in your current professional networks.

Behaviours

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

- 1 Seize opportunities presented by the diversity of people
- 2 Identify people's preferred ways of communicating
- 3 Use communication media and styles appropriate to different people and situations
- 4 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 5 State your own position and views clearly and confidently in conflict situations
- 6 Encourage others to share information and knowledge within the constraints of confidentiality
- 7 Identify and work with people and organisations that can provide support for your work
- 8 Introduce people and organisations with common interests to each other
- 9 Clarify your own and others' expectations of relationships
- 10 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation
- 11 Honour your commitments to others



Skills

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

- Communicating
- Evaluating
- Influencing
- Information management
- Involving others
- Learning
- Networking
- Persuading
- Presenting information
- Questioning
- Risk management
- Thinking strategically
- Valuing and supporting others

CFAM&LAA3

Develop and maintain your professional networks

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LAA3

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; develop; maintain; professional networks

Overview

This standard is about providing direction to people in your organisation and enabling, inspiring, motivating and supporting them to achieve what your organisation has set out to do.

This standard is relevant to managers with responsibility for leading their organisation. *CFAM&LBA2 Provide leadership in your area of responsibility* and *CFAM&LBA3 Lead your team* are complementary standards for managers with more limited responsibility.

This standard links closely with other strategic standards, such as *CFAM&LBA5 Develop your organisation's vision and strategy*, *CFAM&LBA6 Develop strategic business plans* and *CFAM&LFA1 Implement and evaluate strategic business plans*.

Performance criteria

You must be able to:

- P1 Engage people within your organisation and other key stakeholders in defining your organisation's direction and committing their energies and expertise to achieving its results.
- P2 Clearly and enthusiastically communicate and reinforce your organisation's purpose, values and vision to people across the organisation and, where appropriate, to external stakeholders.
- P3 Evaluate the impact of your organisation on the environment, the local community and society as a whole and ways in which its impact can be more beneficial.
- P4 Ensure that organisational plans support your organisation's purpose, values and vision.
- P5 Steer your organisation successfully through difficulties and challenges.
- P6 Develop a range of leadership styles and apply them appropriately to different people and situations.
- P7 Motivate people to achieve their objectives and recognise their successes.
- P8 Encourage people to take responsibility for their own development needs.
- P9 Give people support, advice and guidance when they need it, especially during periods of setback and change.
- P10 Motivate people to present their own ideas and listen to what they say.
- P11 Empower people to develop their own ways of working within agreed boundaries.
- P12 Encourage people to take the lead when they have the knowledge and expertise and show willingness to follow this lead.
- P13 Win, through your performance and behaviour, the trust and support of people across the organisation and key stakeholders and get regular feedback on your performance.
- P14 Monitor activities and progress in different areas of the organisation without interfering.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage people within your organisation and other key stakeholders in defining your organisation's direction and committing their energies and expertise to achieving its results.
- K2 **The differences between managing and leading.**
- K3 How to develop a compelling vision for an organisation.
- K4 The importance of and what is meant by organisational values.
- K5 How to measure the impact of your organisation on the environment, the local community and society.
- K6 **Ways of ensuring that organisational plans support the organisation's purpose, values and vision.**
- K7 How to select and successfully apply different methods and techniques for communicating with people across an organisation.
- K8 Types of challenges and difficulties that may arise and ways of identifying and addressing them.
- K9 Different theories, models and styles of leadership and how to select and successfully apply these to different people and situations.
- K10 The effect that different leadership styles can have on organisations.
- K11 How to select and successfully apply different methods and techniques for motivating, rewarding, influencing and persuading people.
- K12 How to empower people effectively.
- K13 How to get and make use of feedback on your leadership performance.
- K14 How to create a culture which encourages and recognises creativity and innovation.
- K15 How to recognise and develop the leadership capability of other people and follow their lead.

Industry/sector specific knowledge and understanding

You need to know and understand:

- K16 **Leadership styles common in the industry/sector and their strengths and limitations.**
- K17 Legal, regulatory and ethical requirements in the industry/sector.

Context specific knowledge and understanding

You need to know and understand:

- K18 Key individuals within your organisation, their roles, responsibilities, competences and potential.
- K19 Your own values, motivations and aspirations.
- K20 Your own emotions and the effect these have on your own actions and on other people.
- K21 Your own strengths and limitations in the leadership role.
- K22 The strengths, limitations and potential of people that you lead.
- K23 Your own role, responsibilities and level of authority.
- K24 The purpose and values of and vision for your organisation.
- K25 The leadership culture and capability of your organisation.
- K26 The plans of your organisation.
- K27 The types of support and advice that people are likely to need and how to respond to these.
- K28 External stakeholders you may need to communicate and work with.

Behaviours

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

- 1 Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding
- 2 Present information clearly, concisely, accurately and in ways that promote understanding
- 3 Make time available to support others
- 4 Encourage others to take decisions autonomously, when appropriate
- 5 Recognise the achievements and success of others
- 6 Encourage and welcome feedback from others and use this feedback constructively
- 7 Act within the limits of your authority
- 8 Show integrity, fairness and consistency in decision-making
- 9 Take personal responsibility for making things happen
- 10 Protect your own and others' work against negative impacts
- 11 Focus personal attention on specific details that are critical to achieving successful results
- 12 Seek to understand people's needs and motivations
- 13 Create a sense of common purpose
- 14 Communicate a vision that inspires enthusiasm and commitment
- 15 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation
- 16 Use a range of leadership styles appropriate to different people and situations

Skills

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

- Communicating
- Consulting
- Decision-making
- Empowering
- Evaluating
- Following
- Influencing
- Inspiring
- Leadership
- Leading by example
- Managing conflict
- Monitoring
- Motivating
- Obtaining feedback
- Persuading
- Planning
- Presenting information
- Prioritising
- Problem solving
- Providing feedback
- Setting objectives
- Thinking strategically
- Valuing and supporting others

CFAM&LBA1

Lead your organisation

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LBA1

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; lead organisation; motivating people

Overview

The standard is about providing direction to people in a defined area or part of an organisation and motivating and supporting them to achieve the vision and objectives for the area.

This standard is relevant to managers with responsibility for leading a significant area within the organisation. *CFAM&LBA1 Lead your organisation* and *CFAM&LBA3 Lead your team* are complementary standards for senior managers and team leaders, respectively.

This standard links closely to other operational standards, such as *CFAM&LBA9 Develop operational plans* and *CFAM&LFA2 Implement operational plans*.

**Performance
criteria**

- You must be able to:*
- P1 Engage people within your area of responsibility in defining its direction and committing their energies and expertise to achieving its results.
 - P2 Clearly and enthusiastically communicate a vision and shared values of where your organisation is going.
 - P3 Ensure people understand how the vision, objectives and operational plans for your area link to the vision and objectives of the overall organisation.
 - P4 Steer your area successfully through difficulties and challenges.
 - P5 Develop a range of leadership styles and apply them appropriately to people and situations.
 - P6 Communicate regularly and effectively with all the people working within your area and show that you listen to what they say.
 - P7 Encourage people to take responsibility for their own development needs.
 - P8 Give people support and advice when they need it especially during periods of setback and change.
 - P9 Motivate and support people to achieve their work and development objectives and provide recognition when they are successful.
 - P10 Empower people to develop their own ways of working and take their own decisions within agreed boundaries.
 - P11 Encourage people to take the lead in their own areas of expertise and show willingness to follow this lead.
 - P12 Win, through your performance and behaviour, the trust and support of people.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage people within your area of responsibility in defining its direction and committing their energies and expertise to achieving its results.
- K2 The differences between managing and leading.
- K3 How to create a compelling vision for an area of responsibility.
- K4 How to select and successfully apply different methods for communicating with people across an area of responsibility.
- K5 Different leadership styles and how to select and apply these to different situations and people.
- K6 How to get and make use of feedback from people on your leadership performance.
- K7 Types of difficulties and challenges that may arise and ways of identifying and addressing them.
- K8 How to create and maintain a culture which encourages and recognises creativity and innovation.
- K9 The importance of encouraging others to take the lead and ways in which this can be achieved.
- K10 How to empower people effectively.
- K11 How to select and successfully apply different methods for encouraging, motivating and supporting people and recognising achievement.

Industry/sector specific knowledge and understanding

- K12 Legal, regulatory and ethical requirements in the industry/sector.

You need to know and understand:

Context specific knowledge and understanding

- K13 Individuals within your area of responsibility, their roles, responsibilities, competences and potential.
- K14 Your own values, motivations and emotions.

You need to know and understand:

- K15 Your own strengths and limitations in the leadership role.
- K16 The strengths, limitations and potential of people that you lead.
- K17 Your own role, responsibilities and level of authority.
- K18 The vision, objectives and culture of the overall organisation.
- K19 The vision, objectives, culture and operational plans for your area of responsibility.
- K20 Types of support and advice that people are likely to need and how to respond to these.
- K21 Leadership styles used across the organisation.

Behaviours

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

- 1 Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding
- 2 Make time available to support others
- 3 Support others to make effective use of their abilities
- 4 Encourage others to take decisions autonomously, when appropriate
- 5 Recognise the achievements and success of others
- 6 Encourage and welcome feedback from others and use this feedback constructively
- 7 Act within the limits of your authority
- 8 Refer issues outside the limits of your authority to appropriate people
- 9 Show integrity, fairness and consistency in decision-making
- 10 Take personal responsibility for making things happen
- 11 Protect your own and others' work against negative impacts
- 12 Seek to understand people's needs and motivations
- 13 Create a sense of common purpose
- 14 Communicate a vision that inspires enthusiasm and commitment
- 15 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation
- 16 Use a range of leadership styles appropriate to different people and situations

Skills

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

- Coaching
- Communicating
- Consulting
- Decision-making
- Empowering
- Evaluating
- Following
- Influencing
- Leadership
- Leading by example
- Managing conflict
- Motivating
- Obtaining feedback
- Persuading
- Planning
- Presenting information
- Prioritising
- Problem solving
- Providing feedback
- Setting objectives
- Valuing and supporting others

CFAM&LBA2

Provide leadership in your area of responsibility

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LBA2

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; leadership; responsibility

Overview

This standard is about providing direction to the members of your team and motivating and supporting them to achieve both team objectives and their individual work objectives.

It is relevant to team leaders, project managers and other managers who are responsible for leading teams. *CFAM&LBA1 Lead your organisation* and *CFAM&LBA2 Provide leadership in your area of responsibility* are complementary standards for managers with wider responsibility.

This standard links to a number of other standards in the key area *DB Manage teams* and also to *CFAM&LFA5 Manage projects*.

Performance criteria

You must be able to:

- P1 Clearly communicate the purpose and objectives of the team to all members.
- P2 Involve members in planning how the team will achieve its objectives.
- P3 Ensure that each member of the team has individual work objectives and understands how these contribute to achieving the objectives of the team and the organisation as a whole.
- P4 Encourage and support team members to achieve their individual work objectives and those of the team and provide recognition when objectives have been achieved.
- P5 Steer the team successfully through difficulties and challenges.
- P6 Encourage and recognise creativity and innovation within the team.
- P7 Empower team members to develop their own ways of working and take their own decisions within agreed boundaries.
- P8 Encourage team members to take responsibility for their own development needs.
- P9 Give team members support and advice when they need it especially during periods of setback and change.
- P10 Motivate team members to present their own ideas and listen to what they say.
- P11 Encourage team members to take the lead when they have the knowledge and expertise and show willingness to follow this lead.
- P12 Win, through your performance and behaviour, the trust and support of team members.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 Different ways of communicating effectively with members of a team.
- K2 How to set objectives which are SMART (Specific, Measurable, Agreed, Realistic and Time-bound).
- K3 How to plan the achievement of team objectives and the importance of involving team members in this process.
- K4 The importance of and being able to show team members how personal work objectives contribute to achievement of team objectives.
- K5 How to get and make use of feedback from people on your leadership performance.
- K6 How to select and successfully apply methods for motivating, supporting and encouraging team members and recognising their achievements.
- K7 Types of difficulties and challenges that may arise and ways of identifying and addressing them.
- K8 The importance of encouraging others to take the lead and ways in which this can be achieved.
- K9 How to encourage and recognise creativity and innovation within a team.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K10 Legal, regulatory and ethical requirements in the industry/sector.

You need to know and understand:

Context specific knowledge and understanding

- K11 Individuals within your team, their roles, responsibilities, competences and potential.
- K12 Your team's purpose, objectives and plans.
- K13 The personal work objectives of members of your team.
- K14 The types of support and advice that team members are likely to need and how to respond to these.
- K15 Standards of performance for the work of your team.

Behaviours

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

- 1 Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding
- 2 Make time available to support others
- 3 Support others to make effective use of their abilities
- 4 Encourage others to take decisions autonomously, when appropriate
- 5 Recognise the achievements and success of others
- 6 Encourage and welcome feedback from others and use this feedback constructively
- 7 Act within the limits of your authority
- 8 Refer issues outside the limits of your authority to appropriate people
- 9 Show integrity, fairness and consistency in decision-making
- 10 Take personal responsibility for making things happen
- 11 Protect your own and others' work against negative impacts
- 12 Seek to understand people's needs and motivations
- 13 Create a sense of common purpose
- 14 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation

Skills

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

- Communicating
- Consulting
- Decision-making
- Following
- Involving others
- Leadership
- Leading by example
- Managing conflict
- Monitoring
- Motivating
- Obtaining feedback
- Planning
- Problem solving
- Providing feedback
- Setting objectives
- Team building
- Valuing and supporting others

CFAM&LBA3

Lead your team

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LBA3

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; lead; team; team leaders; project managers

Overview

This standard is about making sure you have a clear and up-to-date picture of the environment in which your organisation operates in order to inform both strategic planning and operational decisions.

This standard is relevant to managers and leaders who need to understand the operating environment in order to develop strategic plans and take informed decisions.

This standard provides a solid foundation for the planning process described in *CFAM&LBA4 Develop your organisation's vision and strategy*, *CFAM&LBA6 Develop strategic business plans* and *CFABA9 Develop operational plans*.

Performance criteria

- You must be able to:*
- P1 Identify stakeholders and evaluate their interests in your organisation.
 - P2 Engage people within your organisation and other key stakeholders in evaluating the environment in which your organisation operates.
 - P3 Monitor political, economic, social, technological, legal and environmental trends and developments and evaluate their impact on your organisation.
 - P4 Monitor the needs, behaviour and expectations of actual and potential customers and evaluate their impact on your organisation.
 - P5 Monitor the activities of actual and potential competitors and collaborators and evaluate their impact on your organisation.
 - P6 Monitor and evaluate the impact of trends and developments within your organisation.
 - P7 Benchmark your organisation's performance and practices with comparable organisations in your sector and other sectors, including internationally where appropriate.
 - P8 Identify and prioritise the strengths and weaknesses of your organisation to respond to opportunities and threats.
 - P9 Explore and assess the possible range of future scenarios within the environment in which your organisation operates.
 - P10 Organise information and knowledge in a way that supports effective planning and decision-making.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage people within your organisation and other key stakeholders in evaluating the environment in which your organisation operates.
- K2 Sources of information on customers and competitors and how to use them effectively.
- K3 How to measure and review organisational performance.
- K4 How to analyse organisational culture.
- K5 How to carry out benchmarking to identify good practice in relation to an organisation's performance and practices.
- K6 How to undertake a strengths, weaknesses, opportunities and threats (SWOT) analysis.
- K7 How to undertake an analysis of the political, economic, social, technological, legal and environmental (PESTLE) factors in the external environment.
- K8 How to analyse stakeholder interests.
- K9 How to build future scenarios and assess their implications.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K10 Sources of information on trends and developments in your sector, including those at a global level and how to access these.
- K11 Current and emerging trends and developments in your sector internationally, nationally and locally.
- K12 Legal, regulatory and ethical requirements in your sector.

You need to know and understand:

Context specific knowledge and understanding

- K13 Relevant factors in the international, national and local market in which your organisation operates.
- K14 Your organisation's actual and potential customer base.
- K15 The needs and expectations of your actual and potential customers and other key stakeholders.

- K16 Your actual and potential competitors, including their activities and relative performance levels.
- K17 Your actual and potential partners, including their activities and relative performance levels.
- K18 Your organisation's structure.
- K19 Your organisation's culture.
- K20 Your organisation's performance and the factors that influence this.

Behaviours

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

- 1 Recognise changes in circumstances promptly and adjust plans and activities accordingly
- 2 Analyse and structure information to develop knowledge that can be shared
- 3 Develop systems to gather and manage information and knowledge effectively, efficiently and ethically
- 4 Take account of the internal and external politics that impact on your own area of work
- 5 Identify strengths, weaknesses, opportunities and threats to current and future work
- 6 Identify systemic issues and seek to mitigate their impact on performance
- 7 Use a range of leadership styles appropriate to different people and situations
- 8 Anticipate likely future scenarios based on realistic analysis of trends and developments
- 9 Identify the range of elements in a situation and how they relate to each other
- 10 Identify the implications or consequences of a situation
- 11 Build a plausible picture from limited data.
- 12 Specify the assumptions made and risks involved in understanding a situation

Skills

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

- Analysing
- Benchmarking
- Communicating
- Consulting
- Decision-making
- Evaluating
- Information management
- Monitoring
- Networking
- Planning
- Presenting information
- Reporting
- Reviewing
- Risk management
- Scenario building
- Thinking strategically
- Thinking systematically
- Thinking with a focus on customers

CFAM&LBA4

Evaluate your organisation's operating environment

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LBA4

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; evaluate; environment; organisation

Overview

This standard is about developing a vision that is capable of generating the active support of a wide variety of stakeholders, including members of the organisation's governing body, managers and staff of the organisation, strategic partners and shareholders and, to a lesser extent, suppliers, customers and the community.

An effective vision is both inspiring and realistic and is accompanied by sufficient strategic direction to encourage stakeholders to innovate whilst applying their energies and expertise to achieving the vision.

This standard is relevant to senior managers and leaders with responsibility for the strategic direction of their organisation.

The foundation for this standard is laid in *CFAM&LBA4 Evaluate your organisation's operating environment*. The vision and strategy then informs the rest of the standards, particularly *CFAM&LBA6 Develop strategic business plans* and *CFAM&LBA9 Develop operational plans*.

Performance criteria

- You must be able to:*
- P1 Engage appropriate people within your organisation and other key stakeholders in developing your organisation's vision and strategy.
 - P2 Formulate a vision that reflects a realistic evaluation of the operating environment, the values of the organisation and the expectations of its key stakeholders.
 - P3 Ensure the vision is consistent with the purpose of the organisation and its longer-term goals.
 - P4 Communicate the vision in ways that inspire stakeholders to commit to achieving it.
 - P5 Provide strategic direction and clear parameters that empower stakeholders to apply their energies and expertise creatively to achieve the vision.
 - P6 Review and redefine the vision, and strategy for achieving it, in the light of significant changes in the operating environment.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage employees and stakeholders in developing an organisation's vision and strategy.
- K2 How to formulate an appropriate and effective vision for an organisation.
- K3 The principles and methods of effective communication, and how to apply them.
- K4 The level of strategic direction people require, and how to provide this direction in ways that releases energy and creativity.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K5 Legal, regulatory and ethical requirements in your sector.

You need to know and understand:

Context specific knowledge and understanding

- K6 Key individuals within your organisation, their roles, responsibilities, competences and potential.
- K7 Your organisation's operating environment.
- K8 Your organisation's stakeholders, their interests and expectations.
- K9 Your organisation's values.
- K10 Your organisation's purpose and longer-term goals.

