

# Management and Leadership

MSC QCF Units of Assessment

Final NVQ Units

February 2010

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# A1 - Leadership and Management

<b>Title:</b>	Manage personal development
<b>Skills CFA Unit No.</b>	A1
<b>WBA Unit No.</b>	F/600/9469
<b>Level:</b>	3
<b>Credit value:</b>	4
<b>GLH</b>	20
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to identify performance requirements of own work role.	1.1 Outline work role performance requirements with those they report to.
2. Be able to measure and progress against objectives.	2.1 Identify ways that progress will be measured against own work objectives.
3. Be able to identify gaps in skills and knowledge in own performance.	3.1 Explain knowledge and skills required for own work role. 3.2 Identify opportunities and resources available for personal development. 3.3 Produce a development plan to address own needs and agree with line manager.
4. Be able to carry out and assess activities within own development plan.	4.1.1 Plan activities in own development plan that address identified needs. 4.2 Collect feedback from colleagues on the result of development activities on own performance. 4.3 Assess the success of activities carried out as part of own development plan.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners can identify and assess progress against performance requirements in own work role.
Unit expiry date	

Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC A1 Manage your own resources
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## A2 - Leadership and Management

<b>Title:</b>	Manage own professional development within an organisation
<b>Skills CFA Unit No.</b>	A2
<b>WBA Unit No.</b>	L/600/9586
<b>Level:</b>	3
<b>Credit value:</b>	4
<b>GLH</b>	20
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to assess own career goals and personal development.	1.1 Identify own career and personal goals. 1.2 Assess how own career goals affect work role and professional development.
2. Be able to set personal work objectives.	2.1 Agree SMART (Specific, Measurable, Achievable, Realistic and Time-bound) personal work objectives in line with organisational objectives.
3. Be able to produce a personal development plan.	3.1 Identify gaps between objectives set, own current knowledge and skills. 3.2 Produce a development plan.
4. Be able to implement and monitor own personal development plan.	4.1 Plan activities identified in own development plan. 4.2 Explain how to monitor and review own personal development plan.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit helps learners to produce, implement and review a personal professional development plan that supports development.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC A2 Manage your own resources and professional development
Details of the relationship between the unit and other standards or curricula (if	

appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared



## A3 - Leadership and Management

<b>Title:</b>	Develop, maintain and review personal networks
<b>Skills CFA Unit No.</b>	A3
<b>WBA Unit No.</b>	R/600/9587
<b>Level:</b>	4
<b>Credit value:</b>	4
<b>GLH</b>	25
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i><b>The learner will:</b></i>	<i><b>The learner can:</b></i>
1. Understand the benefits of networking and the need for data privacy.	1.1 Evaluate the benefits of networking with individuals and organisations. 1.2 Identify individuals and organisations that would provide benefits to own organisation and networks. 1.3 Explain the need for confidentiality with networking contacts.
2. Be able to develop a personal network of contacts.	2.1 Develop and maintain networks that will provide personal and organisational benefit. 2.2 Develop guidelines for working with networks in line with organisational procedures.
3. Be able to review networking relationships.	3.1 Assess the value own current personal network. 3.2 Evaluate own experience with existing contacts and use these to inform future actions.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit helps learners to develop, maintain and review networking relationships based on personal contacts.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC A3 Develop your personal networks
Details of the relationship between the unit	

and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## B1 - Leadership and Management

<b>Title:</b>	Develop and evaluate operational plans for own area of responsibility
<b>Skills CFA Unit No.</b>	B1
<b>WBA Unit No.</b>	Y/600/9588
<b>Level:</b>	5
<b>Credit value:</b>	6
<b>GLH</b>	25
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to align objectives of own area of responsibility with those of own organisation.	1.1 Identify operational objectives within own area of responsibility. 1.2 Analyse objectives of own area of responsibility in relation to those of own organisation.
2. Be able to implement operational plans in own area of responsibility.	2.1 Assess risks associated with operational plans and include contingency arrangements. 2.2 Identify support from relevant stakeholders. 2.3 Implement operational plan within own area of responsibility.
3. Be able to monitor and evaluate operational plans in own area of responsibility.	3.1 Monitor procedures within the operational plan. 3.2 Evaluate operational plans and implement any necessary actions.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit helps learners to develop, implement, monitor and review operational plans for own area of responsibility.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC B1 Develop and implement operational plans for your area of responsibility
Details of the relationship between the unit and other standards or curricula (if	

appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## B2 - Leadership and Management

<b>Title:</b>	Inform strategic decision-making
<b>Skills CFA Unit No.</b>	B2
<b>WBA Unit No.</b>	D/600/9592
<b>Level:</b>	6
<b>Credit value:</b>	7
<b>GLH</b>	40
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to understand an organisation's environment to inform strategic decision-making.	1.1 Identify information about an organisation's environment. 1.2 Analyse organisation to inform the strategic decision-making process.
2. Be able to evaluate the current strategic direction of an organisation.	2.1 Assess feedback from key stakeholders on the current strategic direction of an organisation.
3. Be able to use information to inform strategic decision-making.	3.1 Implement recommendations to inform strategic decision-making. 3.2 Communicate recommendations to all key stakeholders regarding the strategic decision-making process.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit helps learners to identify and evaluate information about an organisations environment and inform strategic decision-making.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC B2 Map the environment in which your organisation operates
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	

Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## B3 - Leadership and Management

<b>Title:</b>	Develop a strategic business plan	
<b>Skills CFA Unit No.</b>	B3	
<b>WBA Unit No.</b>	H/600/9593	
<b>Level:</b>	5	
<b>Credit value:</b>	8	
<b>GLH</b>	20	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i>The learner will:</i>	<i>The learner can:</i>	
1. Understand an organisation's vision & strategic direction.	1.1 Explain an organisation's strategic vision & direction.	
2. Be able to provide an organisation with a direction that is incorporated into the strategic business plan.	2.1 Consult with stakeholders to inform the development of a strategic business plan. 2.2 Identify objectives that are consistent with the direction of an organisation. 2.3 Develop a strategic business plan to support the direction of an organisation. 2.4 Analyse risks and develop contingency plans to mitigate identified risks. 2.5 Identify measures and methods for monitoring and evaluating the strategic business plan.	
3. Be able to gain stakeholder support for the strategic business plan.	3.1 Communicate the strategic plan to all key stakeholders. 3.2 Assess how to gain and retain support from key stakeholders for the strategic business plan.	
<b>Additional information about the unit</b>		
Unit aim(s)	This unit will ensure that learners are able to develop and gain support for a strategic business plan.	
Unit expiry date		

Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC B3 Develop a strategic business plan for your organisation
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared



## B4 - Leadership and Management

<b>Title:</b>	Put a strategic business plan into action	
<b>Skills CFA Unit No.</b>	B4	
<b>WBA Unit No.</b>	F/600/9598	
<b>Level:</b>	7	
<b>Credit value:</b>	8	
<b>GLH</b>	40	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i>The learner will:</i>	<i>The learner can:</i>	
1. Be able to promote a strategic business plan to colleagues and stakeholders.	1.1 Identify relevant colleagues and stakeholders who can contribute to the strategic business plan.  1.2 Explain how to provide support direction to colleagues and stakeholders.	
2. Be able to implement and monitor performance against a strategic business plan.	2.1 Implement the plan against identified performance measures.  2.2 Identify and analyse variations from agreed measures.  2.3 Assess changes that may affect the strategic business plan.	
3. Be able to ensure a strategic business plan remains current.	3.1 Implement necessary adjustments to the strategic business plan and/or resource.  3.2 Communicate any change to colleagues and stakeholders.	
4. Be able to evaluate the performance of a strategic business plan.	4.1 Analyse the performance of a strategic business plan.  4.2 Communicate performance outcomes to all relevant stakeholders.	
<b>Additional information about the unit</b>		
Unit aim(s)	This unit will ensure that learners are able to implement and evaluate a strategic business plan for an organisation.	
Unit expiry date		

Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC B4 Put the strategic business plan into action.
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## B5 - Leadership and Management

<b>Title:</b>	Set objectives and provide support for team members	
<b>Skills CFA Unit No.</b>	B5	
<b>WBA Unit No.</b>	M/600/9600	
<b>Level:</b>	3	
<b>Credit value:</b>	5	
<b>GLH</b>	35	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i>The learner will:</i>	<i>The learner can:</i>	
1. Be able to communicate a team's purpose and objectives to the team members.	1.1 Describe the purpose of a team. 1.2 Set team objectives with its members which are SMART (Specific, Measurable, Achievable, Realistic and Time-bound). 1.3 Communicate the team's purpose and objectives to its members.	
2. Be able to develop a plan with team members showing how team objectives will be met.	2.1 Discuss with team members how team objectives will be met. 2.2 Ensure team members to participate in the planning process and think creatively. 2.3 Develop plans to meet team objectives. 2.4 Set SMART personal work objectives with team members.	
3. Be able to support team members identifying opportunities and providing support.	3.1 Identify opportunities and difficulties faced by team members. 3.2 Discuss identified opportunities and difficulties with team members. 3.3 Provide advice and support to team members to overcome identified difficulties and challenges. 3.4 Provide advice and support to team members to make the most of identified opportunities.	
4. Be able to monitor and evaluate progress and recognise individual and team achievement.	4.1 Monitor and evaluate individual and team activities and progress. 4.2 Provide recognition when individual and	

	team objectives have been achieved.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit helps learners to set and support individuals and teams to achieve objectives.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC B5 Provide leadership for your team
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## B6 - Leadership and Management

<b>Title:</b>	Provide leadership and direction for own area of responsibility
<b>Skills CFA Unit No.</b>	B6
<b>WBA Unit No.</b>	T/600/9601
<b>Level:</b>	4
<b>Credit value:</b>	5
<b>GLH</b>	30
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to lead in own area of responsibility.	1.1 Identify own strengths and ability to lead in a leadership role. 1.2 Evaluate strengths within own area of responsibility.
2. Be able to provide direction and set objectives in own area of responsibility.	2.1 Outline direction for own area of responsibility. 2.2 Implement objectives with colleagues that align with those of the organisation.
3. Be able to communicate the direction for own area of responsibility and collect feedback to inform improvement.	3.1 Communicate the agreed direction to individuals within own area of responsibility. 3.2 Collect feedback to inform improvement.
4. Be able to assess own leadership performance.	4.1 Assess feedback on own leadership performance. 4.2 Evaluate own leadership performance.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit helps learners to provide leadership and direction for their area of responsibility.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC B6 Provide leadership in your area of responsibility
Details of the relationship between the unit and other standards or curricula (if appropriate)	

Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## B7 - Leadership and Management

<b>Title:</b>	Develop strategic direction and leadership
<b>Skills CFA Unit No.</b>	B7
<b>WBA Unit No.</b>	J/600/9604
<b>Level:</b>	7
<b>Credit value:</b>	10
<b>GLH</b>	40
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to develop own leadership.	1.1 Analyse own leadership style and use recognised leadership and management theories or models.  1.2 Develop a personal development plan based on analysis.
2. Be able to develop and communicate an organisational vision, purpose and set of values.	2.1 Develop an organisation's vision, values and purpose in consultation with stakeholders.  2.2 Communicate the organisational plan that supports the vision, values and purpose.
3. Be able to review own leadership performance.	3.1 Analyse feedback from relevant stakeholders on own leadership performance.  3.2 Implement change and review personal development plan.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners can develop and communicate and evaluate strategic direction across an organisation and develop their own leadership style.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC B7 Provide leadership for your organisation
Details of the relationship between the unit and other standards or curricula (if appropriate)	

Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared



## B8a - Leadership and Management

<b>Title:</b>	Establish policies and procedures
<b>Skills CFA Unit No.</b>	B8a
<b>WBA Unit No.</b>	R/600/9606
<b>Level:</b>	7
<b>Credit value:</b>	8
<b>GLH</b>	35
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i><b>The learner will:</b></i>	<i><b>The learner can:</b></i>
1. Understand the legal and regulatory requirements that impact upon own area of responsibility.	1.1 Examine the legal and regulatory requirements that impact upon own area of responsibility.  1.2 Analyse potential risks associated with relevant legal and regulatory requirements.
2. Understand the ethical and social requirements that impact upon own area of responsibility.	2.1 Examine the ethical and social requirements that impact upon own area of responsibility to others.  2.2 Analyse potential risks associated with relevant ethical and social requirements.
3. Be able to develop policies to meet legal, regulatory, ethical and social requirements for own area of responsibility.	3.1 Develop policies that meet legal, regulatory, ethical and social requirements.  3.2 Ensure procedures are aligned to developed policies.
4. Be able to communicate policies to stakeholders.	4.1 Communicate policies to stakeholders.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit helps learners to establish policies and procedures relating to legal, regulatory, ethical and social requirements, and to communicate these policies and procedures to relevant people.
Unit expiry date	

Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC B8 Ensure compliance with legal, regulatory, ethical and social requirements.
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## B8b - Leadership and Management

<b>Title:</b>	Ensure compliance with legal, regulatory, ethical and social requirements
<b>Skills CFA Unit No.</b>	B8b
<b>WBA Unit No.</b>	H/600/9609
<b>Level:</b>	4
<b>Credit value:</b>	5
<b>GLH</b>	25
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to monitor the operational compliance of procedures in meeting legal, regulatory, ethical and social requirements.	1.1 Monitor the operational compliance of procedures in meeting legal, regulatory, ethical and social requirements.
2. Be able to identify and make recommendations on areas of non-compliance with procedures for legal, regulatory, ethical and social requirements relating to own area of responsibility.	2.1 Identify areas of non-compliance with legal, regulatory, ethical and social procedures. 2.2 Examine reasons for non-compliance with procedures 2.3 Make recommendations for corrections to ensure compliance with procedures.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit helps learners to identify and correct failures in compliance with legal, regulatory, ethical and social requirements relating to their own areas of responsibility.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC B8 Ensure compliance with legal, regulatory, ethical and social requirements.
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	

Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## B9 - Leadership and Management

<b>Title:</b>	Support the culture of an organisation
<b>Skills CFA Unit No.</b>	B9
<b>WBA Unit No.</b>	M/600/9614
<b>Level:</b>	6
<b>Credit value:</b>	5
<b>GLH</b>	30
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Understand the concept of organisational culture.	1.1 Explain different definitions of organisational culture. 1.2 Evaluate internal and external factors that can influence organisational cultures.
2. Be able to agree values and objectives in support of an organisation's culture.	2.1 Analyse the culture and objectives of an organisation. 2.2 Communicate agreed values and objectives across an organisation. 2.3 Reflect on personal behaviours and actions that reinforce agreed values.
3. Be able to monitor objectives and their effectiveness.	3.1 Monitor the values and objective effectiveness against the business objectives and implement any necessary change.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit helps learners to understand organisational culture to ensure the achievement of business objectives.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC B9 Develop the culture of your organisation.
Details of the relationship between the unit and other standards or curricula (if appropriate)	

Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## B10a - Leadership and Management

<b>Title:</b>	Establish risk management processes in own area of responsibility
<b>Skills CFA Unit No.</b>	B10a
<b>WBA Unit No.</b>	n/a
<b>Level:</b>	5
<b>Credit value:</b>	6
<b>GLH</b>	n/a
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Understand risk management within own area of responsibility.	1.1 Explain the types of risk that can impact own area of responsibility. 1.2 Review the knowledge and awareness of risk management policy and procedures within an organisation.
2. Be able to establish a risk management process for an organisation.	2.1 Identify the risks that impact on an organisation. 2.2 Identify criteria to enable evaluation of the impact of identified risks. 2.3 Establish processes to manage risk within an organisation.
3. Be able to allocate resources to enable risk management activities to take place.	3.1 Plan resources across an organisation for risk management activity.
4. Be able to communicate risk management processes across an organisation.	4.1 Communicate risk management processes and policy across an organisation.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners can establish and communicate a risk management process within an organisation.
Unit expiry date	

Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC B10 Manage risk
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared



## B10b - Leadership and Management

<b>Title:</b>	Manage risk in own area of responsibility
<b>Skills CFA Unit No.</b>	B10b
<b>WBA Unit No.</b>	L/600/9619
<b>Level:</b>	4
<b>Credit value:</b>	4
<b>GLH</b>	25
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to undertake a risk evaluation for current and planned activities within own area of responsibility.	1.1 Identify potential risks in current and planned activities within own area of responsibility. 1.2 Assess the nature of identified risks and potential consequences. 1.3 Evaluate the probability of identified risks occurring.
2. Be able to minimise the impact and likelihood of potential risks occurring in own area of responsibility.	2.1 Identify ways and means of minimising the impact and likelihood of potential risks. 2.2 Allocate responsibility for risk management to relevant individuals within own area of responsibility.
3. Be able to communicate identified risks.	3.1 Provide information on identified risks to relevant stakeholders.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners can evaluate and manage risk in own area of responsibility, and communicate information on risks to relevant stakeholders.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC B10 Manage risk
Details of the relationship between the unit and other standards or curricula (if	

appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## B10c - Leadership and Management

<b>Title:</b>	Review risk management processes in own area of responsibility
<b>Skills CFA Unit No.</b>	B10c
<b>WBA Unit No.</b>	L/600/9622
<b>Level:</b>	4
<b>Credit value:</b>	3
<b>GLH</b>	20
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to monitor and evaluate risk management processes within own area of responsibility.	1.1 Identify information from own area of responsibility to review the risk management process.  1.2 Assess the effectiveness of the risk management process.
2. Be able to improve the risk management process.	2.1 Implement changes to the risk management process where potential improvements have been identified.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners are able to monitor, evaluate and improve risk management processes within own area of responsibility.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC B10 Manage risk
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre

Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## B11 - Leadership and Management

<b>Title:</b>	Manage or support equality of opportunity, diversity and inclusion in own area of responsibility
<b>Skills CFA Unit No.</b>	B11
<b>WBA Unit No.</b>	M/600/9628
<b>Level:</b>	3
<b>Credit value:</b>	4
<b>GLH</b>	20
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Understand own responsibilities under equality legislation, relevant codes of practice and own organisational policies.	1.1 Explain how equality of opportunity, diversity and inclusion relate to legal, industry requirements and organisational policies.  1.2 Describe how equality of opportunity, diversity and inclusion are considered in planning in own area of responsibility.
2. Be able to communicate an organisation's written equality, diversity and inclusion policy and procedures in own area of responsibility.	2.1 Outline an organisation's equality, diversity and inclusion policy and procedures.
3. Be able to monitor equality, diversity and inclusion within own area of responsibility.	3.1 Monitor how equality, diversity and inclusion activities in own area of responsibility are in line with own organisation.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit helps learners understand how to manage equality, diversity and inclusion in own area of responsibility.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC B11 Promote equality of opportunity, diversity and inclusion in your area of responsibility
Details of the relationship between the unit and other standards or curricula (if appropriate)	

Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## B12 - Leadership and Management

<b>Title:</b>	Promote equality of opportunity, diversity and inclusion across an organisation	
<b>Skills CFA Unit No.</b>	B12	
<b>WBA Unit No.</b>	T/600/9632	
<b>Level:</b>	5	
<b>Credit value:</b>	6	
<b>GLH</b>	30	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i>The learner will:</i>	<i>The learner can:</i>	
1. Be able to understand the benefits of an inclusive and diverse workforce.	1.1 Examine the benefits of an inclusive and diverse workforce.	
2. Be able to understand organisation's responsibilities under equality legislation and relevant codes of practice.	2.1 Explain how legislation, equality, diversity, inclusion and relevant codes of practice apply to own organisation.	
3. Be able to benchmark equality, diversity and inclusion.	3.1 Explain how to benchmark to equality, diversity and inclusion in own organisation.	
4. Be able to communicate equality, diversity and inclusion policy and procedures.	4.1 Communicate written equality, diversity and inclusion policy and procedures all relevant stakeholders.	
5. Be able to review effectiveness of equality, diversity and inclusion issues.	5.1 Analyse effectiveness of policy and procedures for equality, diversity and inclusion issues. 5.2 Implement any change to the policy and procedures.	
<b>Additional information about the unit</b>		
Unit aim(s)	This unit helps learners to promote and implement any change to equality, diversity and inclusion policies and procedures in own organisation	
Unit expiry date		

Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC B12 Promote equality of opportunity, diversity and inclusion in your organisation
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared



## C1 - Leadership and Management

<b>Title:</b>	Support team members in identifying, developing and implementing new ideas
<b>Skills CFA Unit No.</b>	C1
<b>WBA Unit No.</b>	L/600/9636
<b>Level:</b>	3
<b>Credit value:</b>	4
<b>GLH</b>	20
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to develop team ideas and develop the creativity of team members.	1.1 Encourage team members to identify ideas. 1.2 Record team members' ideas.
2. Be able to assess the viability of team members' ideas.	2.1 Assess with team members the potential benefits and risks associated with an idea, and the resources required.
3. Be able to support team members to implement ideas.	3.1 Explain how to support team members in submitting formal proposals for approval. 3.2 Explain to team members how to identify and overcome barriers to implementing an idea.
4. Be able to implement team ideas.	4.1 Monitor the implementation of ideas by own team. 4.2 Communicate the progress of implementation to relevant others own organisation.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit helps learners to support team members in identifying, developing and implementing new ideas. It also helps learners to provide recognition for innovation.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC C1 Encourage innovation in your team

Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## C3 - Leadership and Management

<b>Title:</b>	Lead innovation within an organisation
<b>Skills CFA Unit No.</b>	C3
<b>WBA Unit No.</b>	D/600/9642
<b>Level:</b>	6
<b>Credit value:</b>	10
<b>GLH</b>	40
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i><b>The learner will:</b></i>	<i><b>The learner can:</b></i>
1. Be able to analyse an organisation's current approach to innovation practice.	1.1 Analyse and review the approaches to innovation employed by an organisation. 1.2 Evaluate organisational approaches to innovation.
2. Be able to design an innovation process for an organisation and demonstrate its implications for long-term success.	2.1 Identify and pursue opportunities for the own organisation. 2.2 Design an innovation process which fits with own organisation. 2.3 Communicate the implications of the innovation process for long-term success for own organisation.
3. Be able to support others in implementing innovative ideas.	3.1 Support others in ensuring that innovative ideas are fed into the operational process. 3.2 Assess resourcing agreed ideas. 3.3 Support others in implementing agreed ideas.
4. Be able to review and improve the performance of the innovation process.	4.1 Evaluate feedback from all stakeholders to improve the innovation process.
5. Be able to provide recognition for the innovative success.	5.1 Explain how to recognise achievements that are successfully implemented.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit helps learners to lead, develop and promote innovation within an organisation.

Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC C3 Encourage innovation in your organisation
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## C4 - Leadership and Management

<b>Title:</b>	Lead change in an organisation
<b>Skills CFA Unit No.</b>	C4
<b>WBA Unit No.</b>	L/600/9653
<b>Level:</b>	7
<b>Credit value:</b>	9
<b>GLH</b>	35
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to lead change.	1.1 Identify alternative models for change management. 1.2 Critically evaluate models to bring an identified change in an organisation. 1.3 Explain how to bring change in own organisation.
2. Be able to promote organisational reasons for change.	2.1 Review the benefits against the business objectives. 2.2 Communicate the change strategy with all stakeholders.
3. Be able to gain support for change.	3.1 Explain how to Influence stakeholders and gain agreement for change. 3.2 Implement appropriate mechanisms for consultation.
4. Be able to support people through the change process.	4.1 Provide support and guidance to those planning and implementing change. 4.2 Communicate progress to stakeholders involved in the change progress. 4.3 Identify achievements associated with change across an organisation.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners are able to lead organisational change. The unit will also ensure learners are able to support others through change.

Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC C4 Lead change
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## C5 - Leadership and Management

<b>Title:</b>	Plan change in own area of responsibility	
<b>Skills CFA Unit No.</b>	C5	
<b>WBA Unit No.</b>	R/600/9654	
<b>Level:</b>	5	
<b>Credit value:</b>	6	
<b>GLH</b>	30	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i>The learner will:</i>	<i>The learner can:</i>	
1. Understand how to plan change.	1.1 Analyse, compare and evaluate tools and techniques for planning change.	
2. Be able to develop plans for change in own area of responsibility.	2.1 Identify and explain the change required. 2.2 Develop a plan to effect the required change. 2.3 Assess development requirements needed to ensure the success of the planned change. 2.4 Evaluate the risks and benefits associated with the plan and consider contingency arrangements based on identified risks.	
3. Be able to develop systems for monitoring and assessing progress.	3.1 Determine appropriate systems to monitor and assess the progress of change.	
4. Be able to evaluate barriers and determine ways to overcome resistance to planned change.	4.1 Evaluate barriers that may hinder the planned change. 4.2 Determine ways to overcome resistance to planned change.	
5. Be able to develop a communication strategy to facilitate the process for change.	5.1 Evaluate a range of communication methods to support the process of change. 5.2 Develop a communication strategy to facilitate the process for change and review with feedback to continue the process for change.	
<b>Additional information about the unit</b>		
Unit aim(s)	This unit helps learners to develop a communications strategy and plan for change	

	within their area of responsibility.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC C5 Plan change
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared



## C6 - Leadership and Management

<b>Title:</b>	Implement change in own area of responsibility
<b>Skills CFA Unit No.</b>	C6
<b>WBA Unit No.</b>	M/600/9659
<b>Level:</b>	4
<b>Credit value:</b>	6
<b>GLH</b>	25
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Understand how to implement change in own area of responsibility.	1.1 Explain the main models and methods for managing change.
2. Be able to involve and support others through the change process.	2.1 Communicate the benefits of and reasons for change and how they relate to business objectives. 2.2 Implement and agree a plan to support change.
3. Be able to implement and monitor a plan for change in own area of responsibility.	3.1 Apply SMART (Specific, Measurable, Achievable, Realistic and Time-bound) objectives with individuals and teams to plan for change. 3.2 Assess opportunities and barriers to change. 3.3 Review action plans and activities according to identified opportunities and barriers to change.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit helps learners to implement and evaluate a plan for change in their area of responsibility.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC C6 Implement change

Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## D1 - Leadership and Management

<b>Title:</b>	Develop working relationships with colleagues	
<b>Skills CFA Unit No.</b>	D1	
<b>WBA Unit No.</b>	H/600/9660	
<b>Level:</b>	2	
<b>Credit value:</b>	3	
<b>GLH</b>	15	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i>The learner will:</i>	<i>The learner can:</i>	
1. Understand the benefits of working with colleagues.	1.1 Describe the benefits of productive working relationships.	
2. Be able to establish working relationships with colleagues.	2.1 Identify colleagues within own and other organisations. 2.2 Agree the roles and responsibilities for colleagues.	
3. Be able to act in a professional and respectful manner when working with colleagues.	3.1 Explain how to display behaviour that shows professionalism.	
4. Be able to communicate with colleagues.	4.1 Identify, information to others clearly and concisely. 4.2 Explain how to receive and clarify own understanding of information.	
5. Be able to identify potential work-related difficulties and explore solutions.	5.1 Identify potential work-related difficulties and conflicts of interest. 5.2 Explain how to resolve identified potential difficulties.	
<b>Additional information about the unit</b>		
Unit aim(s)	This unit will help learners to establish and develop effective working relationships with colleagues.	
Unit expiry date		

Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC D1 Develop productive working relationships with colleagues
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## D2a - Leadership and Management

<b>Title:</b>	Develop working relationships with colleagues and stakeholders	
<b>Skills CFA Unit No.</b>	D2a	
<b>WBA Unit No.</b>	K/600/9661	
<b>Level:</b>	4	
<b>Credit value:</b>	4	
<b>GLH</b>	20	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i>The learner will:</i>	<i>The learner can:</i>	
1. Know how to identify stakeholders and their relevance to an organisation.	1.1 Identify an organisation's stakeholders. 1.2 Evaluate the roles, responsibilities, interests and concerns of stakeholders. 1.3 Assess the importance of identified stakeholders.	
2. Understand how to establish working relationships with colleagues and stakeholders.	2.1 Clarify how to agree a common sense of purpose with colleagues and stakeholders. 2.2 Summarise how to create an environment of trust and mutual respect with colleagues and stakeholders.	
3. Be able to create an environment of trust and mutual respect with colleagues and stakeholders.	3.1 Review and revise the needs and motivations of colleagues and stakeholders. 3.2 Demonstrate interaction with colleagues and stakeholders that allows respect for the views and actions of others.	
<b>Additional information about the unit</b>		
Unit aim(s)	This unit will help learners to develop effective working relationships with colleagues and stakeholders.	
Unit expiry date		

Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC D2 Develop productive working relationships with colleagues and stakeholders
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## D2b - Leadership and Management

<b>Title:</b>	Work productively with colleagues and stakeholders	
<b>Skills CFA Unit No.</b>	D2b	
<b>WBA Unit No.</b>	M/600/9662	
<b>Level:</b>	5	
<b>Credit value:</b>	4	
<b>GLH</b>	30	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i>The learner will:</i>	<i>The learner can:</i>	
1. Be able to provide colleagues and stakeholders with information.	1.1 Identify information to be communicated to selected colleagues and stakeholders. 1.2 Adapt and present appropriate information in ways that promote understanding to colleagues or stakeholders.	
2. Be able to consult with colleagues and stakeholders in relation to decisions or activities.	2.1 Communicate with colleagues and stakeholders regarding any decisions or activities.	
3. Understand the importance of fulfilling agreements and honouring commitments made to colleagues and stakeholders.	3.1 Examine the benefits of ensuring agreements made with colleagues and stakeholders are fulfilled. 3.2 Examine the negative impact on individuals and organisations of not fulfilling agreements made with colleagues and stakeholders.	
4. Understand how to manage potential conflicts of interest.	4.1 Explain how to identify and manage potential conflicts of interest.	
5. Understand how to be able to monitor working relationships.	5.1 Explain the importance of monitoring changes in the working environment in relation to colleagues and stakeholders. 5.2 Explain how to monitor change in the working environment.	
6. Be able to review and improve the effectiveness of working relationships.	6.1 Analyse feedback on working relationships from colleagues and stakeholders. 6.2 Evaluate working relationships with colleagues and stakeholders in terms of continued use and effectiveness.	

	6.3 Identify and implement improvements to working relationships.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will help learners to maintain, monitor, review and improve working relationships with colleagues and stakeholders.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC D2 Develop productive working relationships with colleagues and stakeholders
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared



## D3a - Leadership and Management

<b>Title:</b>	Recruit staff in own area of responsibility
<b>Skills CFA Unit No.</b>	D3a
<b>WBA Unit No.</b>	T/600/9663
<b>Level:</b>	5
<b>Credit value:</b>	4
<b>GLH</b>	25
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to review human resource requirements to meet business objectives in own area of responsibility.	1.1 Examine the human resources required to meet objectives in own area of responsibility. 1.2 Identify gaps between current and required human resources to meet objectives. 1.3 Assess the options for human resource requirements to meet objectives.
2. Understand the importance of ensuring that recruitment and selection processes meet legal, regulatory, ethical and social requirements.	2.1 Explain how to ensure recruitment and selection processes are fair. 2.2 Explain how to ensure that legal requirements, industry regulations, organisational policies and professional codes are met. 2.3 Explain when to seek specialist expertise throughout the recruitment process.
3. Be able to participate in the recruitment and selection process.	3.1 Consult with relevant others to produce or update job descriptions. 3.2. Agree with colleagues the stages in the recruitment and selection process for identified vacancies. 3.3 Identify the methods and criteria that will be used in the recruitment and selection process.
4. Be able to evaluate the recruitment and selection process and identify improvements for the future.	4.1 Assess and select candidates using agreed methods and criteria. 4.2 Evaluate the recruitment and selection methods and criteria used in own area of responsibility. 4.3 Identify ways of improving future

	recruitment and selection.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit helps learners to contribute to the recruitment, selection and induction of staff and evaluate the processes used.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC D3 Recruit, select and keep colleagues
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## D3b - Leadership and Management

<b>Title:</b>	Examine staff turnover issues in own area of responsibility
<b>Skills CFA Unit No.</b>	D3b
<b>WBA Unit No.</b>	A/600/9664
<b>Level:</b>	5
<b>Credit value:</b>	4
<b>GLH</b>	25
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to examine the reasons for, and impact of, staff turnover whilst maintaining confidentiality in own area of responsibility.	1.1 Identify information about staff turnover. 1.2 Examine the reasons for staff turnover in own area of responsibility. 1.3 Analyse the impact of staff turnover on business objectives in own area of responsibility maintaining confidentiality.
2. Be able to compare staff turnover rates across organisations.	2.1 Examine staff turnover rate with similar organisations. 2.2 Assess staff turnover in own organisation against other organisations.
3. Understand how to turn unexpected staffing turnover into opportunities rather than threats.	3.1 Analyse unexpected staffing turnover and use research tools or techniques as appropriate.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit helps learners who are facing high staff turnover to examine the reasons and potential solutions to this.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC D3 Recruit, select and keep colleagues
Details of the relationship between the unit and other standards or curricula (if appropriate)	

Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## D4 - Leadership and Management

<b>Title:</b>	Plan an organisation's workforce	
<b>Skills CFA Unit No.</b>	D4	
<b>WBA Unit No.</b>	J/600/9666	
<b>Level:</b>	7	
<b>Credit value:</b>	9	
<b>GLH</b>	35	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i>The learner will:</i>	<i>The learner can:</i>	
1. Be able to identify workforce requirements for an organisation.	1.1 Identify specialist expertise that may be useful in workforce planning. 1.2 Analyse key issues that are likely to impact on workforce requirements. 1.3 Evaluate an organisation's strategic objectives and plans to inform workforce planning.	
2. Be able to review the current workforce of an organisation against identified requirements.	2.1 Identify and assess any gaps between the current workforce capacity and the identified workforce requirements.	
3. Be able to plan how an organisation's workforce requirements will be met.	3.1 Develop and implement a plan that meet an organisation's long-, medium- and short-term workforce requirements. 3.2 Ensure that resources needed to recruit, keep and redeploy people are made available.	
4. Be able to communicate workforce plans to relevant individuals.	4.1 Communicate workforce plan to all relevant individuals in own organisation.	
<b>Additional information about the unit</b>		
Unit aim(s)	This unit will ensure that learners are able to identify workforce requirements and develop plans to fulfil such requirements.	
Unit expiry date		

Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC D4 Plan the workforce
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## D5 - Leadership and Management

<b>Title:</b>	Plan, allocate and monitor work of a team	
<b>Skills CFA Unit No.</b>	D5	
<b>WBA Unit No.</b>	Y/600/9669	
<b>Level:</b>	3	
<b>Credit value:</b>	5	
<b>GLH</b>	25	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i>The learner will:</i>	<i>The learner can:</i>	
1. Be able to plan work for a team.	1.1 Agree team objectives with own manager. 1.2 Develop a plan for a team to meet agreed objectives, taking into account capacity and capabilities of the team.	
2. Be able to allocate work across a team.	2.1 Discuss team plans with a team. 2.2 Agree work allocation and SMART (Specific, Measurable, Achievable, Realistic and Time-bound) objectives with team members. 2.3 Agree standard of work required by team.	
3. Be able to manage team members to achieve team objectives.	3.1 Support all team members in order to achieve team objectives.	
4. Be able to monitor and evaluate the performance of team members.	4.1 Assess team members' work against agreed standards and objectives. 4.2 Identify and monitor conflict within a team. 4.3 Identify causes for team members not meeting team objectives.	
5. Be able to improve the performance of a team.	5.1 Identify ways of improving team performance. 5.2 Provide constructive feedback to team members to improve their performance. 5.3 Implement identified ways of improving team performance.	
<b>Additional information about the unit</b>		

