

# Sector guidance for centres

SVQ

SVQs in Team Leading and Management Levels 2, 3, 4 and 5  
(SCQF Levels 5, 7, 9 and 11)

October 2011



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# Section 1: Levels 2, 3, 4 and 5 SVQs in Team Leading and Team Leading and Management (SCQF Levels 5, 7, 9 and 11)

## Introduction

This document contains information that is specific to the Edexcel Levels 2, 3, 4 and 5 SVQs in Team Leading and Team Leading and Management. It should be read in conjunction with the *Edexcel SVQ guidance for centres* and the relevant candidate logbooks (see *Section 5: Further information*).

## National Occupational Standards and SVQs

The standards, Assessment Strategy and award structures for Team Leading and Management are overseen by the CfA. The SVQs have been developed from the National Occupational Standards.

Edexcel Levels 2, 3, 4 and 5 SVQs in Team Leading and Team Leading and Management give recognition of candidates' skills, knowledge and understanding. They allow candidates to gain a qualification in the workplace that relates to their job area and promotes good working practice.

You can contact the Standard Setting Council (SSC) at:

CfA: Business Skills @ Work  
6 Graphite Square  
Vauxhall Walk  
London SE11 5EE

Telephone: 020 7091 9620  
Fax: 020 7091 7340  
Email: [info@cfa.uk.com](mailto:info@cfa.uk.com)

The NOS can be located on the SSC website: [www.cfa.uk.com](http://www.cfa.uk.com)



## Section 2: About these SVQs

The Edexcel SVQs are designed to be assessed in the workplace

In a further education or training situation, assessment is occasionally achieved through simulation. Simulation must be carried out in conditions resembling the workplace. These conditions are described as being a 'realistic working environment' (RWE). Where simulation is allowed, it will be identified in the individual units within the standards. For guidance on the use of simulation, see *Section 3: Assessment Strategy and Section 5 Further Information*.

### Which SVQs in Team Leading and Management are available?

Edexcel SVQs in Team Leading and Management are available as follows:

SVQ 2 in Team Leading at SCQF 5

SVQ 3 in Management at SCQF 7

SVQ 4 in Management at SCQF 9

SVQ 5 in Management at SCQF 11

It is important that the most appropriate level and route is selected for each candidate.

### Who are these SVQs for?

#### The Edexcel Levels 2, 3, 4 and 5 SVQs in Team Leading and Management

The Edexcel Level 2 SVQ in Team Leading and Edexcel Levels 3, 4 and 5 SVQs in Management are cross-sector qualifications. This means that these Edexcel SVQs in Team Leading and Management will be taken by team leaders and managers across a wide variety of areas, including NHS trusts, educational institutions, government departments and the private sector.

**Level 2** candidates can expect to be working as team leaders. There are four mandatory units at this level covering resource management, leadership, working with colleagues and health and safety, together with a choice of option units.

**Level 3** candidates can expect to be working as supervisors or first line managers. Level 3 mandatory units cover topics including resource management, professional development, health and safety, and monitoring of quality, together with a choice of three option units from a wide range of units

**Level 4** candidates can expect to be middle managers and thus hold a more central management role in an organisation. The four mandatory units develop skills in innovation and process, operational plans, working relationships and health and safety.

**Level 5** candidates can expect to be senior managers and hold a more strategic role in an organisation. The three mandatory units develop skills in leadership, innovation, improving organisational performance and health and safety.

## What progression do these SVQs offer?

These qualifications offer opportunities for progression to other Edexcel SVQs and associated Edexcel BTEC qualifications. Some of these opportunities are detailed below.

**Level 2 candidates** may progress within their own employment from supporting a team of people to a supervisory role. They can also progress to:

- the Edexcel SVQ 3 in Management
- other Level 2 qualifications, such as the Edexcel BTEC Level 2 Award in Team Leading (QCF)
- the Edexcel BTEC Level 3 Award/Certificate in Management (QCF)
- the Edexcel BTEC Level 3 Diploma/Extended Diploma in Business (Management) (QCF)

**Level 3 candidates** may progress within their own employment, from a supervisory role to line management. They can also progress to:

- the Edexcel BTEC Level 3 Award/Certificate in Management (QCF)
- the Edexcel SVQ 4 in Management
- the Edexcel BTEC Level 4 HNC Diploma and Level 5 HND Diploma in Business (Management) (QCF)
- the Edexcel BTEC Level 5 Award/Certificate/Diploma in Management and Leadership (QCF)

**Level 4 candidates** may progress within their own employment, for example, to middle management. They can also progress to:

- the Edexcel BTEC Level 5 Award/Certificate/Diploma in Management and Leadership (QCF)
- the Edexcel BTEC Level 4 HNC Diploma and Level 5 HND Diploma in Business (Management) (QCF)
- the Edexcel Level 7 BTEC Award/Certificate/Diploma/Extended Diploma in Strategic Management and Leadership (QCF)
- the Edexcel SVQ 5 in Management.

**Level 5 candidates** may progress within their own employment, for example, to senior management. They can also progress to:

- the Edexcel BTEC Level 4 HNC Diploma and Level 5 HND Diploma in Business (Management) (QCF)
- the Edexcel BTEC Level 5 Award/Certificate/Diploma in Management and Leadership (QCF)
- the Edexcel Level 7 BTEC Award/Certificate/Diploma/Extended Diploma in Strategic Management and Leadership (QCF)

## What is the structure of the SVQ 2 in Team Leading at SCQF Level 5

To achieve the whole qualification at Level 2, you must prove competence in four **mandatory units** and two **optional units**. There is a minimum credit value of 39 and a maximum credit value of 52.

This comprises of:

- all of the mandatory units
- at least two units from the Optional unit group

### Mandatory units for the SVQ 2 in Team Leading at SCQF Level 5

You must achieve **all** of the units listed below:

Unit number	Unit code	Title	Unit credit	SCQF level
1	A1	Manage your own resources	7	6
2	D1	Develop productive working relationships with colleagues	9	6
3	D5	Allocate and check work in your team	12	5
4	E5	Ensure your own actions reduce risks to health and safety	4	5

### Optional units for the SVQ 2 in Team Leading at SCQF Level 5

You must achieve **two** of the units listed below:

Unit number	Unit code	Title	Unit credit	SCQF level
5	B5	Provide leadership for your team	9	7
6	C1	Encourage innovation in your team	11	6
7	D8	Help team members address problems affecting their performance	5	6
8	D12	Participate in meetings	2	5
9	D14	Initiate and follow disciplinary procedure	6	6
10	D15	Initiate and follow grievance procedure	6	6
11	F5	Resolve customer service problems	6	5
12	F6	Monitor and solve customer service problems	6	6
13	F7	Support customer service improvements	5	5
14	F8	Work with others to improve customer service	8	6

## What is the structure of the SVQ 3 in Management at SCQF Level 7

To achieve the whole qualification at Level 3, you must prove competence in four **mandatory units** and three **optional units**. There is no minimum and maximum credit value allocated.

This comprises of:

- all of the mandatory units
- at least three units from the Optional unit group

### Mandatory units for the SVQ 3 in Management at SCQF Level 7

You must achieve **all** of the units listed below:

Unit number	Unit code	Title	Unit credit	SCQF level
1	A2	Manage your own resources and professional development	8	7
2	B5	Provide leadership for your team	9	7
3	D6	Allocate and monitor the progress and quality of work in your area of responsibility	14	7
4	E6	Ensure health and safety requirements are met in your area of responsibility	11	7

## Optional units for the SVQ 3 in Management at SCQF Level 7

You must achieve three of the units listed below:

Unit number	Unit code	Title	Unit credit	SCQF level
5	B1	Develop and implement operational plans for your area of responsibility	11	8
6	B11	Promote equality of opportunity, diversity and inclusion in your area of responsibility	10	8
7	C1	Encourage innovation in your team	11	6
8	C5	Plan change	15	9
9	C6	Implement change	11	8
10	D1	Develop productive working relationships with colleagues	9	6
11	D3	Recruit, select and keep colleagues	12	9
12	D7	Provide learning opportunities for colleagues	11	8
13	D8	Help team members address problems affecting their performance	5	6
14	D9	Build and manage teams	8	7
15	D10	Reduce and manage conflict in your team	5	7
16	D11	Lead meetings	4	7
17	D13	Support individuals to develop and maintain their performance	5	7
18	D14	Initiate and follow disciplinary procedure	6	6
19	D15	Initiate and follow grievance procedure	6	6
20	E1	Manage a budget	11	7
21	E2	Manage finance for your area of responsibility	14	8
22	E8	Manage physical resources	9	8
23	E9	Manage the environmental impact of your work	4	8
24	E10	Take effective decisions	4	8
25	E11	Communicate information and knowledge	3	7
26	F1	Manage a project	11	8
27	F6	Monitor and solve customer service problems	6	6

Unit number	Unit code	Title	Unit credit	SCQF level
28	F8	Work with others to improve customer service	8	6
29	F14	Prepare for and participate in quality audits	6	8
30	F17	Manage the delivery of customer service in your area of responsibility	9	6
31	F18	Prepare sales proposals and deliver sales presentations*	N/A	N/A
32	F19	Sell products/services to customers*	N/A	N/A

\*Sales units not SCQF rated

## What is the structure of the SVQ 4 in Management at SCQF Level 9

To achieve the whole qualification at Level 4, you must prove competence in four **mandatory units** and four **optional units**. There is no minimum or maximum credit value allocated.

This comprises of:

- all of the mandatory units
- at least four units from the Optional unit group

### Mandatory units for the SVQ 4 in Management at SCQF Level 9

You must achieve **all** of the units listed below:

Unit number	Unit code	Title	Unit credit	SCQF level
1	B1	Develop and implement operational plans for your area of responsibility	11	8
2	B6	Provide leadership in your area of responsibility	9	8
3	D2	Develop productive working relationships with colleagues and stakeholders	12	9
4	F3	Manage business processes	15	9

## Optional units for the Level SVQ 4 in Management at SCQF Level 9

You must achieve four of the units listed below:

Unit number	Unit code	Title	Unit credit	SCQF level
5	A2	Manage your own resources and professional development	8	7
6	A3	Develop your personal networks	10	9
7	B8	Ensure compliance with legal, regulatory, ethical and social requirements	12	9
8	B11	Promote equality of opportunity, diversity and inclusion in your area of responsibility	10	8
9	C2	Encourage innovation in your area of responsibility	12	9
10	C4	Lead change	15	9
11	C5	Plan change	15	9
12	C6	Implement change	11	8
13	D3	Recruit, select and keep colleagues	12	9
14	D6	Allocate and monitor the progress and quality of work in your area of responsibility	14	7
15	D7	Provide learning opportunities for colleagues	11	8
16	D9	Build and manage teams	8	7
17	D10	Reduce and manage conflict in your team	5	7
18	D11	Lead meetings	4	7
19	D13	Support individuals to develop and maintain their performance	5	7
20	D14	Initiate and follow disciplinary procedure	6	6
21	D15	Initiate and follow grievance procedure	6	6
22	D16	Manage redundancies in your area of responsibility	5	7
23	E2	Manage finance for your area of responsibility	14	8
24	E3	Obtain additional finance for the organisation	18	10
25	E6	Ensure health and safety requirements are met in your area of responsibility	11	7

Unit number	Unit code	Title	Unit credit	SCQF level
26	E8	Manage physical resources	9	8
27	E9	Manage the environmental impact of your work	4	8
28	E10	Take effective decisions	4	8
29	E12	Manage knowledge in your area of responsibility	4	9
30	E14	Support team and virtual working*	N/A	N/A
31	E15	Procure supplies	5	8
32	E16	Select suppliers through a tendering process	6	9
33	E17	Outsource business processes	9	9
34	F1	Manage a project	11	8
35	F2	Manage a programme of complementary projects	12	10
36	F4	Develop and implement marketing plans for your area of responsibility	5	9
37	F9	Build your organisation's understanding of its market and customers	12	9
38	F11	Manage the achievement of customer satisfaction	9	9
39	F13	Manage quality systems	5	9
40	F14	Prepare for and participate in quality audits	6	8
41	F15	Carry out quality audits	6	10
42	F16	Manage the development and marketing of products/services in your area of responsibility	9	10
43	F18	Prepare sales proposals and deliver sales presentations*	N/A	N/A
44	F19	Sell products/services to customers*	N/A	N/A

\*Sales units not SCQF rated

## What is the structure of the SVQ 5 in Management at SCQF Level 11

To achieve the whole qualification at Level 5, you must prove competence in three **mandatory units** and four **optional units**. There is a minimum credit value of 52 and a maximum credit value of 68.

This comprises of:

- all of the mandatory units
- at least four units from Group A.

### Mandatory units for the SVQ 5 in Team Leading and Management at SCQF Level 11

You must achieve **all** of the units listed below:

Unit number	Unit code	Title	Unit credit	SCQF level
1	B7	Provide leadership for your organisation	13	11
2	C3	Encourage innovation in your organisation	16	11
3	F12	Improve organisational performance	11	11

## Optional units for the SVQ 5 in Management at SCQF Level 11

You must achieve four of the units listed below:

Unit number	Unit code	Title	Unit credit	SCQF level
4	A3	Develop your personal networks	10	9
5	B2	Map the environment in which your organisation operates	14	11
6	B3	Develop a strategic business plan for your organisation	14	11
7	B4	Put the strategic business plan into action	9	10
8	B8	Ensure compliance with legal, regulatory, ethical and social requirements	12	9
9	B9	Develop the culture of your organisation	13	11
10	B10	Manage risk	12	11
11	B12	Promote equality of opportunity, diversity and inclusion in your organisation	12	11
12	C4	Lead change	15	9
13	C5	Plan change	15	9
14	C6	Implement change	11	8
15	D2	Develop productive working relationships with colleagues and stakeholders	12	9
16	D4	Plan the workforce	12	11
17	D17	Build and sustain collaborative relationships with other organisations	6	11
18	E3	Obtain additional finance for the organisation	18	10
19	E4	Promote the use of technology within your organisation	12	11
20	E7	Ensure an effective organisational approach to health and safety	12	11
21	E13	Promote knowledge management in your organisation	7	11
22	E17	Outsource business processes	9	9
23	F2	Manage a programme of complementary projects	12	10

Unit number	Unit code	Title	Unit credit	SCQF level
24	F9	Build your organisation's understanding of its market and customers	12	9
25	F10	Develop a customer focussed organisation	12	11
26	F15	Carry out quality audits	6	10
27	F16	Manage the development and marketing of products/services in your area of responsibility	9	10

# Section 3: Assessment Strategy

## Introduction

The Assessment Strategy for **Team Leading and Management** for this SVQ has been established by the SSB in agreement with awarding bodies.

This Assessment Strategy sets out recommendations and specifications for the assessment and quality control of the Management and Leadership suite of National Occupational Standards (NOS) across the UK. This strategy should be read in conjunction with the following documents:

- *Edexcel SVQ guidance for centres*
- *Edexcel SVQs in Team Leading and Management Candidate Logbooks (Levels 2-5).*

The NOS referred to underpin the Scottish Vocational Qualifications (SVQs) at Levels 2-5. This includes the following SVQs:

- SVQ 2 in Team Leading at SCQF 5
- SVQ 3 in Management at SCQF 7
- SVQ 4 in Management at SCQF 9
- SVQ 5 in Management at SCQF 11

The following sections outline the principles that underpin the assessment of the above standards and qualifications with regard to:

- external quality control
- workplace assessment
- the use and characteristics of simulation
- the required occupational expertise of assessors and verifiers.

These principles are in addition to the generic criteria that awarding bodies must meet for the delivery of SVQs, as required by SQA accreditation and Ofqual.

## Management and Leadership Assessment Strategy (2011)

### 1 Introduction

- 1.1 The Management & Leadership Assessment Strategy is designed to provide awarding organisations with a robust and flexible approach to deliver assessment for Management & Team Leading NVQs / SVQs and competence-based qualifications.

### 2 External quality control

- 2.1 Awarding organisations will provide qualifications and quality assurance that support their delivery to all Management & Team Leading NVQs / SVQs and competence-based qualification assessment centres in line with regulatory requirements in England, Scotland, Wales and Northern Ireland.

- 2.2 Awarding organisations will regularly carry out standard risk assessments in each Management & Team Leading NVQ / SVQ and competence-based qualification assessment centre and manage all identified risks appropriately.
- 2.3 Awarding organisations will consistently apply external verification processes at all Management & Team Leading NVQ / SVQ and competence-based qualification assessment centres, underpinned by standard risk assessment and risk management processes.
- 2.4 Awarding organisations will supply the CfA: Business Skills @ Work (CfA) with quarterly reports on:
  - Registration and achievement data at qualification level, and unit level where available

### 3 Assessing performance

- 3.1 Assessment of all units at any level of Management & Team Leading NVQs/ SVQs and competence-based qualifications may be based on either candidate performance at work or through simulation, as necessary (See Section 4 below).
- 3.2 Units which have been imported by the CfA in their Management & Team Leading NVQs / SVQs and competence-based qualifications will be assessed in compliance with the imported assessment strategies.

### 4 Simulation of NVQ / SVQ units

- 4.1 Simulation is only permitted in exceptional circumstances where natural work evidence is unlikely to occur, with agreement from awarding organisations. It should be used sparingly and should only form a small part of the evidence for the qualification. It should not be used for any part of the leadership and management role that involves the direct supervision of others.

### 5 Occupational expertise to assess performance, and moderate and verify assessments

- 5.1 Candidates work achievements must be assessed, moderated or verified at work by:
  - a. **Assessors, moderators or verifiers** who have achieved, or are working towards achievement of, the appropriate regulatory body approved qualifications for assessment, moderation or verification;
 

**OR**
  - b. A **trainer, supervisor or manager**, elected by an employer, who must either:
    - 1. Have achieved, or be working towards achieving, appropriate regulatory body approved unit qualifications for assessment, moderation or verification;
 

**OR**
    - 2. Seek guidance and approval from their awarding organisation to demonstrate that the;
      - Organisation has appropriate processes in place to facilitate assessment, moderation or verification functions;
      - Trainer, supervisor or manager is able to map their assessment, moderation or verification skills and knowledge 100% to the National Occupational Standards upon which the qualifications above are based. This is known as the employer direct model in Scotland.

- 5.2 **Assessors** must be occupationally competent to make Management & Team Leading assessment judgements about the level and scope of individual candidate performance at work; and occupationally competent to make assessment judgements about the quality of assessment and the assessment process.
- 5.3 **External Moderators / Verifiers or Internal Moderators / Verifiers** must be occupationally competent to make Management & Team Leading moderation and verification judgements about the quality of assessment and the assessment process.
- 5.4 Awarding organisations will supply information on the requirements for internal and external moderation / verification activities to Management & Team Leading assessment centres.
- 5.5 The CfA and awarding organisations requires all assessors, moderators and verifiers to maintain current Management & Team Leading competence to deliver these functions. The CfA recognises this can be achieved in many ways but must be recorded in individual continual professional development (CPD) records that are maintained in Management & Team Leading assessment centres.