Behaviours

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

- 1 Seize opportunities presented by the diversity of people
- 2 Recognise changes in circumstances promptly and adjust plans and activities accordingly
- 3 Identify people's preferred ways of communicating
- 4 Use communication media and styles appropriate to different people and situations
- 5 Create a sense of common purpose
- 6 Communicate a vision that inspires enthusiasm and commitment
- 7 Present ideas and arguments convincingly in ways that engage people
- 8 Take account of the internal and external politics that impact on your own area of work
- 9 Recognise stakeholders' needs and interests and manage these effectively
- 10 Use a range of leadership styles appropriate to different people and situations
- 11 Take and implement difficult and/or unpopular decisions, where necessary

Skills

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

- Analysing
- Building consensus
- Communicating
- Consulting
- Decision-making
- Evaluating
- Influencing
- Innovating
- Involving others
- Leadership
- Monitoring
- Obtaining feedback
- Planning
- Presenting information
- Setting objectives
- Thinking strategically

CFAM&LBA5

Develop your organisation's vision and strategy

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LBA5

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; vision; strategy; organisation

Overview

This standard is about developing a strategic business plan for your organisation.

This standard is relevant to managers and leaders with responsibility for developing strategic business plans for their organisation.

The foundations for the strategic business plan will have been laid in *CFAM&L4 Evaluate your organisation's operating environment* and *CFAM&LBA5 Develop your organisation's vision and strategy*. The implementation of the business plan is covered in *CFAM&LFA1 Implement and evaluate strategic business plans*. The business plan will also inform *CFAM&LBA9 Develop operational plans*.

**Performance
criteria**

- You must be able to:*
- P1 Engage appropriate people within your organisation and other key stakeholders in developing strategic business plans.
 - P2 Establish and prioritise strategic objectives that are consistent with your organisation's vision and values.
 - P3 Identify programmes of activity capable of achieving the strategic objectives.
 - P4 Evaluate the risks involved and develop realistic plans to manage risks.
 - P5 Identify resource requirements and evaluate their availability both now and in the future.
 - P6 Develop policies that will guide the work of others towards the achievement of the organisation's vision.
 - P7 Identify reliable measures and methods for monitoring and evaluating the plan.
 - P8 Communicate the strategic business plan in ways that win the support and commitment of key stakeholders.
 - P9 Review and redefine the strategic business plan in the light of significant changes in the operating environment.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage employees and stakeholders in developing strategic business plans.
- K2 The importance of long and medium-term planning to the success of an organisation.
- K3 The principles of strategic management and business planning.
- K4 What a written strategic business plan should cover.
- K5 The importance of creativity and innovation in strategic management.
- K6 How to identify potential risks in relation to the achievement of objectives.
- K7 How to develop strategic objectives which are SMART (Specific, Measurable, Achievable, Realistic, and Time-bound).
- K8 How to delegate responsibility and allocate resources to support a strategic plan.
- K9 How to identify sustainable resources and ensure their effective use to support a strategic plan.
- K10 How to develop measures and methods for monitoring and evaluating performance against the strategic business plan.

Industry/sector specific knowledge and understanding

You need to know and understand:

- K11 Legal, regulatory and ethical requirements in your sector.
- K12 Significant trends and developments in your sector at local, national and international levels.

Context specific knowledge and understanding

You need to know and understand:

- K13 Your organisation's operating environment.
- K14 Your organisation's actual and potential customer base.
- K15 The needs and expectations of your actual and potential customers.
- K16 Your actual and potential competitors and collaborators, and their strategies and plans.
- K17 Opportunities in your organisation's operating environment at local, national and international levels.

- K18 Your organisation's ability to respond to opportunities in its operating environment.
- K19 Colleagues and other key stakeholders, and their needs and expectations.
- K20 Processes for engaging with employees and their representatives within your organisation.
- K21 Sources of information that can aid monitoring and evaluation.

Behaviours

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

- 1 Seek opportunities to improve performance
- 2 Encourage, generate and recognise innovative solutions
- 3 Find practical ways to overcome obstacles
- 4 Identify people's preferred ways of communicating
- 5 Use communication media and styles appropriate to different people and situations
- 6 Balance risks against the benefits that may arise from taking risks
- 7 Agree challenging but achievable objectives
- 8 Clearly agree what is expected of others and hold them to account
- 9 Focus personal attention on specific details that are critical to achieving successful results
- 10 Create a sense of common purpose
- 11 Present ideas and arguments convincingly in ways that engage people
- 12 Recognise stakeholders' needs and interests and manage these effectively

Skills

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

- Analysing
- Balancing competing needs and interests
- Building consensus
- Communicating
- Consulting
- Decision-making
- Delegating
- Evaluating
- Influencing
- Innovating
- Involving others
- Leadership
- Monitoring
- Persuading
- Planning
- Presenting information
- Prioritising
- Reviewing
- Risk management
- Setting objectives
- Thinking creatively
- Thinking strategically

CFAM&LBA6

Develop strategic business plans

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LBA6

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; strategic; business plan

Overview

This standard is about taking a lead in actively promoting equality of opportunity, diversity and inclusion in your organisation. This standard is relevant to managers and leaders with particular responsibility for promoting equality of opportunity, diversity and inclusion within their organisation.

This standard links closely with *CFAM&LBA5 Develop your organisation's vision and strategy* and *CFAM&LBA8 Develop your organisation's values and culture*.

**Performance
criteria**

- You must be able to:*
- P1 Identify your organisation's and your own responsibilities and liabilities under equality, diversity and inclusion legislation and any relevant codes of practice.
 - P2 Engage appropriate people in your organisation and other key stakeholders in promoting equality of opportunity, diversity and inclusion.
 - P3 Gain the commitment of management to promoting equality of opportunity, diversity and inclusion.
 - P4 Ensure commitment to promoting equality of opportunity, diversity and inclusion underpins your organisation's vision, values, objectives and plans.
 - P5 Use, and ensure people working for your organisation use, language and behaviour that support your organisation's commitment to equality of opportunity, diversity and inclusion.
 - P6 Review the diversity and needs of your organisation's current and potential customers and identify areas where needs are not being satisfied and/or where the diversity of customers should be improved.
 - P7 Review the diversity of the workforce, at all levels, in comparison to the population and your organisation's current and potential customers and identify areas for improvement.
 - P8 Ensure your organisation has a written equality, diversity and inclusion policy and action plan and that these are clearly communicated to all people who work for the organisation and other relevant stakeholders.
 - P9 Make use of specialist expertise in relation to equality, diversity and inclusion issues, where required.
 - P10 Maintain systems to monitor, review and report on progress in relation to equality of opportunity, diversity and inclusion within your organisation.
 - P11 Use the findings to identify required actions and changes to practice.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 Your organisation's and your personal responsibilities and liabilities under equality, diversity and inclusion legislation and any relevant codes of practice.
- K2 Different definitions of diversity and inclusion.
- K3 The different forms which discrimination and harassment might take.
- K4 The business case for ensuring equality of opportunity and promoting diversity and inclusion.
- K5 Why it is important to ensure senior management commitment to promoting equality of opportunity, diversity and inclusion and how this can be achieved.
- K6 Why it is important to lead by example in terms of your behaviour, words and actions supporting a commitment to equality of opportunity, diversity and inclusion.
- K7 How to recognise when the behaviour, words and actions of others does and does not support a commitment to equality of opportunity, diversity and inclusion.
- K8 The importance of reviewing the diversity and needs of an organisation's current and potential customers in order to identify areas for improvement and how to do so effectively.
- K9 The importance of reviewing the diversity of an organisation's workforce, at all levels, in order to identify areas for improvement and how to do so effectively.
- K10 How to develop an effective written equality, diversity and inclusion policy and what it should cover.
- K11 How to communicate the organisation's equality, diversity and inclusion policy to all people who work for the organisation and other relevant parties.
- K12 Sources of specialist expertise in relation to equality, diversity and inclusion.
- K13 How to establish systems for monitoring, reviewing and reporting on progress in relation to equality of opportunity, diversity and inclusion within an organisation.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K14 Sector-specific legislation, regulations, guidelines and codes of practice relating to equality, diversity and inclusion.
- K15 Equality, diversity and inclusion issues and developments that are particular to the industry or sector.

You need to know and understand:

Context specific knowledge and understanding

- K16 The overall vision, values, objectives, plans and culture of your organisation.
- K17 The planning and decision-making processes within your organisation.
- K18 Your organisation's current and potential customers and their needs.
- K19 The diversity of your organisation's workforce.
- K20 Key stakeholders with an interest in equality, diversity and inclusion in your organisation.
- K21 Your organisation's written equality, diversity and inclusion policy and action plan and how they are communicated to people who work for the organisation and to other relevant stakeholders.
- K22 Mechanisms for consulting with people who work for the organisation or their representatives on equality, diversity and inclusion issues.
- K23 Sources of specialist expertise in relation to equality, diversity and inclusion used by your organisation.
- K24 Systems in place for effective monitoring, reviewing and reporting on progress in relation to equality of opportunity, diversity and inclusion.

Behaviours

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

- 1 Seize opportunities presented by the diversity of people
- 2 Constructively challenge the status quo and seek better alternatives
- 3 Identify people's preferred ways of communicating
- 4 Use communication media and styles appropriate to different people and situations
- 5 Show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 6 Show respect for the views and actions of others
- 7 Support others to make effective use of their abilities
- 8 Demonstrate a clear understanding of different customers and their real and perceived needs
- 9 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 10 Show integrity, fairness and consistency in decision-making
- 11 Take action to uphold individuals' rights
- 12 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation

Skills

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

- Communicating
- Consulting
- Empathising
- Evaluating
- Influencing
- Information management
- Involving others
- Leadership
- Leading by example
- Monitoring
- Motivating
- Persuading
- Planning
- Reporting
- Reviewing
- Valuing and supporting others

CFAM&LBA7

Promote equality of opportunity, diversity and inclusion

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LBA7

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; equality; diversity; inclusion; promoting

Overview

Every organisation, whatever its size or history, has a culture (simply defined as 'the way we do things around here'). The culture of an organisation is based on assumptions and values about organisations, working life and relationships. These values influence the way people behave towards each other and customers, and how they relate to their work. There may be no such thing as a 'right' or 'wrong' culture. However, the culture of an organisation has to be in line with its overall vision and strategy. If culture and strategy do not match, it is unlikely the vision will be achieved.

This standard is relevant to managers and leaders with responsibility for developing their organisation's values and culture.

This standard has close links with *CFAM&LBA5 Develop your organisation's vision and strategy* and *CFAM&LBA7 Promote equality of opportunity, diversity and inclusion*.

**Performance
criteria**

You must be able to:

- P1 Engage appropriate people in your organisation and other key stakeholders in developing your organisation's values and culture.
- P2 Agree values consistent with your organisation's overall vision and strategy and the needs and interests of key stakeholders.
- P3 Identify the types of behaviour expected of people in your organisation, consistent with its values.
- P4 Make sure your own behaviour consistently reinforces organisational values.
- P5 Communicate agreed values to people across your organisation.
- P6 Encourage people to act in ways consistent both with organisational values and with their culture of origin.
- P7 Put in place policies, programmes and systems to support agreed values.
- P8 Continuously monitor the way values are applied at work.
- P9 Challenge behaviour and counter messages that conflict with agreed values.
- P10 Periodically review your organisation's culture and redefine or reinforce values, if required.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage appropriate people in your organisation and other key stakeholders in developing your organisation's values and culture.
- K2 The concept of culture as applied to organisations.
- K3 The importance of values in underpinning individual and organisational performance.
- K4 Internal and external factors that influence organisational culture, including national cultures.
- K5 Different types of organisational culture.
- K6 The relationship between organisational culture, strategy and performance.
- K7 The principles and methods of managing culture change within organisations.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K8 Legal, regulatory and ethical requirements in your sector.
- K9 Types of organisational culture in your sector and their strengths and limitations.

You need to know and understand:

Context specific knowledge and understanding

- K10 The cultures of origin of your workforce and the implications of these for organisational culture.
- K11 Your organisation's vision and strategy.
- K12 Current organisational culture.
- K13 Values, assumptions and behaviours that are consistent and inconsistent with your vision and strategy.
- K14 Needs and interests of key stakeholders.
- K15 Effective methods of communicating values, and supporting the way they are applied in your organisation.
- K16 Effective ways of dealing with messages and behaviour that conflict with agreed values and assumptions.

Behaviours

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

- 1 Seize opportunities presented by the diversity of people
- 2 Constructively challenge the status quo and seek better alternatives
- 3 Find practical ways to overcome obstacles
- 4 Show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 5 Make time available to support others
- 6 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 7 Show integrity, fairness and consistency in decision making
- 8 Clearly agree what is expected of others and hold them to account
- 9 Create a sense of common purpose
- 10 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation
- 11 Demonstrate awareness of your own values, motivations and emotions

Skills

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

- Building consensus
- Communicating
- Empathising
- Influencing
- Leading by example
- Managing conflict
- Monitoring
- Motivating
- Persuading
- Reviewing
- Thinking strategically
- Valuing and supporting others

CFAM&LBA8

Develop your organisation's values and culture

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LBA8

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; organisation; values; culture

Overview

Every organisation should have an overall strategic business plan and each identified area of responsibility should also have an operational plan that will contribute to achieving the objectives set out in the strategic business plan. This standard is about developing that operational plan.

This standard is relevant to managers and leaders with responsibility for developing operational plans for their area of responsibility.

This standard must take account of the organisation's strategy as defined in *CFAM&LBA5 Develop your organisation's vision and strategy* and *CFAM&LBA6 Develop strategic business plans*. The implementation of operational plans is covered in *CFAM&LFA2 Implement operational plans*.

**Performance
criteria**

You must be able to:

- P1 Engage appropriate people within your area of responsibility and other key stakeholders in developing operational plans.
- P2 Develop operational plans that are consistent with organisational values and strategy and the specific objectives of your area of responsibility.
- P3 Ensure the operational plan complements and exploits synergies with other areas within the organisation.
- P4 Consider both innovative approaches and tried-and-tested solutions.
- P5 Evaluate the risks involved and develop realistic plans to manage significant risks.
- P6 Identify resource requirements and evaluate their availability both now and in the future.
- P7 Identify reliable indicators and methods for monitoring and evaluating the plan.
- P8 Communicate the plan in ways that engage the commitment of those involved and the support of other key stakeholders.
- P9 Review and redefine the operational plan, in the light of changes to organisational strategy or the operating environment.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage employees and stakeholders in operational planning.
- K2 Principles and methods of short to medium-term planning.
- K3 The importance of creativity and innovation in operational planning.
- K4 How to develop and assign objectives which are SMART (Specific, Measurable, Agreed, Realistic and Time-bound).
- K5 How to analyse and manage risk.
- K6 How to develop and plan for contingencies.
- K7 How to identify resource requirements and evaluate their availability and sustainability.
- K8 How to develop and use an evaluation framework.
- K9 The principles and methods of effective communication, and how to apply them.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K10 Legal, regulatory and ethical requirements in your sector.
- K11 Significant trends and developments in your sector.
- K12 Actual and potential competitors, and their strategies and plans.
- K13 Actual and potential collaborators, and their strategies and plans.

You need to know and understand:

Context specific knowledge and understanding

- K14 Your organisation's operating environment.
- K15 The overall vision of your organisation and the objectives you are responsible for achieving.
- K16 Your organisation's actual and potential customer base.
- K17 Opportunities in your organisation's operating environment.
- K18 How to respond to opportunities in your organisation's operating environment.
- K19 Colleagues and other key stakeholders, and their needs and expectations.
- K20 Processes for engaging with employees and their representatives within

your organisation.

K21 Sources of information you can use to monitor and evaluate plans.

Behaviours

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

- 1 Seize opportunities presented by the diversity of people
- 2 Seek opportunities to improve performance
- 3 Encourage, generate and recognise innovative solutions
- 4 Present information clearly, concisely, accurately and in ways that promote understanding
- 5 Reflect on your experiences and use the lessons to guide your decisions and actions
- 6 Agree challenging but achievable objectives
- 7 Prioritise objectives and plan work to make effective use of time and resources
- 8 Create a sense of common purpose
- 9 Take account of the impact of your own actions on others
- 10 Work towards a clearly defined vision of the future

Skills

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

- Building consensus
- Communicating
- Consulting
- Decision-making
- Delegating
- Evaluating
- Influencing
- Innovating
- Involving others
- Persuading
- Planning
- Presenting information
- Prioritising
- Reflecting
- Reviewing
- Risk management
- Setting objectives

CFAM&LBA9

Develop operational plans

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LBA9

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; operational plans;

Overview

This standard is about taking the lead in establishing and operating an effective risk management process across your organisation.

This standard is relevant to senior managers and leaders with particular responsibility for identifying, evaluating and managing risks to their organisation.

This standard underpins effective organisational management and leadership. It links closely with *CFAM&LBA6 Develop strategic business plans* and *CFAM&LFA1 Implement and evaluate strategic business plans* and with the other standards in key area *BB Provide governance*.

Performance criteria

- You must be able to:*
- P1 Take account of the size and nature of your organisation and ensure that risk management activity is proportionate.
 - P2 Ensure that your organisation has a written risk management policy, including a statement of risk appetite and setting out responsibilities for risk management.
 - P3 Ensure your organisation's risk management policy has management support and is clearly communicated across the organisation and to other relevant stakeholders.
 - P4 Establish, and periodically review, risk criteria for your organisation, taking account of the views of relevant people across the organisation and stakeholders.
 - P5 Evaluate significant current and planned organisational activities and identify potential risks, the nature of the risks, the probability of occurrence and consequences.
 - P6 Produce a risk profile for your organisation and, taking account of the organisation's risk criteria and other relevant information, prioritise the identified risks.
 - P7 Communicate information on identified risks to relevant people across the organisation and, where appropriate, to stakeholders, to enable decisions and actions to be taken in terms of accepting or treating the risks.
 - P8 Ensure sufficient resources are allocated across the organisation to enable effective risk management.
 - P9 Provide support for people across the organisation to integrate risk management into strategic and operational plans and activities.
 - P10 Collect and evaluate information from across the organisation on how identified risks have been or are being dealt with, including contingency plans which have been put in place.
 - P11 Develop an organisational culture in which people are risk aware but are prepared to take acceptable risks and to make and learn from mistakes.
 - P12 Obtain specialist support on risk management issues, where necessary.

P13 Monitor and review the effectiveness of the risk management process in your organisation, identifying potential improvements and making changes where necessary.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 Relevant national and international standards in risk management.
- K2 Types of risk and the factors which drive different types of risk.
- K3 Key stages in the risk management process.
- K4 Risk management tools, techniques and indicators.
- K5 How to develop a written risk management policy and what it should cover.
- K6 How to communicate the written risk management policy to people who work for the organisation and other relevant stakeholders.
- K7 What risk criteria might cover and the importance of seeking and taking account of the views of relevant people across the organisation and stakeholders.
- K8 Ways of identifying and clearly describing potential risks in relation to current and planned activities, the nature of the risks, the probability of occurrence and consequences.
- K9 The type of decisions and actions that might be taken in relation to identified risks.
- K10 Why it is important and how to collect and evaluate information on how identified risks have been or are being dealt with, including contingency plans.
- K11 Ways of developing an organisational culture in which people are risk aware but are prepared to take acceptable risks in undertaking activities.
- K12 The type of resources required to raise risk awareness across the organisation.

Industry/sector specific knowledge and understanding

You need to know and understand:

- K13 Sector-specific legislation, regulations, guidelines and codes of practice.
- K14 Significant trends and developments in the sectors in which your organisation operates.
- K15 Typical risks encountered in the sectors in which your organisation operates.