Unit aim(s)	This unit helps learners to plan and allocate the work for a team, and support, monitor and improve team performance.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC D5 Allocate and check work in your team
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared



## D6 - Leadership and Management

<b>Title:</b>	Plan, allocate and monitor work in own area of responsibility	
<b>Skills CFA Unit No.</b>	D6	
<b>WBA Unit No.</b>	H/600/9674	
<b>Level:</b>	4	
<b>Credit value:</b>	5	
<b>GLH</b>	25	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i>The learner will:</i>	<i>The learner can:</i>	
1. Be able to produce a work plan for own area of responsibility.	1.1 Explain the context in which work is to be undertaken. 1.2 Identify the skills base and the resources available. 1.3 Examine priorities and success criteria needed for the team. 1.4 Produce a work plan for own area of responsibility.	
2. Be able to allocate and agree responsibilities with team members.	2.1 Identify team members' responsibilities for identified work activities. 2.2 Agree responsibilities and SMART (Specific, Measurable, Achievable, Realistic and Time-bound) objectives with team members.	
3. Be able to monitor the progress and quality of work in own area of responsibility and provide feedback.	3.1 Identify ways to monitor progress and quality of work. 3.2 Monitor and evaluate progress against agreed standards and provide feedback to team members.	
4. Be able to review and amend plans of work for own area of responsibility and communicate changes.	4.1 Review and amend work plan where changes are needed. 4.2 Communicate changes to team members.	
<b>Additional information about the unit</b>		

Unit aim(s)	This unit helps learners to plan, allocate and monitor work in own area of responsibility, and make any necessary changes to original work plans.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC D6 Allocate and monitor the progress and quality of work in your area of responsibility
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## D7 - Leadership and Management

<b>Title:</b>	Support learning and development within own area of responsibility
<b>Skills CFA Unit No.</b>	D7
<b>WBA Unit No.</b>	M/600/9676
<b>Level:</b>	4
<b>Credit value:</b>	5
<b>GLH</b>	25
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to identify the learning needs of colleagues in own area of responsibility.	1.1 Identify gaps between requirements of colleagues' current or future work roles and their existing knowledge, understanding and skills. 1.2 Prioritise learning needs of colleagues. 1.3 Produce personal development plans for colleagues in own area of responsibility.
2. Understand how to develop a learning environment in own area of responsibility.	2.1 Explain the benefits of continual learning and development. 2.2 Explain how learning opportunities can be provided for own area of responsibility.
3. Be able to support colleagues in learning and its application.	3.1 Identify information, advice and guidance to support learning. 3.2 Communicate to colleagues to take responsibility for their own learning. 3.3 Explain to colleagues how to gain access to learning resources. 3.4 Support colleagues to practise and reflect on what they have learned.
4. Be able to evaluate learning outcomes and future learning and development of colleagues.	4.1 Examine with each colleague, whether the learning activities undertaken have achieved the desired outcomes. 4.2 Support colleagues when updating their personal development plan.

Additional information about the unit	
Unit aim(s)	This unit helps learners to understand the importance of learning and to develop a learning environment within own area of responsibility.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC D7 Provide learning opportunities for colleagues
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## D8 - Leadership and Management

<b>Title:</b>	Address performance problems affecting team members	
<b>Skills CFA Unit No.</b>	D8	
<b>WBA Unit No.</b>	F/600/9679	
<b>Level:</b>	4	
<b>Credit value:</b>	3	
<b>GLH</b>	20	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i>The learner will:</i>	<i>The learner can:</i>	
1. Understand legal requirements, industry regulations, organisational policies and professional codes concerning performance.	1.1 Identify legal requirements, industry regulations, organisational policies and professional codes concerning performance.  1.2 Explain limits of own authority relating to performance problems.	
2. Be able to identify performance problems of team members.	2.1 Assess team member's performance against performance criteria.  2.2 Evaluate causes of identified performance problems.	
3. Be able to discuss performance problems with team members.	3.1 Identify performance problems to the attention of the team member concerned.  3.2 Explain an organisation's policies for managing performance problems to the team member concerned.  3.3 Develop a confidential record of discussions with team members about problems affecting their performance.	
4. Be able to set a course of action to deal with identified problems with team members.	4.1 Explain and discuss alternative courses of action with the team member concerned.  4.2 Identify the course of action with the team member concerned.  4.3 Review and revise confidential records of discussions with team members about problems affecting their performance.	
<b>Additional information about the unit</b>		

Unit aim(s)	This unit will ensure that learners are able to identify, discuss, resolve and record team members' performance problems.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC D8 Help team members address problems affecting their performance
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## D9 - Leadership and Management

<b>Title:</b>	Build, support and manage a team
<b>Skills CFA Unit No.</b>	D9
<b>WBA Unit No.</b>	F/600/9682
<b>Level:</b>	4
<b>Credit value:</b>	4
<b>GLH</b>	20
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i><b>The learner will:</b></i>	<i><b>The learner can:</b></i>
1. Understand the purpose and required attributes of a team and select those that match the team's requirements.	1.1 Explain the role of a team in the achievement of a specific project or activity. 1.2 Identify the attributes needed within the team to achieve its objectives. 1.3 Analyse the skills and knowledge of potential and current team members against the identified needs. 1.4 Identify individuals whose attributes most closely match the identified requirements.
2. Be able to induct team members and communicate their roles and responsibilities.	2.1 Communicate project aims and objectives to team members. 2.2 Explain how to introduce team members to each other and discuss each member's role and responsibilities.
3. Understand how to support team development.	3.1 Identify the stages of team development. 3.2 Explain how to resolve conflict between team members. 3.3 Describe methods of encouraging team members to share knowledge and skills to achieve project objectives. 3.4 Explain how to encourage open communication, trust and respect between team members.
4. Be able to manage team performance and understand how to disband a team.	4.1 Monitor and review the performance of a team against its purpose. 4.2 Communicate project developments and to

	<p>team members and support any change in roles or responsibilities.</p> <p>4.3 Communicate team and individual successes to the all team members.</p>
5. Understand how to disband team.	<p>5.1 Explain how to prepare team members for project conclusion.</p> <p>5.2 Describe how a team is disbanded.</p>
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners are able to develop and manage and disband a team through a project cycle.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC D9 Build and manage teams
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared



## D10 - Leadership and Management

<b>Title:</b>	Manage conflict in a team
<b>Skills CFA Unit No.</b>	D10
<b>WBA Unit No.</b>	R/600/9685
<b>Level:</b>	3
<b>Credit value:</b>	3
<b>GLH</b>	20
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to support team members' understanding of their role and position within a team.	1.1 Communicate to team members the standards of work and behaviour expected of them.  1.2 Explain how team members can work together and support each other.
2. Be able to take measures to minimise conflict within a team.	2.1 Identify issues with organisational structures, systems or procedures that are likely to give rise to conflict.  2.2 Identify potential conflict between team members.  2.3 Explain action required to avoid potential conflict and agree strategies for conflict resolution.
3. Be able to understand how to encourage team members to resolve their own conflicts.	3.1 Explain how team members can be encouraged to identify and resolve their own problems and conflicts.  3.2 Explain how respect can be developed and maintained between team members.
4. Be able to understand legal and organisational requirements concerning conflict.	4.1 Explain legal and organisational requirements concerning conflict in own team.  4.2 Explain how to maintain complete, accurate and confidential records of conflicts and their outcomes.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners understand how to identify potential and actual conflicts

	within a team and take action to resolve them.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC D10 Reduce and manage conflict in your team
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## D11 - Leadership and Management

<b>Title:</b>	Lead and manage meetings
<b>Skills CFA Unit No.</b>	D11
<b>WBA Unit No.</b>	Y/600/9686
<b>Level:</b>	3
<b>Credit value:</b>	4
<b>GLH</b>	20
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to prepare to lead a meeting.	1.1 Perform activities needed to be carried out in preparation for leading a meeting. 1.2 Produce documentation in support of activities.
2. Be able to manage meeting procedures.	2.1 Identify any formal procedures that apply in own organisation.
3. Be able to chair a meeting.	3.1 Manage the agenda in co-operation with participants to ensure meeting objectives are met. 3.2 Produce minutes of the meeting and allocate action points after discussions.
4. Be able to undertake post-meeting tasks.	4.1 Explain that the minutes of the meeting provide an accurate record of proceedings. 4.2 Communicate and follow up meeting outcomes to relevant individuals. 4.3 Evaluate whether the meeting's objectives were met and identify potential improvements.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners are able to prepare for, lead and follow up issues identified in meetings.
Unit expiry date	

Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC D11 Lead meetings
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## D12 - Leadership and Management

<b>Title:</b>	Participate in meetings	
<b>Skills CFA Unit No.</b>	D12	
<b>WBA Unit No.</b>	H/600/9688	
<b>Level:</b>	2	
<b>Credit value:</b>	2	
<b>GLH</b>	10	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i>The learner will:</i>	<i>The learner can:</i>	
1. Be able to prepare for a meeting.	1.1 Explain meeting objectives prior to the meeting. 1.2 Identify own role and prepare as necessary.	
2. Be able to participate in a meeting.	2.1 Contribute to meeting discussions using evidence to support own opinions. 2.2 Acknowledge other viewpoints presented at a meeting. 2.3 Seek clarification or confirmation of own understanding of outcomes.	
3. Be able to communicate information to relevant stakeholders.	3.1 Communicate information from the meeting to those who have an interest, in line with any organisational protocol.	
<b>Additional information about the unit</b>		
Unit aim(s)	This unit will ensure that learners are able to prepare for, take part in and communicate information arising from meetings.	
Unit expiry date		
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC D12 Participate in meetings	
Details of the relationship between the unit and other standards or curricula (if appropriate)		

Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## D13 - Leadership and Management

<b>Title:</b>	Support individuals to develop and take responsibility for their performance
<b>Skills CFA Unit No.</b>	D13
<b>WBA Unit No.</b>	D/600/9690
<b>Level:</b>	4
<b>Credit value:</b>	4
<b>GLH</b>	20
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to agree their performance development needs with an individual.	1.1 Explain the standards of performance required for current or future role with an individual. 1.2 Identify and agree the performance development needs for the individual.
2. Be able to understand how to help an individual create a development plan.	2.1 Identify options available to support an individual in meeting desired standards of performance. 2.2 Explain specific actions needed to achieve objectives. 2.3 Explain the process for an individual to create a development plan.
3. Be able to support an individual in implementing their development plan.	3.1 Describe the opportunities provided for an individual to improve performance. 3.2 Explain the outcome to an individual for improved performance.
4. Be able to evaluate an individual's progress against a development plan and provide feedback for continual performance improvement.	4.1 Monitor and evaluate an individual's progress against their development plan. 4.2 Implement feedback to make development plan revisions. 4.3 Explain how to encourage individuals to take responsibility for continuing their performance development.
<b>Additional information about the unit</b>	

Unit aim(s)	This unit will ensure that learners are able to support individuals in assessing and implementing a development plan. It also ensures learners are able to monitor an individual's progress and provide feedback.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC D13 Support individuals to develop and maintain their performance
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared



## D14 - Leadership and Management

<b>Title:</b>	Following disciplinary procedures	
<b>Skills CFA Unit No.</b>	D14	
<b>WBA Unit No.</b>	n/a	
<b>Level:</b>	4	
<b>Credit value:</b>	4	
<b>GLH</b>	n/a	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i>The learner will:</i>	<i>The learner can:</i>	
1. Be able to understand performance expectations of an organisation.	1.1 Explain an organisation's required standards of conduct and performance. 1.2 Explain an organisation's formal disciplinary procedure.	
2. Be able to identify and use communication methods to assess potential cases of misconduct or unsatisfactory performance.	2.1 Explain how to identify when an individual's performance falls below organisational standards. 2.2 Identify communication methods used to gather information on potential cases of misconduct or unsatisfactory performance.	
3. Be able to know how to informally with cases of minor misconduct or unsatisfactory performance.	3.1 Identify the differences between misconduct, gross misconduct and unsatisfactory performance, and how each should be handled. 3.2 Evaluate whether a case of misconduct or unsatisfactory performance can be dealt with informally. 3.3 Assess methods available to improve performance or behaviour. 3.4 Explain the importance of recording informal disciplinary proceedings.	
4. Be able to follow an organisation's formal disciplinary procedure.	4.1 Explain the importance of seeking advice and guidance from specialists prior to taking action. 4.2 Explain when to follow formal disciplinary procedures. 4.3 Assess the importance of communicating	

	disciplinary procedures to individuals. 4.4 Explain how to record and store information throughout the disciplinary process.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners understand how to follow disciplinary issues and inform individuals of expected performance.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC D14 Initiate and follow disciplinary procedure
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## D15 - Leadership and Management

<b>Title:</b>	Managing grievances	
<b>Skills CFA Unit No.</b>	D15	
<b>WBA Unit No.</b>	n/a	
<b>Level:</b>	4	
<b>Credit value:</b>	3	
<b>GLH</b>	n/a	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i>The learner will:</i>	<i>The learner can:</i>	
1. Understand how to prevent potential grievances.	1.1 Identify situations that are likely to lead to grievances in an organisation. 1.2 Explain how to prevent potential grievances.	
2. Understand an organisation's grievance policy and procedure and deal with concerns raised by individuals informally.	2.1 Explain an organisation's grievance policy and procedure. 2.2 Identify the circumstances where a concern may be dealt with informally. 2.3 Explain the methods used to deal informally with concerns.	
3. Understand how to follow grievance procedures.	3.1 Explain how to follow an organisation's written grievance procedure. 3.2 Explain the importance of communicating grievance procedures. 3.3 Identify how to seek advice and guidance from specialists or colleagues when dealing with grievances. 3.4 Explain how to record and store information throughout the grievance process.	
<b>Additional information about the unit</b>		
Unit aim(s)	This unit will ensure that learners can follow grievance procedures in their own organisation.	
Unit expiry date		

Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC D15 Initiate and follow grievance procedures.
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## D16 - Leadership and Management

<b>Title:</b>	Support the management of redundancies in own area of responsibility
<b>Skills CFA Unit No.</b>	D16
<b>WBA Unit No.</b>	M/600/9693
<b>Level:</b>	4
<b>Credit value:</b>	3
<b>GLH</b>	15
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Understand how to follow redundancy policy within own area of responsibility.	1.1 Explain own organisation's redundancy policy, processes and any appeals procedures. 1.2 Identify how to access support from colleagues or specialists when following redundancy processes.
2. Communicate information on redundancies to those affected.	2.1 Explain how continuous communication with those affected by the redundancy policy. 2.2 Explain the form of communication required to inform individuals selected for redundancy. 2.3 Assess how to maintain the morale of remaining individuals.
3. Understand how to support those affected by redundancies.	3.1 Identify where support from colleagues or specialists may be accessed by those affected by redundancies.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners can manage redundancies, follow organisational procedures, communicate and seek support in own area of responsibility.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC D16 Manage redundancies in your area of responsibility

Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## D17 - Leadership and Management

<b>Title:</b>	Developing collaborative relationships with other organisations	
<b>Skills CFA Unit No.</b>	D17	
<b>WBA Unit No.</b>	T/600/9694	
<b>Level:</b>	5	
<b>Credit value:</b>	7	
<b>GLH</b>	30	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i>The learner will:</i>	<i>The learner can:</i>	
1. Be able to identify potential collaborative opportunities with other organisations.	1.1 Identify organisations that share common or complementary objectives to own organisation. 1.2 Evaluate the feasibility of collaboration with identified organisations. 1.3 Evaluate the potential benefits of collaboration. 1.4 Develop a business case for collaboration with identified organisation.	
2. Be able to agree the strategic aims and objectives of collaboration.	2.1 Explain the strategic aims and objectives of collaboration internally and with other organisations. 2.2 Agree the benefits each organisation expects to receive from collaboration.	
3. Be able to agree methods and expected outcomes of collaboration.	3.1 Agree the actions each organisation will take and when. 3.2 Agree the expected outcomes of collaboration. 3.3 Agree arrangements for communication. 3.4 Agree process of collaboration review.	
4. Be able to instigate and sustain a collaborative relationship with another organisation.	4.1 Implement agreed actions at agreed times. 4.2 Maintain communication and provide support to other organisations.	
5. Be able to review and evaluate the collaboration with another organisation.	5.1 Review and evaluate the extent to which the aims and objectives of collaboration have	

	<p>been achieved.</p> <p>5.2 Make a decision on whether to continue with the collaboration in the future.</p> <p>5.3 Determine any changes to be made to the collaboration if it were to continue.</p>
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners are able to set up, maintain and review collaborative relationships between their own and other organisations.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC D17 Build and sustain collaborative relationships with other organisations
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared



## E1 - Leadership and Management

<b>Title:</b>	Manage a budget for own area of activity or work.
<b>Skills CFA Unit No.</b>	E1
<b>WBA Unit No.</b>	A/600/9695
<b>Level:</b>	5
<b>Credit value:</b>	7
<b>GLH</b>	30
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to prepare a budget for own area of responsibility.	1.1 Evaluate information on resource requirements for own area of activity or work. 1.2 Produce a draft budget. 1.3 Communicate the final budget with relevant stakeholders.
2. Be able to manage a budget.	2.1 Analyse variances between planned and actual expenditure. 2.2 Provide information on performance to relevant stakeholders. 2.3 Explain how to take corrective action within the limits of own authority, in response to budget variances and developments. 2.4 Explain proposed revisions to budget and obtain agreement where actions are beyond the scope of own authority.
3. Be able to review budget management performance.	3.1 Review performance against budget. 3.2 Assess improvements for future budget planning and management. 3.3 Monitor budget performance and implement changes within the limits of own authority or obtain agreement.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit helps learners to prepare a budget, address variance and monitor a budget for own area of activity or work.

Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC E1 Manage a budget
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## E2 - Leadership and Management

<b>Title:</b>	Know how to identify and address potentially fraudulent budgetary activities
<b>Skills CFA Unit No.</b>	E2
<b>WBA Unit No.</b>	n/a
<b>Level:</b>	3
<b>Credit value:</b>	1
<b>GLH</b>	n/a
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Know how to identify potentially fraudulent budgetary activities.	1.1 Explain different types of fraudulent activity which may exist in own organisation. 1.2 Describe methods for identifying potentially fraudulent activities.
2. Understand how to advise relevant people of potentially fraudulent budgetary activities.	2.1 Explain procedures to be followed if potentially fraudulent activities are identified within own organisation.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit helps learners to understand how to identify and report potentially fraudulent budgetary activities.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC E2 Manage finance for your area of responsibility
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the	15.3

subject/sector classification system	
Name of the organisation submitting the unit	
Availability for use	Shared

## E3 - Leadership and Management

<b>Title:</b>	Obtain additional finance for an organisation
<b>Skills CFA Unit No.</b>	E3
<b>WBA Unit No.</b>	R/600/9699
<b>Level:</b>	7
<b>Credit value:</b>	10
<b>GLH</b>	40
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to review the financial position of an organisation.	1.1 Analyse the financial requirements of a small, medium or large organisation. 1.2 Review the structure of finance currently employed by an organisation. 1.3 Identify additional financial needs of an organisation.
2. Be able to identify and evaluate sources of additional finance for an organisation.	2.1 Identify sources of financial expertise and how and when to make use of them. 2.2 Identify available types and providers of additional finance for a small, medium or large organisation. 2.3 Evaluate the costs, benefits and risks associated with potential types of additional finance. 2.4 Evaluate the costs, benefits and risks associated with potential providers of additional finance.
3. Be able to obtain additional finance for an organisation.	3.1 Select the type and provider of finance that most closely meets the needs of a small, medium or large organisation. 3.2 Discuss proposals for obtaining additional finance with relevant individuals. 3.3 Submit proposals, bids or applications to potential providers of finance. 3.4 Put formal agreements in place with finance providers. 3.5 Develop contingency plans to deal with

	problems in obtaining additional finance.
4. Be able to review procedures for obtaining additional finance.	4.1 Identify improvements in the procedures used to obtain additional finance.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners are able to identify finance requirements of an organisation and review different types and providers of finance against the needs of an organisation. The unit will also ensure learners are able to recommend appropriate types and providers of finance, obtain finance, and monitor and review financial agreements.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC E3 Obtain additional finance for the organisation
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## E4 - Leadership and Management

<b>Title:</b>	Promote the use of technology within an organisation
<b>Skills CFA Unit No.</b>	E4
<b>WBA Unit No.</b>	J/600/9702
<b>Level:</b>	5
<b>Credit value:</b>	6
<b>GLH</b>	30
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to develop a strategy to promote the use of technology, in line with organisational values and customer needs.	1.1 Examine current use of technology in meeting customer needs within an organisation. 1.2 Identify good practice in the use of technology through benchmarking activities. 1.3 Assess opportunities to increase productivity through the use of technology. 1.4 Develop a technology strategy to increase productivity through promotions, ensure it is in line with organisational values and customer needs. 1.5 Develop criteria to evaluate the success of the technology strategy.
2. Be able to implement a strategy for promoting technology across an organisation.	2.1 Communicate a technological strategy across an organisation. 2.2 Ensure resources and support are provided across an organisation to implement the strategy.
3. Be able to monitor and review the impact of an organisation's technology strategy, in line with best practice.	3.1 Monitor the implementation of a technology strategy across an organisation. 3.2 Evaluate the success of a technology strategy against success criteria.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners are able to develop, implement, monitor and review a technology strategy for an organisation.

Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC E4 Promote the use of technology within your organisation
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared



## E6a - Leadership and Management

<b>Title:</b>	Implement, monitor and review health and safety policy in own area of responsibility
<b>Skills CFA Unit No.</b>	E6a
<b>WBA Unit No.</b>	n/a
<b>Level:</b>	4
<b>Credit value:</b>	6
<b>GLH</b>	n/a
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Understand the legal requirements and personal responsibilities for health and safety within an organisation.	1.1 State the legal requirements that apply to own role in relation to health and safety. 1.2 Consult with specialist advisor(s) on health and safety policy and procedures. 1.3 Explain an organisation's health and safety responsibilities. 1.4 Describe health and safety responsibilities in own area of responsibility.
2. Be able to promote the importance of health and safety practices.	2.1 Communicate an organisation's written health and safety policy to individuals within own area of responsibility. 2.2 Allocate sufficient resources to deal with health and safety issues in own area of responsibility.
3. Be able to ensure that hazards and risks are identified and managed in own area of responsibility.	3.1 Consult with colleagues on health and safety hazards and risks in own area of responsibility. 3.2 Assess health and safety hazards and risks in own area of responsibility. 3.3 Identify hazards and risks that require action to be taken to ensure compliance with legal and organisational requirements. 3.4 Develop and implement a plan to in own area of responsibility.
4. Be able to monitor and review health and safety performance and policy in	4.1 Establish procedures that monitor health and safety performance in own area of

own area of responsibility.	<p>responsibility.</p> <p>4.2 Review the health and safety performance of own area of responsibility.</p> <p>4.3 Review the health and safety policy in own area of responsibility.</p> <p>4.4 Communicate the review findings to relevant individuals.</p>
<b>Additional information about the unit</b>	
Unit aim(s)	This unit helps learners promote, monitor and review health and safety in own area of responsibility.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC E6 Ensure health and safety requirements are met in your area of responsibility
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## E7 - Leadership and Management