# Section 4: Recording forms

## Introduction

This section contains the following exemplar forms for use in the Team Leading and Management SVQs.

- Form 1: Portfolio title page
- Form 2: Personal profile
- Form 3: Contents checklist
- Form 4: Index of evidence
- Form 5: Unit assessment plan
- Form 6: Unit progress and sign-off record
- Form 7: Element achievement record
- Form 8: Knowledge evidence record
- Form 9: Personal statement
- Form 10: Observation record
- Form 11: Witness testimony
- Form 12: Expert witness evidence record
- Form 13: Record of questions and candidate's answers.



## Example form 1 – Portfolio title page

<b>Name:</b>	
<b>Job title:</b>	
<b>Name of employer/training provider/college:</b>	
<b>Their address:</b>	
<b>Postcode:</b>	
<b>Telephone number (Home):</b>	<b>(Work):</b>
<b>Email address:</b>	<b>Fax number:</b>
<b>SVQ:</b>	
<b>Level:</b>	
<b>Units submitted for assessment:</b>	
<b>Mentor/Supervisor:</b>	
<b>(Please provide details of mentor's/supervisor's experience):</b>	
<b>Assessor:</b>	<b>Date:</b>



## Example form 2 – Personal profile

<b>Name:</b>	
<b>Address:</b>	
<b>Postcode:</b>	
<b>Telephone number (Home):</b>	<b>(Work):</b>
<b>Email address:</b>	<b>Fax number:</b>
<b>Job title:</b>	
<b>Relevant experience</b>	
<b>Description of your current job:</b>	
<b>Previous work experience or attach copy of a current CV:</b>	
<b>Qualifications and training and/or attach copy of a current CV:</b>	

*continued overleaf...*

<b>Voluntary work/interests:</b>	
<b>Name of employer/training provider/college:</b>	
<b>Address:</b>	
<b>Postcode:</b>	
<b>Telephone number (work):</b>	<b>Fax number:</b>
<b>Email address:</b>	
<b>Type of business, if employer:</b>	
<b>Number of staff:</b>	
<b>Structure of organisation (including chart or diagram if available):</b>	

### Example form 3 – Contents checklist

SVQ title:		
Candidate:		
	Completed?	Page/section number
Title page for the portfolio		
<b>Personal profile</b> <ul style="list-style-type: none"> <li>• your own personal details</li> <li>• a brief CV or career profile</li> <li>• description of your job</li> <li>• information about your employer/training provider/college</li> </ul>		
Summary of the units		
<b>Completed units</b> <ul style="list-style-type: none"> <li>• signed by yourself, your assessor and the internal verifier (where relevant)</li> <li>• reference numbers included</li> <li>• unit assessment plans</li> </ul>		
Unit progress records		
Index of evidence (with cross-referencing information completed)		
<b>Evidence (with reference numbers)</b> <ul style="list-style-type: none"> <li>• observation records</li> <li>• details of witnesses (witness testimony sheets)</li> <li>• personal statements</li> </ul>		







## Example form 5 – Unit assessment plan

SVQ title:				
Unit:				
Candidate:			Assessor:	
Normal working activities performed				
	TYPICAL EVIDENCE	WORK AREA	EXPECTED COMPLETION DATE	LINKS TO OTHER UNITS/ELEMENTS
ELEMENT:				
ELEMENT:				
ELEMENT:				
Activities needing to be performed				
ELEMENT:				
ELEMENT:				
ELEMENT:				
Additional comments				
Assessor's signature:			Date:	
Candidate's signature:			Date:	







## Example form 7 – Work Log

SVQ title and level:				
Unit/element(s):				
Candidate:				
Purpose of statement:				
Evidence index number:				
Date	Evidence index number	Details of statement	Links to other evidence <i>(enter numbers)</i>	Units, elements and PCs covered
Candidate's signature:			Date:	
Assessor's signature:			Date:	



## Example form 8 – Observation record

SVQ title and level:	
Unit/element(s):	
Candidate:	Date of observation:
Evidence index number:	
<b>Skills/activities observed:</b>	<b>PCs and range covered:</b>
<b>Knowledge and understanding apparent from this observation:</b>	
<b>Other units/elements to which this evidence may contribute:</b>	
<b>Assessor comments and feedback to candidate:</b>	
I can confirm the candidate's performance was satisfactory.	
Assessor's signature:	Date:
Candidate's signature:	Date:



## Example form 9 – Witness testimony

SVQ title and level:	
Candidate name:	
Evidence index number:	
Where applicable, evidence number to which this testimony relates:	
Unit:	
Element(s):	
Range:	
Date of evidence:	
Witness name:	
Relationship to candidate:	
Details of testimony:	
I can confirm the candidate's evidence is authentic and accurate.	
Witness signature:	
Name:	Date:
Contact telephone number:	
<i>Please tick (✓) the appropriate box.</i>	
<input type="checkbox"/>	QUALIFIED AS AN ASSESSOR FOR WORKPLACE PERFORMANCE
<input type="checkbox"/>	FAMILIAR WITH THE SVQ STANDARDS TO WHICH THE CANDIDATE IS WORKING



## Example form 10 – Expert witness evidence record

SVQ title and level:	
Candidate name:	
Evidence index number:	
Where applicable, evidence number to which this testimony relates:	
Unit:	
Element(s):	
Date of evidence:	
Expert witness name:	
Relationship to candidate:	
Details of testimony:	
I can confirm the candidate's evidence is authentic and accurate.	
Expert witness signature:	
Name:	Date:
Contact telephone number:	
<i>Please tick (✓) the appropriate box.</i>	
<input type="checkbox"/>	QUALIFIED AS AN ASSESSOR FOR WORKPLACE PERFORMANCE
<input type="checkbox"/>	RELEVANT PROFESSIONAL WORK ROLE THAT INVOLVES EVALUATING EVERYDAY STAFF PRACTICE
<input type="checkbox"/>	CURRENT EXPERTISE
<input type="checkbox"/>	FAMILIAR WITH THE SVQ STANDARDS TO WHICH THE CANDIDATE IS WORKING



## Example form 11 – Record of questions and candidate’s answers

SVQ title and level:	
Candidate name:	
Unit:	Element(s):
Evidence index number:	
Circumstances of assessment:	
<b>List of questions and candidate’s responses:</b>	
Q:	
A:	
Q:	
A:	
Assessor’s signature:	Date:
Candidate’s signature:	Date:



# Section 5: Further information

## Simulation Guidance

In Edexcel SVQs, the emphasis is on the candidate being able to carry out real work activities so assessment will normally be carried out in the workplace itself. Indeed in the Assessment Strategy simulation is only permitted in exceptional circumstances where natural work evidence is unlikely to occur, with agreement from awarding organisations. It should be used sparingly and should only form a small part of the evidence for the qualification. It should not be used for any part of the leadership and management role that involves the direct supervision of others.

On some occasions, however, it might not be appropriate for you to assess a candidate while they are working. For example: where the Edexcel SVQ requires candidates to carry out emergency or contingency procedures, for safety or confidentiality reasons and/or where a candidate's current job role does not cover all aspects of the qualification. In these circumstances, and if the candidate has no other means of generating evidence, simulation might be appropriate, but this must be approved in advance by Edexcel who will inform centres how simulation should be planned and organised to ensure that demands on learners are neither more nor less than they would encounter in a real work situation. In particular that

- a centre's overall strategy for simulation is examined and approved by the external verifier
- all simulations are planned, developed and documented by the centre in a way that ensures the simulation correctly reflects what the unit seeks to assess
- where possible, there is a range of simulations to cover the same aspect of the standard the physical environment for the simulation, and the nature of the contingency, is realistic
- learners carry out the simulation in a professional manner
- the learner is given no indication as to what the simulation will present.

Simulation is any structured exercise involving a specific task that reproduces real-life situations. If simulation is used, particular care must be taken to ensure that:

- the conditions in which you are assessing the candidate exactly mirror the work environment, ie it is a realistic working environment (RWE)
- the simulation allows candidates to demonstrate competence across the full range specified in the outcomes
- the evidence generated is sufficient to convince you that the candidate has achieved the required standard of competence and that he/she is capable of sustaining that performance.

For further details refer to assessment strategy (Section 3)

## What else should you read?

The following publications provide additional information directly relevant to the provision of SVQs.

<b>Publications</b>	<b>Publication code</b>
<i>Edexcel SVQ Centre Guidance</i>	N029042
<i>SVQ2 in Team Leading at SCQF Level 5 - Candidate Logbook</i>	SV029859
<i>SVQ3 in Management at SCQF Level 7 - Candidate Logbook</i>	SV029860
<i>SVQ4 in Management at SCQF Level 9 - Candidate Logbook</i>	SV029861
<i>SVQ5 in Management at SCQF Level 11 - Candidate Logbook</i>	SV029862

## How do you contact us?

For further information about SVQs and our other qualifications, please contact Customer Services. Our Customer Services numbers are:

BTEC and NVQ: 0844 576 0026

GCSE: 0844 576 0027

GCE: 0844 756 0025

The Diploma: 0844 576 0028

DIDA and other qualifications: 0844 576 0031

Calls may be recorded for training purposes.

You can also contact us through Ask Edexcel at [www.edexcel.com/ask](http://www.edexcel.com/ask).

# List of annexes

**Annexe A: Qualification codes**

**Annexe B: Mapping to core skills**

**Annexe C: Evidence requirements**

**Annexe D: Glossary of terms**



## Annexe A: Qualification codes

SVQ 2 in Team Leading at SCQF 5 - GD5C 22

SVQ 3 in Management at SCQF 7 - GD5A 23

SVQ 4 in Management at SCQF 9 - GD5D 24

SVQ 5 in Management at SCQF 11 - GD5E 25



# Annexe B: Mapping to Core skills

## Introduction

Core Skills are awarded in Scotland at four levels: SCQF level 3; SCQF level 4; SCQF level 5; and SCQF level 6, in the following areas: Communication (C), Numeracy (N), Information Technology (IT), Problem Solving (PS), Working with Others (WVO). The mapping below shows the relevant level of each core skill against each SVQ unit in each of the Management and Team Leading SVQ structures

## Edexcel SVQ 2 in Team Leading

Code	Unit	SCQF Level	SCQF Credit	C	N	IT	PS	WVO
A1	Manage your own resources	6	7	4	4	N/A	4	5
D1	Develop productive working relationships with colleagues	6	9	5	4	/	5	6
D5	Allocate and check work in your team	5	12	5	5	/	6	5
E5	Ensure your own actions reduce risks to health and safety	5	4	5	4	4	4	5
B5	Provide leadership for your team	7	9	6	4	/	5	5
C1	Encourage innovation in your team	6	11	5	5	/	6	6
D8	Help team members address problems affecting their performance	6	5	4	/	/	4	5
D12	Participate in meetings	5	2	4	/	/	/	4
D14	Initiate and follow disciplinary procedure	6	6	5	/	/	5	5
D15	Initiate and follow grievance procedures	6	6	5	/	/	5	5
F5	Resolve customer service problems	5	6	5	4	/	5	4

Code	Unit	SCQF Level	SCQF Credit	C	N	IT	PS	WVO
F6	Monitor and solve customer services problems	6	6	5	5	/	6	6
F7	Support customer services improvements	5	5	5	4	/	4	4
F8	Work with others to improve customer service	6	8	5	4	/	4	4

### Edexcel SVQ 3 in Management

Code	Unit	SCQF Level	SCQF Credit	C	N	IT	PS	WVO
A2	Manage your own resources and professional development	7	8	5	5	/	5	5
B5	Provide leadership for your team	7	9	6	4	/	5	5
D6	Allocate and monitor the progress and quality of work in your area of responsibility	7	14	6	5	/	6	6
E6	Ensure health and safety requirements are met in your area of responsibility	7	11	5	5	/	5	5
B1	Develop and implement operational plans for your area of responsibility	8	11	6	5	/	6	6
B11	Promote equality of opportunity, diversity and inclusion in your area of responsibility	8	10	5	5	/	5	5
C1	Encourage innovation in your team	6	11	5	5	/	6	6
C5	Plan change	9	15	6	6	/	5	6
C6	Implement change	8	11	6	5	/	6	6

Code	Unit	SCQF Level	SCQF Credit	C	N	IT	PS	WVO
D1	Develop productive working relationships with colleagues	6	9	5	4	/	5	6
D3	Recruit, select and keep colleagues	9	12	5	5	/	5	6
D7	Provide learning opportunities for colleagues	8	11	6	4	/	4	5
D8	Help team members address problems affecting their performance	6	5	4	/	/	4	5
D9	Build and manage teams	7	8	5	/	/	/	5
D10	Reduce and manage conflict in your team	7	5	5	/	/	5	6
D11	Lead meetings	7	4	5	/	/	/	5
D13	Support individuals to develop and maintain their performance	7	5	4	/	/	5	5
D14	Initiate and follow disciplinary procedure	6	6	5	/	/	5	5
D15	Initiate and follow grievance procedure	6	6	5	/	/	5	5
E1	Manage a budget	7	11	6	6	/	5	6
E2	Manage finance for your area of responsibility	8	14	6	6	/	6	6
E8	Manage physical resources	8	9	5	6	6	6	6
E9	Manage the environmental impact of your work	8	4	5	/	/	5	5
E10	Take effective decisions	8	4	5	5	5	6	6
E11	Communicate information and knowledge	7	3	5	/	5	/	5
F1	Manage a project	8	11	6	6	/	6	6

Code	Unit	SCQF Level	SCQF Credit	C	N	IT	PS	WVO
F6	Monitor and solve customer service problems	6	6	5	5	/	6	6
F8	Work with others to improve customer service	6	8	5	4	/	4	4
F14	Prepare for and participate in quality audits	8	6	4	/	/	4	6
F17	Manage the delivery of customer service in your area of responsibility	6	9	5	/	/	5	5
F18	Prepare sales proposals and deliver sales presentations*	N/A	N/A	5	/	/	4	5
F19	Sell products/services to customers*	N/A	N/A	4	5	/	5	6

\*Imported NOS - not SCQF rated

### Edexcel SVQ 4 in Management

Code	Unit	SCQF Level	SCQF Credit	C	N	IT	PS	WVO
B1	Develop and implement operational plans for your area of responsibility	8	11	6	5	/	6	6
B6	Provide leadership in your area of responsibility	8	9	6	4	/	5	6
D2	Develop productive working relationships with colleagues and stakeholders	9	12	6	4	/	6	6
F3	Manage business processes	9	15	6	6	/	6	6
A2	Manage your own resources and professional development	7	8	5	5	/	5	5
A3	Develop your personal networks	9	10	6	4	/	5	6

Code	Unit	SCQF Level	SCQF Credit	C	N	IT	PS	WVO
B8	Ensure compliance with legal, regulatory, ethical and social requirements	9	12	6	5	/	6	6
B11	Promote equality of opportunity, diversity and inclusion in your area of responsibility	8	10	5	5	/	5	5
C2	Encourage innovation in your area of responsibility	9	12	6	6	/	6	6
C4	Lead change	9	15	6	6	/	6	6
C5	Plan change	9	15	6	6	/	6	5
C6	Implement change	8	11	6	5	/	6	6
D3	Recruit, select and keep colleagues	9	12	5	5	/	5	6
D6	Allocate and monitor the progress and quality of work in your area of responsibility	7	14	6	5	/	6	6
D7	Provide learning opportunities for colleagues	8	11	6	4	/	4	5
D9	Build and manage teams	7	8	5	/	/	/	5
D10	Reduce and manage conflict in your team	7	5	5	/	/	5	6
D11	Lead meetings	7	4	5	/	/	/	5
D13	Support individuals to develop and maintain their performance	7	5	4	/	/	5	5
D14	Initiate and follow disciplinary procedure	6	6	5	/	/	5	5
D15	Initiate and follow grievance procedure	6	6	5	/	/	5	5
D16	Manage redundancies in your area of responsibility	7	5	6	5	/	6	6
E2	Manage finance for your area of responsibility	8	14	6	6	/	6	6

Code	Unit	SCQF Level	SCQF Credit	C	N	IT	PS	WVO
E3	Obtain additional finance for the organisation	10	18	6	6	/	6	6
E6	Ensure health and safety requirements are met in your area of responsibility	7	11	5	5	/	5	5
E8	Manage physical resources	8	9	5	6	6	6	6
E9	Manage the environmental impact of your work	8	4	5	/	/	5	5
E10	Take effective decisions	8	4	5	5	5	6	6
E12	Manage knowledge in your area of responsibility	9	4	5	/	6	5	4
E14	Support team and virtual working*	N/A	N/A	5	/	6	5	6
E15	Procure supplies	8	5	5	4	/	4	4
E16	Select suppliers through a tendering process	9	6	5	5	/	4	5
E17	Outsource business processes	9	9	6	6	/	6	6
F1	Manage a project	8	11	6	6	/	6	6
F2	Manage a programme of complementary projects	10	12	6	6	/	6	6
F4	Develop and implement marketing plans for your area of responsibility	9	5	6	6	/	5	6
F9	Build your organisation's understanding of its market and customers	9	12	6	6	/	6	6
F11	Manage the achievement of customer satisfaction	9	9	6	6	6	6	6
F13	Manage quality systems	9	5	4	/	4	4	4
F14	Prepare for and participate in quality audits	8	6	4	/	4	4	6

Code	Unit	SCQF Level	SCQF Credit	C	N	IT	PS	WWO
F15	Carry out quality audits	10	6	4	/	/	6	6
F16	Manage the development and marketing of products/services in your area of responsibility	10	9	5	5	/	5	4
F18	Prepare sales proposals and deliver sales presentations*	N/A	N/A	5	/	/	4	5
F19	Sell products/services to customers*	N/A	N/A	4	5	/	5	6

\*Imported NOS - not SCQF rated

## Edexcel SVQ 5 in Management

Code	Unit	SCQF Level	SCQF Credit	C	N	IT	PS	WVO
B7	Provide leadership for your organisation	11	13	6	5	/	5	6
C3	Encourage innovation in your organisation	11	16	6	6	/	6	6
F12	Improve organisational performance	11	11	6	6	/	6	6
A3	Develop your personal networks	9	10	6	4	/	5	6
B2	Map the environment in which your organisation operates	11	14	6	6	/	6	6
B3	Develop a strategic business plan for your organisation	11	14	6	6	/	6	6
B4	Put the strategic business plan into action	10	9	6	6	/	6	6
B8	Ensure compliance with legal, regulatory, ethical and social requirements	9	12	6	5	/	6	6
B9	Develop the culture of your organisation	11	13	6	4	/	6	6
B10	Manage risk	11	12	6	6	/	6	6
B12	Promote equality of opportunity, diversity and inclusion in your organisation	11	12	6	5	/	6	6
C4	Lead change	9	15	6	6	/	6	6
C5	Plan change	9	15	6	6	/	6	5
C6	Implement change	8	11	6	5	/	6	6
D2	Develop productive working relationships with colleagues and stakeholders	10	12	6	4	/	6	6
D4	Plan the workforce	11	12	6	6	/	6	5

## Edexcel SVQ 5 in Management

Code	Unit	SCQF Level	SCQF Credit	C	N	IT	PS	WVO
D17	Build and sustain collaborative relationships with other organisations	11	6	6	6	/	6	6
E3	Obtain additional finance for the organisation	10	18	6	6	/	6	6
E4	Promote the use of technology within your organisation	11	12	6	6	6	6	6
E7	Ensure an effective organisational approach to health and safety	11	12	6	6	/	5	5
E13	Promote knowledge management in your organisation	11	7	6	/	6	5	5
E17	Outsource business processes	9	9	6	6	/	6	6
F2	Manage a programme of complementary projects	10	12	6	6	/	6	6
F9	Build your organisation's understanding of its market and customers	9	12	6	6	/	6	6
F10	Develop a customer focussed organisation	11	12	6	5	/	6	6
F15	Carry out quality audits	10	6	4	/	/	6	6
F16	Manage the development and marketing of products/services in your area of responsibility	10	9	5	5	/	5	4



# Annexe C: Evidence requirements

## Introduction

The following guidance applies to the *evidence requirements* of each unit and should be read in conjunction with the unit specification.