You need to know and understand:

Context specific knowledge and understanding

- K16 The vision, values, objectives and plans of your organisation.
- K17 Key stakeholders with an interest in risk management in your organisation.
- K18 Mechanisms for consulting with and the views of relevant people across your organisation and stakeholders in relation to risk.
- K19 The written risk management policy of your organisation.
- K20 The risk criteria of your organisation.
- K21 Current and planned organisational activities.
- K22 The risk profile of your organisation and prioritised risks.
- K23 Decisions and actions taken across the organisation in relation to identified potential risks, including any contingency plans which have been put in place.
- K24 Your organisation's culture in relation to risk.
- K25 Resources available across the organisation to support risk management.
- K26 Sources of specialist support on risk management.
- K27 Systems in place for monitoring and reviewing the effectiveness of the risk management process in your organisation.

Behaviours

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

- 1 Seek opportunities to improve performance
- 2 Identify people's information needs
- 3 Identify people's preferred ways of communicating
- 4 Use communication media and styles appropriate to different people and situations
- 5 Balance risks against the benefits that may arise from taking risks
- 6 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 7 Watch out for potential risks and hazards
- 8 Take personal responsibility for making things happen
- 9 Protect your own and others' work against negative impacts
- 10 Protect the confidentiality and security of information
- 11 Recognise stakeholders' needs and interests and manage these effectively
- 12 Anticipate likely future scenarios based on a realistic analysis of trends and developments
- 13 Identify the implications or consequences of a situation

Skills

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

- Assessing
- Communicating
- Consulting
- Contingency planning
- Decision-making
- Evaluating
- Influencing
- Information management
- Involving others
- Leadership
- Monitoring
- Persuading
- Planning
- Presenting information
- Prioritising
- Reviewing
- Risk management
- Scenario building
- Thinking systematically

CFAM&LBB1

Manage risks to your organisation

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LBB1

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; managing risk; organisation

Overview

This standard is about developing, maintaining and evaluating business continuity plans to ensure that organisations continue to exercise core functions in the event of a business disruption or emergency. It is based upon a standard originally developed by Skills for Justice – CCAD1.

This standard is relevant to managers and leaders with specific responsibility for developing, maintaining and evaluating business continuity plans for their organisation.

This standard links closely with *CFAM&LBB1 Manage risks to your organisation*.

**Performance
criteria**

You must be able to:

- P1 Engage appropriate people in your organisation and other key stakeholders in developing business continuity plans and arrangements.
- P2 Confirm the required aim, scope and objectives of business continuity plans and arrangements.
- P3 Identify key products or services and the critical activities and resources that support them.
- P4 Evaluate the resilience of the structures and processes of the organisation and of relevant external organisations.
- P5 Identify and assess alternative strategies to mitigate the effects of business disruption or emergencies.
- P6 Develop business continuity plans and arrangements that are capable of mitigating the effects of business disruption or emergencies effectively.
- P7 Provide a framework for business continuity management, co-ordination and control including:
 - P7.1 procedures for determining when the business continuity plan must be invoked
 - P7.2 roles and responsibilities of key people in the organisation
 - P7.3 prioritisation of organisational processes or services
 - P7.4 procedures for activating response arrangements
 - P7.5 provision of resources (eg people, premises, technology, equipment)
 - P7.6 provision of resilient information and communications systems.
- P8 Ensure the resources committed to business continuity management are proportionate to the potential impact of business disruption or emergencies.
- P9 Present business continuity plans and arrangements clearly, concisely and in ways that promote understanding.
- P10 Encourage the ownership of business continuity plans and arrangements at the appropriate departmental level.
- P11 Communicate business continuity plans and arrangements clearly to

people within the organisation and other key stakeholders.

P12 Ensure provision of appropriate training for relevant staff or other persons.

P13 Ensure provision of exercises to validate and practice business continuity plans and arrangements.

P14 Review business continuity plans systematically and in response to organisational changes, changes to the potential impact of disruption or emergencies and lessons identified from incidents and exercises.

Knowledge and understanding

You need to know and understand:

- K1 How to engage appropriate people in your organisation and other key stakeholders in developing business continuity plans and arrangements.
- K2 Current legislation, guidance and standards relevant to business continuity management.
- K3 The legislation, regulations and related guidance relevant to information sharing.
- K4 How to confirm the aim, scope and objectives of business continuity plans and arrangements.
- K5 The importance of involving relevant stakeholders in the business continuity planning process and recognising their requirements and expectations.
- K6 The potential impact of disruption or emergencies on the organisation.
- K7 How to analyse the impact of disruptions or emergencies on the business.
- K8 Local arrangements for managing emergencies.
- K9 How to identify aspects of business continuity planning which can be addressed by training or exercising.
- K10 How to plan for provision of relevant resources in the event of a business disruption or emergency.
- K11 The information needs following a business disruption or emergency.
- K12 How to identify critical and non-critical functions of the organisation.
- K13 The organisation's structure, governance and business processes.
- K14 The organisation's priorities for processes or service delivery.
- K15 Methods of raising awareness of business continuity plans and arrangements.
- K16 The importance of obtaining ownership of plans and arrangements at the appropriate level.
- K17 The importance of developing a business continuity management culture within an organisation.
- K18 How and why business continuity plans must be systematically reviewed.

Behaviours

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

- 1 Respond promptly to crises and problems with a proposed course of action
- 2 Present information clearly, concisely, accurately and in ways that promote understanding
- 3 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 4 Watch out for potential risks and hazards
- 5 Protect your own and others' work against negative impacts
- 6 Focus personal attention on specific details that are critical to achieving successful results
- 7 Develop systems to gather and manage information and knowledge effectively, efficiently and ethically
- 8 Create a sense of common purpose
- 9 Identify the strengths, weaknesses, opportunities and threats to current and future work
- 10 Identify systemic issues and seek to mitigate their impact on performance
- 11 Anticipate likely future scenarios based on a realistic analysis of trends and developments
- 12 Test a variety of options before taking a decision

CFAM&LBB2

Develop, maintain and evaluate business continuity plans and arrangements

Skills

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

- Analysing
- Communicating
- Consulting
- Evaluating
- Influencing
- Interviewing
- Leadership
- Negotiating
- Networking
- Planning
- Presenting Information
- Prioritising
- Problem solving
- Reporting
- Thinking Strategically

CFAM&LBB2

Develop, maintain and evaluate business continuity plans and arrangements

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LBB2

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; evaluate; business continuity; plans and arrangement

Overview

This standard is about managing Corporate Social Responsibility (CSR), aligning your organisation's values and behaviour with the expectations and needs of its stakeholders, not just its customers and investors, but also its employees, suppliers, communities, regulators, special interest groups and society as a whole.

This standard is for managers and leaders who have the specific responsibility for managing CSR for their organisation.

This standard links closely with *CFAM&LBB4 Ensure compliance with legal, regulatory, ethical and social requirements* and with *CFAM&LEB4 Manage the environmental and social impacts of your work*.

**Performance
criteria**

You must be able to:

- P1 Engage people within your organisation and other key stakeholders in reviewing and developing your organisation's CSR policy and objectives.
- P2 Evaluate the impact of your organisation on the environment, the local community and society as a whole and ways in which its impact can be more beneficial.
- P3 Ensure your CSR policy and objectives reflect your organisation's vision and values and its legal, ethical, social and environmental responsibilities.
- P4 Communicate to people within your organisation and other stakeholders your CSR policy and its benefits both to your organisation and society.
- P5 Ensure your organisation's normal business activities – particularly employment, selection of collaborators/suppliers, use of resources, health and safety – comply with your CSR policy.
- P6 Support initiatives which create shared value for your organisation, the community and the wider social and physical environment.
- P7 Monitor compliance with your CSR policy and progress towards its objectives and take appropriate action.
- P8 Provide advice, guidance and support towards achieving CSR objectives, when required.
- P9 Report achievement of, and progress towards, your CSR objectives to stakeholders, encouraging their feedback.
- P10 Review your organisation's CSR policy and objectives, in the light of results, feedback from stakeholders and any significant changes in the operating environment.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage employees and other stakeholders in CSR.
- K2 How to measure the impact of your organisation on the environment, the local community and society.
- K3 The principles and methods of effective communication, and how to apply them.
- K4 The principles and methods of effective negotiation, and how to apply them.
- K5 Consensus-building principles, methods and techniques.
- K6 Corporate social responsibility (CSR) principles, methods, tools and techniques.
- K7 How to monitor compliance with the CSR policy.
- K8 How to provide people with the advice, guidance and support they need.
- K9 How to evaluate the effectiveness of a CSR policy.
- K10 How to report achievement of, and progress towards, CSR objectives.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K11 Legal, regulatory and ethical requirements in your sector.

You need to know and understand:

Context specific knowledge and understanding

- K12 Individuals within your area of work, their roles, responsibilities, competences and potential.
- K13 Your organisation's legal, ethical, social and environmental responsibilities.
- K14 Your organisation's activities.
- K15 Your organisation's operating environment.
- K16 Your organisation's stakeholders, their interests and expectations.
- K17 Your organisation's values.
- K18 Your organisation's vision.

Behaviours

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

- 1 Seize opportunities presented by the diversity of people
- 2 Recognise changes in circumstances promptly and adjust plans and activities accordingly
- 3 Identify people's preferred ways of communicating
- 4 Use communication media and styles appropriate to different people and situations
- 5 Make time available to support others
- 6 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 7 Identify and raise ethical concerns
- 8 Monitor the quality of work and progress against plans and take appropriate corrective action, where necessary
- 9 Communicate clearly the value and benefits of a proposed course of action
- 10 Work towards win-win solutions
- 11 Acknowledge differing points of view and seek to build consensus
- 12 Seek to influence the climate and culture of the organisation
- 13 Recognise stakeholders' needs and interests and manage these effectively
- 14 Take and implement difficult and/or unpopular decisions, where necessary

Skills

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

- Assessing
- Balancing competing needs and interests
- Building consensus
- Communicating
- Consulting
- Evaluating
- Influencing
- Inspiring
- Involving others
- Leadership
- Monitoring
- Networking
- Persuading
- Presenting information
- Reporting
- Reviewing
- Setting objectives

CFAM&LBB3

Manage corporate social responsibility (CSR)

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LBB3

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; corporate social responsibility

Overview

This standard is about being clear about your organisation's legal, regulatory, ethical and social requirements, providing policies and procedures to ensure compliance, monitoring compliance and taking action to rectify any breaches in compliance and avoid them being repeated.

This standard is for managers and leaders with specific responsibility for ensuring their organisation's compliance with legal, regulatory, ethical and social requirements.

This standard underpins ethical behaviour throughout the standards.

**Performance
criteria**

You must be able to:

- P1 Monitor relevant national and international legal, regulatory, ethical and social requirements and the effect they have on your organisation, including what will happen if you don't meet them.
- P2 Develop effective policies and procedures to make sure your organisation meets all the necessary requirements.
- P3 Make sure people have a clear understanding of relevant policies and procedures and the importance of putting them into practice.
- P4 Monitor the way policies and procedures are put into practice and provide support, where required.
- P5 Support people to report any concerns about not meeting the requirements.
- P6 Identify and correct any failures to meet the requirements.
- P7 Identify reasons for not meeting requirements and adjust the policies and procedures to reduce the likelihood of failures in the future.
- P8 Provide full reports about any failures to meet the requirements to the relevant stakeholders.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 The importance of having an ethical and value-based approach to governance and how to put this into practice
- K2 Relevant legal requirements governing the running of organisations
- K3 Current and emerging social attitudes to management and leadership practice and the importance of being sensitive to these.
- K4 Ways in which other organisations deal with current and emerging social concerns and expectations.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K5 Legal, regulatory and ethical requirements in your sector, both national and international.
- K6 Particular current and emerging social concerns and expectations that are relevant to your sector.

You need to know and understand:

Context specific knowledge and understanding

- K7 The culture and values of your organisation and the effect they have on corporate governance.
- K8 Policies and procedures that make sure people meet the requirements.
- K9 Procedures to follow if people do not meet the requirements.
- K10 Support available to enable people to report concerns about not meeting requirements.
- K11 The processes for maintaining the relevant policies and procedures and making sure they continue to be effective.
- K12 The different ways in which people may not meet the requirements and the risks of these actually happening.
- K13 The procedures for dealing with people who do not meet the requirements, including requirements for reporting.

Behaviours

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

- 1 Recognise changes in circumstances promptly and adjust plans and activities accordingly
- 2 Present information clearly, concisely, accurately and in ways that promote understanding
- 3 Make time available to support others
- 4 Give feedback to others to help them maintain and improve their performance
- 5 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 6 Watch out for potential risks and hazards
- 7 Say no to unreasonable requests
- 8 Identify and raise ethical concerns
- 9 Make appropriate information and knowledge available promptly to those who need it and have a right to it
- 10 Encourage others to share information and knowledge within the constraints of confidentiality
- 11 Recognise stakeholders' needs and interests and manage these effectively
- 12 Take and implement difficult and/or unpopular decisions, if necessary

Skills

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

- Analysing
- Assessing
- Communicating
- Decision-making
- Information management
- Involving others
- Leadership
- Monitoring
- Motivating
- Presenting information
- Providing feedback
- Reporting
- Risk management
- Valuing and supporting others

CFAM&LBB4

Ensure compliance with legal, regulatory, ethical and social requirements

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LBB4

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; legal; regulatory; ethical; social

Overview

This standard is about identifying opportunities to develop new products/services or markets or processes or to improve existing products/services, markets or processes. It also covers evaluating potential innovations and improvements against agreed criteria.

This activity is rarely carried out by one person alone. A diverse range of people within the organisation and other key stakeholders – including, for example, customers and suppliers – may need to be engaged both in identifying and evaluating opportunities for innovation and improvement.

This standard is relevant to managers and leaders who are responsible for identifying and evaluating opportunities for innovation and improvement across the organisation or within their particular area of responsibility.

This standard links closely to all the other standards in key area CA *Facilitate innovation and change*.

Performance criteria

- You must be able to:*
- P1 Engage appropriate people within your organisation in identifying and evaluating opportunities for innovation and improvement.
 - P2 Identify and pursue opportunities to work in collaboration with external experts and other organisations to generate and develop ideas.
 - P3 Monitor trends and developments in your organisation's operating environment.
 - P4 Monitor the performance of your organisation's products/ services and processes and benchmark with comparable organisations.
 - P5 Identify potential new products/services, new markets, new processes and improvements to existing products/services and processes.
 - P6 Agree with key stakeholders clear criteria for evaluating potential innovations and improvements.
 - P7 Gather sufficient, valid information to allow potential innovations and improvements to be evaluated.
 - P8 Evaluate potential innovations and improvements against agreed criteria.
 - P9 Communicate your evaluation to key stakeholders in ways that help them appreciate the potential value of innovations and improvements.
 - P10 Communicate your evaluation to those involved in ways that reinforce their commitment to seek opportunities for innovation and improvement.
 - P11 Take action to protect the intellectual property rights of innovations, where required.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage employees and stakeholders in identifying and evaluating opportunities for innovation and improvement.
- K2 Monitoring principles, methods, tools and techniques.
- K3 Benchmarking principles, methods, tools and techniques.
- K4 Change management principles, methods, tools and techniques.
- K5 How to develop and gain consensus on criteria for evaluating potential innovations and improvements.
- K6 How to gather and validate information.
- K7 How to evaluate potential innovations and improvements against criteria.
- K8 Innovation principles, methods, tools and techniques.
- K9 The principles and methods of effective communication and how to apply them.
- K10 How to protect the intellectual property rights.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K11 Comparable organisations in your sector.
- K12 Current and emerging trends and developments in your sector.
- K13 Sources of information in your sector.

You need to know and understand:

Context specific knowledge and understanding

- K14 Individuals within your area of work, their roles, responsibilities, competences and potential.
- K15 Political, economic, social, technological, legal and environmental factors that affect your organisation.
- K16 Your organisation's operating environment.
- K17 External experts and other organisations with which you may collaborate to generate and develop ideas.
- K18 Your organisation's business processes.
- K19 Your organisation's markets.
- K20 Your organisation's products and services.

K21 Your organisation's stakeholders, their interests and expectations.

K22 Change management frameworks and methods used in your organisation.

Behaviours

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

- 1 Seize opportunities presented by the diversity of people
- 2 Seek opportunities to improve performance
- 3 Constructively challenge the status quo and seek better alternatives
- 4 Encourage, generate and recognise imaginative and innovative solutions
- 5 Present information clearly, concisely, accurately and in ways that promote understanding
- 6 Keep people informed of plans and developments in a timely way
- 7 Support others to make effective use of their abilities
- 8 Give feedback to others to help them maintain and improve their performance
- 9 Use cost-effective, time-effective and ethical means to gather, store and retrieve information
- 10 Check the accuracy and validity of information
- 11 Communicate clearly the value and benefits of a proposed course of action
- 12 Anticipate likely future scenarios based on a realistic analysis of trends and developments
- 13 Identify the range of elements in a situation and how they relate to each other
- 14 Specify the assumptions made and risks involved in understanding a situation

Skills

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

- Analysing
- Assessing
- Benchmarking
- Building consensus
- Communicating
- Consulting
- Empowering
- Evaluating
- Forecasting
- Information management
- Innovating
- Involving others
- Learning
- Monitoring
- Networking
- Presenting information
- Providing feedback
- Scenario building
- Thinking creatively
- Valuing and supporting others

CFAM&LCA1

Identify and evaluate opportunities for innovation and improvement

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LCA1

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; innovation; evaluation; improvement

Overview

This standard is about the planning that is needed to change processes, systems, structures, roles and culture within your work environment.

This standard is relevant to managers and leaders who plan change across the organisation or in their particular area of responsibility.

This standard links closely to all the other standards in key area *CA Facilitate innovation and change*. It also links to *CFAM&LFA5 Manage projects*.

Performance criteria

You must be able to:

- P1 Engage appropriate people within your organisation and other key stakeholders in planning change.
- P2 Establish with key stakeholders the processes, systems, structures, roles or cultures that need to be changed.
- P3 Evaluate the gap between the current state and the required future state.
- P4 Identify and evaluate obstacles to change.
- P5 Develop a detailed plan to achieve the required change effectively and efficiently.
- P6 Agree with key stakeholders criteria against which to evaluate the success of the change process.
- P7 Clearly identify the roles and responsibilities of all those involved in or affected by the change.
- P8 Make arrangements for any necessary training and support for those involved in the change.
- P9 Make arrangements for the continuity of business activities during the period of change.
- P10 Evaluate the risks associated with the plan and develop contingency arrangements.
- P11 Establish how and when progress will be monitored against the plan.
- P12 Develop a communication strategy to keep people informed about the progress and allow them to give feedback.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage employees and stakeholders in planning change.
- K2 The main models and methods for managing change effectively, and their strengths and weaknesses.
- K3 Effective planning techniques.
- K4 Theory and understanding of teams, including an understanding of team-building techniques and how to apply them.
- K5 How to develop and gain consensus on criteria for evaluating the success of the change process.
- K6 How to assess the risks and benefits associated with strategies and plans.
- K7 The importance of contingency planning and how to do so effectively.
- K8 How to make critical decisions.
- K9 The obstacles to change, and the techniques that deal with these.
- K10 Stakeholder expectations and how they influence the process.
- K11 The principles and methods of effective communication and how to apply them.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K12 Your organisation's current position in its sector and operating environment, compared with its main competitors, relevant to the change programme.
- K13 The range of information sources that are relevant to the sector, and related sectors, in which your organisation operates.
- K14 Current and emerging trends and developments in your sector.

You need to know and understand:

Context specific knowledge and understanding

- K15 Individuals within your area of work, their roles, responsibilities, competences and potential.
- K16 The vision for the future, the reasons for change, the risks and expected benefits.

K17 Your organisation's culture.

K18 Business critical activities and interdependencies.

K19 The factors that need to be changed, and the associated priorities and reasons.