<b>Title:</b>	Manage health and safety across an organisation	
<b>Skills CFA Unit No.</b>	E7	
<b>WBA Unit No.</b>	H/600/9707	
<b>Level:</b>	5	
<b>Credit value:</b>	6	
<b>GLH</b>	25	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i>The learner will:</i>	<i>The learner can:</i>	
1. Understand own and organisation's responsibilities and liabilities in relation to health and safety.	1.1 Evaluate personal and organisation's responsibilities and liabilities under health and safety legislation.  1.2 Consult with specialist advisor(s) on health and safety responsibilities and requirements.	
2. Be able to promote health and safety across an organisation.	2.1 Communicate an organisation's written health and safety policy across an organisation.  2.2 Allocate sufficient resources to deal with health and safety issues across an organisation.	
3. Be able to ensure that health and safety requirements are met across an organisation.	3.1 Allocate responsibility for health and safety to representatives across an organisation.  3.2 Establish procedures to gather data on health and safety performance across an organisation.	
4. Be able to monitor, review and report on health and safety.	4.1 Analyse health and safety data.  4.2 Identify and evaluate non-compliance with health and safety policy and practices.  4.3 Consult with specialists on proposed actions.  4.4 Collate data and report on own organisation's health and safety performance.  4.5 Review health and safety policy and make revisions as required.	
<b>Additional information about the unit</b>		

Unit aim(s)	This unit will ensure that learners understand their organisation's responsibilities and liabilities under health and safety legislation. It also ensures learners are able to implement and monitor health and safety policy across an organisation.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC E7 Ensure an effective organisational approach to health and safety
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## E8 - Leadership and Management

<b>Title:</b>	Manage physical resources
<b>Skills CFA Unit No.</b>	E8
<b>WBA Unit No.</b>	K/600/9711
<b>Level:</b>	4
<b>Credit value:</b>	5
<b>GLH</b>	25
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to identify resource requirements for own area of responsibility.	1.1 Consult with colleagues to identify their planned activities and corresponding resource needs. 1.2 Evaluate past resource use to inform expected future demand. 1.3 Identify resource requirements for own area of responsibility.
2. Be able to obtain required resources for own area of responsibility.	2.1 Submit a business case to procure required resources. 2.2 Review and agree required resources with relevant individuals. 2.3 Explain an organisation's processes for procuring agreed resources. 2.4 Explain how to order and acquire resources in own area of responsibility.
3. Understand the importance of sustainability when using physical resources.	3.1 Explain the importance of using sustainable resources. 3.2 Explain the potential impact of resource use on the environment. 3.3 Describe actions one can take to minimise any adverse environmental impact of using physical resources.
4. Be able to monitor and review the quality and usage of resources in own area of responsibility.	4.1 Monitor the quality of resources against required specifications. 4.2 Analyse the effectiveness and efficiency of resource use in own area of responsibility.

	4.3 Make recommendations to improve the effectiveness and efficiency of resource use.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners are able to identify, obtain, manage and review the use of physical resources. The unit also ensures learners are able to take the environmental impact of resource use into consideration.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC E8 Manage physical resources
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## E9 - Leadership and Management

<b>Title:</b>	Manage the environmental impact of work activities	
<b>Skills CFA Unit No.</b>	E9	
<b>WBA Unit No.</b>	M/600/9712	
<b>Level:</b>	4	
<b>Credit value:</b>	5	
<b>GLH</b>	10	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i><b>The learner will:</b></i>	<i><b>The learner can:</b></i>	
1. Understand the legal requirements and environmental policies that impact on own area of responsibility.	1.1 Explain the legal requirements that impact on own area of responsibility. 1.2 Explain the environmental policies that impact on own area of responsibility.	
2. Understand how to assess the impact of work activities on the environment and how this can be minimised.	2.1 Explain what specialist advice is available to manage the environmental impact of work activities. 2.2 Explain how to assess the impact of work activities and resources on the environment. 2.3 Explain how to minimise the environmental impact of work activities.	
3. Be able to assess and report on the environmental impact of work activities in own area of responsibility.	3.1 Assess the environmental impact of work activities and resource use. 3.2 Produce a report on the environmental impact of work activities and resource use, with recommendations for improvement.	
4. Be able to organise work activities and resource use to minimise environmental impact.	4.1 Adapt the use of resources in own area of responsibility to reduce environmental impact. 4.2 Organise activities in own area of responsibility to reduce environmental impact.	
5. Be able to promote ongoing improvement in environmental performance.	5.1 Establish means by which individuals can identify and report opportunities for improving environmental performance. 5.2 Communicate environmental benefits resulting from changes to work activities.	

Additional information about the unit	
Unit aim(s)	This unit will ensure that learners understand how to, and are able to, assess the environmental impact of their work and operate in such a way as to reduce the impact on the environment.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC E9 Manage the environmental impact of your work
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared



## E10 - Leadership and Management

<b>Title:</b>	Make effective decisions
<b>Skills CFA Unit No.</b>	E10
<b>WBA Unit No.</b>	F/600/9715
<b>Level:</b>	3
<b>Credit value:</b>	3
<b>GLH</b>	10
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to identify circumstances that require a decision to be made.	1.1 Explain the circumstances requiring a decision to be made. 1.2 State the desired objective(s) for making a decision. 1.3 Establish criteria on which to base the decision, in line with own organisation.
2. Be able to collect information to inform decision-making.	2.1 Identify information needed to inform the decision-making process. 2.2 Communicate with stakeholders affected by the decision. 2.3 Explain how to inform stakeholders about the decision-making process.
3. Be able to analyse information to inform decision-making.	3.1 Identify information for validity and relevance to the decision-making process. 3.2 Analyse information and against established criteria.
4. Be able to make a decision.	4.1 Apply decision-making technique(s) to determine a decision. 4.2 Explain the decision made in line with desired objectives. 4.3 Communicate the decision taken to relevant stakeholders.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners understand the process of decision-making, and can

	identify and analyse information to enable them to come to a final decision.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC E10 Take effective decisions
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## E11 - Leadership and Management

<b>Title:</b>	Communicate information and knowledge
<b>Skills CFA Unit No.</b>	E11
<b>WBA Unit No.</b>	H/600/9724
<b>Level:</b>	2
<b>Credit value:</b>	3
<b>GLH</b>	10
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to identify the information required, and its reliability for communication.	1.1 Explain the information and knowledge that needs communicating. 1.2 Identify the target audience requiring the information and knowledge.
2. Be able to understand communication techniques and methods.	2.1 Identify what techniques and methods can be used to communicate information and knowledge. 2.2 Explain how to select the most appropriate technique and method.
3. Be able to communicate information and knowledge using appropriate techniques and methods.	3.1 Communicate to target audience using the appropriate techniques and methods. 3.2 Explain how the target audience has received and understood the information communicated.
4. Be able to adapt communication techniques and methods according to target audience response.	4.1 Explain how to modify communication techniques and methods in response to verbal and non-verbal feedback.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners are able to communicate selected information and knowledge to a target audience using appropriate communication techniques and methods.
Unit expiry date	

Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC E11 Communicate information and knowledge
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## E12 - Leadership and Management

<b>Title:</b>	Manage knowledge in own area of responsibility
<b>Skills CFA Unit No.</b>	E12
<b>WBA Unit No.</b>	T/600/9730
<b>Level:</b>	3
<b>Credit value:</b>	4
<b>GLH</b>	15
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to understand existing knowledge management in own area of responsibility.	1.1 Describe how knowledge is gained and applied in own area of responsibility. 1.2 Explain how knowledge is shared in own area of responsibility. 1.3 Outline how intellectual property is protected in own area of responsibility.
2. Be able to develop knowledge.	2.1 Identify established processes and procedures which can develop knowledge. 2.2 Explain how to support individuals to ensure knowledge development processes are followed.
3. Be able to share knowledge.	3.1 Communicate established processes and procedures which share knowledge across own area of responsibility. 3.2 Explain how to support individuals to ensure knowledge-sharing processes are followed.
4. Be able to monitor and evaluate knowledge management in own area of responsibility.	4.1 Assess the knowledge development process in own area of responsibility. 4.2 Implement any changes to improve knowledge management. 4.3 Monitor change and development in the knowledge development process.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners are able to understand how knowledge is managed, using

	agreed procedures and processes in own organisation.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC E12 Manage knowledge in your area of responsibility
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## E13 - Leadership and Management

<b>Title:</b>	Promote knowledge management across an organisation
<b>Skills CFA Unit No.</b>	E13
<b>WBA Unit No.</b>	J/600/9733
<b>Level:</b>	7
<b>Credit value:</b>	7
<b>GLH</b>	30
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i><b>The learner will:</b></i>	<i><b>The learner can:</b></i>
1. Be able to develop strategies and procedures to facilitate knowledge management.	<p>1.1 Define the knowledge management needs of an organisation.</p> <p>1.2 Identify how to access specialists in managing knowledge and developing knowledge management systems.</p> <p>1.3 Identify key areas for development of knowledge management</p> <p>1.4 Produce a strategic plan for knowledge management to meet the needs of an organisation and protect intellectual property.</p>
2. Be able to support knowledge management.	<p>2.1 Communicate the knowledge management strategy across an organisation.</p> <p>2.2 Identify knowledge management role models who embody the values of the organisation.</p> <p>2.3 Assess resource needed to support knowledge management across an organisation.</p> <p>2.4 Identify role models to champion knowledge management procedures and processes across an organisation.</p>
3. Be able to monitor and evaluate knowledge management across an organisation.	<p>3.1 Monitor the effectiveness of the knowledge management system.</p> <p>3.2 Review the effectiveness of knowledge management promotions.</p> <p>3.3 Implement changes to the knowledge management system.</p>

Additional information about the unit	
Unit aim(s)	This unit will ensure that learners can develop, support and monitor knowledge management strategies and systems across an organisation.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC E13 Promote knowledge management in your organisation
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared



## E15 - Leadership and Management

<b>Title:</b>	Procure supplies
<b>Skills CFA Unit No.</b>	E15
<b>WBA Unit No.</b>	L/600/9734
<b>Level:</b>	3
<b>Credit value:</b>	2
<b>GLH</b>	20
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to identify requirements for supplies.	1.1 Select colleagues to agree requirements for supplies. 1.2 Produce a specification for supply requirements.
2. Be able to evaluate suppliers that meet identified requirements.	2.1 Identify suppliers that meet resource, organisational and legal requirements. 2.2 Evaluate suppliers against requirements.
3. Be able to select suppliers and obtain supplies.	3.1 Select supplier(s) that best meet requirements. 3.2 Explain how to agree with the contractual terms with selected supplier(s).
4. Be able to monitor supplier performance.	4.1 Identify how to monitor supplier performance and delivery against agreed contractual terms. 4.2 Explain the procedure for dealing with breaches of contract.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners are able to identify required supplies, procure supplies and monitor their delivery.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC E15 Procure supplies

Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## E16 - Leadership and Management

<b>Title:</b>	Manage a tendering process
<b>Skills CFA Unit No.</b>	E16
<b>WBA Unit No.</b>	H/600/9738
<b>Level:</b>	4
<b>Credit value:</b>	4
<b>GLH</b>	20
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Understand tendering processes	1.1 Explain the legal requirements of a tendering process. 1.2 Explain organisational tendering policies and processes. 1.3 Explain how to seek specialist support for the tendering process.
2. Be able to draw up a specification for required products or services.	2.1 Consult with colleagues to identify and agree requirements for products or services. 2.2 Draw up a specification that describes the products or services required.
3. Be able to write an invitation to tender document and communicate it to prospective suppliers.	3.1 Write an invitation to tender outlining required specifications and organisational tendering processes. 3.2 Communicate the invitation to tender to prospective suppliers.
4. Understand how to respond fairly to pre-tender queries.	4.1 Explain how to respond to pre-tender queries in ways that ensure all prospective suppliers have the same information.
5. Be able to evaluate received tenders.	5.1 Establish criteria and assess any risks involved which can be used to evaluate received tenders. 5.2 Receive, record and open tenders in line with stated tendering process. 5.3 Seek clarification from prospective suppliers where necessary. 5.4 Evaluate tenders against established

	criteria.
6. Be able to select a supplier and provide post-tender feedback.	6.1 Offer a contract to the chosen supplier. 6.2 Inform unsuccessful suppliers of the outcome and provide feedback.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners are able to manage a tendering process, including developing product or service specifications and tender guidelines, evaluating tenders and selecting a supplier to deliver the required products or services.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC E16 Select suppliers through a tendering process
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## E17 - Leadership and Management