In order to achieve any unit you must demonstrate that you meet all its requirements. This means all of the stated outcomes and behaviours and every item of knowledge and understanding. Your assessor must be able to observe you in the workplace and/or you must provide **tangible evidence** to your assessor – you should agree with your assessor the balance between observation and other ways of evidencing performance. Please note that **simulation** is **not** allowed for any unit (ie all your evidence must relate to real work activities) unless, in exceptional cases, the external verifier agrees.

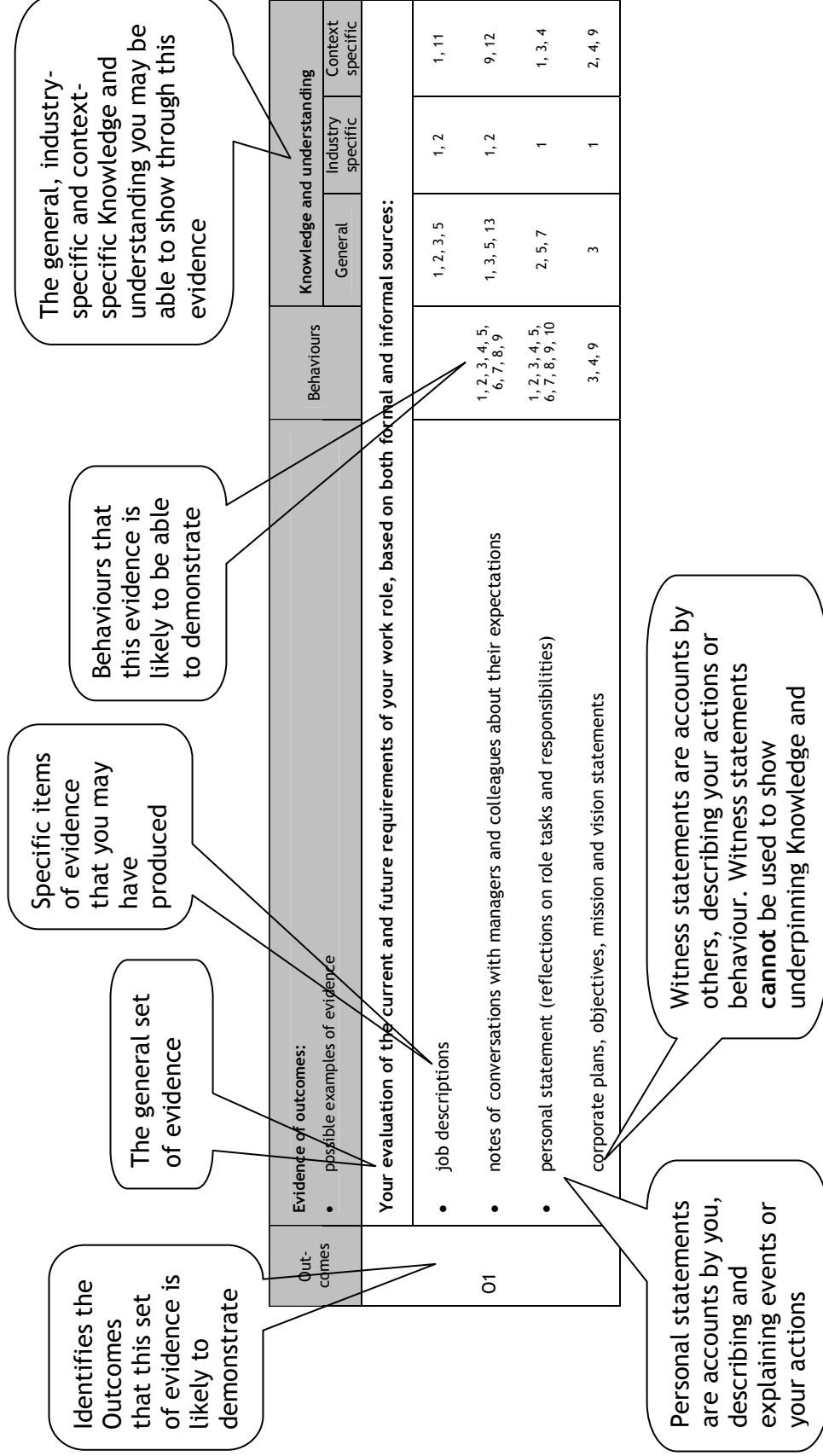
To help you identify relevant, tangible, evidence, the *evidence requirements* of each unit list a wide range of possible items of evidence, and show which *Outcomes*, *Behaviours* and *Knowledge and understanding* these items might be used to evidence.

Please note, you are not expected to produce each item of evidence listed – the evidence requirements identify examples of the evidence that you might be able to produce. Similarly, the references to *Behaviours* and to *Knowledge and understanding* suggest what the evidence **may** demonstrate. It is your responsibility to collect appropriate evidence, make sure that it demonstrates the *Outcomes* required, and show which *Behaviours* and *Knowledge and understanding* are also apparent.

A personal statement may accompany the evidence for each Unit. The *evidence requirements* identify certain *Outcomes* where this is more likely to be of value. A personal statement is not real work evidence, but it can be useful in explaining and reflecting on your behaviour in achieving certain outcomes and why you behaved as you did, thus helping to link evidence of *Outcomes* to *Behaviours* and *Knowledge and understanding*. Witness statements should be made both by those who report to you and those to whom you report (except if you do not report to anyone – for example, if you own the organisation).

Your assessor must be given sufficient time to become familiar with the evidence. The physical evidence will provide the basis for a dialogue between you and your assessor. This discussion will provide you with an opportunity to show how the physical evidence you have presented covers the outcomes, behaviours and items of knowledge and understanding.

You must appreciate that your assessor may feel that further evidence is required and the discussion could be used to identify the type of further evidence required and where this can be obtained.



Most of the 47 units have evidence requirements in this format. However, five units have a slightly different format as they have been developed by other standards setting bodies. These five units are:

- E5. Ensure your own action reduce risks to health and safety
- F5. Resolve customer service problems
- F6. Monitor and solve customer service problems
- F7. Support customer service improvements
- F8. Work with others to improve customer service.

## Evidence requirements

### A1 Manage your own resources

Outcomes	Evidence of outcomes: • possible examples of evidence	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
<b>Your evaluation of the requirements of your work-role, based on both formal and informal sources:</b>					
O1	• your job description	-	2	-	1
	• notes of conversations with managers and colleagues about their expectations	5	2, 9	1	1, 2, 3
	• personal statement (reflections on role tasks and responsibilities)	5	2	1	1, 2
<b>Your personal work objectives and records of achievement against these objectives:</b>					
O2	• notes, minutes, reports or other records of performance review or appraisal meetings, team meetings or other meetings at which you agreed your work objectives	1, 2, 5	3, 5, 9, 10	1	1, 2, 3, 4
O9	• notes, minutes, reports or other records of performance review or appraisal meetings, team meetings or other meetings, 360° appraisal outcomes, and other formal or informal feedback on your performance	1, 2, 3, 5	5, 9, 10	1	1, 2, 3, 4, 5
	• witness statements (comments on your achievement of agreed objectives)	1, 2, 3, 5	-	-	-

Outcomes	Evidence of outcomes: • possible examples of evidence	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Assessment of your current knowledge, understanding and skills, an analysis of how well these reflect the requirements of your work-role and your development plan to address any needs:</b>				
O3	• qualification certificates and transcripts	-	5	-	-
O4	• personality and skill inventories and assessment centre reports	-	5, 9	-	5
O6	• appraisal/performance review records and notes or other records of informal feedback	3, 4, 7	1, 2, 4, 5, 9	1	4, 5
O7	• development plans	3, 6, 7	1, 6, 7	1	5, 6, 7, 8
	• personal statement (reflections on relationship between knowledge, understanding and skills and the requirements of your work-role)	4	1, 5, 6, 7, 9	1	5, 6, 7, 8
	<b>Evidence of having undertaken training and development activity to meet identified development needs</b>				
O5	• attendance certificates and post-course evaluation reports	-	-	1	7, 8, 9
	• witness statements (comments on your learning and its application to the work-role)	4, 6, 7	-	-	-
	• personal statements (reflections on learning and its application to the work-role)	4, 6, 7	8	1	7, 8, 9
	<b>Work schedules, time plans or similar records of work activity that shows task plans and reviews</b>				
O8	• proprietary time planner systems and self-designed schedules or plans that you have prepared	1, 2, 3, 5, 6, 7	3, 4, 10, 11	-	1, 2
	• outputs of electronic systems (eg MS Schedule) that you have prepared	1, 2, 3, 5, 6, 7	3, 4, 10, 11	-	1, 2

## A2 Manage your own resources and professional development

Outcomes	Evidence of outcomes: • possible examples of evidence	Behaviours	Knowledge and understanding		
			General	Industry specific Context specific	
<b>Your evaluation of the current and future requirements of your work-role, and your career and personal work objectives and your reflections on your values:</b>					
O1	• job descriptions, records of appraisal or performance review meetings, work plans and objectives	2, 3, 4, 6, 7, 8	1, 2, 3, 5	-	1, 11
O2	• notes of conversations with managers and colleagues about their expectations	1, 2, 3, 5, 7, 8, 9	1, 3, 5, 13	-	9, 12
O3	• personal statement (reflections on your role and responsibilities, work objectives and values)	1, 2, 3, 5, 7, 8, 9	2, 5, 7	-	1, 3, 4
<b>Assessment of your personal learning style and its implications:</b>					
O4	• reports from providers of assessment instrument	6, 8, 10	1, 7, 13	-	5
	• personal statement (reflection on implications of learning style for development activities)	6, 8, 9, 10	1, 7, 8	-	5, 9, 10
<b>Assessment of your current knowledge, understanding and skills, and an analysis of how well these reflect the current and future requirements of your work-role:</b>					
O5	• qualification certificates and transcripts		1	1	6
O6	• personality and skill inventory reports	8	1, 5	1	6, 7
	• records of appraisal or performance review meetings, and personal development plans and objectives	8	1, 5, 9, 10, 11, 12, 13	1	6, 7, 9, 10, 11, 12
	• personal statement (reflections on the relationship between knowledge, understanding and skills and the requirements of your work-role)	8, 10	1, 5, 8, 12	1	6, 7, 9
	• witness statements from managers and other work colleagues	8, 9	-	-	-

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
<b>Evidence of having undertaken training and development activity to meet identified development needs and reflect preferred learning style:</b>					
07	<ul style="list-style-type: none"> <li>attendance certificates</li> </ul>	9	1, 7, 8	1	9
	<ul style="list-style-type: none"> <li>post-course evaluation reports that you have written</li> </ul>	10	1, 9	1	-
	<ul style="list-style-type: none"> <li>personal statement (reflections on your learning and application of your learning to your work-role)</li> </ul>	9, 10	1, 7, 8, 9	1	9
<b>Records of feedback (both formal and informal) you have received on your performance and achievement of your objectives:</b>					
08	<ul style="list-style-type: none"> <li>records of appraisal or performance review meetings</li> </ul>	4, 5, 7	1, 10, 12, 13	-	1, 3, 4, 8, 11, 12
09	<ul style="list-style-type: none"> <li>emails, memos, notes or other records of informal feedback from others on your performance</li> </ul>	4, 5, 7	1, 13	-	1, 4, 11, 12
010	<ul style="list-style-type: none"> <li>work schedules or plans, outputs of proprietary or self-designed time planner systems (paper or electronic)</li> </ul>	1, 2, 3, 4, 7, 10	3, 4, 10, 11	-	1, 4
	<ul style="list-style-type: none"> <li>witness statements (comments on your work performance and achievement of objectives)</li> </ul>	1, 2, 3, 4, 7, 10	-	-	-

### A3. Develop your personal networks

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
<b>Records of your participation in formal and informal networking organisations:</b>					
	<ul style="list-style-type: none"> <li>membership of and records of attendance at meetings organised by institutes, business, charitable and networking organisations</li> </ul>	1, 4, 5	1, 2, 5, 6, 7	1	1, 2, 3, 6, 8
O1	<ul style="list-style-type: none"> <li>address books and outputs from electronic contacts system</li> </ul>	4	1	-	8
O2	<ul style="list-style-type: none"> <li>contributions to chat rooms, bulletin boards, weblogs, or webrings</li> </ul>	1, 2, 3, 4	1, 2, 4, 6, 7	1	2, 3, 4, 5, 6
O4	<ul style="list-style-type: none"> <li>personal diaries, development plans, reflective logs and other records of your networking activity and reflections on it</li> </ul>	4, 9, 10	1, 5, 6, 7	1	1, 2, 3, 4
	<ul style="list-style-type: none"> <li>witness statements (comments on your contribution to networks)</li> </ul>	4, 5, 7, 8	-	-	-
	<ul style="list-style-type: none"> <li>personal statement (reflections on your membership of and role in networks)</li> </ul>	4, 5	1, 5, 7	1	1, 2, 3, 4
<b>Information or resources you obtained from or supplied to contacts in your personal network:</b>					
O2	<ul style="list-style-type: none"> <li>emails, letters or notes of conversations or telephone calls you have made</li> </ul>	1, 2, 3, 6, 7	1, 2, 3, 4, 6, 7	1	2, 3, 6, 7, 8
O3	<ul style="list-style-type: none"> <li>witness statements (comments on your role in seeking and providing information)</li> </ul>	1, 3, 5, 6, 7, 8	-	-	-
O5	<ul style="list-style-type: none"> <li>personal statements (reflections on your role in seeking and providing information)</li> </ul>	1, 3, 10	6, 7	1	2, 3, 6, 7, 8

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
O1	<b>Organised records of your personal contacts</b>				
O4	<ul style="list-style-type: none"> <li>annotated contacts list</li> <li>outputs from electronic contacts system</li> </ul>	4 4	1 1		8 8
O4	<b>Records of business developments you made through your contacts:</b>				
O5	<ul style="list-style-type: none"> <li>reports and correspondence you have written</li> </ul>	1, 2, 3, 4, 6, 8	1, 2, 3, 4	1	1, 2, 3, 6, 7, 8
O6	<ul style="list-style-type: none"> <li>witness statements</li> <li>personal statements</li> </ul>	1, 2, 3, 6, 7, 8 1, 2, 3, 4, 6, 8, 9, 10	- 1, 2	- 1	- 1, 2, 3, 6, 7, 8

## B1 Develop and implement operational plans for your area of responsibility

In order to achieve this unit, you must demonstrate that you meet all the requirements of the unit. This means all of the stated outcomes and behaviours and every item of knowledge and understanding. Your assessor must be able to observe you in the workplace or you must provide the following **tangible evidence** to your assessor.

Please note that **simulation** is not allowed for this unit ie all your evidence must relate to real work activities.