K20 Your organisation's communication channels, both formal and informal.

K21 Change management frameworks and methods used in your organisation.

Behaviours

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

- 1 Seize opportunities presented by the diversity of people
- 2 Find practical ways to overcome obstacles
- 3 Present information clearly, concisely, accurately and in ways that promote understanding
- 4 Keep people informed of plans and developments
- 5 Make time available to support others
- 6 Encourage and welcome feedback from others and use this feedback constructively
- 7 Watch out for potential risks and hazards
- 8 Agree challenging but achievable objectives
- 9 Work towards a clearly defined vision of the future
- 10 Identify the implications or consequences of a situation

Skills

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

- Analysing
- Communicating
- Contingency planning
- Decision-making
- Evaluating
- Influencing
- Information management
- Involving others
- Monitoring
- Negotiating
- Obtaining feedback
- Planning
- Problem solving
- Risk management
- Team building
- Thinking systematically
- Valuing and supporting others

CFAM&LCA2

Plan change

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LCA2

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; plan change

Overview

This standard is about engaging people – both those within your organisation and other stakeholders who are affected – in change processes.

This standard is relevant to managers and leaders who are responsible for change processes across the organisation or in their particular area of responsibility.

This standard links closely to all the other standards in key area *CA Facilitate innovation and change*. It also links to *CFAM&LBA2 Provide leadership in your area of responsibility*, *CFAM&LBA3 Lead your team* and *CFAM&LDB1 Build teams*.

Performance criteria

- You must be able to:*
- P1 Engage appropriate people within your organisation and other key stakeholders to suggest innovations and improvements to products/services, processes, systems, structures, roles and cultures.
 - P2 Communicate the business case for change, clearly specifying both the benefits and costs/risks.
 - P3 Provide opportunities for people within your organisation and other key stakeholders to discuss the business case for change, provide feedback, express any concerns and make suggestions.
 - P4 Engage people within your organisation and other key stakeholders in planning change, identifying their specific roles and responsibilities and evaluating how the change will affect them.
 - P5 Engage people involved in the change process in identifying any training or support they will need and how and when these will be provided.
 - P6 Communicate regularly with people within your organisation and other key stakeholders about progress on the change process, clearly specifying how it affects them and any actions required of them.
 - P7 Discuss progress directly with those involved, considering ways of overcoming any difficulties and inviting suggestions for improving the change process.
 - P8 Monitor people's engagement with and responses to the change process.
 - P9 Provide people with the training, support and encouragement, they require.
 - P10 Communicate the results of the change process to people within your organisation and other key stakeholders, recognising the contributions and cooperation of those involved and affected by the change.
 - P11 Evaluate people's experience of the change process and use the lessons learned to improve future change processes.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage employees and other stakeholders in change processes.
- K2 The principles and methods of effective communication and how to apply them.
- K3 Cost-benefit analysis techniques.
- K4 How to encourage people to provide feedback and respond appropriately to feedback.
- K5 How to identify people's training needs.
- K6 How to identify and provide the support people need to cope with change.
- K7 Monitoring principles, methods, tools and techniques.
- K8 How to evaluate people's experience of change and identify the lessons to be learned.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K9 Consultation requirements in your sector.

You need to know and understand:

Context specific knowledge and understanding

- K10 Individuals within your area of work, their roles, responsibilities, competences and potential.
- K11 The business case for change in your organisation.
- K12 Obstacles to change within your organisation.
- K13 Your organisation's consultation processes.
- K14 Your organisation's stakeholders, their interests and expectations.

Behaviours

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

- 1 Seize opportunities presented by the diversity of people
- 2 Seek opportunities to improve performance
- 3 Encourage, generate and recognise innovative solutions
- 4 Present information clearly, concisely, accurately and in ways that promote understanding
- 5 Keep people informed of plans and developments in a timely way
- 6 Show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 7 Make time available to support others
- 8 Support others to make effective use of their abilities
- 9 Recognise the achievements and success of others
- 10 Reflect on your experiences and use the lessons to guide your decisions and actions
- 11 Communicate clearly the value and benefits of a proposed course of action
- 12 Recognise stakeholders' needs and interests and manage these effectively

Skills

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

- Assessing
- Communicating
- Consulting
- Empathising
- Empowering
- Evaluating
- Innovating
- Involving others
- Monitoring
- Obtaining feedback
- Persuading
- Presenting information
- Problem solving
- Reflecting
- Reporting
- Stress management
- Team building
- Valuing and supporting others

CFAM&LCA3

Engage people in change

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LCA3

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; people; change

Overview

This standard is about putting into practice your plans to change processes, systems, structures, roles or cultures.

This standard is for managers and leaders who are responsible for implementing change programmes across the organisation or in their particular area of responsibility.

This standard links closely to all the other standards in key area *CA Facilitate innovation and change*. It also links to *CFAM&LFA5 Manage projects*.

**Performance
criteria**

- You must be able to:*
- P1 Engage appropriate people within your organisation and other key stakeholders in implementing change.
 - P2 Put into practice your plan for change in line with agreed timescales and available resources.
 - P3 Delegate responsibilities to competent people in line with your plan.
 - P4 Provide people with the training, support or encouragement they require.
 - P5 Implement contingency plans or take appropriate alternative action in the event of risks materialising.
 - P6 Identify, evaluate and resolve any problems or obstacles that arise.
 - P7 Maintain the continuity of business activities during the period of change.
 - P8 Monitor progress against your plan and take appropriate action in response to any significant variances.
 - P9 Communicate progress regularly and provide opportunities for people to give feedback.
 - P10 Provide recognition for people and teams who achieve results.
 - P11 Make sure change is effective and meets the requirements of the organisation.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage employees and stakeholders in implementing change.
- K2 The main models and methods for managing change effectively, and their strengths and weaknesses.
- K3 Effective planning techniques.
- K4 Theory and understanding of teams, including an understanding of team-building techniques and how to apply them.
- K5 How to assess the risks and benefits associated with strategies and plans.
- K6 The importance of contingency planning and how to do so effectively.
- K7 How to make critical decisions.
- K8 The obstacles to change, and the techniques that deal with these.
- K9 Stakeholder expectations and how they influence the process.
- K10 The principles and methods of effective communication and how to apply them.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K11 Your organisation's current position in its sector and operating environment, compared with its main competitors, relevant to the change programme.
- K12 The range of information sources that are relevant to the sector in which your organisation operates.
- K13 Current and emerging trends and developments in your sector.

You need to know and understand:

Context specific knowledge and understanding

- K14 Individuals within your area of work, their roles, responsibilities, competences and potential.
- K15 The vision for the future, the reasons for change, the risks and expected benefits.
- K16 Business critical activities and interdependencies.
- K17 The factors that need to be changed, and the associated priorities and

CFAM&LCA4 Implement change

reasons.

K18 Your organisation's communication channels, both formal and informal.

K19 Change management frameworks and methods used in your organisation.

Behaviours

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

- 1 Address multiple demands without losing focus or energy
- 2 Seize opportunities presented by the diversity of people
- 3 Recognise changes in circumstances promptly and adjust plans and activities accordingly
- 4 Find practical ways to overcome obstacles
- 5 Present information clearly, concisely, accurately and in ways that promote understanding
- 6 Make time available to support others
- 7 Recognise the achievements and success of others
- 8 Clearly agree what is expected of others and hold them to account
- 9 Recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people's energy towards a common goal
- 10 Work towards a clearly defined vision of the future

Skills

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

- Assessing
- Communicating
- Contingency planning
- Decision-making
- Delegating
- Evaluating
- Influencing
- Information management
- Involving others
- Managing conflict
- Monitoring
- Motivating
- Negotiating
- Obtaining feedback
- Persuading
- Planning
- Presenting information
- Problem solving
- Risk management
- Stress management
- Team building
- Time management
- Valuing and supporting others

CFAM&LCA4 Implement change

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LCA4

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; implement; change

Overview

This standard is about evaluating change. It involves checking to see whether the objectives have been achieved, identifying any other benefits or disadvantages resulting from the change and learning the lessons from the change process itself.

This standard is relevant to managers who are responsible for evaluating organisational change processes.

This standard links closely to all the other standards in key area *CA Facilitate innovation and change*. It also links to *CFAM&LFE5 Manage continuous improvement*.

**Performance
criteria**

- You must be able to:*
- P1 Engage appropriate people within your organisation and other key stakeholders in evaluating change.
 - P2 Evaluate the results of the change process against the success criteria agreed with key stakeholders.
 - P3 Establish the reasons for any failure to meet the success criteria in full.
 - P4 Evaluate the impact on people involved in the change process.
 - P5 Identify any unanticipated benefits or disadvantages arising from the change and the reasons for these.
 - P6 Review the change process, including any deviations from the original plan, and identify the lessons to be learned for future change processes.
 - P7 Calculate the net value of the change and determine whether it meets the expectations of key stakeholders.
 - P8 Communicate the findings of your evaluation to key stakeholders with recommendations for any further changes required.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage employees and other stakeholders in evaluating change.
- K2 The principles and methods of effective communication and how to apply them.
- K3 How to analyse change processes to identify the causes of success or failure and unanticipated benefits or disadvantages.
- K4 How to identify lessons to be learned and applied to future change processes.
- K5 How to calculate net value of changes.
- K6 How to formulate and present recommendations.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K7 Legal, regulatory and ethical requirements in your sector.

You need to know and understand:

Context specific knowledge and understanding

- K8 Individuals within your area of work, their roles, responsibilities, competences and potential.
- K9 Your organisation's stakeholders, their interests and expectations.
- K10 Your organisation's culture.

Behaviours

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

- 1 Seek opportunities to improve performance
- 2 Present information clearly, concisely, accurately and in ways that promote understanding
- 3 Reflect on your experiences and use the lessons to guide your decisions and actions
- 4 Check the accuracy and validity of information
- 5 Recognise stakeholders' needs and interests and manage these effectively
- 6 Identify the range of elements in a situation and how they relate to each other
- 7 Identify the implications or consequences of a situation
- 8 Build a plausible picture from limited data
- 9 Specify the assumptions made and risks involved in understanding a situation

Skills

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

- Analysing
- Communicating
- Evaluating
- Information management
- Presenting information
- Reflecting
- Reviewing

CFAM&LCA5 Evaluate change

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LCA5

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; evaluate; change

Overview

This standard is about taking a lead in identifying the workforce requirements of your organisation and how these will be satisfied. This standard is not intended for human resources specialists. It is relevant to managers and leaders who are responsible for planning the workforce across their organisation or their particular area of responsibility.

This standard links to all the other standards in key area *DA Manage human resources*.

Performance criteria

- You must be able to:*
- P1 Engage appropriate people within your organisation and other key stakeholders in planning workforce requirements.
 - P2 Seek and make use of specialist resources to assist in workforce planning activities, where necessary.
 - P3 Evaluate your organisation's strategic objectives and plans to obtain information needed for workforce planning purposes and identify any key issues for further consideration.
 - P4 Identify the knowledge, skills and competence required to deliver your organisation's strategic objectives and plans.
 - P5 Review the capacity and capability of the current workforce to meet identified knowledge, skills and competence requirements.
 - P6 Identify any learning or development needs of the current workforce to meet requirements.
 - P7 Make sure that the diversity of the workforce provides a suitable mix of people to achieve its objectives.
 - P8 Take account of the diverse needs of your workforce.
 - P9 Develop workforce plans that meet the organisation's long, medium, and short-term requirements, making effective use of people from inside and from outside the organisation.
 - P10 Ensure employment contracts are appropriate to the needs of the organisation.
 - P11 Make sure that resources needed to recruit, develop, retain and redeploy people are available.
 - P12 Develop contingency plans to deal with unforeseen circumstances and maintain business continuity.
 - P13 Identify any recurring issues that cause people to leave your organisation and seek to address these.
 - P14 Communicate workforce plans to relevant people.
 - P15 Review your workforce plans periodically and in the light of changes to your organisation's strategic objectives and plans.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage employees and other stakeholders in workforce planning.
- K2 What an effective workforce plan should cover.
- K3 The information required to undertake workforce planning.
- K4 Legislation and requirements relating to employment, workers' welfare and rights, equality and health and safety.
- K5 How to take account of equality, diversity and inclusion issues in workforce planning.
- K6 Strategies and/or services which need to be in place for when people leave, including redundancy counselling.
- K7 The importance of putting contingency plans in place and how to do so effectively.
- K8 The different ways in which workforce requirements can be met, their advantages and disadvantages, costs and benefits.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K9 Types of employment contracts typically used within the industry/sector.
- K10 Patterns for employing, recruiting, and retaining people in the industry/sector.
- K11 Trends and developments in the sector which are relevant to workforce planning.
- K12 Legislation, regulations and codes of practice that apply in the industry/sector.
- K13 Working culture and practices of the industry/sector.

You need to know and understand:

Context specific knowledge and understanding

- K14 Individuals within your organisation, their roles, responsibilities, competences and potential.
- K15 Specialist resources available for workforce planning and how to make use of them.

Behaviours

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

- 1 Seize opportunities presented by the diversity of people
- 2 Identify people's preferred ways of communicating
- 3 Use communication media and styles appropriate to different people and situations
- 4 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 5 Watch out for potential risks and hazards
- 6 Make effective use of existing sources of information
- 7 Identify systemic issues and seek to mitigate their impact on performance
- 8 Anticipate likely future scenarios based on realistic analysis of trends and developments
- 9 Work towards a clearly defined vision of the future
- 10 Take decisions in uncertain situations or based on incomplete information when necessary
- 11 Take and implement difficult and/or unpopular decisions, where necessary

Skills

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

- Analysing
- Communicating
- Contingency planning
- Decision-making
- Evaluating
- Information management
- Monitoring
- Planning
- Prioritising
- Reviewing
- Scenario building
- Thinking creatively
- Thinking strategically

CFAM&LDA1

Plan the workforce

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LDA1

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; workforce; planning

Overview

This standard is about recruiting and selecting people to undertake identified activities or work roles within your area of responsibility.

This standard is not intended for human resources specialists. It is relevant to managers and leaders who are responsible for recruiting and selecting people for their organisation or their particular area of responsibility.

This standard links closely to *CFAM&LDA1 Plan the workforce* and *CFAM&LDA2 Induct individuals into their roles*.

Performance criteria

- You must be able to:*
- P1 Engage appropriate people within your organisation and other key stakeholders in recruiting and selecting people.
 - P2 Ensure you comply with your organisation's recruitment and selection policies and procedures.
 - P3 Seek and make use of specialist resources, where required.
 - P4 Review, on a regular basis, the work required in your area of responsibility, identifying any shortfall in the number of people or their knowledge, skills and competence.
 - P5 Identify and evaluate the options for addressing any identified shortfalls and decide on the best options to follow.
 - P6 Ensure the availability of up-to-date job descriptions and person specifications where there is a need to recruit.
 - P7 Establish the stages in the recruitment and selection process for identified vacancies, the methods that will be used, the associated timings and who is going to be involved.
 - P8 Ensure that any information on vacancies is fair, clear and accurate before it goes to potential applicants.
 - P9 Draw up fair, clear and appropriate criteria for assessing and selecting applicants, taking into account their knowledge, skills and competence and their potential to work effectively with colleagues.
 - P10 Ensure the recruitment and selection process is carried out fairly, consistently and effectively.
 - P11 Keep applicants fully informed about the progress of their applications, in line with organisational policy.
 - P12 Offer positions to applicants who best meet the selection criteria.
 - P13 Provide clear, accurate and constructive feedback to unsuccessful applicants, in line with organisational policy.
 - P14 Evaluate whether the recruitment and selection process has been successful and identify any areas for improvements.
 - P15 Seek to provide work opportunities that challenge individuals to make effective use of their knowledge, skills and competences and develop

their potential.

- P16 Review individuals' performance and development systematically and provide feedback designed to improve their performance.
- P17 Recognise individuals' performance and recognise their achievements in line with your organisation's policy.
- P18 Help individuals appreciate the opportunities for career and professional development within the organisation and to take advantage of them.
- P19 Provide opportunities for individuals to discuss issues about their work or development with you.
- P20 Identify when individuals are dissatisfied with their work or development and seek with them solutions that meet both the individual's and organisation's needs.
- P21 Recognise when individuals' values, motivations and aspirations are incompatible with your organisation's vision, objectives and values and seek alternative solutions with the individuals concerned.
- P22 Discuss their reasons with individuals planning to leave your organisation and seek to resolve any issues or misunderstandings.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage employees and other stakeholders in recruitment, selection and retention activities.
- K2 How to review the workload in your area in order to identify shortfalls in the number of colleagues and the pool of knowledge, skills and competence.
- K3 How to identify actual skills and avoid stereotyping with regard to skills levels and work ethics.
- K4 Different options for addressing identified shortfalls and their associated advantages and disadvantages.
- K5 What job descriptions and person specifications should cover and why it is important to consult with others in producing or updating them.
- K6 Different stages in the recruitment and selection process and why it is important to consult with others on the stages, recruitment and selection methods to be used, associated timings and who is going to be involved.
- K7 Different recruitment and selection methods and their associated advantages and disadvantages.
- K8 Why it is important to give fair, clear and accurate information on vacancies to potential applicants.
- K9 How cultural differences in language, body language, tone of voice and dress can differ from expectations.
- K10 How to measure applicants' competence and capability and assess whether they meet the stated requirements of the vacancy.
- K11 How to take account of equality, diversity and inclusion issues, including legislation and any relevant codes of practice, when recruiting and selecting people and keeping colleagues.
- K12 The importance of keeping applicants informed about progress and how to do so.
- K13 The importance of providing clear, accurate and constructive feedback to unsuccessful applicants and how to do so.
- K14 How to review the effectiveness of recruitment and selection in your

area.

- K15 Active listening and questioning techniques.
- K16 The importance of recognising individual performance and how to do so.
- K17 The importance of providing opportunities for individuals to discuss issues with you.
- K18 Alternative solutions that may be deployed when individuals' values, motivations and aspirations are incompatible with their work or your organisation's vision, objectives and values.
- K19 The importance of understanding the reasons why individuals are leaving an organisation.

Industry/sector specific knowledge and understanding

You need to know and understand:

- K20 Recruitment and selection issues and specific initiatives and arrangements within the industry/sector.
- K21 Working culture and practices of the industry/sector.

Context specific knowledge and understanding

You need to know and understand:

- K22 Individuals within your area of responsibility, their roles, responsibilities, competences and potential.
- K23 Work requirements in your area.
- K24 Agreed operational plans and changes in your area.
- K25 The staff turnover rate in your area.
- K26 Job descriptions and person specifications for confirmed vacancies.
- K27 Local employment market conditions.
- K28 Your organisation's structure, values and culture.
- K29 Employment policies and practices within your organisation – including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions.
- K30 Specialist resources available to support recruitment, selection and retention, and how to make use of them.

Behaviours

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

- 1 Seize opportunities presented by the diversity of people
- 2 Identify people's information needs
- 3 Present information clearly, concisely, accurately and in ways that promote understanding
- 4 Keep people informed of plans and developments in a timely way
- 5 Give feedback to others to help them maintain and improve their performance
- 6 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 7 Act within the limits of your authority
- 8 Show integrity, fairness and consistency in decision-making
- 9 Protect the confidentiality and security of information
- 10 Check the accuracy and validity of information
- 11 Take and implement difficult and/or unpopular decisions, where necessary

Skills

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

- Communicating
- Consulting
- Decision-making
- Evaluating
- Information management
- Interviewing
- Monitoring
- Negotiating
- Obtaining feedback
- Planning
- Presenting information
- Problem solving
- Providing feedback
- Reviewing
- Team building
- Valuing and supporting others

CFAM&LDA2

Recruit, select and retain people

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LDA2

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; recruit; select; retain; people

Overview

This standard is about inducting individuals – who may be new recruits or people already in the organisation – into new work roles.