<b>Title:</b>	Outsource organisational processes	
<b>Skills CFA Unit No.</b>	E17	
<b>WBA Unit No.</b>	T/600/9744	
<b>Level:</b>	6	
<b>Credit value:</b>	8	
<b>GLH</b>	40	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i>The learner will:</i>	<i>The learner can:</i>	
1. Be able to identify non-core processes within an organisation.	1.1 Analyse an organisation's activities and identify processes that can be outsourced.	
2. Be able to evaluate the implications of outsourcing non-core processes.	2.1 Evaluate and assess risks for outsourcing identified non-core processes. 2.2 Develop a business case for outsourcing non-core processes.	
3. Be able to identify a vendor to outsource non-core processes.	3.1 Draw up a specification and communicate to potential vendors. 3.2 Establish criteria for evaluating potential vendors. 3.3 Appraise potential vendors against criteria. 3.4 Select the vendor that best meets the criteria.	
4. Be able to outsource non-core processes.	4.1 Develop a contract that meets legal & commercial requirements with the selected vendor. 4.2 Negotiate contract clauses to meet the interests of the organisation. 4.3 Produce plans to transfer agreed processes to the contracted vendor. 4.4 Communicate the outsourcing plans to stakeholders. 4.5 Transfer the agreed processes to contracted vendor.	
5. Be able to monitor and review the	5.1 Monitor and review the vendor's	

outsourcing of non-core processes.	<p>performance at agreed times, in line with agreed contract.</p> <p>5.2 Agree changes to improve performance, in line with contractual agreements.</p> <p>5.3 Produce a report on the effectiveness of outsourcing non-core processes.</p>
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners are able to: identify potential processes that can be outsourced, assess the impact of doing so, and identify vendors to outsource processes to, and undertake and monitor the outsourcing.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC E17 Outsource business processes
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## F1 - Leadership and Management

<b>Title:</b>	Plan and manage a project	
<b>Skills CFA Unit No.</b>	F1	
<b>WBA Unit No.</b>	J/600/9750	
<b>Level:</b>	4	
<b>Credit value:</b>	8	
<b>GLH</b>	30	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i>The learner will:</i>	<i>The learner can:</i>	
1. Understand the principles, processes, tools and techniques of project management.	1.1 Describe the roles and responsibilities of a project manager. 1.2 Explain how to apply principles, processes, tools and techniques of project management.	
2. Be able to agree the scope and objectives of a project.	2.1 Agree SMART (Specific, Measurable, Achievable, Realistic, and Time-bound) objectives and scope of the project with stakeholders.	
3. Be able to identify the budget in order to develop a project plan.	3.1 Identify budget and time-scales in order to develop the project plan with stakeholders. 3.2 Consult with stakeholders to negotiate the project plan. 3.3 Identify potential risks and contingencies. 3.4 Establish criteria and processes for evaluating the project on completion.	
4. Be able to implement a project plan.	4.1 Allocate roles and responsibilities to project team members. 4.2 Provide resources identified in the project plan. 4.3 Brief project team members on the project plan and their roles and responsibilities. 4.4 Implement a project plan using project management tools and techniques.	
5. Be able to manage a project to its conclusion.	5.1 Apply a range of project management tools and techniques to monitor, control and review	

	<p>progress.</p> <p>5.2 Provide support to project team members.</p> <p>5.3 Review progress against the plan and wider developments affecting the project.</p> <p>5.4 Make adjustments to the plan or project activities based on the project review.</p> <p>5.5 Communicate progress to the project sponsor(s), stakeholders and project team members.</p> <p>5.6 Confirm completion of project with project sponsor(s) and stakeholders.</p>
6. Be able to evaluate a project.	<p>6.1 Evaluate the project using agreed criteria.</p> <p>6.2 Identify lessons learned for future projects.</p> <p>6.3 Acknowledge the contributions of project team members.</p>
<b>Additional information about the unit</b>	
Unit aim(s)	This unit helps learners to clarify the scope and objectives of a project, develop a project plan, and consult and agree the plan with others.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC F1 Manage a project
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared



## F2 - Leadership and Management

<b>Title:</b>	Manage a programme of complementary projects
<b>Skills CFA Unit No.</b>	F2
<b>WBA Unit No.</b>	K/600/9756
<b>Level:</b>	6
<b>Credit value:</b>	8
<b>GLH</b>	30
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i><b>The learner will:</b></i>	<i><b>The learner can:</b></i>
1. Understand principles, processes, tools and techniques of programme management.	1.1 Explain the roles and responsibilities of a programme manager. 1.2 Explain how to apply principles, processes, to programme management.
2. Be able to develop a programme plan.	2.1 Consult with stakeholders and programme sponsor(s) to develop and agree a plan. 2.2 Identify potential risks and contingencies. 2.3 Establish criteria for evaluating the programme on completion.
3. Be able to communicate programme aims and plans to project managers.	3.1 Communicate how a programme links to an organisation's strategic targets. 3.2 Communicate how individual projects link to the programme and each other. 3.3 Communicate plans, roles and responsibilities to relevant team members.
4. Be able to monitor project and programme progress.	4.1 Collect and analyse feedback on individual projects' progress. 4.2 Review progress against the plan and wider developments affecting the programme. 4.3 Communicate progress to the programme sponsor(s) and key stakeholders. 4.4 Confirm completion of programme with programme sponsor(s) and stakeholders.
5. Be able to evaluate a programme.	5.1 Evaluate the programme using agreed criteria.

	<p>5.2 Identify lessons learned for future programmes.</p> <p>5.3 Acknowledge the contributions of programme team members.</p>
<b>Additional information about the unit</b>	
Unit aim(s)	This unit helps learners to understand the principles of programme management and how to implement these principles in terms of communication, monitoring and evaluating a programme of complementary projects.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC F2 Manage a programme of complementary projects
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## F3a - Leadership and Management

<b>Title:</b>	Design and manage the business processes	
<b>Skills CFA Unit No.</b>	F3a	
<b>WBA Unit No.</b>	A/600/9762	
<b>Level:</b>	7	
<b>Credit value:</b>	6	
<b>GLH</b>	30	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i>The learner will:</i>	<i>The learner can:</i>	
1. Understand process management.	1.1 Explain the principles and models of process management. 1.2 Identify processes to deliver organisational objectives that meet legal and industry regulations. 1.3 Describe how to apply analytical and problem-solving tools. 1.4 Explain the principles of cost-benefit analyses.	
2. Design a sustainable business process for use across an organisation.	2.1 Explain how environmental sustainability can be integrated within the business process. 2.2 Identify the processes that deliver organisational objectives, goals and outcomes. 2.3 Identify key criteria for designing a sustainable business process. 2.4 Evaluate resource availability to ensure the objectives are met. 2.5 Consult with relevant stakeholders and agree key stakeholders' responsibilities. 2.6 Produce a sustainable project plan to manage processes across an organisation.	
3. Manage, monitor and review business processes.	3.1 Communicate the plan to all stakeholders. 3.2 Implement the business processes across the organisation. 3.3 Monitor and review the process against success criteria.	

	<p>3.4 Take corrective action where necessary.</p> <p>3.5 Measure the overall impact of the process within the organisation.</p>
<b>Additional information about the unit</b>	
Unit aim(s)	This unit helps learners to develop, implement and manage business processes across an organisation.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC F3 Manage business processes
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## F3b - Leadership and Management

<b>Title:</b>	Monitor and review business processes
<b>Skills CFA Unit No.</b>	F3b
<b>WBA Unit No.</b>	A/600/9759
<b>Level:</b>	5
<b>Credit value:</b>	3
<b>GLH</b>	20
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to monitor business processes in own area of responsibility.	1.1 Develop measures that are appropriate and provide suitable information to assess business processes.  1.2 Monitor the quality of work against key success criteria working with relevant stakeholders.
2. Be able to review and improve business processes in own area of responsibility.	2.1 Review business processes. 2.2 Take corrective action and revise plans where necessary. 2.3 Implement revised business processes to all relevant stakeholders. 2.4 Measure the effects of change in business processes in own area of responsibility.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit enables learners to monitor, implement and review business processes in their own area of responsibility.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC F3 Manage business processes
Details of the relationship between the unit and other standards or curricula (if appropriate)	

Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## F4 - Leadership and Management

<b>Title:</b>	Develop and implement marketing plans
<b>Skills CFA Unit No.</b>	F4
<b>WBA Unit No.</b>	K/600/9790
<b>Level:</b>	4
<b>Credit value:</b>	6
<b>GLH</b>	25
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to identify and prioritise marketing objectives for own area of responsibility.	1.1 Analyse the organisation's business plan to identify marketing objectives for own area of responsibility. 1.2 Explain the organisation's culture, vision and values. 1.3 Analyse and prioritise marketing objectives.
2. Be able to produce a marketing strategy in own area of responsibility.	2.1 Describe and evaluate the target markets for own organisation's products or services. 2.2 Identify and consult with marketing specialists if required. 2.3 Identify marketing tools and models to develop a strategy. 2.4 Develop a marketing strategy based on key success criteria for own area of responsibility.
3. Be able to produce and implement a marketing plan for own area of responsibility.	3.1 Evaluate the resource requirements for the marketing plan. 3.2 Produce a marketing plan based on the strategy. 3.3 Agree roles and responsibilities of stakeholders. 3.4 Communicate the marketing plan with key stakeholders.
4. Monitor and evaluate the marketing plan in own area of responsibility.	4.1 Monitor progress of the marketing plan against business objectives.

	<p>4.2 Assess and evaluate the impact of the marketing plan.</p> <p>4.3 Revise future marketing plans based on the impact evaluation.</p>
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners can produce a marketing strategy, implement a plan and monitor and evaluate the plan to determine future marketing activities.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC F4 Develop and implement marketing plans for your area of responsibility
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared



## F9 - Leadership and Management

<b>Title:</b>	Analyse the market in which your organisation operates
<b>Skills CFA Unit No.</b>	F9
<b>WBA Unit No.</b>	M/600/9791
<b>Level:</b>	4
<b>Credit value:</b>	5
<b>GLH</b>	25
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to analyse customers' needs.	1.1 Assess the economic environment in which your organisation operates. 1.2 Evaluate your customers' needs and relate to own organisation. 1.3 Analyse customer perception of own products/ services in comparison to competitors.
2. Be able to analyse the market using research tools and techniques.	2.1 Identify and utilise market research specialists if necessary. 2.2 Analyse current and future macro and micro economic trends in own sector. 2.3 Use recognised research tools to assess market trends and opportunities for growth.
3. Be able to communicate research findings to inform managerial decisions.	3.1 Produce a report based on research findings. 3.2 Communicate the report to key individuals within own organisation. 3.3 Evaluate feedback from key individuals. 3.4 Revise and communicate updated report to key individuals. 3.5 Monitor the economic environment and changes in customers' needs.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners are able to analyse an organisation's market position and

	trends. Learners can analyse customer needs and communicate to key stakeholders.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC F9 Build your organisation's understanding of its market and customers
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## F10 - Leadership and Management