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Operational plans that you have managed and reviewed:</b>				
O1	<ul style="list-style-type: none"> <li>data on past operational performance against plan that you have collected and analysed</li> </ul>	1, 3	1, 9	2, 3, 4	1, 2, 3, 8
O2	<ul style="list-style-type: none"> <li>notes or minutes of meetings and discussions that you have led to review operational plans and performance</li> </ul>	1, 3, 4, 7, 8	1, 9, 8	1, 2, 3, 4	1, 2, 3, 6, 7, 8
O7	<ul style="list-style-type: none"> <li>reconciliation reports and variance analyses and proposals for changes to plans and operations that you have prepared</li> </ul>	3, 4	1, 9, 10	1, 2, 3, 4	2, 9
O8	<ul style="list-style-type: none"> <li>witness statements (comments on your role in reviewing and controlling performance against plans)</li> </ul>	1, 3, 7, 8	-	-	-
	<ul style="list-style-type: none"> <li>personal statement (reflections on your role in reviewing and controlling performance against plans)</li> </ul>	1, 4	1, 9	1, 2, 3, 4	1, 2, 3, 6, 7, 8
	<b>Operational plans that you have developed and agreed:</b>				
O1	<ul style="list-style-type: none"> <li>proposals for developing new operational systems and procedures or reports of development projects you have led</li> </ul>	1, 2	2, 7, 8	1, 2, 3, 4	1, 2, 3, 4, 5, 6, 7, 9
O2	<ul style="list-style-type: none"> <li>risk assessments and cost/benefit analyses of proposed plans</li> </ul>	3, 9	4, 5	1, 2, 3, 4	1, 4, 8
O4	<ul style="list-style-type: none"> <li>operational or production plans, sales or other work plans or work schedules, objectives and targets that you have developed and agreed</li> </ul>	1, 2, 3, 5, 6, 7, 8, 9	1, 2, 3, 4, 5, 6, 7	1, 2, 3, 4	1, 2, 3, 4, 5, 6
O5	<ul style="list-style-type: none"> <li>witness statements (comments on your role in developing operational plans)</li> </ul>	1, 3, 6, 7, 8	-	-	-
O6	<ul style="list-style-type: none"> <li>personal statement (reflections on your role in developing operational plans)</li> </ul>	2, 4, 5, 6, 9	1, 2, 3, 4, 5, 6, 7, 8	1, 2, 3, 4	1, 2, 3, 4, 5, 6

## B2 Map the environment in which your organisation operates

Outcomes	Evidence of outcomes: • possible examples of evidence	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Information on customers and competitors that you have collected, analysed and used in plans</b>				
	• statistical analyses of sales and customer feedback data to calculate trends, seasonal fluctuations and other variation	1, 2, 3, 5, 6, 7	1, 2	1, 2	1, 2, 3, 4, 8
O1	• summaries or reports of feedback from and discussions with sales personnel, customer service staff and other colleagues	1, 2, 3, 5, 6, 7	1, 2	1, 2, 3	1, 2, 3, 4, 6, 8
O2	• reports on competitor activity	1, 2, 3, 5, 6, 7	1, 2	1, 2, 3	1, 2, 3, 4, 8
O5	• proposals for commissioning market research	3	1, 2	1, 2, 3	1, 2, 3, 4, 5, 6, 7, 8
O6	• summaries or reports of market research and economic, market and industry analyses	1, 2, 4, 5, 7	1, 2	1, 2, 3	1, 2, 3, 4, 8
	• sales forecasts, business or operational plans and budgets	1, 2, 5, 6, 7	1, 2	1, 2, 3	1, 2, 3, 4, 8
	<b>Organisational and environmental strategic reviews, analyses and forecasts that you have participated in, evaluated and used in plans:</b>				
O3	• SWOT, PESTLE, BCG Matrix, Anzoff Matrix, 'what if' and other, similar, current and future scenario analyses	2, 4, 5, 6, 7	1, 2, 3, 4, 5, 6, 7	1, 2, 3	1, 2, 3, 4, 5, 6, 7, 8
O4	• time series and regression analyses of quantitative data	1, 2, 3, 5, 7	1, 2, 7	1, 2	1, 2, 3, 4, 8
O6	• sales forecasts, business or operational plans and budgets	1, 2, 6, 7	1, 2, 7	1, 2, 3	1, 2, 3, 4, 8
	• benchmark and best practice studies	2, 3, 7	1, 2, 3, 4, 6	1, 2, 3	1, 2, 3, 4, 5, 6, 7, 8

### B3 Develop a strategic business plan for your organisation

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
<b>Vision and value statements, policies, objectives and plans that you have developed:</b>					
O1		1, 3, 5, 7, 8, 10	1	1	1, 2, 3, 4, 5, 6
O2	<ul style="list-style-type: none"> <li>policy statements and similar documents</li> </ul>				
O5	<ul style="list-style-type: none"> <li>strategic, business, operational and action plans</li> </ul>	1, 3, 5, 7, 8, 9, 10	1, 2, 3, 6, 7	1, 2	1, 2, 3, 4, 5, 6
O6	<ul style="list-style-type: none"> <li>records of consultative meetings with stakeholders and others</li> </ul>	5, 6, 7, 8, 9, 10	2, 8		7, 8
O7	<ul style="list-style-type: none"> <li>personal statements (reflections on your role in developing policy and plans)</li> </ul>	3, 4, 5, 6, 10	1, 2, 3, 4, 8	1, 2	
O9					
<b>Your assessment of risks and the likely outcomes of plans, and monitoring and reporting procedures</b>					
O2	<ul style="list-style-type: none"> <li>risk assessments, sensitivity analyses and cost/benefit studies of proposed actions</li> </ul>	1, 2, 4, 9	5	1, 2	1, 2, 3, 4, 5, 6
O3	<ul style="list-style-type: none"> <li>contingency plans and 'what if' scenarios</li> </ul>	1, 2, 4, 9	5	1, 2	1, 2, 3, 4, 5, 6
O4	<ul style="list-style-type: none"> <li>monitoring and reporting procedures, exception and variance analyses</li> </ul>	1, 2, 4	9	1, 2	9
O5	<ul style="list-style-type: none"> <li>personal statements (reflections on the risks associated with proposals)</li> </ul>	1, 2, 3, 4	5	1, 2	1, 2, 3, 4, 5, 6
O7					
O8					
<b>Your active support for innovation and creativity:</b>					
O1	<ul style="list-style-type: none"> <li>proposals for innovative solutions to problems</li> </ul>	1, 2, 3, 4, 9	3		6, 7
O2	<ul style="list-style-type: none"> <li>facilitation of creative ideas generation/problem-solving activities</li> </ul>	1, 2, 3, 4, 9	3		6, 7
O4	<ul style="list-style-type: none"> <li>evaluations of creative proposals/problem solutions</li> </ul>	1, 2, 3, 4, 9	3		6, 7
O8					
O9					

## B4 Put the strategic business plan into action

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
<b>Strategic plans that you have developed and implemented:</b>					
O1	<ul style="list-style-type: none"> <li>notes, minutes, action plans or other records of meetings to discuss the implementation of the strategic plan</li> </ul>	5, 6, 7, 8	1, 2, 7	1, 2	1, 2, 3, 4, 5, 6, 7
O4	<ul style="list-style-type: none"> <li>plans, briefing documents, newsletters, intranet sites, presentations (eg PowerPoint slides) and notes for briefing meetings to promote the plan and advise of progress and changes</li> </ul>	5, 6, 7, 8	1, 2, 7	1, 2	1, 2, 3, 4, 5, 6, 7
O5	<ul style="list-style-type: none"> <li>budgets, operational and action plans, objectives and targets to implement the strategic plan that you have developed or agreed with others</li> </ul>	5, 6, 7, 8	1, 2, 6, 7	1, 2	1, 2, 3, 4, 5, 6, 7
O6	<ul style="list-style-type: none"> <li>plans/proposals, investment appraisals and risk and sensitivity assessments to acquire or dispose of resources in the light of the agreed plan</li> </ul>	3, 5, 6, 7, 8	1, 3, 4, 5, 6, 7	1, 2	1, 2, 3, 4, 5, 6, 7
<b>Your monitoring and review of the implementation of the strategic plan:</b>					
O2	<ul style="list-style-type: none"> <li>analyses of performance data, variance and exception reports that you have prepared for stakeholders</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8	1, 3, 5, 6, 7	1, 2	1, 2, 3, 4, 5, 6, 7
O4	<ul style="list-style-type: none"> <li>reports, newsletters, intranet sites, presentations (eg PowerPoint slides) and notes for briefing meetings on progress against objectives in the strategic plan that you have prepared for stakeholders</li> </ul>	1, 2, 3, 4, 5, 7, 8	1, 2, 3, 7	1, 2	1, 2, 3, 4, 5, 6, 7
O5	<ul style="list-style-type: none"> <li>proposals you have made for actions following review of the strategic plan</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8	1, 3, 5, 6, 7	1, 2	1, 2, 3, 4, 5, 6, 7
O6					
O7					

## B5 Provide leadership for your team

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Plans and objectives you have agreed with your team:</b>				
O1	<ul style="list-style-type: none"> <li>notes and other records of meetings with individuals and the team you have led to discuss and agree objectives and work plans</li> </ul>	1, 2, 3, 4, 5, 6, 7	1, 2, 3, 4, 5, 6, 8,	1	1, 2, 3, 4
O2	<ul style="list-style-type: none"> <li>individual and team objectives and work plans or schedules you have agreed</li> </ul>	1, 2, 4, 5, 6, 7	2, 3, 4	1	1, 2, 4
O3	<ul style="list-style-type: none"> <li>records of own appraisal or performance review meetings with manager regarding your role in agreeing individual and team objectives and work plans</li> </ul>	2, 3, 4, 5, 6, 7, 8	2, 3, 4, 6, 7, 8	1	1, 2, 3, 4
O11	<ul style="list-style-type: none"> <li>personal statement (commentary on how you involved team members in agreeing demanding but realistic individual and team objectives and work plans)</li> <li>witness statements by team members (how you encourage them to set demanding but realistic objectives and accept responsibility for achieving them)</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8	1, 2, 3, 4, 5, 6, 8	1	1, 2, 3, 4
	<b>Records of the performance of the team and its members:</b>				
O3	<ul style="list-style-type: none"> <li>data on the quantity and quality of individual and team performance, showing achievement of objectives and plans</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	2, 3, 4, 7	1	1, 2, 4
O4	<ul style="list-style-type: none"> <li>notes or other records of meetings, showing how individual and team problems have been resolved</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8	3, 5, 6, 7, 8, 9	1	3, 4
O8	<ul style="list-style-type: none"> <li>personal statement (commentary on how you motivated individuals, encouraged them to take responsibility, and dealt with individual and team problems)</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 3, 4, 5, 6, 7, 8	1	1, 2, 3, 4
O10	<ul style="list-style-type: none"> <li>witness statements by team members (how you helped them to overcome problems and motivated them to achieve objectives and take on responsibility for activities)</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8, 9, 10			
O11					

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Records of how you encouraged creativity and innovation in the team:</b>				
O2	<ul style="list-style-type: none"> <li>notes and materials produced during creative ideas-generation activities</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8	5, 6, 7, 8, 9	1	1, 3, 4
O5	<ul style="list-style-type: none"> <li>records of agreement by managers to introduce innovative ideas developed by the team</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8	3, 9	1	4
O6	<ul style="list-style-type: none"> <li>data on performance improvements arising directly from innovations proposed by the team</li> </ul>	1	3, 6, 9	1	4
O7	<ul style="list-style-type: none"> <li>records of own appraisal or performance review meetings with manager regarding your role in encouraging creativity and innovation in the team</li> </ul>	1, 2, 3, 4, 6, 8	6, 8, 9	1	3
O8	<ul style="list-style-type: none"> <li>personal statement (commentary on how you led the team in developing creative ideas and innovation)</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8	1, 5, 6, 9	1	1, 2, 3, 4
O9	<ul style="list-style-type: none"> <li>witness statements by team members (how you led them to develop creative ideas and innovation)</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8			
O10					

## B6 Provide leadership in your area of responsibility

Outcomes	Evidence of outcomes: • possible examples of evidence	Behaviours	Knowledge and understanding		Context specific
			General	Industry specific	
<b>Plans, procedures, records of meetings and other communications you have prepared that clearly articulate your vision and show how it is to be translated into action</b>					
O1	• vision statement, policy statements, operational objectives plans and procedures	1, 2, 3, 6	1, 2, 3, 7	1, 2	1, 2, 3, 4, 5, 6, 7, 8
O2	• notes, presentations and materials from team briefings and other meetings and discussions, newsletters, notices, intranet and internet pages	1, 2, 3, 4, 5, 6, 7, 8, 10, 11	1, 2, 3, 4, 7, 8, 9, 10	1, 2	1, 2, 3, 4, 5, 6, 7, 8
O5	• personal statements (how you ensured that your vision was understood and used by others to shape their behaviour)	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11	1, 2, 3, 4, 7, 8, 9, 10	1, 2	1, 2, 3, 4, 5, 6, 7, 8
O6	• witness statements (by those using your vision to shape their behaviour)	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11	-	-	-
O7					
O8					
O9					
O10					
<b>Records of critical incidents that show decisions you have made and how you have delegated responsibility to others, and have authorised activities designed to address significant problems and seized opportunities</b>					
O2	• contemporaneous notes, diary entries or memoranda to record significant difficulties or problems (eg those with possible disciplinary, business or legal consequences)	2, 3, 5, 6, 11	1, 3, 4, 6, 7, 8, 9, 10	1, 2	1, 2, 3, 4, 7, 8
O3	• letters, memoranda, emails, reports and other communications to inform appropriate people and make a formal records of your decisions and actions (eg to resolve problems and delegate responsibility for future actions)	2, 3, 4, 5, 6, 8, 10, 11	1, 3, 4, 6, 8, 9, 10	1, 2	1, 2, 3, 4, 7, 8
O4	• minutes or notes of progress report meetings	2, 3, 5, 6, 7, 8, 9, 10, 11	1, 4, 5, 6, 8, 9, 10	1, 2	1, 2, 3, 4, 7, 8
O5	• personal statements (how you made significant decisions and delegated responsibility to others)	3, 5, 6, 7, 8, 9, 10, 11	1, 4, 6, 7, 8, 9, 10	1, 2	1, 2, 3, 4, 7, 8
O6	• witness statements (how you made significant decisions and delegated responsibility to others)	3, 5, 6, 7, 8, 9, 10, 11	-	-	-

Outcomes	Evidence of outcomes: • possible examples of evidence	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
<b>Proposals you have made, parameters you have set, plans you have made and records you have kept of development meetings and projects designed to encourage creative ideas-generation and innovation:</b>					
O1	• proposals for, and agenda and reports of meetings	1, 2, 3, 5, 6, 11	4, 6, 7, 8, 9, 10	2	2, 3, 4, 5, 6, 7,
O3	• criteria used to sort and evaluate creative ideas	6, 8	4, 7	2	4, 5, 6
O4					
O5	• proposals to develop new and innovative products, production systems or operational procedures	1, 3, 4, 6	2, 3, 7	2	4, 5, 6
O9					
O10					
<b>Records of feedback you have received from managers, peers, those you manage and other colleagues, about your management and leadership performance:</b>					
O1	• records of appraisal or performance review interviews with your line manager	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 4, 5	1, 2	1, 2, 4, 7, 8
O2	• records of 360° appraisals by colleagues	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 4, 5	1, 2	1, 2, 4, 7, 8
O11	• notes of informal feedback, reflective logs or CPD records	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 4, 5	1, 2	1, 2, 4, 7, 8
	• critical incident personal reports	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 4, 5	1, 2	1, 2, 4, 7, 8
	• witness statements (experiences of your leadership and management performance)	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	-	-	-

## B7 Provide leadership for your organisation

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<p><b>Policy statements, plans and other documents you have instigated that communicate the organisation's purpose, values and vision and lead to their being implemented:</b></p> <ul style="list-style-type: none"> <li>mission, values, ethical trading, corporate social responsibility, equal opportunities, quality and other policy statements you have initiated, and roles, responsibilities, procedures and systems you have agreed</li> <li>reports, newsletters, internet and intranet pages, press releases and other communications you have instigated, prepared or authorised</li> <li>records of meetings you have attended or presentations you have made to promote the organisation's purpose and values</li> <li>strategic and operational plans you have developed or agreed that reflect and seek to fulfil the organisation's purpose and values</li> <li>reports you have commissioned and other information you have had gathered to monitor performance and progress towards the organisation's goals</li> <li>personal statements (describing how you have developed, communicated and sought to fulfil the organisation's purpose and values)</li> <li>witness statements (describing how you have developed, communicated and sought to fulfil the organisation's purpose and values)</li> </ul>	<p>1, 2, 3, 4, 5, 6, 7, 8, 9, 10</p> <p>1, 2, 3, 4, 5, 6, 10, 11</p> <p>1, 2, 3, 4, 6, 10, 11</p> <p>1, 2, 4, 6, 8, 11</p> <p>3, 6</p> <p>1, 2, 3, 4, 6, 8, 10</p> <p>1, 2, 3, 4, 6, 8, 10, 11</p>	<p>1, 2, 3, 4, 5</p> <p>2, 3, 5</p> <p>2, 3, 5</p> <p>4, 5</p> <p>1, 4, 6</p> <p>1, 2, 3, 7</p> <p>-</p>	<p>1, 2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>1, 2</p> <p>-</p>	<p>1, 4, 5, 6, 9</p> <p>4, 5, 9</p> <p>4, 5, 9</p> <p>5, 6, 7, 9</p> <p>7, 9</p> <p>1, 2, 3, 4, 5, 6, 7, 9</p> <p>-</p>
O1					
O2					
O4					
O11					
O12					

Outcomes	Evidence of outcomes: • possible examples of evidence	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Decisions you have made and actions you have taken to move the organisation towards fulfilling its purpose and goals, embrace creativity and innovation, empower people and overcome problems or difficulties:</b>				
O1	• reports, letters, emails, minutes, memoranda, notes and other records of meetings and discussions that show that you have taken decisions or initiated actions that reflect the values of the organisation and contribute to fulfilling its purpose, in relation to critical incidents (eg significant problems relating to people, resources, finance, customers, etc)	2, 3, 4, 5, 6, 7, 8, 9, 10	1, 3, 4, 5, 6, 7, 8, 10, 13	1, 2	1, 2, 3, 4, 5, 6, 7, 9
O2	• training and development, change programmes, projects, improvement groups and other strategies you have initiated, <i>and</i> role descriptions, organisational diagrams, systems and procedures that you have had developed or have agreed, to encourage creativity and innovation, bring about changes, improve performance and enable the organisation to fulfil its values and purpose	3, 5, 6, 7, 8, 9, 10, 11	3, 4, 6, 9, 10, 12, 13	1, 2	1, 3, 4, 5, 6, 7, 8, 9
O3	• reward systems you have introduced and used (promotion, job enrichment, responsibility, bonuses, prizes, awards and recognition) to recognise and encourage creativity, innovation, high standards of work performance and achievement of goals	3, 4, 6, 9	3, 4, 6, 9, 10, 12, 13	1, 2	1, 3, 4, 5, 6, 7, 8, 9
O4	• personal statements (describing how you have dealt with problems or challenges in ways that reflect the organisation's values and purpose)	2, 3, 5, 6, 7, 8, 9, 10	1, 3, 6, 7, 8, 9, 10, 12, 13	1, 2	1, 2, 3, 4, 5, 6, 7, 9
O5	• witness statements (describing how you have dealt with problems or challenges in ways that reflect the organisation's values and purpose)	2, 3, 5, 6, 7, 8, 9, 10, 11	-	-	-

Outcomes	Evidence of outcomes: • possible examples of evidence	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
O1	Records of feedback you have received from those to whom you report, your peers, those you manage and other colleagues, about your management and leadership performance:				
O2					
O3	• records of appraisal or performance review interviews with your manager, board or council member	3, 6, 8, 10	1, 2, 3, 7, 8, 9, 11, 13	1, 2	1, 2, 3, 4, 5, 6, 8, 9
O4					
O5	• records of 360° appraisals by colleagues	3, 4, 5, 6, 7, 8, 9, 10, 11	1, 2, 3, 5, 7, 8, 9, 10, 11	1, 2	1, 2, 3, 4, 5, 6, 8, 9
O6					
O7	• notes of informal feedback, reflective logs or CPD records	3, 6, 8, 10	1, 2, 3, 5, 7, 8, 9, 11	1, 2	1, 2, 3, 4, 5, 6, 8, 9
O8	• personal statements (reflections on actions you have taken and incidents where you have taken responsibility for making things happen)	2, 3, 5, 6, 7, 8, 10	1, 2, 3, 5, 7, 8, 9, 11	1, 2	1, 2, 3, 4, 5, 6, 8, 9
O9					
O8	• witness statements (experiences of your leadership and management performance)	2, 3, 5, 6, 7, 8, 10	-	-	-
O10					