This standard is not intended for human resources specialists. It is relevant to managers and leaders who are responsible for inducting individuals into new work roles in their organisation or their particular area of responsibility.

This standard links closely to *CFAM&LDA2 Recruit, select and retain people*, *CFAM&LDA4 Manage the redeployment of people*, *CFAM&LDB1 Build teams* and all the standards in key area *DC Develop and support individuals*.

Performance criteria

- You must be able to:*
- P1 Engage appropriate people within your organisation and other key stakeholders in inducting people into their roles.
 - P2 Ensure you comply with your organisation's induction, equality, diversity and inclusion policies.
 - P3 Seek and make use of specialist resources, where required.
 - P4 Welcome individuals and explain the unique contribution they are expected to make to achieving the objectives of the organisation and their work area.
 - P5 Explain to individuals the purpose and importance of a structured induction programme.
 - P6 Establish individuals' needs for information about your organisation, organisational policies and practices, their work roles and people they will work with.
 - P7 Establish any specific learning and development needs to enable individuals to perform their duties safely and effectively.
 - P8 Provide individuals with an induction programme to meet their information, learning and development needs.
 - P9 Take account of individuals' diverse needs when designing their induction programmes.
 - P10 Introduce individuals to the people they will work with, explaining respective roles and how they will interface.
 - P11 Encourage individuals to take responsibility for monitoring their progress and completing their induction programmes.
 - P12 Provide support, supervision and feedback to enable individuals to perform effectively as soon as possible.
 - P13 Obtain feedback and engage individuals in evaluating the effectiveness of their induction programmes and identifying any areas for improvement.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage employees and other stakeholders in induction processes.
- K2 How to identify individuals' information, learning and development needs.
- K3 The purpose and importance of a structured induction programme.
- K4 What an induction programme should cover.
- K5 How to identify and take account of individuals' diverse needs in induction programmes.
- K6 How to encourage individuals to take responsibility for their progress.
- K7 How to provide the support, supervision and feedback individuals need.
- K8 How and when to review individuals' progress towards achieving the objectives in their induction programmes.
- K9 How to obtain and make use of feedback.
- K10 The importance of evaluating the effectiveness of induction programmes and identifying areas for improvement.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K11 Employment practices in your sector.
- K12 Legal, regulatory and ethical requirements in your sector.
- K13 Working culture and practices in your sector.

You need to know and understand:

Context specific knowledge and understanding

- K14 Your organisation's induction policy.
- K15 Your organisation's equality, diversity and inclusion policy.
- K16 Specialist resources available to support induction and how to make use of them.
- K17 Individuals within your area of responsibility, their roles, responsibilities, competences and potential.
- K18 The diverse needs of your workforce.
- K19 Training and development opportunities and resources available.

Behaviours

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

- 1 Seize opportunities presented by the diversity of people
- 2 Identify people's information needs
- 3 Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding
- 4 Present information clearly, concisely, accurately and in ways that promote understanding
- 5 Make time available to support others
- 6 Support others to make effective use of their abilities
- 7 Give feedback to others to help them maintain and improve their performance
- 8 Inspire others with the desire to learn
- 9 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 10 Watch out for potential risks and hazards
- 11 Agree challenging but achievable objectives
- 12 Prioritise objectives and plan work to make the effective use of time and resources
- 13 Clearly agree what is expected of others and hold them to account
- 14 Make appropriate information and knowledge available promptly to those who need it and have a right to it.

Skills

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

- Communicating
- Evaluating
- Inspiring
- Involving others
- Obtaining feedback
- Presenting information
- Prioritising
- Providing feedback
- Valuing and supporting others

CFAM&LDA3

Induct individuals into their roles

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LDA3

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; induct, people, roles

Overview

This standard is about redeploying people to new roles, new areas of the organisation and/or new locations.

This standard is relevant to managers and leaders who are responsible for redeploying people in their organisation or their particular area of responsibility.

This standard links closely to *CFAM&LDA3 Induct individuals into their roles* and to *CFAM&LDA5 Manage redundancies*.

Performance criteria

- You must be able to:*
- P1 Engage appropriate people within your organisation and other key stakeholders in developing plans for redeploying people.
 - P2 Ensure you comply with your organisation's redeployment policies and procedures.
 - P3 Seek and make use of specialist resources, where required.
 - P4 Establish the business need to redeploy people to different roles, areas of the organisation and/or locations and communicate the reasons to those involved.
 - P5 Draw up fair and clear criteria for selecting individuals for redeployment.
 - P6 Apply selection criteria objectively to identify those individuals to be redeployed.
 - P7 Make clear offers to individuals selected for redeployment, specifying:
 - P7.1 the new job title, location and reporting arrangements
 - P7.2 any changes in salary, benefits or other terms and conditions
 - P7.3 any relocation allowances
 - P7.4 the alternatives if the offer is not accepted
 - P7.5 the date by which the offer must be accepted or rejected.
 - P8 Provide induction, support, supervision and feedback to enable individuals to perform safely and effectively in their new roles as soon as possible.
 - P9 Evaluate the redeployment process with those involved and identify any areas for improvements.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage employees and other stakeholders in redeployment processes.
- K2 Principles and methods of effective communication and how to apply them.
- K3 How to establish fair and clear criteria for redeployment.
- K4 What redeployment offers should cover.
- K5 The importance of providing induction, support, supervision and feedback to individuals being redeployed and how to do so.
- K6 The importance of evaluating the effectiveness of redeployment processes and identifying areas for improvement.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K7 Consultation requirements in your sector.
- K8 Employment practices in your sector.
- K9 Legal, regulatory and ethical requirements in your sector.

You need to know and understand:

Context specific knowledge and understanding

- K10 Your organisation's redeployment policies and procedures.
- K11 Specialist resources available to support redeployment processes and how to make use of them.
- K12 The business need for redeploying people.
- K13 Employment contracts with people working in and for your organisation.
- K14 Individuals within your area of work, their roles, responsibilities, competences and potential.
- K15 Your own role, responsibilities and level of authority.

Behaviours

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

- 1 Seek to turn unexpected events into opportunities rather than threats
- 2 Identify people's information needs
- 3 Present information clearly, concisely, accurately and in ways that promote understanding
- 4 Show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 5 Make time available to support others
- 6 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 7 Act within the limits of your authority
- 8 Show integrity, fairness and consistency in decision making
- 9 Clearly agree what is expected of others and hold them to account
- 10 Protect the confidentiality and security of information
- 11 Identify the range of elements in a situation and how they relate to each other

M&LDA4

Manage the redeployment of people

Skills

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

- Communicating
- Consulting
- Decision-making
- Empathising
- Evaluating
- Information management
- Involving others
- Managing conflict
- Negotiating
- Planning
- Presenting information
- Reviewing
- Thinking systematically
- Valuing and supporting others

M&LDA4

Manage the redeployment of people

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LDA4

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; managing; deployment; people

Overview

This standard is about managing situations when you are required to dismiss individuals who report to you for reasons of redundancy.

This standard is relevant to managers and leaders who are required to dismiss individuals for reasons of redundancy.

This standard links closely *CFAM&LDA4 Manage the redeployment of people*.

**Performance
criteria**

- You must be able to:*
- P1 Seek support from appropriate colleagues or human resources specialists on any aspects of managing redundancies about which you are unsure.
 - P2 Provide people in your area of responsibility with full, clear and accurate information on
 - P2.1 your organisation's redundancy policy and any appeals procedure
 - P2.2 the reasons why it is necessary to make redundancies
 - P2.3 any consultation about the redundancies which has taken place with staff and their representatives
 - P2.4 the number of individuals being dismissed for reasons of redundancy
 - P2.5 the methods and criteria used to select individuals for redundancy
 - P2.6 any alternative employment opportunities
 - P2.7 any learning opportunities, counselling or support available
 - P2.8 the process and timescale for the redundancies
 - P2.9 the method of calculating any redundancy payments.
 - P3 Break the news to individuals selected for dismissal for reasons of redundancy clearly, considerately and confidentially.
 - P4 Interview individuals being dismissed for reasons of redundancy to understand their experience of working in the organisation and of the redundancy process itself.
 - P5 Keep individuals who remain in employment informed about the process, without breaching confidentiality, in ways that maintain their confidence and morale.
 - P6 Comply fully with your organisation's redundancy policy and relevant legislation throughout the process.
 - P7 Keep full and accurate records of the redundancy process and store these confidentially as long as, but no longer than, necessary.
 - P8 Evaluate the redundancy process with appropriate colleagues or human

resources specialists and identify any areas for improvements.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 The importance of communicating information clearly, concisely and accurately, and how to do so.
- K2 How to break news to individuals selected for dismissal for reasons of redundancy clearly, considerately and confidentially.
- K3 The importance of providing learning opportunities, counselling and support both for individuals selected for dismissal for reasons of redundancy and those who remain in employment, where appropriate.
- K4 The importance of complying fully with your organisation's redundancy policy and relevant legislation throughout the process.
- K5 The importance of keeping individuals who remain in employment informed about the process, without breaching confidentiality, and how to do so in ways that maintain their confidence and morale.
- K6 How to keep full and accurate records of the redundancy process and store these confidentially as long as, but no longer than, necessary.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K7 Industry/sector requirements for managing redundancies.

You need to know and understand:

Context specific knowledge and understanding

- K8 The limits of your own knowledge, skills, competence and authority.
- K9 Your organisation's redundancy policy and appeals procedure.
- K10 Sources of advice, guidance and support from colleagues or human resources specialists.
- K11 The reasons why it is necessary to make redundancies.
- K12 The numbers of individuals being dismissed for reasons of redundancy.
- K13 The methods and criteria for selecting individuals for redundancy.
- K14 The process and timescales for the redundancies.
- K15 The methods for calculating any redundancy payments.
- K16 Any consultation about the redundancies that has taken place with staff and their representatives.

- K17 Any alternative employment opportunities and how to decide which opportunities would be appropriate to offer to individuals.
- K18 Any counselling available for individuals selected for dismissal for reasons of redundancy or for those who remain in employment.
- K19 Your organisation's policies and procedures for keeping full and accurate records.
- K20 Your organisation's confidentiality and data protection policies and procedures.

Behaviours

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

- 1 Present information clearly, concisely, accurately and in ways that promote understanding
- 2 Keep people informed of plans and developments in a timely way
- 3 Show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 4 Make time available to support others
- 5 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 6 Act within the limits of your authority
- 7 Take action to uphold individuals' rights
- 8 Protect the confidentiality and security of information
- 9 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation
- 10 Take and implement difficult and/or unpopular decisions, if necessary

Skills

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

- Acting assertively
- Balancing competing needs and interests
- Communicating
- Decision-making
- Empathising
- Evaluating
- Information management
- Interviewing
- Leadership
- Leading by example
- Managing conflict
- Monitoring
- Motivating
- Obtaining feedback
- Planning
- Presenting information
- Providing feedback
- Stress management
- Valuing and supporting others

CFAM&LDA5 Manage redundancies

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LDA5

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; managing; redundancies

Overview

This standard is about initiating and following your organisation's disciplinary procedure in response to misconduct or unsatisfactory performance of a member of your team.

This standard is relevant to managers and leaders when they need to initiate and follow their organisation's disciplinary procedure.

This standard links closely to *CFAM&LDC5 Help individuals address problems affecting their performance* and *CFAM&LDA7 Initiate and follow grievance procedures*.

**Performance
criteria**

You must be able to:

- P1 Keep individuals fully informed about:
 - P1.1 the standards of conduct and performance expected of them,
and
 - P1.2 your organisation's current procedure for dealing with
misconduct or unsatisfactory performance.
- P2 Seek support from colleagues or human resources or legal specialists on any aspects of implementing disciplinary procedures about which you are unsure.
- P3 Carry out necessary investigations promptly to establish the facts relating to any misconduct or unsatisfactory performance.
- P4 Take preventative measures to resolve issues and deal with cases of minor misconduct or unsatisfactory performance informally, where you consider that an informal approach is likely to resolve the situation effectively.
- P5 Follow your organisation's formal disciplinary procedure in serious cases of misconduct or unsatisfactory performance.
- P6 Keep full and accurate records throughout the disciplinary process and store these confidentially as long as, but no longer than, necessary.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 The importance of fully informing individuals about the standards of conduct and performance expected.
- K2 How to carry out investigations to establish facts relating to any misconduct or unsatisfactory performance.
- K3 Informal approaches to dealing with cases of minor misconduct or unsatisfactory performance, and when this type of approach is likely to resolve the situation effectively.
- K4 The differences between misconduct, gross misconduct and unsatisfactory performance, and how each should be handled.
- K5 The importance of following your organisation's formal disciplinary procedure in serious cases of misconduct or unsatisfactory performance.
- K6 The importance of communicating clearly, concisely and objectively, and how to do so.
- K7 How to keep full and accurate records throughout the disciplinary process and store these confidentially as long as, but no longer than, necessary.

Industry/sector specific knowledge and understanding

You need to know and understand:

- K8 Industry/sector requirements for supporting individuals to improve their performance.

Context specific knowledge and understanding

You need to know and understand:

- K9 Your organisation's procedures for dealing with misconduct or unsatisfactory performance.
- K10 The standards of conduct and performance expected of individuals.
- K11 Sources of advice, guidance and support from colleagues, human resources or legal specialists.
- K12 The limits of your own knowledge, skills and competence.
- K13 Your organisation's policies and procedures for keeping full and accurate records.

Behaviours

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

- 1 Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding
- 2 Present information clearly, concisely, accurately and in ways that promote understanding
- 3 Keep people informed of plans and developments in a timely way
- 4 Give feedback to others to help them maintain and improve their performance
- 5 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 6 Act within the limits of your authority
- 7 Refer issues outside the limits of your authority to appropriate people
- 8 Show integrity, fairness and consistency in decision making
- 9 Say no to unreasonable requests
- 10 Address performance issues promptly and resolve them directly with the people involved
- 11 Protect the confidentiality and security of information
- 12 Take and implement difficult and/or unpopular decisions, if necessary

Skills

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

- Acting assertively
- Assessing
- Communicating
- Decision-making
- Empathising
- Information management
- Interviewing
- Monitoring
- Presenting information
- Providing feedback
- Questioning
- Reporting
- Reviewing

CFAM&LDA6

Initiate and follow disciplinary procedures

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LDA6

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; initiate; disciplinary; procedure

Overview

This standard is about initiating and following your organisation's grievance procedure in response to a concern, problem or complaint raised by a member of your team.

This standard is relevant to managers and leaders when they need to initiate and follow their organisation's grievance procedure.

This standard links closely to *CFAM&LDC5 Help individuals address problems affecting their performance* and *CFAM&LDA6 Initiate and follow disciplinary procedures*.

**Performance
criteria**

- You must be able to:*
- P1 Keep individuals fully informed about your organisation's current procedure for raising grievances.
 - P2 Seek support from colleagues or human resources or legal specialists on any aspects of implementing grievance procedures about which you are unsure.
 - P3 Identify potential grievances and take preventative measures to resolve issues where possible.
 - P4 If an individual raises a concern, problem or complaint with you, seek to resolve the situation informally, if you consider that an informal approach is likely to resolve the situation effectively.
 - P5 Follow your organisation's formal grievance procedure, if an individual raises a grievance with you in writing.
 - P6 Keep full and accurate records throughout the grievance process and store these confidentially as long as, but no longer than, necessary.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 The importance of fully informing individuals about your organisation's current procedure for raising grievances.
- K2 Informal approaches to dealing with concerns, problems or complaints raised with you, and when this type of approach is likely to resolve the situation effectively.
- K3 The importance of following your organisation's formal grievance procedure, and when to do so.
- K4 How to conduct a meeting with an individual to discuss their grievance.
- K5 How to investigate the grievance fully.
- K6 The importance of communicating clearly, concisely and objectively, and how to do so.
- K7 How to keep full and accurate records throughout the grievance process and store these confidentially as long as, but no longer than, necessary.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K8 Industry/sector requirements for implementing grievance procedures.

You need to know and understand:

Context specific knowledge and understanding

- K9 Your organisation's procedure for dealing with grievances.
- K10 Sources of advice, guidance and support from colleagues, human resources or legal specialists.
- K11 Your organisation's policies and procedures for keeping full and accurate records.

Behaviours

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

- 1 Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding
- 2 Present information clearly, concisely, accurately and in ways that promote understanding
- 3 Keep people informed of plans and developments in a timely way
- 4 Show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 5 Make time available to support others
- 6 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 7 Act within the limits of your authority
- 8 Show integrity, fairness and consistency in decision making
- 9 Protect the confidentiality and security of information
- 10 Check the accuracy and validity of information
- 11 Seek concrete information in an ambiguous situation
- 12 Identify the implications or consequences of a situation

Skills

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

- Acting assertively
- Assessing
- Communicating
- Decision-making
- Empathising
- Information management
- Managing conflict
- Presenting information
- Questioning
- Reporting
- Reviewing

CFAM&LDA7

Initiate and follow grievance procedures

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LDA7

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; initiate; grievance; procedures

Overview

This standard is about forming a team and developing it through its various stages of growth. It covers teams set up for a particular project or to carry out a specific task and also teams that are ongoing. It is equally relevant to cases where the manager has to set up the team from scratch and to those situations where the manager inherits an existing team and needs to help it to function effectively.

This standard is relevant to managers and leaders who are responsible for leading teams either on an on-going basis or for a one-off project.

This standard links closely with a number of other standards, such as, *CFAM&LBA3 Lead your team*, *CFAM&LFA5 Manage projects* and all the other standards in key area *CFAM&LDB Manage teams*.

**Performance
criteria**

You must be able to:

- P1 Clearly communicate the purpose of the team – what it has to achieve, and why a team rather than an individual approach is required.
- P2 Identify the diversity of expertise, knowledge, skills and attitudes required to achieve the team purpose.
- P3 Identify team members' knowledge, skills and competences and agree their particular roles within the team.
- P4 Use team selection and development processes to develop any knowledge, skills and competences lacking in the team.
- P5 Agree with team members the behaviours that are likely to help the achievement of the team purpose and those that should be avoided because they are likely to hinder progress.
- P6 Help team members understand their unique contribution to the team, the contributions expected of fellow team members and how these complement and support each other.
- P7 Provide opportunities for team members to get to know each other's strengths and weaknesses and build mutual respect and trust.
- P8 Allow time for the team to develop through its stages of growth.
- P9 Help the team seize opportunities presented by changes in the team composition and support the introduction of new team members.
- P10 Encourage team members to share problems with each other and solve these creatively together.
- P11 Encourage open communication between team members, including providing feedback designed to enhance the performance of fellow team members and the team as a whole.
- P12 Review the performance of the team at appropriate points and evaluate how well its purpose is being achieved.
- P13 Celebrate team and individual successes together, and acknowledge when things go wrong, before refocusing the team's energy on achieving its purpose.
- P14 Disband the team if and when its purpose has been achieved and it is no longer required for other purposes.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 The principles of effective communication and how to apply them.
- K2 How to identify the diversity of knowledge, skills and competence required to achieve the team purpose.
- K3 The importance of selecting team members with the required knowledge, skills, competence and different personalities so they can play complementary roles within the team, and how to do so.
- K4 The importance of agreeing with team members the behaviours that are likely to help achievement of the team purpose and those that are likely to hinder progress and should be avoided.
- K5 How to help team members to understand their unique contribution to the team purpose, the contributions expected of fellow team members and how these complement and support each other.
- K6 The importance of providing opportunities for team members to get to know each other's strengths and weaknesses and build mutual respect and trust.
- K7 How to encourage team members to get to know each other's strengths and weaknesses and build mutual respect and trust.
- K8 The importance of encouraging open communication between team members, and how to do so.
- K9 How to provide feedback to team members to enhance the performance of fellow team members and the team as a whole.
- K10 The importance of allowing time for the team to develop through its stages of growth, and how to do so.
- K11 The importance of celebrating team and individual successes together and commiserating together when things go wrong.
- K12 Ways of refocusing the team's energy on achieving its purpose.