<b>Title:</b>	Develop a customer-focused organisation	
<b>Skills CFA Unit No.</b>	F10	
<b>WBA Unit No.</b>	T/600/9792	
<b>Level:</b>	5	
<b>Credit value:</b>	5	
<b>GLH</b>	25	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i>The learner will:</i>	<i>The learner can:</i>	
1. Be able to develop and communicate a vision for customer-based values in own organisation.	1.1 Examine own organisation's vision in meeting customer needs. 1.2 Analyse how employees communicate with customers in own organisation. 1.3 Identify areas for improvement using tools and techniques. 1.4 Produce a mission statement that sets out customer-based values and beliefs. 1.5 Communicate shared vision on customer focus in own organisation.	
2. Be able to develop success criteria and maintain a customer focus across an organisation.	2.1 Develop a set of new or revised customer service standards 2.2 Determine success criteria in meeting revised customer service standards. 2.3 Develop schemes across own organisation that promote a commitment to customer service.	
3. Be able to monitor customer focus and identify areas for improvement across own organisation.	3.1 Evaluate revised standards against success criteria. 3.2 Analyse customer service levels using benchmarking tools and techniques. 3.3 Make recommendations for improving customer focus in own organisation.	
<b>Additional information about the unit</b>		
Unit aim(s)	This unit will ensure that learners are able to	

	develop and maintain a vision for customer service.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC F10 Develop a customer-focused organisation
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## F11 - Leadership and Management

<b>Title:</b>	Manage the achievement of customer satisfaction	
<b>Skills CFA Unit No.</b>	F11	
<b>WBA Unit No.</b>	A/600/9793	
<b>Level:</b>	4	
<b>Credit value:</b>	5	
<b>GLH</b>	25	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i>The learner will:</i>	<i>The learner can:</i>	
1. Be able to understand customer service standards required in own organisation.	1.1 Explain customer service standards within own organisation. 1.2 Determine customer service best practice in own sector using research techniques.	
2. Be able to implement sustainable processes for customer satisfaction.	2.1 Define sustainable processes taking into account environmental issues. 2.2 Identify sustainable processes to support customer service standards. 2.3 Produce a plan for implementation. 2.4 State customer service standards with relevant key stakeholders. 2.5 Ensure resources are provided to deliver agreed standards of customer service.	
3. Be able to manage and support colleagues in delivering customer service standards.	3.1 Communicate customer service roles and responsibilities with employees in own organisation.	
4. Be able to manage and develop culture in own organisation to support customer service standards.	4.1 Evaluate the culture in own organisation. 4.2 Identify techniques for improving motivation amongst employees. 4.3 Describe motivational strategies for improving customer service standards.	
5. Be able to monitor customer service levels for continuous improvement.	5.1 Describe methods of measuring customer satisfaction. 5.2 Develop processes for monitoring customer satisfaction, including customer feedback	

	<p>mechanisms.</p> <p>5.3 Review employee performance to ensure customer service standards and organisational values are met.</p> <p>5.4 Analyse and monitor customer service standards in own organisation.</p>
<b>Additional information about the unit</b>	
Unit aim(s)	This unit helps learners to understand the importance of monitoring customer service satisfaction levels to manage the achievement of customer satisfaction.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC F11 Manage the achievement of customer satisfaction
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## F12 - Leadership and Management

<b>Title:</b>	Inform key stakeholders about a communications strategy
<b>Skills CFA Unit No.</b>	F12
<b>WBA Unit No.</b>	n/a
<b>Level:</b>	7
<b>Credit value:</b>	10
<b>GLH</b>	n/a
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i><b>The learner will:</b></i>	<i><b>The learner can:</b></i>
1. Be able to examine the existing culture in relation to performance.	1.1 Critically evaluate the existing culture within own organisation. 1.2 Evaluate the impact of the culture on organisational performance.
2. Be able to evaluate performance in own organisation.	2.1 Develop a system for collecting and analysing data. 2.2 Analyse and benchmark performance of own organisation against competitor organisations.
3. Be able to identify opportunities for organisational improvement and develop a communications strategy.	3.1 Identify opportunities for improvement in line with organisational objectives. 3.2 Define key success criteria for organisational improvement. 3.3 Consult with key stakeholders. 3.4 Develop a communications strategy for organisational improvement. 3.5 Implement a communications strategy highlighting organisational improvements to all key stakeholders.
4. Be able to support continuous improvement in organisational performance.	4.1 Develop processes to support continuous improvement. 4.2 Agree support requirements with stakeholders in own organisation. 4.3 Implement continuous improvement in line with organisation's objectives.

5. Be able to evaluate the impact of performance improvement.	5.1 Critically evaluate organisational performance against key success criteria.  5.2 Communicate recommendations for ensuring continuous improvement.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure learners are able to evaluate organisational performance, identify opportunities and implement strategies for continuous improvement.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC F12 Improve organisational performance
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared



## F13 - Leadership and Management

<b>Title:</b>	Manage quality systems
<b>Skills CFA Unit No.</b>	F13
<b>WBA Unit No.</b>	L/600/9796
<b>Level:</b>	7
<b>Credit value:</b>	10
<b>GLH</b>	40
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i><b>The learner will:</b></i>	<i><b>The learner can:</b></i>
1. Understand and evaluate quality management systems and standards in own organisation.	1.1 Critically evaluate a range of quality management systems 1.2 Critically evaluate quality management systems in own organisation. 1.3 Explain legal and regulatory requirements. 1.4 Evaluate the quality expectations of the stakeholders. 1.5 Identify specialists and consult if necessary.
2. Be able to evaluate systems in own organisation.	2.1 Develop a strategy to evaluate quality standards and systems. 2.2 Identify and prioritise key success criteria.
3. Be able to establish responsibilities for meeting organisational quality standards with key stakeholders.	3.1 Communicate organisational quality standards. 3.2 Define roles and responsibilities in meeting quality standards.
4. Be able to implement a quality management system in own organisation.	4.1 Develop risk assessment procedures. 4.2 Identify resource requirements to support a quality management system. 4.3 Produce a strategic plan for implementation in own organisation.
5. Be able to monitor and evaluate quality performance for continuous improvement within own organisation.	5.1 Monitor product and/or service quality against quality management standards. 5.2 Evaluate data and feedback against key success criteria.

	<p>5.3 Take corrective action if required.</p> <p>5.4 Communicate with key stakeholders on quality performance.</p>
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners understand the tools and techniques used in quality management. The unit will also ensure that learners can evaluate quality management systems for improvement.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC F13 Manage quality systems
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## F14 - Leadership and Management

<b>Title:</b>	Prepare for and support quality audits
<b>Skills CFA Unit No.</b>	F14
<b>WBA Unit No.</b>	Y/600/9798
<b>Level:</b>	4
<b>Credit value:</b>	4
<b>GLH</b>	20
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Understand the quality standards and procedures that apply to own area of responsibility.	1.1 Describe the quality standards and procedures that apply to own area of responsibility.
2. Be able to monitor work in own area of responsibility against quality standards and procedures.	2.1 Select and apply methods for monitoring work.
3. Be able to prepare for a quality audit in own area of responsibility.	3.1 Prepare and organise records and documentation for the quality auditor. 3.2 Review previous quality audits and ensure agreed recommendations have been implemented.
4. Be able to discuss quality audit findings with the auditor.	4.1 Discuss with the auditor the results of the audit and identify any areas for improvement. 4.2 Agree corrective actions to remedy any identified issues, and set a date for their implementation.
5. Be able to complete agreed actions following a quality audit.	5.1 Take corrective action based on quality audit findings.
<b>Additional information about the unit</b>	
Unit aim(s)	The unit will ensure that learners understand the quality standards and are able to participate in a quality audit and take corrective action.
Unit expiry date	

Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC F14 Prepare for and participate in quality audits
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## F15 - Leadership and Management

<b>Title:</b>	Conduct a quality audit	
<b>Skills CFA Unit No.</b>	F15	
<b>WBA Unit No.</b>	J/600/9800	
<b>Level:</b>	6	
<b>Credit value:</b>	6	
<b>GLH</b>	30	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<i>The learner will:</i>	<i>The learner can:</i>	
1. Understand quality management.	1.1 Define the principles, tools and techniques used when undertaking quality audits. 1.2 Evaluate the most appropriate method for carrying out a quality audit. 1.3 Describe the personal characteristics needed to achieve the objectives of the audit.	
2. Be able to prepare to carry out a quality audit.	2.1 Provide the required period of notice to the auditee, prior to carrying out a quality audit. 2.2 Establish the scope and objectives of the audit, and any previous audit history. 2.3 Prepare a contingency plan for the quality audit process. 2.4 Communicate the audit processes to the auditee, including their role and responsibilities.	
3. Be able to carry out a quality audit.	3.1 Identify the audit procedures and highlight the quality processes. 3.2 Prepare a report on the findings of the quality audit.	
4. Be able to communicate results of a quality audit.	4.1 Communicate the results of the audit to stakeholders. 4.2 Agree corrective action. 4.3 Identify any immediate risk to stakeholders and consult with specialists if necessary.	
5. Be able to monitor corrective action and maintain records.	5.1 Monitor the implementation of the corrective action agreed.	

	5.2 Maintain records of the quality audit trail.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners understand the principles and process of quality auditing. Learners will be able to report on, evaluate and monitor a quality audit.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC F15 Carry out quality audits
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared

## F16 - Leadership and Management

<b>Title:</b>	Manage product development and marketing
<b>Skills CFA Unit No.</b>	F16
<b>WBA Unit No.</b>	R/600/9802
<b>Level:</b>	5
<b>Credit value:</b>	7
<b>GLH</b>	30
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to assess whether products or services meet the needs of existing and potential customers in own organisation.	1.1 Identify the products and/or services required by customers. 1.2 Analyse customer needs by using research tools and techniques. 1.3 Evaluate customer satisfaction levels. 1.4 Examine how the competitive environment impacts on organisation.
2. Be able to identify and implement potential opportunities to meet customer requirements in own organisation.	2.1 Review products and/or services that can benefit from amendments or additions. 2.2 Conduct a feasibility study. 2.3 Develop a plan to implement identified amendments or additions.
3. Be able to co-ordinate the marketing and development of own products or services.	3.1 Prepare a plan based on prioritising goods or services that offer the best return on investment. 3.2 Co-ordinate the development of high priority goods in line with marketing objectives.
4. Be able to monitor demand for own products or services and adjust marketing accordingly.	4.1 Evaluate and monitor demand and obtain customer feedback. 4.2 Implement change to the marketing tactics as required.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners are able to determine customer requirements by developing and evaluating products and/or

	services.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC F16 Manage the development and marketing of products/services in your area of responsibility
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared



## F17 - Leadership and Management

<b>Title:</b>	Manage customer service in own area of responsibility
<b>Skills CFA Unit No.</b>	F17
<b>WBA Unit No.</b>	D/600/9804
<b>Level:</b>	3
<b>Credit value:</b>	4
<b>GLH</b>	25
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<i>The learner will:</i>	<i>The learner can:</i>
1. Be able to establish and communicate measurable customer service standards for own area of responsibility.	1.1 State organisational, legal and regulatory requirements for customer service standards. 1.2 Explain expected standards for customer service performance to employees in own area of responsibility. 1.3 Describe measurement criteria to monitor customer service performance.
2. Be able to support staff in meeting customer service standards.	2.1 Identify staff and other resources to meet customer service standards. 2.2 Communicate roles and responsibilities to employees and provide support. 2.3 Describe how to resolve customer service queries within own organisation's policy.
3. Be able to monitor and evaluate customer service performance, systems and processes.	3.1 Monitor customer service performance against established criteria. 3.2 Analyse feedback from staff and customers on the quality of customer service. 3.3 Evaluate customer feedback and identify areas for improvement. 3.4 Recommend changes to customer service processes or standards based on performance evaluation.
<b>Additional information about the unit</b>	
Unit aim(s)	This unit will ensure that learners are able to explain customer service standards to support staff and monitor customer service performance

	in own area of responsibility.
Unit expiry date	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	MSC F17 Manage the delivery of customer service in your area of responsibility
Details of the relationship between the unit and other standards or curricula (if appropriate)	
Assessment requirements specified by a sector or regulatory body (if appropriate)	
Endorsement of the unit by a sector or other appropriate body (if required)	Management Standards Centre
Location of the unit within the subject/sector classification system	15.3
Name of the organisation submitting the unit	
Availability for use	Shared