## B8 Ensure compliance with legal, regulatory, ethical and social requirements

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Policies, systems, procedures and reports you have originated or instigated:</b>				
O1	<ul style="list-style-type: none"> <li>Records of training, consultations, working groups, project teams, committees and other forums you have organised and/or participated in to develop, review and implement policies in relation to legal, regulatory, ethical and social issues</li> </ul>	1, 4, 5, 6, 7, 8, 9, 10	1, 2, 3	1, 2, 3, 4	1, 2
O2					
O3	<ul style="list-style-type: none"> <li>Health and safety, environmental, corporate social responsibility, equal opportunities, employment, recruitment, customer service and other policy statements you have developed, initiated and/or agreed in relation to legal, regulatory, ethical and social issues</li> </ul>	1, 4, 5, 6, 7, 8, 9, 10	1, 2, 3	1, 2, 3, 4	1, 2, 5
O5	<ul style="list-style-type: none"> <li>Risk assessments you have undertaken or commissioned</li> </ul>	1, 4, 5, 6, 7, 8	1, 2, 3	1, 2, 3, 4	2, 3, 4, 5
	<b>Records of actions you have taken to implement policy and address any risks identified:</b>				
O3	<ul style="list-style-type: none"> <li>Plans, specifications action plans and other records of systems and procedures, roles and responsibilities, training and development, objectives and other actions you have organised and/or participated in to implement organisational policies in relation to legal, regulatory, ethical and social issues</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 3	1, 2, 3, 4	2, 3, 4, 5
O4					
O5	<ul style="list-style-type: none"> <li>Documentation you have been responsible for developing relating to the assessment, recognition and auditing of the organisation for external standards (eg ISO14000)</li> </ul>	1, 5, 6, 8	1, 2, 3	1, 2, 3, 4	2, 3, 4, 5
O6					
O7	<ul style="list-style-type: none"> <li>Personal statements, action plans, reports you have prepared and records of actions you have taken, to monitor and review organisational performance, and take appropriate action, in relation to legal, regulatory, ethical and social issues</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8	1, 2, 3	1, 2, 3, 4	2, 3, 4, 5
O8	<ul style="list-style-type: none"> <li>Specifications, action plans, reports from project teams, working groups or committees you have organised and/or participated in, to monitor and review organisational performance, and take appropriate action, in relation to legal, regulatory, ethical and social issues</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8	1, 2, 3	1, 2, 3, 4	2, 3, 4, 5

## B9 Develop the culture of your organisation

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<p><b>Policies, systems and procedures you have originated or instigated and actions you have taken to develop, communicate and encourage action consistent with the organisation's values and principles:</b></p> <ul style="list-style-type: none"> <li>Records of training, consultations, working groups, project teams, committees and other forums you have organised and/or participated in to develop and review the organisation's values, principles, assumptions and behaviours</li> <li>Newsletters, correspondence, intranet and internet pages, presentations and other communications to the people you work with that you have been responsible for to encourage awareness of and commitment to the values, principles, assumptions and behaviours appropriate to the organisation's vision and values</li> <li>Documentation related to systems and procedures, strategies, plans, projects and other actions you have taken or initiated to encourage behaviour consistent with the organisation's values, principles and vision</li> <li>Personal statements and records of actions you have taken to monitor that behaviour is consistent with the organisation's desired values and principles, and responses to situations where it has failed to do so</li> </ul>				
O1		1, 2, 3, 4, 6, 7, 8, 9	1, 2, 3, 4, 5, 6, 7	1, 2	1, 2, 3, 4
O2					
O3		1, 2, 3, 4, 6, 7, 8, 9	1, 2, 3, 4, 5, 6, 7	1, 2	1, 2, 3, 4, 5, 6
O4					
O5		1, 2, 6, 7, 8, 9	1, 2, 3, 4, 5, 6, 7	1, 2	1, 2, 3, 4, 5
O6		1, 2, 3, 4, 5, 6, 7, 8, 9	1, 2, 3, 4, 5, 6, 7	1, 2	1, 2, 3, 4, 5, 6

## B10 Manage risk

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
<b>Policies and risks assessments you have originated or instigated:</b>					
O1	Records of training, consultations, working groups, project teams, committees and other forums you have organised and/or participated in to develop, review, secure senior management support for and implement policies in relation to any actual or potential risks the organisation and its people may face	1, 2, 4, 7, 9, 10, 11	1, 2, 3, 4, 5, 7, 8, 9, 14	1, 2, 3, 4	1, 2, 3, 4, 5, 6, 9
O2	Policy statements you have developed, initiated and/or agreed in relation to actual or potential risks the organisation and its people may face	1, 2, 4, 7, 9, 10, 11	1, 2, 3, 4, 5, 7, 8, 9, 14	1, 2, 3, 4	1, 2, 3, 4, 5, 6, 9
O3	Risk assessments you have carried out and risks profiles you have prepared, proposals you have made in relation to these risks and records of action you have taken to reduce exposure to or eliminate any risks facing the organisation, its people or others	1, 4, 6, 7, 8, 9	1, 2, 8, 9, 10, 11, 12	1, 2, 3, 4	2, 3, 5, 6, 7, 8, 9, 10
<b>Records of actions you have taken to eliminate or reduce risks the organisation and its people face:</b>					
O3	Budgets, actions plans, systems, procedures, roles descriptions and training you have initiated or agreed, personnel you have appointed, and other actions you taken to ensure that the performance of the organisation and its people minimises exposure to or eliminates any risks they may face	1, 3, 4, 5, 6, 7, 8, 9, 11	1, 3, 10, 11, 12, 14, 15	1, 2, 3, 4	2, 5, 6, 7, 8, 9, 10, 11, 13, 15
O5	Newsletters, procedure manuals, correspondence and other communications you have prepared, instigated or agreed, and presentations you have made, to raise awareness of risks the organisation and its people may face and the actions needed to be taken in response	1, 2, 3, 5, 7, 9, 10, 11	1, 3, 4, 6, 11, 14	1, 2, 3, 4	2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12
O7	Records of actions you have taken to monitor incidents arising from the risks the organisation and its people face, and actions you have taken:				
O2	Systems and procedures you have developed and introduced to monitor and review behaviour and record incidents, and action you have taken as result of this information to minimise exposure to or eliminate any risks facing the organisation, its people or others	1, 4, 7, 8, 9	1, 2, 9, 10, 12, 13, 14, 16	1, 2, 3, 4	5, 6, 7, 8, 9, 10, 11, 13, 14, 15
O3	Personal statements (reflections on your role in developing policy and senior management commitment, assessing risks, putting systems and procedures in place, monitoring and taking action in relation to incidents, and reviewing policy and strategies)	2, 9	1, 2, 3, 5, 6, 13	1, 2, 3, 4	1, 2, 3, 4, 5, 6, 8, 9, 11, 12
O5					
O6					
O8					
O10					

## B11 Promote equality of opportunity and diversity in your area of responsibility

Outcomes	Evidence of outcomes: • possible examples of evidence	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
<b>Policies, systems, procedures and reports you have originated or instigated in relation to equality of opportunity and diversity:</b>					
O1					
O2	• records of training, consultations, working groups, project teams, committees and other forums you have organised and/or participated in to raise awareness of and review legal obligations, and to develop, review and implement policies in relation to equality of opportunity and diversity relating to your area of responsibility	1, 2, 4, 5, 6, 7, 9	1, 2, 3, 4, 5, 6, 7, 9, 11, 12, 14, 15	1, 2, 3	1, 2, 3, 6, 7, 8, 9, 13
O3					
O5					
O7					
O8	• equality of opportunity and diversity values and policy statements you have developed, initiated and/or agreed relating to your area of responsibility	1, 2, 4, 5, 6, 7, 9	1, 2, 3, 4, 5, 6, 7, 9, 11, 12, 14, 15	1, 2, 3	1, 2, 3, 6, 7, 8, 9, 13
O9					
<b>Records of actions you have taken to implement policy and address any problems identified:</b>					
O1					
O2	• monitoring systems you have designed or introduced, reviews of equality of opportunity and diversity in the practices and outcomes in your area of responsibility that you have undertaken or initiated (eg recruitment practices, employment or service use levels relative to the relevant population), and reports you have prepared and proposals you have made or agreed as a result	1, 2, 3, 4, 5, 6, 7, 8, 9	1, 2, 3, 4, 5, 7, 8, 9, 10, 12, 17	1, 2, 3	2, 4, 5, 6, 7, 8, 9, 10, 11, 12
O3					
O4					
O5	• systems and procedures, roles and responsibilities you have developed, consultations and training you have organised and other actions you have initiated or taken to implement policy and bring about changes in behaviour and working practices	1, 2, 3, 4, 5, 6, 7, 8, 9	1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14, 15, 16	1, 2, 3	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13
O6					
O8					
O9					
O10	• personal statements (reflections on your own attitudes and behaviours and actions you have taken in relation to equality of opportunity and diversity in the workplace)	2, 4, 5, 6, 7, 9	1, 2, 3, 4, 5, 6, 7, 9	1, 2, 3	1, 2, 3, 4, 7, 8, 9, 10, 11, 12

## B12 Promote equality of opportunity and diversity in your organisation

Outcomes	Evidence of outcomes: • possible examples of evidence	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Policies, systems, procedures and reports you have originated or instigated in relation to equality of opportunity and diversity:</b>				
O1	• records of training, consultations, working groups, project teams, committees and other forums you have organised and/or participated in to raise awareness, develop, review and implement policies in relation to equality of opportunity and diversity across the organisation	1, 2, 3, 4, 7 10, 11	1, 2, 3, 4, 5, 6, 7, 8, 12, 13, 17, 20	1, 2, 3	1, 2, 6, 7, 8, 9, 11
O2					
O3	• reviews you have initiated or conducted of the organisation's legal, social and ethical responsibilities in relation to equality of opportunity and diversity	2, 4, 7, 8, 11	1, 2, 4, 5, 6, 7, 8, 10, 11, 12, 17, 18, 20	1, 2, 3	1, 2, 3, 4, 6, 7, 8, 9, 11, 12
O6					
O8					
O9	• studies you have initiated or undertaken of best practice across the organisation and other organisations in the same sector and elsewhere	2, 4, 7, 8, 11	1, 2, 3, 4, 5, 6, 7, 16, 17	1, 2, 3	5, 6, 10, 11
	• equality of opportunity and diversity values and policy statements you have developed, initiated and/or agreed for the organisation	1, 3, 4, 7, 10 11	1, 2, 3, 4, 5, 6, 7, 12, 13	1, 2	1, 2, 7, 9
	<b>Records of actions you have taken to implement policy and address any problems identified:</b>				
O1					
O2	• monitoring systems you have designed or introduced, reviews of equality of opportunity and diversity in the organisation's practices and outcomes that you have undertaken or initiated (eg recruitment practices, employment or service use levels relative to the relevant population), and reports you have prepared and proposals you have made or agreed as a result	1, 3, 4, 5, 6, 8, 10, 11	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 14, 17, 18, 19, 20	1, 2, 3	2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12
O3					
O4					
O5					
O7	• systems and procedures, roles and responsibilities you have developed, consultations and training you have organised and other actions you have initiated or taken to implement policy and bring about changes in behaviour and working practices	1, 3, 4, 5, 6, 7, 8, 10, 11	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 14, 17, 18, 19	1, 2, 3	2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12
O10					
O11					
O12	• personal statements (reflections on your own attitudes and behaviours and actions you have taken in relation to equality of opportunity and diversity in the workplace)	1, 2, 4, 5, 6, 7, 10, 11	1, 2, 3, 4, 56, 7, 8	1, 2, 3	1, 3, 4, 7, 11

## C1 Encourage innovation in your team

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Examples of creative ideas and innovation that you have enabled your team to generate or propose:</b>				
O1	<ul style="list-style-type: none"> <li>notes, reports and other materials emanating from creative ideas generation sessions that you have led your team and others to produce</li> </ul>	1, 2, 3, 4, 6, 7	1, 2, 3, 4, 5, 7, 8, 9, 11, 12, 14	1	1, 2, 3, 4, 5
O2	<ul style="list-style-type: none"> <li>proposals that your team has made for innovative products, services or processes</li> </ul>	4, 5, 6, 7, 8	2, 6, 7, 8, 9, 10, 11, 12	1	1, 2, 3, 4, 5
O3	<ul style="list-style-type: none"> <li>notes of meetings you have had with, or presentations you have made to, managers customers, suppliers and others</li> </ul>	1, 2, 3, 5, 6, 7	1, 2, 6, 7, 8, 9, 10, 11	1	2, 4, 5
O4	<ul style="list-style-type: none"> <li>personal statement (reflections on your role in leading or encouraging the team to be creative and develop innovative products, services or processes)</li> </ul>	1, 4, 5, 6, 7	1, 2, 3, 4, 7, 8, 9, 10, 11, 12, 13	1	1, 2, 3, 4, 5
O5	<ul style="list-style-type: none"> <li>witness statements (commentaries on your role in leading or encouraging the team to be creative and develop innovative products, services or processes)</li> </ul>	1, 4, 5, 6, 7	-	-	-
O6					
O8					
O10					
O11					
O12					

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Examples and recognitions of innovations that your team has proposed that have been implemented:</b>				
O3	<ul style="list-style-type: none"> <li>innovative product, service or process specifications arising from proposals made by your team</li> </ul>	1, 7	1, 8, 9, 10, 11, 13, 14	1	1, 3, 4
O4	<ul style="list-style-type: none"> <li>action plans to introduce innovative products, services or processes</li> </ul>	1, 2, 3, 4, 5, 6	1, 6, 9, 10, 11, 13, 14	1	1, 3, 4, 5
O6	<ul style="list-style-type: none"> <li>records of prizes, bonuses, awards and other recognition that the team and its members have received for developing innovative products, services or processes</li> </ul>	2, 3, 8	4, 15	1	1, 2, 3
O7	<ul style="list-style-type: none"> <li>personal statement (reflections on your role in leading the team in introducing innovative products, services or processes that they have proposed)</li> </ul>	1, 4, 5, 6, 7	1, 2, 3, 6, 7, 8, 9, 10, 11, 13, 14, 15	1	1, 2, 3, 4, 5
O9	<ul style="list-style-type: none"> <li>witness statements (commentaries on your role in leading the team in introducing innovative products, services or processes that they have proposed)</li> </ul>	1, 2, 3, 4, 6, 7, 8	-	-	-

## C2. Encourage innovation in your area of responsibility

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Policies, practices, people, roles and responsibilities you have developed to encourage the development of creative ideas and innovative products, services and processes in your area of responsibility:</b>				
O1	<ul style="list-style-type: none"> <li>suggestions or proposals you have made to review or develop systems and procedures, roles and practices to encourage creativity and innovation in your area of responsibility</li> </ul>	1, 2, 4	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13	1, 2, 3	1, 2, 3, 4, 5, 6
O2	<ul style="list-style-type: none"> <li>policy statements you have developed, training activities and procedures you have organised to encourage creativity and innovation in your area of responsibility</li> </ul>	1, 2, 4, 6, 11	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13	1, 2, 3	1, 2, 3, 4, 5, 6
O3					
O4	<ul style="list-style-type: none"> <li>records of the promotion, recruitment or selection of people you have been involved in showing how you have sought evidence of candidates' creativity and openness to innovation</li> </ul>	1, 10	4, 7, 15, 16	-	5
O10					
O11	<ul style="list-style-type: none"> <li>systems you have introduced or used to encourage, recognise and reward creativity and innovation within your area of responsibility</li> </ul>	1, 2, 12	6, 7, 10, 11, 16, 19		1, 2, 3, 4, 5, 6
O12	<ul style="list-style-type: none"> <li>personal statement (reflection on your role in encouraging creativity and innovation in your area of responsibility)</li> </ul>	1, 3, 4, 10, 12	1, 2, 3, 4, 5, 7, 8, 9, 10, 11, 16, 18	1, 2, 3	1, 2, 3, 4, 5, 6
	<ul style="list-style-type: none"> <li>witness statements (describing your role in encouraging creativity and innovation in your area of responsibility)</li> </ul>	1, 3, 4, 10, 12	-	-	-

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Examples of creativity and innovation that you have encouraged and implemented in your area of responsibility:</b>				
O1	<ul style="list-style-type: none"> <li>creative ideas and proposals for innovative products, services or processes from individuals and teams that you have encouraged, supported, agreed and developed</li> </ul>	2, 3, 4, 5, 6, 7	2, 3, 4, 5, 8, 9, 10, 11, 12, 19	1, 2, 3	1, 2, 3, 4, 5, 6
O2	<ul style="list-style-type: none"> <li>cost/benefit analyses, business proposals, action plans and project briefs that you have prepared for the implementation of creative ideas and innovative products, services and processes in your area of responsibility</li> </ul>	5, 6, 7, 8, 9, 11, 12	11, 12, 13, 14, 17, 18	1, 2, 3	1, 2, 3, 4, 5, 6
O4	<ul style="list-style-type: none"> <li>specifications for innovative products, services and processes in your area of responsibility that you have developed or instigated</li> </ul>	7, 8, 9, 11	9, 12, 13, 17, 18	1, 2, 3	1, 2, 3, 4, 5, 6
O5	<ul style="list-style-type: none"> <li>notes and records of meetings you have led or contributed to, relating to the introduction of innovative products, services and processes in your area of responsibility</li> </ul>	8, 9, 11	9, 12, 13, 17, 18	1, 2, 3	1, 2, 3, 4, 5, 6
O6	<ul style="list-style-type: none"> <li>records of rewards or recognition you have given to people for creative ideas and innovative products, services and processes in your area of responsibility</li> </ul>	2, 11, 12	4, 15, 16, 19	1, 2, 3	1, 2, 3, 4, 5, 6
O7	<ul style="list-style-type: none"> <li>personal statement (reflection on your role in introducing innovative products, services and processes in your area of responsibility)</li> </ul>	6, 7, 8, 9	9, 10, 11, 12, 13, 14, 16, 18	1, 2, 3	1, 2, 3, 4, 5, 6
O8	<ul style="list-style-type: none"> <li>witness statement (describing your role in introducing innovative products, services and processes in your area of responsibility)</li> </ul>	8, 9, 11, 12	-	-	-