Industry/sector specific knowledge and understanding

You need to know and understand:

- K13 Industry/sector requirements for building and managing teams.

You need to know and understand:

Context specific knowledge and understanding

K14 The purpose of the team and what has to be achieved.

K15 The required mix of expertise, knowledge and skills to achieve the team purpose.

Behaviours

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

- 1 Present information clearly, concisely, accurately and in ways that promote understanding
- 2 Keep people informed of plans and developments in a timely way
- 3 Support others to make effective use of their abilities
- 4 Clearly agree what is expected of others and hold them to account
- 5 Check individuals' commitment to their roles and responsibilities
- 6 Create a sense of common purpose
- 7 Communicate a vision that inspires enthusiasm and commitment
- 8 Identify and work with people and organisations that can provide support for your work
- 9 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation
- 10 Recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people's energy towards a common goal

Skills

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

- Acting assertively
- Communicating
- Decision-making
- Empowering
- Evaluating
- Involving others
- Leadership
- Monitoring
- Obtaining feedback
- Planning
- Presenting information
- Problem solving
- Providing feedback
- Reviewing
- Setting objectives
- Team building
- Valuing and supporting others

CFAM&LDB1

Build teams

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LDB1

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; build; teams

Overview

This standard is about ensuring that the work required of your team is effectively and fairly allocated amongst team members, taking account of their skills, knowledge and competence, their workloads and opportunities for their development.

This standard is relevant to managers, supervisors and team leaders who allocate work to team members.

This standard links closely to *CFAM&LDB3 Quality assure work in your team* and *CFAM&LDB4 Manage people's performance at work*.

**Performance
criteria**

You must be able to:

- P1 Confirm the work required of the team with your manager and seek clarification, where necessary, on any outstanding points and issues.
- P2 Plan how the team will undertake its work, identifying any priorities or critical activities and making effective use of the available resources.
- P3 Allocate work to team members on a fair basis taking account of:
 - P3.1 their skills, knowledge and competence
 - P3.2 their backgrounds and experience,
 - P3.3 their existing workloads, and
 - P3.4 opportunities for their development.
- P4 Brief team members on the work they have been allocated and the standard of performance expected.
- P5 Encourage team members to ask questions, make suggestions and seek clarification in relation to the work they have been allocated.
- P6 Address any concerns team members may have about their work.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 Different ways of communicating effectively with members of a team.
- K2 The importance of confirming/clarifying the work required of the team with your manager and how to do this effectively.
- K3 How to plan the work of a team, including how to identify any priorities or critical activities and the available resources.
- K4 Why it is important to allocate work across the team on a fair basis and how to do so.
- K5 Why it is important to brief team members on the work they have been allocated and the standard or level of expected performance and how to do so.
- K6 Ways of encouraging team members to ask questions and/or seek clarification and make suggestions in relation to the work which they have been allocated.
- K7 Concerns team members may have about their work and how to address these concerns.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K8 Industry/sector specific legislation, regulations, guidelines, codes of practice relating to carrying out work.
- K9 Industry/sector requirements for the development or maintenance of knowledge, skills and competence.

You need to know and understand:

Context specific knowledge and understanding

- K10 The purpose and objectives of your team.
- K11 The work required of your team.
- K12 The available resources for undertaking the required work.
- K13 Your team's plan for undertaking the required work.
- K14 The knowledge, skills, competence and workloads of team members.
- K15 The backgrounds and experience of team members.
- K16 Team members' existing workloads.

K17 Opportunities for team members' development.

K18 Your organisation's policy and procedures for personal and professional development.

K19 Reporting lines in the organisation and the limits of your authority.

K20 Your organisation's standards or levels of expected performance.

Behaviours

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

- 1 Seize opportunities presented by the diversity of people
- 2 Identify people's information needs
- 3 Identify people's preferred ways of communicating
- 4 Use communication media and styles appropriate to different people and situations
- 5 Act within the limits of your authority
- 6 Show integrity, fairness and consistency in decision-making
- 7 Prioritise objectives and plan work to make the effective use of time and resources
- 8 Clearly agree what is expected of others and hold them to account
- 9 Check individuals' commitment to their roles and responsibilities
- 10 Create a sense of common purpose
- 11 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation

Skills

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

- Communicating
- Decision-making
- Delegating
- Empowering
- Information management
- Leading by example
- Monitoring
- Planning
- Presenting information
- Prioritising
- Problem solving
- Reporting
- Setting objectives
- Team building
- Time management
- Valuing and supporting others

CFAM&LDB2

Allocate work to team members

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LDB2

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; allocate; work; team

Overview

This standard is about checking on the progress and quality of the work of team members to ensure that the required standard of performance is being met.

This standard is relevant to managers, supervisors and team leaders who monitor progress of work in their team and check the quality of the output.

This standard links closely to *CFAM&LDB2 Allocate work in your team* and *CFAM&LDB4 Manage people's performance at work*.

Performance criteria

You must be able to:

- P1 Check regularly the progress and quality of the work of team members against the standard performance expected.
- P2 Provide team members with prompt, specific feedback designed to maintain and improve their performance.
- P3 Support team members in identifying and dealing with problems and unforeseen events.
- P4 Motivate team members to complete the work they have been allocated on time and to the standard required.
- P5 Provide any additional support and/or resources team members require to complete their work on time and to the standard required.
- P6 Identify any unsatisfactory performance, discuss the causes and agree ways of improving performance with team members.
- P7 Recognise successful completion of significant pieces of work by team members.
- P8 Motivate team members to maintain and continuously improve their performance over time.
- P9 Use information collected on the performance of team members in any formal appraisal of performance, where appropriate.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 Effective ways of regularly and fairly checking the progress and quality of the work of team members.
- K2 How to provide prompt and constructive feedback to team members.
- K3 How to select and apply different methods for motivating, supporting and encouraging team members to complete the work they have been allocated and continuously improve their performance.
- K4 How to select and apply different methods for recognising team members' achievements.
- K5 The additional support and/or resources which team members might require to help them complete their work on time and to the standard required and how to assist in providing this.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K6 Industry/sector specific legislation, regulations, guidelines, codes of practice relating to carrying out work.

You need to know and understand:

Context specific knowledge and understanding

- K7 Your team's plan for undertaking the required work.
- K8 The knowledge, skills, competence, roles and workloads of team members.
- K9 Your organisation's policy and procedures in terms of personal and professional development.
- K10 Reporting lines in your organisation and the limits of your authority.
- K11 Your organisation's standards or levels of expected performance.
- K12 Your organisation's policies and procedures for dealing with poor performance.
- K13 Your organisation's grievance and disciplinary policies and procedures.
- K14 Your organisation's performance appraisal systems.

Behaviours

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

- 1 Seek opportunities to improve performance
- 2 Find practical ways to overcome obstacles
- 3 Identify people's preferred ways of communicating
- 4 Use communication media and styles appropriate to different people and situations
- 5 Make time available to support others
- 6 Give feedback to others to help them maintain and improve their performance
- 7 Recognise the achievements and success of others
- 8 Show integrity, fairness and consistency in decision-making
- 9 Monitor the quality of work and progress against plans and take appropriate corrective action, where necessary
- 10 Take pride in delivering high quality, accurate work
- 11 Seek to understand people's needs and motivations

Skills

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

- Communicating
- Managing conflict
- Monitoring
- Motivating
- Problem solving
- Providing feedback
- Reviewing
- Team building
- Valuing and supporting others

CFAM&LDB3

Quality assure work in your team

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LDB3

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; quality assure; work; team

Overview

This standard is about managing people's performance to ensure the objectives of your area of responsibility are achieved. This standard is relevant to managers and leaders who are responsible for managing people's performance across the organisation or their area of responsibility.

This standard covers effective delegation and therefore links closely with *CFAM&LFA1 Implement and evaluate strategic business plans*, *CFAM&LFA2 Implement operational plans*, *CFAM&LFA4 Manage programmes* and *CFAM&LFA5 Manage projects*.

Performance criteria

- You must be able to:*
- P1 Plan with individuals how overall objectives for your area of responsibility will be achieved, identifying any priorities or critical activities and making best use of the available resources.
 - P2 Delegate responsibilities to individuals on a fair basis taking account of:
 - P2.1 their skills, knowledge and competence
 - P2.2 their backgrounds and experience,
 - P2.3 their existing workloads, and
 - P2.4 opportunities for their development.
 - P3 Agree SMART (Specific, Measurable, Agreed, Realistic and Time-bound) objectives with individuals, including the standard of performance expected.
 - P4 Agree with individuals how and when progress towards, and achievement of, objectives will be monitored, reviewed and evaluated.
 - P5 Ensure individuals are committed to achieving their objectives and understand their unique contribution to team and organisational objectives.
 - P6 Discuss and agree with individuals effective methods for achieving their objectives and the resources, support and supervision they require.
 - P7 Provide individuals with the resources, support and supervision agreed and, where required, additional support and/or resources to deal with problems or unforeseen events.
 - P8 Monitor progress against objectives and evaluate performance against the standard expected at agreed times.
 - P9 Provide individuals with prompt, specific feedback, designed to maintain and improve their performance.
 - P10 Identify any unsatisfactory performance, discuss the causes and agree ways of improving performance with the individuals concerned.
 - P11 Review objectives with individuals at agreed times and evaluate the extent to which they have been achieved.
 - P12 Recognise successful achievement of objectives in line with your organisation's policy.

- P13 Review plans, responsibilities and objectives periodically and in the light of changes in personnel and any significant changes to organisational plans and objectives.
- P14 Communicate plans, responsibilities and objectives and any changes to these clearly to those affected.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to plan to meet objectives, identify priorities and critical issues, and use resources effectively.
- K2 How to delegate fairly and effectively.
- K3 How to develop SMART (Specific, Measurable, Agreed, Realistic and Time-bound) objectives with individuals.
- K4 How to clarify with individuals the standards of performance required.
- K5 How to develop and agree with individuals a plan for monitoring, reviewing and evaluating their progress and achievement of objectives.
- K6 How to gain individuals' commitment to their objectives.
- K7 The methods, resources, support and supervision necessary for achieving objectives.
- K8 Cultural differences and how to take these into account when managing people's performance.
- K9 How to provide individuals with feedback designed to maintain and improve their performance.
- K10 The importance of identifying and addressing unacceptable or poor performance, and how to do so.
- K11 The importance of reviewing objectives and performance regularly, and how to do so.
- K12 How to recognise performance in line with your organisation's policy.
- K13 Principles and methods of effective communication and how to apply them.

Industry/sector specific knowledge and understanding

You need to know and understand:

- K14 Industry/sector requirements for the development or maintenance of knowledge, skills and competences.
- K15 Industry/sector specific legislation, regulations, guidelines, codes of practice relating to carrying out work.

Context specific knowledge and understanding

You need to know and

understand:

- K16 Individuals within your area of responsibility, their roles, responsibilities, competences and potential.
- K17 The objectives for your area of responsibility.
- K18 The available resources for undertaking the required work.
- K19 The plan of work for your area of responsibility.
- K20 Your organisation's personal and professional development policy and procedures.
- K21 The diversity of your workforce.
- K22 Your organisation's standards or level of expected performance.
- K23 Your organisation's policies and procedures for dealing with poor performance.
- K24 Your organisation's grievance and disciplinary policies and procedures.
- K25 Your organisation's performance appraisal systems.
- K26 Your organisation's reward policy.

Behaviours

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

- 1 Seize opportunities presented by the diversity of people
- 2 Recognise changes in circumstances promptly and adjust plans and activities accordingly
- 3 Present information clearly, concisely, accurately and in ways that promote understanding
- 4 Keep people informed of plans and developments in a timely way
- 5 Support others to make effective use of their abilities
- 6 Give feedback to others to help them maintain and improve their performance
- 7 Act within the limits of your authority
- 8 Show integrity, fairness and consistency in decision making
- 9 Prioritise objectives and plan work to make the effective use of time and resources
- 10 Clearly agree what is expected of others and hold them to account
- 11 Take pride in delivering high quality work
- 12 Create a sense of common purpose
- 13 Use a range of leadership styles appropriate to different people and situations

Skills

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

- Acting assertively
- Communicating
- Decision-making
- Delegating
- Empowering
- Evaluating
- Involving others
- Leadership
- Monitoring
- Motivating
- Planning
- Presenting information
- Prioritising
- Problem solving
- Providing feedback
- Reviewing
- Setting objectives
- Team building
- Valuing and supporting others

CFAM&LDB4

Manage people's performance at work

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LDB4

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; manage; performance at work

Overview

This standard is about managing communication with teams, within teams and between different teams.

This standard is relevant to managers and leaders who are responsible for ensuring effective team communication.

This standard links closely to *CFAM&LBA3 Lead your team*, *CFAM&LDB1 Build teams*, *CFAM&LDB6 Support remote/virtual teams* and *CFAM&LFA5 Manage projects*.

**Performance
criteria**

- You must be able to:*
- P1 Discuss and agree with team members their communication needs, including:
 - P1.1 the information they need from you, other teams members and other people, and when they need it
 - P1.2 the information they need to provide to you, other team members and other people, and when they need to provide it
 - P1.3 when they need to discuss their work and issues arising with you, other team members and other people
 - P1.4 the media and styles of communication which they find effective.
 - P2 Agree with team members regular communication methods which meet their communication needs and make effective use of time and resources, including technology.
 - P3 Agree with team members whom they should contact for specific purposes.
 - P4 Agree with team members effective communication methods to be used in urgent or exceptional circumstances.
 - P5 Ensure team members receive the information they need, when they need it.
 - P6 Ensure team members provide you, other team members and other people with the information they need, when they need it.
 - P7 Provide timely opportunities for team members to discuss their work and issues arising with you, other team members and other people.
 - P8 Review the effectiveness of communication methods with team members and other people at regular intervals and in light of significant changes, and take appropriate action to sustain or improve effective communication.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 Principles and methods of effective communication and how to apply them.
- K2 The range of media (eg face-to-face, paper, telephone, e-mail, Internet) and styles of communication (eg written, spoken, visual, demonstration) that can be used and their relative benefits in different circumstances.
- K3 Technologies that can support team communication.
- K4 How to discuss and agree communication needs with team members.
- K5 How to review the effectiveness of communication methods with team members.
- K6 The importance of providing team members with opportunities to discuss their work and issues arising, and how to do so.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K7 Industry/sector requirements for consultation with employees and their representatives.

You need to know and understand:

Context specific knowledge and understanding

- K8 Individuals in your area of work, their roles, responsibilities, competences and potential.
- K9 Organisational requirements for reporting and providing information.
- K10 Technologies and other resources available within your organisation that can facilitate communication.
- K11 Whom team members should contact for specific purposes.
- K12 The types of urgent or exceptional circumstances that may arise.

Behaviours

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

- 1 Seek opportunities to improve performance
- 2 Identify people's information needs
- 3 Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding
- 4 Identify people's preferred ways of communicating
- 5 Use communication media and styles appropriate to different people and situations
- 6 Present information clearly, concisely, accurately and in ways that promote understanding
- 7 Keep people informed of plans and developments in a timely way
- 8 Clearly agree what is expected of others and hold them to account
- 9 Use cost-effective, time-effective and ethical means to gather, store and retrieve information
- 10 Encourage others to share information and knowledge within the constraints of confidentiality
- 11 Identify the range of elements in a situation and how they relate to each other
- 12 Take timely decisions that are realistic for the situation

Skills

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

- Communicating
- Evaluating
- Information management
- Involving others
- Monitoring
- Obtaining feedback
- Reflecting
- Reviewing
- Thinking strategically

CFAM&LDB5

Manage communications with and within teams

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LDB5

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; manage; communications; within teams

Overview

This standard is about supporting people who work remotely or at different locations to communicate effectively and feel part of a team.

This standard is relevant to managers and leaders who manage people working at a distance.

This standard links closely to *CFAM&LBA3 Lead your team*, *CFAM&LDB1 Build teams*, *CFAM&LDB5 Manage team communication* and *CFAM&LFA5 Manage projects*.

**Performance
criteria**

You must be able to:

- P1 Identify with stakeholders the key challenges for remote/virtual workers.
- P2 Identify and review with stakeholders the resource requirements for providing communication tools and processes for remote/virtual working.
- P3 Identify, develop and maintain effective tools and processes to support remote/virtual teams.
- P4 Identify networks, processes and systems that allow people to connect to information and knowledge from wherever they are working.
- P5 Provide guidelines, training, coaching and support to facilitate and encourage effective use of tools and processes.
- P6 Monitor processes and tools for remote/virtual working and identify improvements.
- P7 Provide guidelines to facilitate interactive collaboration between internal and external stakeholders.
- P8 Ensure that team members understand and adhere to regulatory, professional or commercial requirements.
- P9 Ensure that remote/virtual workers have access to knowledge and information and the tools to help them record knowledge and experience.
- P10 Ensure that the records management issues arising from remote/virtual working are addressed.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 The organisation's working practices and how these affect teams, virtual teams and remote workers.
- K2 Regulatory, professional and commercial requirements that apply to working remotely and in teams.
- K3 The principles of team working and how these impact on your organisation's issues and needs.
- K4 The range of tools and techniques available to support remote/virtual working, including face-to-face and technology-enabled techniques.
- K5 How to enable the management of information resources for remote/virtual teams.
- K6 How remote/ virtual working interfaces with core business processes.
- K7 The records, information and knowledge management issues arising from team and virtual working.

Behaviours

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

- 1 Encourage, generate and recognise innovative solutions
- 2 Try out new ways of working
- 3 Find practical ways to overcome obstacles
- 4 Identify people's information needs
- 5 Identify people's preferred ways of communicating
- 6 Use communication media and styles appropriate to different people and situations
- 7 Encourage others to take decisions autonomously, when appropriate
- 8 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes make appropriate information and knowledge available promptly to those who need it and have a right to it
- 9 Develop systems to gather and manage information and knowledge effectively, efficiently and ethically
- 10 Encourage others to share information and knowledge within the constraints of confidentiality
- 11 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation

Skills

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

- Communicating
- Decision-making
- Empowering
- Innovating
- Monitoring
- Networking
- Obtaining feedback
- Problem solving
- Team building
- Thinking creatively
- Valuing and supporting others

CFAM&LDB6

Support remote/virtual teams

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LDB6

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; support; remote teams; virtual working

Overview

This standard is about managing flexible working arrangements.

There is a wide range of flexible working arrangements available, covering both *when* people work (full time, part time, flexi-time, time off in lieu, job sharing, annual hours etc) and *where* people work (home working, tele-working, hot-desking etc).

This standard is relevant to managers and leaders who have the authority to take decisions regarding the flexible working of their staff.

This standard links closely to *CFAM&LDA1 Plan the workforce* and *CFAM&LDB6 Support remote/virtual teams*.

**Performance
criteria**

- You must be able to:*
- P1 Engage staff, their representatives and other key stakeholders in developing and managing flexible working arrangements.
 - P2 Ensure staff understand:
 - P2.1 their rights under flexible working legislation
 - P2.2 your organisation's flexible working policy, and
 - P2.3 the flexible working arrangements available to them.
 - P3 Evaluate the range of flexible working arrangements and identify those which are consistent with the nature of your organisation's business, its strategy and values.
 - P4 Evaluate opportunities to introduce flexible working arrangements to support business processes and the achievement of objectives.
 - P5 Consider the impact of flexible working arrangements on the management of your area and other parts of the organisation.
 - P6 Introduce flexible working arrangements in consultation with staff, their representatives and other key stakeholders.
 - P7 Verify that flexible working arrangements are compatible with the workload of the team and the achievement of objectives.
 - P8 Consider requests for flexible working from staff and seek to accommodate these, where possible.
 - P9 State clear reasons if you decide to refuse a flexible working request, ensuring these reasons are consistent with your organisation's policy and legal requirements.
 - P10 Handle appeals to decisions to refuse a flexible working request in line with your organisation's policy and legal requirements.
 - P11 Seek support from specialists, where necessary.
 - P12 Engage staff, their representatives and other key stakeholders in reviewing flexible working arrangements on a regular basis

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage staff, their representatives and other key stakeholders in developing, managing and reviewing flexible working arrangements.
- K2 The range of flexible working arrangements available.
- K3 Principles and methods of effective communication and how to apply them.
- K4 How to consult with staff, their representatives and other key stakeholders.
- K5 Legal requirements relating to flexible working.
- K6 How to evaluate requests for flexible working and identify ways of accommodating these.
- K7 Legitimate reasons for refusing requests for flexible working.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K8 Industry/sector requirements for consultation with employees and their representatives.

You need to know and understand:

Context specific knowledge and understanding

- K9 Individuals within your area of work, their roles, responsibilities, competences and potential.
- K10 Your organisation's flexible working policy and the flexible working arrangements available within this policy.
- K11 Your organisation's business, strategy and values.
- K12 Your organisation's stakeholders and their interests.
- K13 Sources of specialist support.

Behaviours

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

- 1 Seek to turn unexpected events into opportunities rather than threats
- 2 Try out new ways of working
- 3 Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding
- 4 Present information clearly, concisely, accurately and in ways that promote understanding
- 5 Keep people informed of plans and developments in a timely way
- 6 Show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 7 Support others to realise their potential and achieve their personal aspirations
- 8 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 9 Take action to uphold individuals' rights
- 10 Show integrity, fairness and consistency in decision making
- 11 Say no to unreasonable requests
- 12 Check the accuracy and validity of information
- 13 Identify the implications or consequences of a situation
- 14 Take and implement difficult and/or unpopular decisions, if necessary

Skills

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

- Acting assertively
- Balancing competing needs and interests
- Communicating
- Decision-making
- Empathising
- Evaluating
- Innovating
- Monitoring
- Presenting information
- Reviewing
- Thinking strategically
- Valuing and supporting others

CFAM&LDB7 Manage flexible working

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LDB7

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; manage; flexible working

Overview

This standard is about managing conflicts between members of your team. This standard is relevant to all managers and leaders who may need to manage conflict in their teams.

This standard links closely to *CFAM&LBA3 Lead teams*, all the standards in key area *DB Manage teams* and also to *CFAM&LDD5 Manage conflict in the broader work environment*.

**Performance
criteria**

You must be able to:

- P1 Communicate clearly to team members the standards of work and behaviour expected of them.
- P2 Help team members understand how the roles of different team members interface, complement and support each other.
- P3 Identify and address any issues with organisational structures, systems or procedures that are likely to give rise to conflict.
- P4 Identify potential conflicts between team members and take preventative action to avoid these.
- P5 Encourage team members to resolve their own problems and conflicts amongst themselves.
- P6 Take prompt action to deal with conflicts when the team members concerned are not able to resolve the conflicts themselves.
- P7 Acknowledge and show respect for team members' emotions regarding the conflict and seek to manage any negative emotions.
- P8 Investigate impartially the causes of the conflict, giving all parties opportunities to present the facts and their perceptions about the conflict.
- P9 Identify and agree with team members how to resolve the conflict, without apportioning blame.
- P10 Seek help from colleagues or specialists, where necessary.
- P11 Comply with organisational and legal requirements when resolving conflicts.
- P12 Maintain complete, accurate and confidential records of conflicts and their outcomes, in line with organisational policy.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 The principles of effective communication and how to apply them.
- K2 How to help team members understand how the roles of different team members interface, complement and support each other.
- K3 How to identify and address any issues with organisational structures, systems or procedures that are likely to give rise to conflict.
- K4 The importance of identifying potential conflicts between team members and taking preventative action to avoid these, and how to do so.
- K5 The importance of giving team members opportunities to discuss with you serious problems that directly or indirectly affect their work, and how to encourage team members to do so.
- K6 The importance of taking prompt action to bring up and deal with conflicts when they arise and when the team members concerned are not able to resolve the conflicts themselves.
- K7 Ways of dealing with conflicts when they arise and what types of action should be taken and when.
- K8 The importance of acknowledging and showing respect for team members' emotions regarding the conflict and how to seek to manage any negative emotions.
- K9 How to identify impartially the causes of the conflict, giving all parties opportunities to present the facts and their perceptions about the conflict.
- K10 The importance of identifying and agreeing with team members how to resolve the conflict, without apportioning blame, and how to do so.
- K11 When to seek help from colleagues or specialists.

Industry/sector specific knowledge and understanding

You need to know and understand:

- K12 Industry/sector requirements for managing conflict in teams.

Context specific knowledge and understanding

You need to know and understand:

- K13 The standards of work and behaviour expected of team members.

- K14 How the roles of different team members interface, complement and support each other.
- K15 The organisational structures, systems and procedures that are likely to give rise to conflict.
- K16 The range of specialists inside and outside of the organisation and colleagues.
- K17 Organisational and legal requirements for resolving conflicts and maintaining records of conflicts and their outcomes.

Behaviours

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

- 1 Respond promptly to crises and problems with a proposed course of action
- 2 Find practical ways to overcome obstacles
- 3 Present information clearly, concisely, accurately and in ways that promote mutual understanding
- 4 Show respect for the views and actions of others
- 5 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 6 Address performance issues promptly and resolve them directly with the people involved
- 7 Clearly agree what is expected of others and hold them to account
- 8 Protect your own and others' work against negative impacts
- 9 Protect the confidentiality and security of information
- 10 Recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people's energy towards a common goal

Skills

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

- Acting assertively
- Balancing competing needs and interests
- Building consensus
- Communicating
- Decision-making
- Empathising
- Information management
- Involving others
- Leadership
- Leading by example
- Managing conflict
- Monitoring
- Obtaining feedback
- Presenting information
- Problem solving
- Questioning
- Reporting
- Reviewing
- Risk management
- Stress management
- Team building
- Valuing and supporting others

CFAM&LDB8

Manage conflict in teams

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LDB8

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; manage; conflict; in teams

Overview

This standard is about promoting the wellbeing of your staff.

This standard is relevant to managers and leaders who have staff reporting to them and the authority to take action to promote their wellbeing.

This standard links closely to all the other standards in key area *DB Manage teams* and also to *CFAM&LEB1 Provide healthy, safe, secure and productive working environments and practices*.

**Performance
criteria**

- You must be able to:*
- P1 Engage staff, their representatives and other key stakeholders in promoting staff wellbeing.
 - P2 Review key indicators and use these to measure improvements in staff wellbeing.
 - P3 Evaluate levels of staff wellbeing through analysis of available quantitative and qualitative data.
 - P4 Develop a wellbeing culture and implement specific initiatives to enhance staff wellbeing in identified areas.
 - P5 Ensure objectives and workloads of staff are achievable within the working hours available.
 - P6 Provide staff with the training, support and supervision they need to be able to fulfil their responsibilities effectively both now and in the future.
 - P7 Make yourself available to discuss confidentially with staff problems affecting their wellbeing.
 - P8 Recognise indications that staff have problems affecting their wellbeing and take prompt and effective action to alleviate the problems, where possible.
 - P9 Consult with, or refer staff to, specialists, where their problems are outside your area of competence or authority.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage staff, their representatives and other key stakeholders in promoting staff wellbeing.
- K2 Key indicators (such as attendance, retention, working hours, productivity, job satisfaction, innovative suggestions) and measures of staff wellbeing.
- K3 Quantitative data (such as absenteeism, staff turnover, accident records, overtime) which can be used to evaluate levels of staff wellbeing.
- K4 Qualitative information (such as supervisory meetings, appraisals, exit interviews, staff surveys, body language) which can be used to evaluate levels of staff wellbeing.
- K5 How to analyse quantitative data and qualitative information to evaluate levels of staff wellbeing.
- K6 Initiatives that can be implemented to reduce stress and enhance staff wellbeing.
- K7 How to calculate achievable objectives and workloads for staff.
- K8 The importance of providing staff with opportunities to discuss issues affecting their wellbeing.
- K9 How to recognise indications that staff are having problems affecting their wellbeing.
- K10 The range of actions you can take to alleviate problems affecting staff wellbeing.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K11 Industry/sector requirements for consultation with employees and their representatives.
- K12 Industry/sector requirements for enhancing staff wellbeing.

You need to know and understand:

Context specific knowledge and understanding

- K13 Data available in your organisation that can inform an assessment of staff wellbeing.
- K14 Individuals within your area of work, their roles, responsibilities,

competences and potential.

K15 Sources of specialist expertise.

K16 Your organisation's vision, strategy, values and culture.

K17 Your organisation's stakeholders and their interests.

Behaviours

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

- 1 Seize opportunities presented by the diversity of people
- 2 Try out new ways of working
- 3 Show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 4 Make time available to support others
- 5 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 6 Act within the limits of your authority
- 7 Refer issues outside the limits of your authority to appropriate people
- 8 Watch out for potential risks and hazards
- 9 Show integrity, fairness and consistency in decision making
- 10 Address performance issues promptly and resolve them directly with the people involved
- 11 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation
- 12 Identify the implications or consequences of a situation

Skills

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

- Communicating
- Empathising
- Evaluating
- Leadership
- Leading by example
- Obtaining feedback
- Planning
- Problem solving
- Reviewing
- Risk management
- Setting objectives
- Stress management
- Team building
- Valuing and supporting others

CFAM&LDB9

Promote staff wellbeing

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LDB9

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; enhance; staff wellbeing

Overview

This standard is about helping individuals to identify the knowledge, skills and competence they need to develop in order to meet the demands of their current and future work roles and to fulfil their personal aspirations. It also covers helping individuals to identify how they learn and the types of learning activity which are most effective for them.

This standard is relevant to managers and leaders who have people reporting to them.

This standard links closely with all the other standards in key area *DC Develop and support individuals* and also with *CFAM&LAA2 Develop your knowledge, skills and competence, which is about self development*.

**Performance
criteria**

- You must be able to:*
- P1 Agree with individuals the knowledge, skills and competence required to meet the demands of their current and potential future work roles.
 - P2 Encourage individuals to seek feedback on their performance from those who are able to provide objective, specific and valid feedback.
 - P3 Provide opportunities and tools for individuals to make an accurate assessment of their current levels of knowledge, skills and competence and of their potential.
 - P4 Evaluate with individuals any additional, or higher levels of, knowledge, skills and competence they need for their current work roles, potential future work roles and their personal aspirations.
 - P5 Identify and evaluate any learning difficulties or particular needs individuals may have.
 - P6 Support individuals in prioritising their needs and specifying their learning objectives.
 - P7 Provide opportunities and tools for individuals to identify the learning style or combination of styles which they find most effective and the types of learning activities appropriate to these styles.
 - P8 Encourage individuals to focus on their prioritised learning needs and to take account of their learning styles when selecting learning activities and planning their development.
 - P9 Seek advice and support from learning and development specialists, when required.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 The differences between knowledge, skills and competence.
- K2 The importance of objective, specific and valid feedback in identifying learning needs.
- K3 Tools for assessing knowledge, skills and competence.
- K4 How to analyse the gaps between current levels of knowledge, skills and competence and the levels required.
- K5 How to prioritise learning needs.
- K6 How to establish SMART (Specific, Measurable, Agreed, Realistic, Time-bound) learning objectives.
- K7 Learning styles and how to identify individuals' preferred learning styles.
- K8 The types of learning activities appropriate for different learning styles.
- K9 How to develop learning and development plans based on a sound analysis of learning needs and styles.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K10 Industry/sector requirements for learning and professional development.

You need to know and understand:

Context specific knowledge and understanding

- K11 The knowledge, skills and competence requirements for different roles within your area of responsibility.
- K12 Individuals within your area of responsibility, their roles, responsibilities, competences and potential.
- K13 Your organisation's personal and professional development policy and practices.
- K14 Learning opportunities available in your organisation.
- K15 Tools used in your organisation to identify individual learning needs and styles.
- K16 Sources of specialist advice and support.

Behaviours

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

- 1 Seize opportunities presented by the diversity of people
- 2 Show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 3 Support others to make effective use of their abilities
- 4 Support others to realise their potential and achieve their personal aspirations
- 5 Develop knowledge, understanding, skills and performance in a systematic way
- 6 Inspire others with the desire to learn
- 7 Check the accuracy and validity of information
- 8 Identify the implications or consequences of a situation

Skills

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

- Communicating
- Decision-making
- Empowering
- Evaluating
- Influencing
- Inspiring
- Planning
- Presenting information
- Prioritising
- Problem solving
- Providing feedback
- Valuing and supporting others

CFAM&LDC1

Identify individuals' learning needs and styles

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LDC1

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; identifying; learning needs; learning styles

Overview

This standard is about providing individuals within your team or area of responsibility with opportunities to address their learning needs and develop their potential to the full.

This standard is relevant to managers and leaders at all levels who have individuals reporting to them.

This standard links closely with all the other standards in key area *DC Develop and support individuals* and also with *CFAM&LAA2 Develop your knowledge, skills and competence, which is about self development*.

**Performance
criteria**

You must be able to:

- P1 Promote the benefits of learning to people in your area of responsibility and recognise their willingness and efforts to learn.
- P2 Give individuals objective, specific and valid feedback on their work performance, discussing and agreeing how they can improve.
- P3 Engage individuals in identifying and obtaining information on a range of possible learning activities to address identified learning needs.
- P4 Discuss with individuals future roles and responsibilities that are compatible with their competences and potential.
- P5 Discuss and agree personal development plans which include learning activities to be undertaken, the learning objectives to be achieved, the required resources and timescales.
- P6 Support individuals in undertaking learning activities, making required resources available and making efforts to remove any obstacles to learning.
- P7 Provide individuals with appropriate opportunities to apply their developing competences in the workplace.
- P8 Recognise and make use of unplanned learning opportunities.
- P9 Discuss with individuals their experience of learning activities and the extent to which learning objectives have been achieved.
- P10 Discuss with individuals their progress and their readiness to take on new roles and responsibilities, and agree the support and supervision they will require.
- P11 Appoint individuals to roles and responsibilities that are compatible with their competences and potential.
- P12 Provide individuals with the support and supervision they require and ensure they receive specific feedback to enable them to improve their performance.
- P13 Discuss and agree revisions to personal development plans in the light of their performance, learning activities undertaken and any wider changes.
- P14 Encourage people to take responsibility for their own learning and development, including practising and reflecting on what they have

learned.

P15 Seek and make use of specialist expertise, where required.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 The benefits of learning for individuals and organisations and how to promote these.
- K2 Ways in which you can develop a culture in which learning is valued and willingness and efforts to learn are recognised.
- K3 How to identify potential future roles and responsibilities for individuals.
- K4 How to provide individuals with the support and supervision they need.
- K5 How to provide individuals with objective, specific and valid feedback designed to improve their performance.
- K6 How to prioritise individuals' learning needs, including taking account of organisational needs and priorities and the personal and career development needs of individuals.
- K7 Different types of learning activities, their advantages and disadvantages and the required resources (for example, time, fees, substitute staff).
- K8 How/where to identify and obtain information on different learning activities.
- K9 Why it is important for individuals to have a written personal development plan and what it should contain (for example, identified learning needs, learning activities to be undertaken and the learning objectives to be achieved, timescales and required resources).
- K10 How to set learning objectives which are SMART (Specific, Measurable, Agreed, Realistic and Time-bound).
- K11 What type of support individuals might need to undertake learning activities, the resources needed and the types of obstacles they may face and how they can be resolved.
- K12 How to evaluate whether learning activities have achieved their intended learning objectives.
- K13 The importance of regularly reviewing and updating personal development plans in the light of performance, any learning activities undertaken and any wider changes.
- K14 How to take account of equality legislation, any relevant codes of practice and general diversity and inclusion issues in providing learning

opportunities for colleagues.

K15 How to encourage people to take responsibility for their own learning and development, including personal reflection on their performance.

K16 Sources of specialist expertise in relation to identifying and providing learning for colleagues.

Industry/sector specific knowledge and understanding

You need to know and understand:

K17 Industry/sector requirements for the development or maintenance of knowledge, skills and competence.

K18 Learning issues and specific initiatives and arrangements that apply within the industry/sector.

K19 Working culture and practices of the industry/sector.

Context specific knowledge and understanding

You need to know and understand:

K20 Individuals in your team, their roles, responsibilities, competences and potential.

K21 Identified gaps in individuals' knowledge, skills and competence.

K22 Identified learning needs of individuals.

K23 Learning styles or combinations of styles preferred by individuals.

K24 Individuals' personal development plans.

K25 Learning activities and resources available in/to your organisation.

K26 Opportunities for individuals' career development in your organisation.

K27 Opportunities for applying developing competences in the workplace. K28

Support and supervision available to individuals within your organisation. K29

Sources of specialist expertise available in relation to identifying and providing learning and development opportunities for individuals.

K30 Your organisation's learning and personal and professional development policy and practices.

K31 Your organisation's policies in relation to equality and diversity.

K32 Your organisation's performance appraisal systems.

Behaviours

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

- 1 Seize opportunities presented by the diversity of people
- 2 Recognise changes in circumstances promptly and adjust plans and activities accordingly
- 3 Find practical ways to overcome obstacles
- 4 Show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 5 Support others to make effective use of their abilities
- 6 Recognise the achievements and success of others
- 7 Develop knowledge, understanding, skills and performance in a systematic way
- 8 Inspire others with the desire to learn
- 9 Show integrity, fairness and consistency in decision making
- 10 Say no to unreasonable requests
- 11 Address performance issues promptly and resolve them directly with the people involved
- 12 Clearly agree what is expected of others and hold them to account

Skills

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

- Coaching
- Communicating
- Decision-making
- Delegating
- Empathising
- Empowering
- Evaluating
- Inspiring
- Involving others
- Leading by example
- Mentoring
- Monitoring
- Motivating
- Persuading
- Planning
- Problem solving
- Providing feedback
- Questioning
- Reviewing
- Setting objectives
- Thinking strategically
- Valuing and supporting others

CFAM&LDC2

Support individuals' learning and development

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LDC2

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; support; learning & development

Overview

This standard is about helping individuals – either in your own team or from another work group – to develop and maintain their performance through mentoring.

Mentoring includes providing information and advice to individuals and facilitating their access to the people and resources they need in order to develop and progress.

This standard is relevant to managers and leaders who have a specific responsibility for mentoring individuals.

This standard links closely with all the other standards in key area *DC Develop and support individuals*.