### C3. Encourage innovation in your organisation

Outcomes	Evidence of outcomes: • possible examples of evidence	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Policies, practices, people, roles and responsibilities you have developed to encourage the development of creative ideas and innovative products, services and processes in your organisation:</b>				
	• suggestions or proposals you have made to review or develop strategies, systems, structures and partnerships with others to create an organisation that encourages and supports creativity and innovation	1, 2, 8, 9	1, 2, 3, 4, 11, 12	1, 3, 4	1, 2, 3, 4, 5, 6, 7
O1	• policy statements and strategies you have developed or instigated, resources you have allocated, newsletters and other internal communications you have initiated, and presentations you have made you have employed to share knowledge and experience and encourage creativity and innovation in the organisation	1, 2, 8, 9, 10	1, 2, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14	1, 3, 4	1, 2, 3, 4, 5, 6, 7
O2	• records of the promotion, recruitment or selection of people or organisations you have been involved in showing how you have sought evidence of their creativity and openness to innovation	2, 4, 7, 9, 10	5, 6, 7, 17, 21	1, 2	1, 2, 3
O3	• relationships with research and development organisations (eg universities) you have instigated and R&D investments you have proposed or agreed, to support innovation in the organisation	2, 5, 6, 7	6, 7, 9, 11, 12, 15, 16, 17, 18, 19, 21	1, 2, 3, 4	1, 2, 3, 4, 5, 6, 7
O4	• systems you have introduced or used to encourage, celebrate and reward creativity and innovation within the organisation	1, 2, 3	6, 11, 12, 15, 16, 21		1, 2, 3, 4, 5, 6
O5	• personal statement (reflection on your role in encouraging creativity and innovation in the organisation)	1, 4, 5, 7, 8, 9	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 17	1, 2, 3, 4	1, 2, 3, 4, 5, 6, 7
O6	• witness statements (describing your role in encouraging creativity and innovation in the organisation)	2, 3, 6, 9, 10	-	-	-

Outcomes	Evidence of outcomes: • possible examples of evidence	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Examples of creativity and innovation that you have supported, encouraged and implemented in your organisation:</b>				
	<ul style="list-style-type: none"> <li>creative ideas and proposals for innovative products, services or processes from employees and external sources that you have encouraged and decision criteria you have employed to support, agree and develop them</li> </ul>	1, 2, 3, 4, 5, 6, 7, 9, 10	1, 7, 9, 10, 11, 12, 14, 15, 16, 17, 18, 19, 20	2, 4	1, 2, 4, 5
	<ul style="list-style-type: none"> <li>patents and other intellectual property the organisation has acquired through your actions</li> </ul>	4, 8	19, 22	4	1, 5, 7, 8
O4	<ul style="list-style-type: none"> <li>cost/benefit analyses, business proposals, action plans and project briefs that you have instigated or agreed, and budgets or details of resources you have allocated for the implementation of creative ideas and innovative products, services and processes in your organisation</li> </ul>	1, 7, 8	10, 11, 12, 13, 14, 16, 17, 18, 20	2, 4	1, 2, 3, 4, 5
O5	<ul style="list-style-type: none"> <li>specifications for innovative products, services and processes in your organisation that you have instigated or agreed</li> </ul>	1, 4, 5, 7	9, 11, 12, 18, 19	-	1, 2, 3, 4, 5
O8	<ul style="list-style-type: none"> <li>notes and records of meetings you have led or instigated, relating to the development and introduction of innovative products, services and processes in your organisation</li> </ul>	1, 2, 3, 5, 6, 7, 8, 9	9, 11, 12, 18, 19	3	1, 2, 3, 4, 5
O9	<ul style="list-style-type: none"> <li>records of rewards or recognition you have given to people for creative ideas and innovative products, services and processes in your organisation</li> </ul>	2, 3, 6	6, 7, 15, 21	-	1, 2, 3, 4, 5
O10	<ul style="list-style-type: none"> <li>objectives you have set and systems you have introduced to measure innovation in the organisation</li> </ul>	3, 4, 5, 8, 9	1, 2, 22	1, 3	1, 2, 3, 4, 5, 8
O11	<ul style="list-style-type: none"> <li>personal statement (reflection on your role in introducing innovative products, services and processes in your area of responsibility)</li> </ul>	1, 4, 5, 7, 8, 9	12, 13, 14, 16, 17	1, 4	1, 2, 3, 4, 5
O12	<ul style="list-style-type: none"> <li>witness statement (describing your role in introducing innovative products, services and processes in your area of responsibility)</li> </ul>	2, 3, 5, 6, 9, 10	-	-	-

## C4 Lead Change

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Policies, plans and presentations you have been responsible for producing to communicate your vision for the future and your strategy for implementing it:</b>				
O1	<ul style="list-style-type: none"> <li>vision statements, records of presentations, policy and strategy documents, proposals, newsletters and other internal communications, that you have produced that present your vision for the future and the objectives of the change</li> </ul>	1, 2, 3, 4, 5, 8	1, 2, 3, 8, 10	1, 2, 3	1, 2, 4, 5, 6
O3					
O4	<ul style="list-style-type: none"> <li>feasibility studies, cost-benefit analyses, decision tables and other financial and risk assessments you have made or commissioned to determine the likely success of proposals for change</li> </ul>	1, 7, 8	1, 3, 4, 6, 7, 10	1, 2, 3	1, 2, 3, 4, 5
O5	<ul style="list-style-type: none"> <li>project and action plans, descriptions of role and responsibilities, Gantt charts, network diagrams, and other plans for the implementation of changes that you have initiated</li> </ul>	1, 2, 3, 4, 7, 8	5, 6, 7	1, 2, 3	1, 2, 3, 4, 5
	<b>Records of actions you have taken and meetings you have held to support people through the change:</b>				
	<ul style="list-style-type: none"> <li>records of training, coaching, mentoring, counselling and other development and support services you have organised for the people affected by the change</li> </ul>	1, 4, 5, 6, 7, 8	2, 5, 8	-	3, 4, 5
O1	<ul style="list-style-type: none"> <li>notes or records of meetings you have had with people directly affected by the change, and records of agreements you have made with them to take action in response to their concerns or difficulties they are facing</li> </ul>	1, 4, 5, 6, 7, 8	5, 8, 10	-	3, 4, 5
O2					
O3	<ul style="list-style-type: none"> <li>records of decisions you have made and actions you have initiated in response to feedback you have received from people affected by change</li> </ul>	1, 2, 6, 7, 8	5, 6, 8	-	3, 4, 5
O6	<ul style="list-style-type: none"> <li>personal statements (reflections on your own actions and behaviour to support people through the change process)</li> <li>witness statements (comment on your actions and behaviour to support people through the change process)</li> </ul>	3, 5	5, 6	-	3, 4, 5
		1, 2, 3, 4, 5	-	-	-

Outcomes	Evidence of outcomes: • possible examples of evidence	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Systems you have designed to monitor the progress of planned change and actions you have taken in response to problems encountered:</b>				
O4	<ul style="list-style-type: none"> <li>objectives and targets, milestones, critical success factors, key performance indicators and other techniques you have used to establish metrics against which to monitor progress</li> </ul>	2, 7	1, 3, 7, 8	1, 2, 3	1, 2, 3, 4, 5, 6
O6	<ul style="list-style-type: none"> <li>specifications of systems and procedures you have initiated to monitor performance against these metrics</li> </ul>	2, 7	6, 9	1, 2, 3	2, 4, 5, 6
O8	<ul style="list-style-type: none"> <li>records on performance and notes of meetings to discuss progress and identify any barriers to progress, and action plans and other records of action you have agreed to address these barriers</li> </ul>	1, 2, 6, 7, 8	5, 6, 7, 9	1, 2, 3	2, 4, 5, 6
	<b>Your communications with stakeholders and others on the progress of the change process:</b>				
O7	<ul style="list-style-type: none"> <li>reports you have prepared to stakeholders on the progress of the project, actions you have initiated to deal with any problems and revised schedules or timetables, where appropriate</li> </ul>	5, 7	8, 10	1, 3	6
	<ul style="list-style-type: none"> <li>newsletters, emails, intranet pages, presentations and briefings you have made and other communications you have initiated to ensure that all the people involved are kept informed about progress towards achieving your vision</li> </ul>	5, 7	8, 10	1, 2	6

## C5 Plan Change

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Reviews of current procedures, systems, structures or roles you have undertaken and proposals for change you have made:</b>				
O1	<ul style="list-style-type: none"> <li>information you have collected and analysed about the effectiveness, efficiency and economy of current procedures, systems, structures or roles</li> </ul>	1, 2, 3, 4	1, 9	1, 2, 3	1, 2, 3
O2	<ul style="list-style-type: none"> <li>meetings you have led to identify problems with current procedures, systems, structures or roles and possible solutions or changes that need to be made</li> </ul>	1, 2, 4	1, 4, 8, 9	1, 2, 3	1, 2, 3, 4
O4	<ul style="list-style-type: none"> <li>reports or proposals you have prepared or presentations you have made, to argue for changes in procedures, systems, structures or roles, based on our analysis</li> </ul>	2, 6, 7	1, 2, 5, 6, 8, 9	1, 2, 3	1, 2, 3, 4
	<ul style="list-style-type: none"> <li>feasibility studies, cost-benefit analyses, decision tables and other financial and risk assessments you have made, and potential barriers to change that you have identified, to determine the likely success of proposals for change</li> </ul>	2, 3, 7	1, 2, 5, 6, 7, 8	-	1, 2, 3
	<ul style="list-style-type: none"> <li>personal statement (reflections on your reasons for initiating a change review)</li> </ul>	3, 5, 6, 7	1, 7, 9	1, 2, 3	1, 2, 3
	<b>Plans for changes that you have been responsible for producing</b>				
O1	<ul style="list-style-type: none"> <li>objectives, project and action plans, descriptions of role and responsibilities, Gantt charts, network diagrams, and other plans for the implementation of changes that you have proposed</li> </ul>	1, 2, 3, 5, 6, 7	1, 2, 6, 7, 8	-	1, 2, 3
O3					
O4	<ul style="list-style-type: none"> <li>training, coaching, mentoring, counselling and other development and support services you have proposed for the people affected by the change</li> </ul>	1, 7	1, 4, 8	3	1, 2, 3
O5					
O6	<ul style="list-style-type: none"> <li>targets, milestones, critical success factors, key performance indicators and other techniques you have proposed to establish metrics against which to monitor progress</li> </ul>	5, 6	2, 3	-	1, 2, 3
O8	<ul style="list-style-type: none"> <li>specifications of systems and procedures you have proposed to monitor performance against these metrics</li> </ul>	4, 7	2	-	2, 3

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Plans for ensuring effective communication during the change process:</b>				
O3	<ul style="list-style-type: none"> <li>your proposals and plans for team briefings, newsletter, displays, bulletin boards, intranet pages, email lists and other methods for communicating the need for and change and the progress of the change process</li> </ul>	2, 4	1, 9	-	4
O6					
O7	<ul style="list-style-type: none"> <li>systems you have designed to monitor the effect of the change process on those people affected and collect feedback on its effectiveness in achieving it goals</li> </ul>	4	1	-	4

## C6 Implement change

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Designs or specifications for new work processes, procedures, systems, structures and roles that you have developed and implemented:</b>				
	<ul style="list-style-type: none"> <li>notes of meetings you have led and discussions you have had to develop new work processes, procedures, systems, structures and roles</li> </ul>	2, 3, 6, 7	3, 5, 6	1, 2	1, 2, 3
	<ul style="list-style-type: none"> <li>new work processes, procedures, systems, structures and roles designs or specifications you have produced</li> </ul>	1, 2, 3, 5	1, 2, 3, 4	1, 2	1, 2, 3
O2	<ul style="list-style-type: none"> <li>action plans, timetables or schedules for introducing and implementing new work processes, procedures, systems, structures and roles that you have produced</li> </ul>	1, 2, 3, 5, 7	1, 2, 3, 6, 7, 8	-	1, 2, 3, 4
O3	<ul style="list-style-type: none"> <li>risk assessments and contingency plans for the introduction and implementation of new work processes, procedures, systems, structures and roles</li> </ul>	2, 3	1, 2, 6	1, 2	1, 2, 3
O7	<ul style="list-style-type: none"> <li>records of meetings you have led to plan the introduction and implementation of new work processes, procedures, systems, structures and roles</li> </ul>	2, 3, 5, 6, 7, 8	1, 2, 3, 6, 7, 8	-	1, 2, 3
	<ul style="list-style-type: none"> <li>personal statement (reflections on the process of, and your role in, developing, introducing and implementing new work processes, procedures, systems, structures and roles)</li> </ul>	1, 6, 7	1, 2, 35, 6, 7, 8	1, 2	1, 2, 3

Outcomes	Evidence of outcomes: • possible examples of evidence	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Records of actions you have taken, decisions you have made and meetings you have held to facilitate the change:</b>				
	• records of development and support activity you have provided for the people affected by the change	1, 2, 4, 5, 7	1, 2, 3, 7, 8	-	1, 3
O1	• notes or records of meetings you have had with people directly affected by the change, to explain the implications for them and their work, and records of agreements you have made with them to take action address potential barriers or problems they identify	1, 2, 3, 4, 5, 6, 7, 8	1, 2, 5, 6, 8	1	1, 2, 3
O3	• records of decisions you have made and actions you have taken in response to feedback you have received from people affected by change	1, 2, 5, 6, 7	1, 2, 3, 5, 6	-	1, 2, 3
O4	• records of personal (letters or emails, notes of briefings or other face-to-face meetings) and public recognition (newsletters, notice boards, awards, etc) and recommendations or awards of rewards (bonuses, prizes, promotion, etc) for people and teams for achieving results, that you have organised	1, 4, 8	1, 2, 3, 4	-	4
O5	• personal statements (reflections on your own actions and behaviour to facilitate the change process)	1, 2, 4, 5, 6, 7, 8	1, 2, 3, 4, 5, 6, 7, 8	1, 2	1, 2, 3
O6	• witness statements (comment on your actions and behaviour to facilitate the change process)	2, 3, 4, 5, 8	-	-	-
	<b>Records and communications to others on the progress of the planned change:</b>				
	• records on performance and notes of meetings to discuss progress and identify any barriers to progress, and action plans and other records of action you have agreed to address these barriers	1, 2, 3, 5, 6, 7	1, 2, 5, 6	1	1, 2, 3
O4	• project reports you have prepared for those to whom you are accountable, on the progress of the project	3, 8	1, 2, 8	1	4
	• newsletters, emails, intranet pages, presentations and briefings you have made and other communications you have prepared to ensure that all the people involved are kept informed about progress towards achieving the change project goals	3, 9	1, 2, 8	1	4

## D1 Develop productive working relationships with colleagues

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
<b>Records of activities and agreements with work colleagues that you have completed successfully:</b>					
O1	<ul style="list-style-type: none"> <li>notes, minutes or other records of formal and informal meetings with colleagues relating to agreements for action by you and your performance in relation to these agreements</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 3, 4, 5, 6, 7, 8	1, 2, 3	1, 2, 3, 4, 5, 6, 7, 8, 9
O2	<ul style="list-style-type: none"> <li>emails, memos and other correspondence with colleagues relating to actions you have agreed to undertake and your performance in relation to these agreements</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 3, 4, 5, 6	1, 2, 3	1, 2, 3, 4, 5, 6, 7, 8, 9
O3	<ul style="list-style-type: none"> <li>personal statements (reflections on the nature and effectiveness of your relationships with work colleagues and your fulfilment of your commitments to them)</li> </ul>	5, 6, 7, 8, 9, 10	1, 2, 3, 4, 5, 6, 7	1, 2, 3	1, 2, 3, 4, 5, 6, 7, 8
O4	<ul style="list-style-type: none"> <li>witness statements (comments by colleagues on the nature and effectiveness of your relationships with them and your fulfilment of your commitments to them)</li> </ul>	1, 2, 3, 4, 6, 7, 10	-	-	-
O5					
O8					
<b>Records of relationship difficulties or conflicts at work that you have successfully addressed and feedback you have given and received:</b>					
O1	<ul style="list-style-type: none"> <li>notes, minutes or other records of formal and informal meetings with colleagues relating to relationship difficulties or conflicts</li> </ul>	1, 2, 4, 5, 6, 7, 8, 9, 10	1, 2, 3, 4, 5, 6, 7, 8	1, 2, 3	1, 2, 3, 4, 5, 6, 7, 8, 9
O2	<ul style="list-style-type: none"> <li>emails, memos and other correspondence with colleagues relating to relationship difficulties or conflicts</li> </ul>	1, 2, 4, 5, 6, 7, 8, 9, 10	1, 2, 3, 4, 5, 6	1, 2, 3	1, 2, 3, 4, 5, 6, 7, 8, 9
O3	<ul style="list-style-type: none"> <li>notes or other records of verbal feedback and copies of memos, emails and letters you have sent in which you have given feedback to colleagues</li> </ul>	1, 2, 3, 4, 5, 6, 8, 10	1, 2, 3, 4, 5, 6, 8	2, 3	5, 6, 7, 8
O5	<ul style="list-style-type: none"> <li>notes or other records of verbal feedback and copies of memos, emails and letters you have received in which colleagues have given feedback to you</li> </ul>	10	1, 2, 3, 4, 5, 6, 7	2, 3	5, 6, 7
O6	<ul style="list-style-type: none"> <li>personal statements (reflections on your ability to deal effectively with relationship difficulties or conflicts)</li> </ul>	5, 6, 7, 8, 9, 10	1, 2, 3, 4, 5, 6, 7	1, 2, 3	1, 2, 3, 4, 5, 6, 7, 8
O7	<ul style="list-style-type: none"> <li>witness statements (comments by colleagues on your ability to deal effectively with relationship difficulties or conflicts)</li> </ul>	1, 2, 3, 4, 6, 7, 10	-	-	-

## D2 Develop productive working relationships with colleagues and stakeholders

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
<b>Records of activities and agreements with work colleagues and stakeholders that you have completed successfully:</b>					
O1	<ul style="list-style-type: none"> <li>notes and other records of information you have collected on developments in the organisation and its environment that will be of interest to colleagues and stakeholders</li> </ul>	7, 11	2, 3, 6, 7, 20	1, 2, 5	5
O2	<ul style="list-style-type: none"> <li>records of new stakeholders you have met or have identified</li> </ul>	3, 7	1, 2, 3	5	3
O3	<ul style="list-style-type: none"> <li>notes, minutes or other records of formal and informal meetings with colleagues and with stakeholders relating to consultations, decisions and agreements for action by you and your performance in relation to these consultations, decisions and agreements</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 14, 15, 16, 17	1, 2, 3, 4, 5	1, 2, 3, 4, 5, 6, 7, 8, 9, 10
O4	<ul style="list-style-type: none"> <li>emails, memos and other correspondence with colleagues and with stakeholders relating to decisions you have taken, actions you have agreed to undertake and your performance in relation to these agreements</li> </ul>	1, 2, 4, 5, 7, 8, 9, 10, 11	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 14, 15, 16, 17	1, 2, 3, 4, 5	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11
O5	<ul style="list-style-type: none"> <li>personal statements (reflections on the nature and effectiveness of your relationships with work colleagues and your fulfilment of your commitments to them)</li> </ul>	2, 3, 7, 9	1, 5, 6, 7, 8, 9	1, 2, 3, 4, 5	1, 2, 3, 4, 5, 6, 7, 8, 9, 10
O6	<ul style="list-style-type: none"> <li>witness statements (comments by colleagues on the nature and effectiveness of your relationships with them and your fulfilment of your commitments to them)</li> </ul>	1, 2, 4, 5, 6, 7, 8, 10, 11	-	-	-