Performance criteria

- You must be able to:*
- P1 Help individuals clarify what they require and expect from mentoring.
 - P2 Check that mentoring is appropriate to meet the individual's requirements and expectations.
 - P3 Ensure that individuals' mentoring requirements and expectations are in line with your organisation's objectives.
 - P4 Clarify your own expectations of the mentoring process.
 - P5 Establish with individuals the information and advice they require and the people and resources they need to access.
 - P6 Establish with individuals
 - P6.1 the mentoring you will provide
 - P6.2 the timescale
 - P6.3 the location, frequency and duration of meetings
 - P6.4 points at which progress will be reviewed
 - P6.5 how progress will be measured and assessed.
 - P7 Facilitate individuals' access to the information, people and resources they require for their development.
 - P8 Provide advice to individuals based on your own knowledge and experience and facilitate individuals' access to other sources of advice, if required.
 - P9 Encourage individuals to reflect on their progress and articulate their thoughts and feelings about it.
 - P10 Monitor individuals' progress and provide specific feedback designed to improve their performance.
 - P11 Agree with individuals when they no longer require mentoring.
 - P12 Encourage and empower individuals to take responsibility for developing and maintaining their own self-awareness, performance and impact.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to establish a mentoring contract with individuals and what the contract should cover.
- K2 How to facilitate individuals' access to the information, people and resources they require.
- K3 The importance of individuals reflecting on their progress and how to help them do this.
- K4 The importance of monitoring individuals' progress and how to do this.
- K5 How to give individuals specific feedback designed to improve their performance.
- K6 The importance of recognising when individuals have achieved their development objectives.
- K7 How to empower individuals to take responsibility for their own development.

Industry/sector specific knowledge and understanding

You need to know and understand:

- K8 Industry/sector requirements for supporting individuals to improve their performance.

Context specific knowledge and understanding

You need to know and understand:

- K9 Individuals in your area of work, their roles, responsibilities, competences and potential.
- K10 Your organisation's objectives.
- K11 Sources of information, resources and advice in your organisation.
- K12 Your organisation's policies and practices in relation to mentoring.

Behaviours

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

- 1 Seek opportunities to improve performance
- 2 Find practical ways to overcome obstacles
- 3 Present information clearly, concisely, accurately and in ways that promote understanding
- 4 Keep people informed of plans and developments in a timely way
- 5 Show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 6 Support others to make effective use of their abilities
- 7 Give feedback to others to help them maintain and improve their performance
- 8 Recognise the achievements and success of others
- 9 Inspire others with the desire to learn
- 10 Make appropriate information and knowledge available promptly to those who need it and have a right to it
- 11 Introduce people and organisations with common interests to each other
- 12 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation

Skills

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

- Communicating
- Empathising
- Empowering
- Evaluating
- Influencing
- Information management
- Inspiring
- Leading by example
- Learning
- Mentoring
- Monitoring
- Motivating
- Networking
- Planning
- Presenting information
- Problem solving
- Providing feedback
- Questioning
- Reflecting
- Reviewing
- Valuing and supporting others

CFAM&LDC3 Mentor individuals

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LDC3

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; mentoring

Overview

This standard is about helping individuals – either in your own team or from another work group – to develop and maintain their performance through coaching.

Coaching involves helping individuals improve their performance by:

- identifying their strengths and how they can use these most effectively, and
- analysing areas of their work where they are less than fully effective and identifying, developing, testing and refining new skills and alternative behaviours.

This standard is relevant to managers and leaders who have a specific responsibility for coaching individuals.

This standard links closely with all the other standards in key area *DC Develop and support individuals*.

Performance criteria

- You must be able to:*
- P1 Help individuals identify and prioritise their needs for coaching.
 - P2 Ensure that individuals' coaching requirements are in line with your organisation's objectives.
 - P3 Establish with individuals
 - P3.1 the specific area(s) in which they want to develop their performance
 - P3.2 their current standard of performance
 - P3.3 the standard of performance they wish to achieve
 - P3.4 why they want to develop their performance
 - P3.5 the support they can expect from you, and the commitment you expect from them.
 - P4 Establish with individuals
 - P4.1 the coaching you will provide
 - P4.2 the timescale
 - P4.3 the location, frequency and duration of meetings
 - P4.4 points at which progress will be reviewed
 - P4.5 how progress will be measured and assessed.
 - P5 Explore with individuals the skills they need to develop and the behaviours they need to change in order to meet the desired standard of performance.
 - P6 Explore with individuals obstacles which could hinder their progress and how to remove these obstacles.
 - P7 Plan with individuals how they can develop new skills and behaviours in a logical step-by-step sequence.
 - P8 Provide opportunities for individuals to develop new skills and experiment with alternative behaviours with confidence.
 - P9 Encourage individuals to identify and seize opportunities to apply their newly-developed skills and behaviours to their work.
 - P10 Explore with individuals any risks involved in applying their newly-developed skills and behaviours to their work and help them plan how to reduce these risks to levels acceptable to them and the organisation.

M&LDC4

Coach individuals

- P11 Encourage individuals to reflect on their progress and clarify their thoughts and feelings about it.
- P12 Monitor the individuals' progress in a systematic way.
- P13 Provide specific feedback designed to improve individuals' skills, reinforce effective behaviours and enhance their motivation to achieve the desired standard of performance.
- P14 Agree with individuals when they have achieved the desired standard of performance, or when they no longer require coaching.
- P15 Encourage and empower individuals to take responsibility for developing and maintaining their own self-awareness, performance and impact

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 Relevant coaching models, tools and techniques, and how to apply these.
- K2 The skills effective coaches require, and how to apply these skills.
- K3 How to establish a coaching contract with individuals and what the contract should cover.
- K4 How to help individuals identify the skills they need to develop and the behaviours they need to change.
- K5 How to help individuals identify and remove obstacles that could hinder their progress.
- K6 How to help individuals prepare a plan to develop their skills and/or adapt their behaviours.
- K7 How to help individuals try out new skills and behaviours in safe environments.
- K8 How to help individuals identify and seize opportunities to apply their newly-developed skills and behaviours to their work.
- K9 How to help individuals assess and manage risks associated with new skills and behaviours.
- K10 The importance of individuals reflecting on their progress and how to help them do this.
- K11 The importance of monitoring individuals' progress in developing new skills and behaviours and how to do this.
- K12 How to give individuals specific feedback designed to improve their skills, reinforce effective behaviours and enhance their motivation.
- K13 The importance of recognising when individuals have achieved their development objectives.
- K14 How to empower individuals to take responsibility for their own development.

Industry/sector specific knowledge and understanding

You need to know and understand:

- K15 Industry/sector requirements for supporting individuals to improve their performance.

You need to know and understand:

Context specific knowledge and understanding

- K16 Individuals in your area of work, their roles, responsibilities, competences and potential.
- K17 Your organisation's objectives.
- K18 Sources of information, resources and advice in your organisation.
- K19 Your organisation's policies and practices in relation to coaching

Behaviours

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

- 1 Seek opportunities to improve performance
- 2 Find practical ways to overcome obstacles
- 3 Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding
- 4 Show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 5 Support others to make effective use of their abilities
- 6 Give feedback to others to help them maintain and improve their performance
- 7 Recognise the achievements and success of others
- 8 Inspire others with the desire to learn
- 9 Address performance issues promptly and resolve them directly with the people involved
- 10 Check individuals' commitment to their roles and responsibilities
- 11 Communicate clearly the value and benefits of a proposed course of action
- 12 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation

Skills

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

- Coaching
- Communicating
- Demonstrating
- Empathising
- Empowering
- Evaluating
- Influencing
- Information management
- Inspiring
- Leading by example
- Learning
- Monitoring
- Motivating
- Networking
- Obtaining feedback
- Planning
- Presenting information
- Problem solving
- Providing feedback
- Questioning
- Reflecting
- Reviewing
- Thinking systematically
- Valuing and supporting others

M&LDC4

Coach individuals

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LDC4

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; coach individuals

Overview

This standard is about helping individuals address problems affecting their performance. These may be work-related problems or problems arising from their personal circumstances.

This standard is relevant to managers and leaders who have people reporting to them.

This standard links closely with all the other standards in key area *DC Develop and support individuals* and also to *CFAM&LDB4 Manage people's performance at work* and *CFAM&LDA6 Initiate and follow disciplinary procedures*.

M&LDC5

Help individuals address problems affecting their performance

Performance criteria

- You must be able to:*
- P1 Give people opportunities to approach you with problems affecting their performance.
 - P2 Identify performance issues and bring these promptly to the attention of the individuals concerned.
 - P3 Discuss problems with individuals at a time and place appropriate to the type, seriousness and complexity of the problem.
 - P4 Check that individuals understand the level of seriousness of the problem and the likely consequences if it is not resolved effectively.
 - P5 Gather and check information to accurately identify the problem and its cause.
 - P6 Discuss the range of alternative courses of action and agree with individuals timely and effective ways of dealing with the problem.
 - P7 Refer individuals to support services or specialists, where necessary.
 - P8 Keep confidential records of your discussions with individuals about problems affecting their performance.
 - P9 Ensure your actions are in line with your organisation's policies.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 The importance in giving people opportunities to approach you with problems affecting their performance.
- K2 How to encourage individuals to approach you with problems affecting their performance.
- K3 The importance of identifying performance issues and bringing these promptly to the attention of the individuals concerned.
- K4 The importance of discussing problems with individuals at a time and place appropriate to the type, seriousness and complexity of the problem.
- K5 How to gather and check the information you need to identify the problem and its cause.
- K6 The importance of identifying the problem accurately.
- K7 The range of alternative courses of action to deal with the problem.
- K8 The importance of discussing and agreeing with the individual a timely and effective way of dealing with the problem.
- K9 How to recognise obstacles to individuals' performance and help them overcome these.
- K10 When to refer individuals to support services or specialists.
- K11 The importance of keeping a confidential record of your discussions with individuals about problems affecting their performance, and how to do so.
- K12 The importance of ensuring your actions are in line with your organisation's policies for managing people and their performance.

Industry/sector specific knowledge and understanding

You need to know and understand:

- K13 Industry/sector requirements for helping individuals address problems affecting their performance.

M&LDC5

Help individuals address problems affecting their performance

You need to know and understand:

Context specific knowledge and understanding

- K14 The types of problems that individuals in your area of responsibility may encounter which can affect their performance.
- K15 Your role, responsibilities and limits of authority when dealing with individuals' problems.
- K16 The range of support services or specialists that exist inside and outside your organisation.
- K17 Your organisation's policies for managing people and their performance.

M&LDC5

Help individuals address problems affecting their performance

Behaviours

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

- 1 Find practical ways to overcome obstacles
- 2 Show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 3 Make time available to support others
- 4 Give feedback to others to help them maintain and improve their performance
- 5 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 6 Show integrity, fairness and consistency in decision-making
- 7 Address performance issues promptly and resolve them directly with the people involved
- 8 Protect the confidentiality and security of information
- 9 Check the accuracy and validity of information
- 10 Identify the implications or consequences of a situation
- 11 Take timely decisions that are realistic for the situation
- 12 Take and implement difficult and/or unpopular decisions, where necessary

M&LDC5

Help individuals address problems affecting their performance

Skills

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

- Acting assertively
- Communicating
- Consulting
- Decision-making
- Empathising
- Information management
- Managing conflict
- Monitoring
- Problem solving
- Providing feedback
- Reviewing
- Setting objectives
- Team building
- Valuing and supporting others

M&LDC5

Help individuals address problems affecting their performance

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LDC5

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; problem affecting performance

Overview

This standard is about developing and sustaining productive working relationships with colleagues within your own organisation.

This standard is relevant to managers and leaders who work with colleagues in their own organisation but not with external stakeholders.

This standard links closely with all the other standards in key area *DD Build and sustain relationships* and also with *CFAM&LAA3 Develop and maintain your professional networks*.

**Performance
criteria**

- You must be able to:*
- P1 Establish working relationships with relevant colleagues within your organisation.
 - P2 Recognise and respect the roles, responsibilities, interests and concerns of colleagues.
 - P3 Seek to create a climate of trust and mutual respect, particularly where you have no authority, or shared authority, over those you are working with.
 - P4 Seek to understand difficult situations and issues from colleagues' perspectives and provide support, where necessary, to move things forward.
 - P5 Provide colleagues with appropriate information to enable them to perform effectively.
 - P6 Consult colleagues in relation to key decisions and activities and take account of their views.
 - P7 Fulfil agreements made with colleagues and let them know.
 - P8 Advise colleagues promptly of any difficulties or where it will be impossible to fulfil agreements.
 - P9 Identify and resolve conflicts of interest and disagreements with colleagues in ways that minimise damage to work activities and to the individuals involved.
 - P10 Monitor and review the effectiveness of working relationships with colleagues in order to identify areas for improvement.
 - P11 Seek and provide feedback in order to improve your own and your colleagues' performance.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 The benefits of developing productive working relationships with colleagues.
- K2 Principles of effective communication and how to apply them in order to communicate effectively with colleagues.
- K3 Why it is important to recognise and respect the roles, responsibilities, interests and concerns of colleagues.
- K4 The importance of creating a climate of trust and mutual respect where you have no authority, or shared authority, over those you are working with.
- K5 The importance of understanding difficult situations and issues from other perspectives and providing support, where necessary, to move things forward.
- K6 How to identify and meet the information needs of colleagues.
- K7 What information it is appropriate to provide to colleagues and the factors that need to be taken into consideration.
- K8 How to consult with colleagues in relation to key decisions and activities.
- K9 The importance of taking account, and being seen to take account, of the views of colleagues.
- K10 Why communication with colleagues on fulfilment of agreements or any problems affecting or preventing fulfilment is important.
- K11 How to identify conflicts of interest with colleagues and the techniques that can be used to manage or remove them.
- K12 How to identify disagreements with colleagues and the techniques for sorting them out.
- K13 The damage that conflicts of interest and disagreements with colleagues can cause to individuals and organisations.
- K14 How to monitor and review the effectiveness of working relationships with colleagues.
- K15 How to get and make effective use of feedback from colleagues.
- K16 How to provide colleagues with feedback designed to improve their performance.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K17 Sector-specific legislation, regulations, guidelines and codes of practice.
- K18 Standards of behaviour and performance in your industry or sector.
- K19 The culture of your industry or sector.

You need to know and understand:

Context specific knowledge and understanding

- K20 The vision, values, objectives, plans, structure and culture of your organisation.
- K21 Relevant colleagues, their work roles and responsibilities.
- K22 Agreements with colleagues.
- K23 The identified information needs of colleagues.
- K24 Mechanisms for consulting with colleagues on key decisions and activities.
- K25 Your organisation's planning and decision-making processes.
- K26 Mechanisms for communicating with colleagues.
- K27 Power, influence and politics within your organisation.
- K28 Standards of behaviour and performance that are expected in your organisation.
- K29 Mechanisms in place for monitoring and reviewing the effectiveness of working relationships with colleagues.

Behaviours

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

- 1 Identify people's preferred ways of communicating
- 2 Use communication media and styles appropriate to different people and situations
- 3 Present information clearly, concisely, accurately and in ways that promote understanding
- 4 Keep people informed of plans and developments in a timely way
- 5 Show respect for the views and actions of others
- 6 Comply with and ensure others comply with legal requirements, industry regulations, organisational policies and professional codes
- 7 Seek to understand people's needs and motivations
- 8 Clarify your own and others' expectations of relationships
- 9 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation
- 10 Honour your commitments to others
- 11 Recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people's energy towards a common goal
- 12 Take account of the impact of your own actions on others

CFAM&LDD1

Develop and sustain productive working relationships with colleagues

Skills

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

- Communicating
- Empathising
- Information management
- Involving others
- Leading by example
- Managing conflict
- Networking
- Obtaining feedback
- Prioritising
- Providing feedback
- Stress management
- Valuing and supporting others

CFAM&LDD1

Develop and sustain productive working relationships with colleagues

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LDD1

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; develop; sustain; productive working relationship

Overview

This standard is about developing and sustaining productive working relationships with stakeholders. These include colleagues within your own organisation, people within other organisations with which your organisation works and other external stakeholders.

This standard is relevant to managers and leaders who work with both internal and external stakeholders.

This standard links closely with all the other standards in key area *DD Build and sustain relationships* and also with *CFAM&LAA3 Develop and maintain your professional networks*.

**Performance
criteria**

- You must be able to:*
- P1 Identify external stakeholders and the nature of their interest in the activities and performance of your organisation.
 - P2 Establish working relationships with relevant internal and external stakeholders.
 - P3 Recognise and respect the roles, responsibilities, interests and concerns of stakeholders and, particularly in situations of matrix management, their managers' requirements.
 - P4 Seek to create a climate of trust and mutual respect, particularly where you have no authority, or shared authority, over those you are working with.
 - P5 Seek to understand difficult situations and issues from stakeholders' perspectives and provide support, where necessary, to move things forward.
 - P6 Provide stakeholders with appropriate information to enable them to perform effectively.
 - P7 Consult stakeholders in relation to key decisions and activities and take account of their views, including their priorities, expectations and attitudes to potential risks.
 - P8 Fulfil agreements made with stakeholders and let them know.
 - P9 Advise stakeholders promptly of any difficulties or where it will be impossible to fulfil agreements.
 - P10 Identify and resolve conflicts of interest and disagreements with stakeholders in ways that minimise damage to work and activities and to the stakeholders involved.
 - P11 Monitor and review the effectiveness of working relationships with stakeholders in order to identify areas for improvement.
 - P12 Seek and provide feedback in order to improve your own and stakeholders' performance.
 - P13 Monitor wider developments in order to identify issues of potential interest or concern to stakeholders in the future and to identify new stakeholders.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 The benefits of developing productive working relationships with stakeholders.
- K2 Different types of stakeholder and key principles which underpin the 'stakeholder' concept.
- K3 How to identify your organisation's stakeholders, including background information and the nature of their interest in your organisation.
- K4 Principles of effective communication and how to apply them in order to communicate effectively with stakeholders.
- K5 Why it is important to recognise and respect the roles, responsibilities, interests and concerns of stakeholders.
- K6 The importance of creating a climate of trust and mutual respect where you have no authority, or shared authority, over those you are working with.
- K7 The importance of understanding difficult situations and issues from other perspectives and providing support, where necessary, to move things forward.
- K8 How to identify and meet the information needs of stakeholders.
- K9 What information it is appropriate to provide to stakeholders and the factors that need to be taken into consideration.
- K10 How to consult with stakeholders in relation to key decisions and activities.
- K11 The importance of taking account, and being seen to take account, of the views of stakeholders, particularly in relation to their priorities, expectations and attitudes to potential risks.
- K12 Why communication with stakeholders on fulfilment of agreements or any problems affecting or preventing fulfilment is important.
- K13 How to identify conflicts of interest with stakeholders and the techniques that can be used to manage or remove them.
- K14 How to identify disagreements with stakeholders and the techniques for sorting them out.
- K15 The damage that conflicts of interest and disagreements with

stakeholders can cause to individuals and organisations.

- K16 How to recognise and take account of political issues when dealing with stakeholders.
- K17 How to manage the expectations of stakeholders.
- K18 How to monitor and review the effectiveness of working relationships with stakeholders.
- K19 How to get and make effective use of feedback from stakeholders.
- K20 How to provide stakeholders with feedback designed to improve their performance.
- K21 The importance of monitoring wider developments in relation to stakeholders and how to do so effectively.

Industry/sector specific knowledge and understanding

You need to know and understand:

- K22 Current and emerging trends and developments in your industry or sector.
- K23 Sector-specific legislation, regulations, guidelines and codes of practice.
- K24 Standards of behaviour and performance in your industry or sector.
- K25 The culture of your industry or sector.

Context specific knowledge and understanding

You need to know and understand:

- K26 The vision, values, objectives, plans, structure and culture of your organisation.
- K27 Relevant stakeholders, their work roles and responsibilities.
- K28 Identified stakeholders, their background and interests in the activities and performance of the organisation.
- K29 Agreements with stakeholders.
- K30 The identified information needs of stakeholders.
- K31 Mechanisms for consulting with stakeholders on key decisions and activities.
- K32 Your organisation's planning and decision-making processes.
- K33 Mechanisms for communicating with stakeholders.
- K34 Power, influence and politics within your organisation.
- K35 Standards of behaviour and performance that are expected in your organisation.
- K36 Mechanisms in place for monitoring and reviewing the effectiveness of

working relationships with stakeholders.