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Records of relationship or other difficulties or conflicts with work colleagues and stakeholders that you have successfully addressed and feedback you have given and received:</b>				
O1	<ul style="list-style-type: none"> <li>notes, minutes or other records of formal and informal meetings with colleagues and stakeholders relating to difficulties or conflicts</li> </ul>	1, 2, 3, 4, 5, 6, 7, 9, 10, 11	1, 4, 5, 9, 11, 12, 13, 14, 15, 16, 17	2, 3, 4	2, 3, 8, 9, 10, 11
O2	<ul style="list-style-type: none"> <li>emails, memos and other correspondence with colleagues and stakeholders relating to difficulties or conflicts</li> </ul>	1, 2, 3, 4, 5, 6, 7, 9, 10, 11	1, 4, 5, 9, 11, 12, 13, 14, 15, 16, 17	2, 3, 4	2, 3, 8, 9, 10, 11
O3	<ul style="list-style-type: none"> <li>notes or other records of verbal feedback and copies of memos, emails and letters you have sent in which you have given feedback to colleagues and stakeholders</li> </ul>	1, 2, 3, 9, 10, 11	11, 12, 13, 14, 15, 16, 17, 18, 19	3, 4	2, 3, 6, 8, 9, 10, 11
O7	<ul style="list-style-type: none"> <li>notes or other records of verbal feedback and copies of memos, emails and letters you have received in which colleagues and stakeholders have given feedback to you</li> </ul>	2, 11	11, 12, 13, 14, 15, 16, 17, 18, 19	3, 4	2, 3, 6, 8, 9, 10, 11
O8	<ul style="list-style-type: none"> <li>personal statements (reflections on your ability to monitor and review the effectiveness of relationships with colleagues and stakeholders and to deal effectively with difficulties or conflicts)</li> </ul>	1, 2, 3, 4, 5, 6, 7, 9, 10, 11	9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19	2, 3, 4	9, 10, 11
O9	<ul style="list-style-type: none"> <li>witness statements (comments by colleagues and stakeholders on your ability to deal effectively with difficulties or conflicts)</li> </ul>	1, 2, 4, 5, 6, 7, 8, 10, 11	-	-	-

### D3 Recruit, select and keep colleagues

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Data on staff turnover, records of exit interviews and strategies for retaining staff:</b>				
O1	<ul style="list-style-type: none"> <li>spreadsheets and other records of staff turnover you have compiled and analyses to identify patterns and trends</li> </ul>	2, 4	1, 3, 4	1	4
O2	<ul style="list-style-type: none"> <li>notes or records of formal staff exit interviews and informal feedback from staff leaving the organisation, and summaries or analyses of the information collected</li> <li>reports, proposals, action plans and other records of strategies you have developed for reducing staff turnover</li> </ul>	2, 5 2, 3, 8	1, 2, 3, 4 1, 2, 3, 4, 5	1, 2 1, 2	4 1, 2, 4, 9
	<b>Reviews of the workforce in your area of responsibility that you have organised or prepared:</b>				
	<ul style="list-style-type: none"> <li>analyses of business and/or operational plans to identify likely future employment requirements (numbers of people, skills levels, employment patterns, etc)</li> <li>reviews of current workforce profile (numbers, skill levels, age, etc) to identify any potential shortfalls in requirements</li> <li>notes, emails, memos or other records of discussions with colleagues to identify possible solutions to current or potential workforce requirements</li> <li>reports or proposals you have prepared for addressing current or potential workforce requirements (eg recruitment, transfer or promotion, training, redundancy, early retirement, etc)</li> <li>personal statement (reflection on your role in developing strategies to address current or potential workforce requirements)</li> </ul>	2, 3, 6, 9, 10 1, 6, 9 1, 6, 9	6 6 7	3 3 3	1, 2, 3 1, 2, 3 1, 2, 3, 9
O3					
O4					
		1, 3, 6, 7, 9	7	3	1, 2, 3
		1, 3, 6	6, 7	3	1, 2, 3

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
<b>Records of your role in the recruitment and selection of new staff:</b>					
O5	<ul style="list-style-type: none"> <li>notes of discussions about, and copies of, job descriptions and person specifications you have developed</li> </ul>	1, 3, 4, 6, 7	8, 13, 14	2, 3	5
O6	<ul style="list-style-type: none"> <li>notes, emails, memos or other records of discussions about the recruitment and selection process for new staff and your proposals for selection criteria</li> </ul>	1, 4, 6, 8, 9	9, 10, 11, 13, 14	2, 3	6, 8, 9
O7	<ul style="list-style-type: none"> <li>notes of interviews or records of other selection process you have engaged in</li> </ul>	5, 6, 9	10, 12, 14	2, 3	7, 8
O8	<ul style="list-style-type: none"> <li>reports, emails, memos or other records of your evaluation of the recruitment and selection process</li> </ul>	9	13, 14, 15	2, 3	8
O9					
O10	<ul style="list-style-type: none"> <li>personal statement (reflection on your role in recruiting and selecting new staff)</li> </ul>	1, 3, 9	8, 9, 10, 11, 12, 13, 14, 15	2, 3	6, 7, 8
O11					

## D4 Plan the workforce

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Workforce reviews that you have organised or prepared:</b>				
O1	<ul style="list-style-type: none"> <li>analyses of strategic, business and/or operational plans to forecast likely future employment requirements (numbers of people, skills levels, employment patterns, etc)</li> </ul>	4, 7	2, 4, 5, 7, 8	2, 3, 4, 5	1, 5, 7
O2	<ul style="list-style-type: none"> <li>analyses of recruitment and employment data and of the relevant population from which recruits are drawn to identify statistical disparities in the job applications, selection, employment, retention and promotion to identify any evidence of poor employment practice, possible discrimination or unintentional barriers to particular groups</li> </ul>	1, 2, 3	2, 4, 5	1, 2, 3, 4, 5	2, 3, 4, 6, 7
O3	<ul style="list-style-type: none"> <li>surveys of the current workforce to identify their experiences and perceptions of, and their attitudes to, their employment conditions</li> </ul>	1, 2, 3	2, 4, 5	1, 2, 3, 5	2, 3, 4, 5, 6, 7
O4	<ul style="list-style-type: none"> <li>surveys or records of debriefings of (successful and unsuccessful) applicants to identify their views of the employment prospects in the organisation</li> </ul>	1, 3	2, 4, 5	1, 2, 3, 5	6, 7
O6	<ul style="list-style-type: none"> <li>reports or other outcomes of reviews you have undertaken of the systems for recording and monitoring employment (eg collecting and analysing data on recruitment, retention, development, promotion, timekeeping, attendance, etc)</li> </ul>	2, 3, 5, 6	2, 4, 5	2, 4	2, 3, 4, 7
O8	<ul style="list-style-type: none"> <li>notes, minutes or other records of meetings you have had with colleagues and consultants to review the organisation's workforce planning strategy</li> </ul>	1, 2, 3, 4, 7	1, 2, 4, 5	1, 2, 3, 4, 5	2, 3, 4, 5, 6, 7
O9	<ul style="list-style-type: none"> <li>briefings, notes of meetings, letters and other documents you have produced to commission external consultants or specialist staff to review employment practices and future workforce needs</li> </ul>	1, 2, 8	1, 3	1, 2, 3, 4, 5	1, 2, 3, 4, 5, 6, 7
	<ul style="list-style-type: none"> <li>personal statements (reflecting on your role in analysing and reviewing current employment practices and future workforce needs)</li> </ul>	1, 2, 3, 7	1, 2, 3, 4, 5	1, 2, 3, 4, 5	1, 2, 3, 4, 5, 6, 7

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Workforce plans that you have organised or prepared:</b>				
O4	<ul style="list-style-type: none"> <li>proposals for future workforce reform or restructuring, recruitment or redundancy, employee development, and other changes to bring the workforce profile into line with strategic, business or operational plans</li> </ul>	1, 2, 4, 5, 6, 7, 8	1, 2, 3, 4, 5, 6, 7, 8	1, 2, 3, 4, 5	1, 2, 3, 4, 5, 6, 7
O5	<ul style="list-style-type: none"> <li>reports or proposals you have prepared to propose improvements to the organisation's recruitment, workforce development and succession planning strategy or employment conditions to bring them into line with future workforce requirements and with legal and social responsibilities</li> </ul>	1, 2, 3, 4, 5, 7, 8	2, 3, 4, 5, 6, 7, 8	1, 2, 3, 4, 5	1, 2, 3, 4, 5, 6, 7
O6					
O7	<ul style="list-style-type: none"> <li>notes, minutes or other records of meetings to discuss future workforce strategy and plans or proposals to align the workforce to future needs</li> </ul>	1, 2, 3, 4, 5, 6, 7	1, 2, 3, 4, 5, 6, 7, 8	1, 2, 3, 4, 5	1, 2, 3, 4, 5, 6, 7
O8					
O9	<ul style="list-style-type: none"> <li>briefings, notes of meetings, letters and other documents you have produced to commission external consultants or specialist staff to plan future employment practices and workforce needs</li> </ul>	1, 4, 7, 8	1, 3	1, 2, 3, 4, 5	1, 2, 3, 4, 5, 6,
O10					
O11	<ul style="list-style-type: none"> <li>newsletters, records of presentations, notes or other records of meetings with workforce representatives and other communications you have prepared to communicate future workforce strategy to employees</li> </ul>	6, 8	1, 4, 5, 6, 8	1, 2, 3, 4, 5	1, 2, 7
	<ul style="list-style-type: none"> <li>personal statements (reflecting on your role in planning future employment practices and future workforce needs)</li> </ul>	1, 2, 3, 4, 7	1, 2, 3, 4, 5, 6, 7, 8	1, 2, 3, 4, 5	1, 2, 3, 4, 6, 7

## D5 Allocate and check work in your team

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Records of work allocation to your team and its members:</b>				
O1	<ul style="list-style-type: none"> <li>notes of meetings with your manager, schedules and other documents recording the work required from your team, and any priorities</li> </ul>	7, 8	2, 3, 4, 11	1	1, 2, 3, 4
O2	<ul style="list-style-type: none"> <li>detailed work schedules, timetables and other plans for individual and team work activities, tasks, production targets or other ways of defining workloads</li> </ul>	2, 3, 5, 7, 8, 10	3, 4, 5, 11	1, 2	1, 2, 3, 4, 5, 6, 8, 9
O3	<ul style="list-style-type: none"> <li>notes of team briefings to allocate individual and team work activities, tasks, targets, etc</li> </ul>	1, 2, 3, 4, 5, 6, 7, 9	1, 5, 6, 7, 9, 11	1, 2	1, 2, 3, 4, 5, 6, 7,
O4	<ul style="list-style-type: none"> <li>personal statements (reflections on the process and reasoning behind work allocation, including work priorities, availability of resources, and the relative abilities and development needs of team members)</li> </ul>	3, 5, 7, 8, 10	3, 4, 5, 6, 11	1, 2	1, 2, 3, 4, 5, 6, 7, 8, 9
O5	<ul style="list-style-type: none"> <li>witness statements (comments on the process of work allocation and perceptions of its fairness, appropriateness and clarity)</li> </ul>	1, 4, 5, 6, 9	-	-	-

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Records of the quality and quantity of the team's output:</b>				
O5	<ul style="list-style-type: none"> <li>records of the monitoring of work output/production for quality, consistency with specifications, etc (eg quality control charts, etc) that you have collected</li> <li>records of individual and team work output or production records, production/operational reports that you have prepared, etc</li> </ul>	2, 5, 7, 8	1, 8, 9, 12, 13, 14, 15	1	1, 2, 3, 4.
O6	<ul style="list-style-type: none"> <li>notes, reports, recommendations to managers or other records of problems or critical incidents and action you have taken in relation to supplied materials; equipment, vehicles or facilities; product/service quality; health, safety or security; customers; or team members' work performance (including issues requiring disciplinary action, and training or coaching activity you have undertaken)</li> </ul>	2, 5, 7, 8	1, 8, 9, 12, 13, 14, 15	1, 2	1, 2, 3, 4, 5, 6, 8
O7	<ul style="list-style-type: none"> <li>notes, reports, recommendations to managers or other records of problems or critical incidents and action you have taken in relation to supplied materials; equipment, vehicles or facilities; product/service quality; health, safety or security; customers; or team members' work performance (including issues requiring disciplinary action, and training or coaching activity you have undertaken)</li> </ul>	4, 5, 7, 8	4, 8, 12, 12, 14, 15	1	1, 2, 3, 5, 6, 7, 8, 9, 10, 11, 12
O8	<ul style="list-style-type: none"> <li>notes, reports, recommendations to managers or other records of problems or critical incidents and action you have taken in relation to supplied materials; equipment, vehicles or facilities; product/service quality; health, safety or security; customers; or team members' work performance (including issues requiring disciplinary action, and training or coaching activity you have undertaken)</li> </ul>	2, 5, 9	1, 6, 7, 8, 9, 10, 13, 15	1, 2	1, 2, 5, 6, 7, 8, 9, 10, 11, 12
O9	<ul style="list-style-type: none"> <li>notes, emails, memos or other records of formal or informal feedback or performance appraisal of team members</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8, 9	4, 8, 12, 12, 14, 15	1, 2	1, 2, 5, 6, 7, 8, 9, 10, 11, 12
O10	<ul style="list-style-type: none"> <li>personal statement (reflections on your own role in dealing with problems or critical incidents affecting the team and its performance, and how you encourage the team and individual members to work to the best of their ability to achieve or exceed targets for quality and quantity of products or services)</li> </ul>	1, 2, 4, 5, 6, 9	-	-	-
O11	<ul style="list-style-type: none"> <li>witness statements (comments on your own role in dealing with problems or critical incidents affecting the team and its performance, and how you encourage the team and individual members to work to the best of their ability to achieve or exceed targets for quality and quantity of products or services)</li> </ul>				
O12	<ul style="list-style-type: none"> <li>witness statements (comments on your own role in dealing with problems or critical incidents affecting the team and its performance, and how you encourage the team and individual members to work to the best of their ability to achieve or exceed targets for quality and quantity of products or services)</li> </ul>				

## D6 Allocate and monitor the progress and quality of work in your area of responsibility

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Records of work allocation to people and teams in your area of responsibility:</b>				
O1	<ul style="list-style-type: none"> <li>notes or minutes of meetings with your manager regarding the work required from your team, and any priorities</li> </ul>	1, 2, 4, 9, 10	1, 2, 3, 18	1, 2	1, 2, 3, 4, 5, 7
O2	<ul style="list-style-type: none"> <li>business, operational or production plans or schedules and other documents identifying the work required from your area of responsibility that you have agreed, and any priorities you have identified</li> </ul>	1, 2, 4, 7, 9, 10	1, 2, 3, 18	1, 2	1, 2, 3, 4, 5, 7
O3	<ul style="list-style-type: none"> <li>detailed work plans or schedules, timetables and other plans for individuals' and teams' work activities, tasks, production targets or other ways of defining workloads</li> </ul>	1, 2, 4, 7, 9, 10, 11	3, 4, 5, 6, 18	1, 2	1, 2, 3, 4, 5, 6, 7
O4	<ul style="list-style-type: none"> <li>notes of meetings and briefings to discuss work plans or schedules, timetables and allocate individual and team work activities, tasks, production targets, etc</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12	3, 4, 5, 6, 7, 8, 9	1, 2	1, 2, 3, 4, 5, 6, 7
O5	<ul style="list-style-type: none"> <li>personal statements (reflections on the process and reasoning behind work planning and allocation, including work priorities, availability of resources, and the relative abilities and development needs of team members)</li> </ul>	1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 12	2, 3, 4, 5, 6, 7, 8	1, 2	1, 2, 3, 4, 5, 6, 7
	<ul style="list-style-type: none"> <li>witness statements (comments on the process of work planning and allocation and perceptions of its fairness, appropriateness and clarity)</li> </ul>	3, 6, 7, 8, 11, 12	-	-	-

Outcomes	Evidence of outcomes: • possible examples of evidence	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Records of the quality and quantity of the work of people and teams in your area of responsibility:</b>				
	<ul style="list-style-type: none"> <li>records of the monitoring of work output/production for quality, consistency with specifications, etc (eg quality control sampling records, control charts, etc) that you have collected or commissioned</li> <li>records of individual and team work output or production records, production/operational reports that you have prepared, etc</li> <li>records of any changes to work plans or schedules that you have initiated</li> </ul>	7, 9, 10	10, 13, 14, 17, 18	1, 2	1, 2, 3, 4, 5, 6, 7, 9
	<ul style="list-style-type: none"> <li>notes, reports, recommendations to managers or other records of problems or critical incidents and action you have taken in relation to supplied materials; equipment, vehicles or facilities; product/service quality; health, safety or security; customers; or team members' work performance (including issues requiring disciplinary action, and training or coaching activity you have organised or undertaken)</li> </ul>	1, 7, 9, 10	13, 14, 15, 17, 18	1, 2	1, 2, 3, 4, 5, 6, 7, 9
O5	<ul style="list-style-type: none"> <li>records of any changes to work plans or schedules that you have initiated</li> </ul>	1, 4, 6, 7, 9, 10, 12	14, 15, 16, 17, 18	1, 2	1, 2, 3, 4, 5, 6, 7, 9
O6	<ul style="list-style-type: none"> <li>notes, reports, recommendations to managers or other records of problems or critical incidents and action you have taken in relation to supplied materials; equipment, vehicles or facilities; product/service quality; health, safety or security; customers; or team members' work performance (including issues requiring disciplinary action, and training or coaching activity you have organised or undertaken)</li> </ul>	1, 4, 5, 6, 7, 9, 10, 12	12, 13, 14, 15, 16, 17, 18	1, 2	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12
O7	<ul style="list-style-type: none"> <li>notes, reports, recommendations to managers or other records of problems or critical incidents and action you have taken in relation to supplied materials; equipment, vehicles or facilities; product/service quality; health, safety or security; customers; or team members' work performance (including issues requiring disciplinary action, and training or coaching activity you have organised or undertaken)</li> </ul>	3, 5, 6, 7, 8, 10, 11, 12	10, 11, 12, 13, 14, 15, 16, 17, 18	1, 2	1, 4, 5, 6, 7, 8, 9, 10, 11, 12
O8	<ul style="list-style-type: none"> <li>notes, emails, memos or other records of formal or informal feedback or performance appraisal of team members</li> </ul>	1, 3, 5, 6, 10, 11, 12	10, 11, 12, 13, 14, 15, 16, 17, 18	1, 2	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12
O9	<ul style="list-style-type: none"> <li>personal statement (reflections on your own role in dealing with problems or critical incidents affecting the team and its performance, and how you encourage the team and individual members to work to the best of their ability to achieve or exceed targets for quality and quantity of products or services)</li> </ul>	3, 6, 7, 8, 11, 12	-	-	-
O10	<ul style="list-style-type: none"> <li>witness statements (comments on your own role in dealing with problems or critical incidents affecting the team and its performance, and how you encourage the team and individual members to work to the best of their ability to achieve or exceed targets for quality and quantity of products or services)</li> </ul>				

## D7 Provide learning opportunities for colleagues

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Identification of development needs, plans to meet development needs and monitoring and review of development activity:</b>				
O1	<ul style="list-style-type: none"> <li>notes, memos, emails or other records of feedback and performance appraisals/reviews, and of discussions or identification of learning and development preferences and needs (including learning styles, personal constraints, learning disabilities and difficulties that affect learning)</li> </ul>	3, 4, 5, 6, 7, 8, 9, 10	1, 4, 5, 6, 7, 8, 12, 16	1, 2, 3	1, 2, 3, 4, 5, 6, 8, 10, 11, 12
O2	<ul style="list-style-type: none"> <li>details of support arrangements inside and outside the organisation (eg a training department's or external supplier's assessment services) that you have identified and arranged for a colleague to access</li> </ul>	2, 3, 4, 5	1, 4, 12, 13, 16	1, 2, 3	5, 6, 8, 9, 10, 11, 12
O3	<ul style="list-style-type: none"> <li>training and development opportunities (eg coaching, internal and external courses, learning centre/e-learning programmes) that you have identified and enabled colleagues to access to meet agreed learning and development requirements</li> </ul>	1, 2, 3, 4, 5, 7, 9, 10	1, 2, 3, 5, 6, 8, 9, 10, 12, 13, 16	1, 2, 3	3, 4, 5, 6, 7, 8, 9, 10, 11, 12
O4	<ul style="list-style-type: none"> <li>copies of development or learning plans you have discussed, agreed, reviewed and revised with colleagues</li> </ul>	3, 4, 5, 7, 10	1, 2, 3, 10, 11	1, 2, 3	4, 5, 6, 7, 9, 10, 11, 12
O5	<ul style="list-style-type: none"> <li>notes, memos, emails or other records of meeting or discussions you have had with colleagues to review their learning and its effect on their performance</li> </ul>	3, 4, 5, 6, 8, 10	1, 2, 3, 14, 15	1, 2, 3	1, 2, 3, 4, 5, 10, 11, 12
O6	<ul style="list-style-type: none"> <li>personal statement (your reflections on your role in identifying learning requirements, organisation of development activity and review of its effectiveness in improving or enhancing performance)</li> </ul>	1, 2, 4, 5, 6, 8, 9	2, 3, 4, 5, 6, 7, 8, 10, 13, 14, 15, 16	1, 2, 3	1, 2, 3, 4, 5, 6, 9, 10, 11, 12
O7	<ul style="list-style-type: none"> <li>witness statement (comments on your role in identifying learning requirements, organising development activity and reviewing of its effectiveness in improving or enhancing performance)</li> </ul>	2, 3, 4, 5, 6, 7, 10	-	-	-

## D8 Help team members address problems affecting their performance

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Identification of a possible performance problem with a team member</b>				
	<ul style="list-style-type: none"> <li>records of individual performance, such as time logs, attendance records, records of output and quality</li> </ul>	4, 5, 7, 8, 9	3, 5, 6, 10, 11	-	1, 2
O1	<ul style="list-style-type: none"> <li>letters, memos, emails from, and notes of conversations with, customers, colleagues or managers regarding a team member's performance</li> </ul>	4, 5, 7, 8, 9	3, 5, 6, 10, 11	-	1, 2
O2	<ul style="list-style-type: none"> <li>notes of own observations of a team member's performance</li> <li>personal statement (your reflections on your role in identifying a team member's performance problems)</li> </ul>	2, 3, 4, 5, 6, 7	3, 5, 6, 10, 11	-	1, 2
	<b>Records of meetings to resolve a team member's performance problems</b>				
	<ul style="list-style-type: none"> <li>notes, emails, memos and other records of informal meetings to discuss a team member's performance</li> <li>records of formal performance appraisal, performance management, competence or disciplinary meetings to review a team member's performance</li> <li>details of support arrangements inside and outside the organisation (eg training or coaching opportunities) that you have identified and arranged for a colleague to access to improve performance</li> <li>personal statement (your reflections on your role in resolving problems with a team member's performance)</li> <li>witness statement (comments on your role in resolving problems with a team member's performance)</li> </ul>	1, 2, 3, 4, 5, 6, 7, 9, 10  1, 2, 3, 4, 5, 6, 7, 9, 10  1, 2, 3, 6, 8, 9, 10  1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 3, 4, 5, 6, 7, 8, 10, 11  1, 2, 3, 4, 5, 6, 7, 8, 10, 11  7, 8  1, 2, 3, 4, 5, 6, 7, 8, 10, 11	1  1  1  -	2, 3, 4  1, 2, 3, 4  3  1, 2, 3, 4  -
O3					
O4					
O5					
O6					
O7					
O8					

## D9 Build and manage teams

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding			
			General	Industry specific	Context specific	
<b>Records of your actions to build and manage an effective team</b>						
O1	<ul style="list-style-type: none"> <li>notes, reports, emails, memos, presentations and other records of meetings with managers and HRD specialists to discuss team purpose, structure, membership, roles, operational characteristics and development needs, opportunities and activities</li> </ul>	1, 2, 8	1, 2, 3	1	1, 2	
O2	<ul style="list-style-type: none"> <li>job descriptions and person specifications you have prepared, selection activities you have devised, and notes and other records of selection processes in which you have engaged</li> <li>personal statement (your reflections on your role in building and disbanding a team)</li> <li>witness statement (comments on your role in building and disbanding a team)</li> </ul>	1, 2, 4, 8	2,3	1	1, 2	
O3		1, 2, 4, 7, 9, 10	1, 2, 3	1	1, 2	
O4		1, 2, 7, 9, 10	-	-	-	-
O14						
<b>Records of meetings with the team and individuals</b>						
O1	<ul style="list-style-type: none"> <li>notes, reports and other records of meetings with the team to discuss team purpose, membership, structure, roles, operational characteristics, performance, problems and development needs, opportunities and activities</li> <li>notes, reports, emails, memos and other records of meetings with individual team members to discuss their role, behaviour, problems, relationship with other team members and their development needs and opportunities</li> <li>personal statement (your reflections on your role in maintaining a team)</li> <li>witness statement (comments on your role in maintaining a team)</li> </ul>	1, 2, 3, 4, 6, 7, 9, 10	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12	1	1, 2	
O2		1, 2, 3, 4, 5, 6, 7, 9, 10	1, 2, 3, 4, 5, 6, 7, 8, 9	1	1, 2	
O3		1, 2, 3, 4, 5, 6, 7, 9, 10	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12	1	1, 2	
O4						
O5		1, 2, 3, 4, 5, 6, 7, 9, 10	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12	1	1, 2	
O6						
O7		1, 2, 3, 4, 5, 6, 7, 9, 10	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12	1	1, 2	
O8						
O9		1, 2, 3, 4, 5, 6, 7, 9, 10	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12	1	1, 2	
O10						
O11		1, 2, 3, 4, 5, 6, 7, 9, 10	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12	1	1, 2	
O12						
O13		1, 2, 3, 4, 5, 6, 7, 9, 10	-	-	-	-

## D10 Reduce and manage conflict in your team

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Records of your actions to avoid conflict occurring in the team</b>				
O1	<ul style="list-style-type: none"> <li>notes of briefings and meetings; emails and memos; handbooks, procedure manuals and other guidance you have prepared for team members on work roles, standards of work and behaviour expected of them, and on organisational systems and procedures</li> </ul>	7, 8	1, 2, 4, 12	1	1, 2
O2	<ul style="list-style-type: none"> <li>notes of meetings with, and reports, emails and memos to managers about organisational structures, systems or procedures likely to give rise to conflict within your team and proposals or recommendations for changes</li> </ul>	8	1, 3, 4, 11, 12	1	3
O3	<ul style="list-style-type: none"> <li>personal statement (your reflections on your role in avoiding or reducing the possibility of conflict in the team)</li> </ul>	7, 8	2, 3, 4, 11, 12	1	1, 2, 3
O4	<ul style="list-style-type: none"> <li>witness statement (comments on your role in avoiding or reducing the possibility of conflict in the team)</li> </ul>	7, 8	-	-	-
	<b>Records of your actions to address conflict in the team</b>				
O5	<ul style="list-style-type: none"> <li>notes of briefings and meetings with, and emails and memos to, team members to resolve problems and conflicts in the team</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 4, 5, 6, 7, 8, 9, 10, 12, 13	1	1, 2, 5
O6	<ul style="list-style-type: none"> <li>notes, reports, emails and memos recording your investigations into the nature and causes of conflicts in the team</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 5, 6, 7, 8, 9, 10, 12, 13	1	1, 2, 5
O7	<ul style="list-style-type: none"> <li>notes, reports, emails and memos recording your meetings with or requests for help from colleagues or specialists in relation to conflicts in the team</li> </ul>	1, 2, 3, 9	11, 12, 13	1	4
O8	<ul style="list-style-type: none"> <li>copies of policies organisational policies and your notes or other records of legal requirements relating to resolving conflicts in the team</li> </ul>	1, 2, 3, 5	12	1	5
O9	<ul style="list-style-type: none"> <li>personal statement (your reflections on your role in managing conflict in the team)</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 4, 5, 6, 7, 8, 9, 10, 12, 13	1	1, 2, 3, 4, 5
O10	<ul style="list-style-type: none"> <li>witness statement (comments on your role in managing conflict in the team)</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	-	-	-

## D11 Lead meetings

Outcomes	Evidence of outcomes: • possible examples of evidence	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Records of preparatory activities arranging and organising meetings</b>				
	• notes, emails, memos and letters relating to preliminary meetings, discussions and consultations about the need for a meeting, its purpose, content, location timing and participants	1, 2, 3, 4, 5, 6, 7	1, 2, 4	-	1, 2
O1	• invitations to people to participate in meetings, and notes of discussions, emails, memos and letters to confirm their attendance and any specific contribution, role or special requirements they may have	3, 5, 6, 8	1, 3, 4, 5, 6	-	1, 2
O2					
O3	• notes of discussions, letters, memos or emails and copies of orders or forms confirming the reservation of rooms, equipment and catering arrangements	3	9	-	1, 2
O4					
O5	• agenda, papers, copies of presentations circulated before the meeting	3	7, 8, 9, 10	1	1, 2
	• personal statement (your reflections on your role in arranging and organising meetings)	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 3, 4, 5, 6, 7, 8, 9	1	1, 2
	• witness statement (comments on your role in arranging and organising meetings)	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	-	-	-
	<b>Records of your leading of meetings</b>				
O6	• recordings, notes and minutes of meetings; action plans and other records of planned follow-up activity	2, 3, 5, 8, 9, 10	9, 10, 11, 12, 13, 14, 15, 16, 17, 18	1	5
O7					
O8	• copies of relevant constitutions, standing orders, formal authorisation or terms of reference for the meeting	6, 7	17, 18	1	3, 4
O9					
O10	• personal statement (your reflections on your role in leading meetings)	2, 3, 5, 7, 8, 9, 10	9, 10, 11, 12, 13, 14, 15, 16, 17, 18	1	3, 4, 5
O11					
	• witness statement (comments on your role in leading meetings)	2, 3, 5, 8, 9, 10	-	-	-

### D11 Lead meetings (continued)

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
O15	<b>Records of your actions following on from meetings</b>				
	<ul style="list-style-type: none"> <li>evaluations or reports of meetings, completed action plans and other evidence that the purpose of the meeting has been met</li> </ul>	2, 3, 5, 7, 8, 9, 10	19	-	5
	<ul style="list-style-type: none"> <li>personal statement (your reflections on your role in following-up on meetings)</li> </ul>	2, 3, 5, 7, 8, 9, 10	19	-	5
	<ul style="list-style-type: none"> <li>witness statement (comments on your role in following-up on meetings)</li> </ul>	2, 3, 5, 7, 8, 9, 10	-	-	-

## D12 Participate in meetings

Outcomes	Evidence of outcomes: • possible examples of evidence	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Records of your participation in meetings</b>				
O1	• notes of discussions and emails and memos showing your consultation with others about the meeting	1, 2, 4, 5, 6, 7	1, 2, 3	-	1, 2
O2	• copies of agenda and preparatory reading with notes of issues to be raised	6, 7	1, 2, 4	-	1
O3	• papers you have presented, copies of any visual aids you have used and notes and minutes of the meeting showing your contribution	1, 2, 3, 4, 5, 6, 7, 8, 9	2, 5, 6, 7, 8, 9	1	1
O4	• copies of reports, emails or memos you have prepared and notes or copies of presentations used in briefings about the meeting	2, 3, 4, 5, 6, 7, 8, 9	7, 8, 9, 10	-	2
O5	• personal statement (your reflections on your participation in meetings)	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1	1, 2
O6	• witness statement (comments on your participation in meetings)	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	-	-	-

## E1 Manage a budget

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Documents, spreadsheet printouts and other records relating to a budget you have prepared and managed:</b>				
O1	<ul style="list-style-type: none"> <li>documents, spreadsheet printouts and other records of past budgets, forecasts of future activity, income/revenue and expenditure, costs and prices that you have used to prepare a draft budget</li> </ul>	1, 2	1, 2, 3, 11	1	1, 2, 3, 4, 6
O2	<ul style="list-style-type: none"> <li>draft budgets, papers to support your draft, and notes, minutes and other records of negotiations with appropriate managers to agree and finalise or to revise your budget, and copies of agreed budgets</li> </ul>	1, 2, 3, 5, 6	1, 3, 4, 8, 9	1	1, 2, 3, 4, 5, 6
O3	<ul style="list-style-type: none"> <li>records of activity, income/revenue and/or expenditure, variance analyses and reports you have prepared on budget outturns, and any proposed actions in the light of variances, evidence of fraudulent activity or management requirements to make budget changes</li> </ul>	1, 2, 3, 4, 5, 6, 7	1, 5, 6, 7, 8, 10, 11	1	1, 3, 4, 5, 6, 7, 8
O4	<ul style="list-style-type: none"> <li>personal statements (reflections on your use of information to construct a budget, negotiate and obtain approval for it, monitor outturns and make any changes needed)</li> </ul>	2, 3, 4, 6, 7	1, 2, 4, 5, 6, 7, 8, 9, 10, 11, 12	1	1, 2, 3, 4, 5, 6, 7, 8

## E2 Manage finance for your area of responsibility

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Budgets for your area of responsibility that you have developed or:</b>				
O1	<ul style="list-style-type: none"> <li>notes, minutes or other records of meetings with other managers and subordinates in which you have agreed the objectives and criteria for developing and agreeing a (master) budget for your area of responsibility, and other's responsibilities for developing budgets for specific functions or activities</li> </ul>	1, 2, 3, 4, 6, 7, 8, 9	1, 2, 3, 4, 5, 6, 7, 9	1, 2	1, 2, 3, 4, 5, 6, 7, 8
O2	<ul style="list-style-type: none"> <li>documents, spreadsheet printouts and other records of financial information and past budgets, forecasts of future activity, income/revenue and expenditure, costs and prices that you have used to prepare a draft budget</li> </ul>	2, 3, 6, 7	1, 3, 4, 6	1, 2	1, 2, 4, 5, 6, 7, 8
O3					
O4					
O5	<ul style="list-style-type: none"> <li>draft budgets, background papers to support your draft, and notes, minutes and other records of negotiations with subordinates and colleagues and line managers to agree and finalise or to revise budgets</li> </ul>	1, 2, 4, 6, 7, 8, 9	1, 2, 4, 5, 6, 7, 9	1, 2	1, 2, 3, 4, 5, 6, 7, 8
O6	<ul style="list-style-type: none"> <li>emails, memos or newsletters you have prepared, presentations you have made and notes or minutes of meetings you have held to communicate to colleagues the financial objectives of the organisation and your area of responsibility, the agreed budgets and the constraints or other requirements relating to their implementation and control</li> </ul>	1, 4, 6, 8, 9	1, 2, 5, 6, 7	1, 2	1, 2, 3, 4, 5, 6, 7, 8

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
<b>Records of budgets outturns and reviews of your management or supervision of budgets, and reports and other reviews of financial performance:</b>					
O7	<ul style="list-style-type: none"> <li>details or specifications of systems you have introduced or authorised, for monitoring budgetary performance, identifying variances and alerting others to the need for action</li> </ul>	1, 2, 3, 4, 6, 7	1, 8, 10, 11, 13, 15	1, 2	1, 2, 4, 5, 6, 7, 8, 9, 12
O8	<ul style="list-style-type: none"> <li>data on budgetary performance; variance analysis; monitoring for accuracy, validity and fraudulent behaviour; budgetary reports and proposals for action in the light of budget outturns or requirements for changes</li> </ul>	2, 5, 6, 8, 9	1, 9, 10, 11, 12, 13, 14, 15, 16	1, 2	2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12
O9	<ul style="list-style-type: none"> <li>reports or other reviews of your financial performance, achievement of financial objectives and any action you took (or didn't take) in the light of budget outturns</li> </ul>	1, 2, 6, 8, 9	1, 9, 11, 12, 13, 14, 15, 16	1, 2	1, 2, 3, 5, 6, 7, 8, 9, 10, 11, 12
O10	<ul style="list-style-type: none"> <li>personal statements (reflections on your use of information to construct and monitor a budget, delegate responsibility to others, negotiate and give and obtain approval for budgets, supervise others' budgetary monitoring, your own monitoring of outturns and any changes that were needed)</li> </ul>	2, 5, 6, 7, 9	1, 8, 9, 10, 11, 12, 13, 14, 15, 16	1, 2	1, 4, 2, 3, 5, 6, 7, 8, 9, 10, 11, 12

### E3 Obtain additional finance for the organisation

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Assessments of the organisation's additional financial requirements:</b>				
O1	<ul style="list-style-type: none"> <li>investment schedules, income/revenue and expenditure forecasts, assessments of future capital expenditure and cash flow forecasts that you have prepared</li> </ul>	3, 5, 8, 9, 11	1, 2, 9		1, 2, 5, 6
O2	<ul style="list-style-type: none"> <li>notes, minutes or other records of meetings or consultations, and emails, letters and other communications, with stakeholders, colleagues and external specialists to identify the requirements for additional finance, the costs and benefits of types and sources of finance, and the risks of, and criteria for deciding on, the type, level and source of finance</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8, 9, 11	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2	1, 2, 3, 4, 5, 6, 10
O3					
O4	<ul style="list-style-type: none"> <li>risk and uncertainty assessments, cost/benefit analyses, decision tree analysis, comparisons and appraisals of alternative sources/ways of financing requirements, etc</li> </ul>	3, 4, 5, 8, 11	4, 5, 6, 7, 8, 9	1, 2	2, 3, 4, 9
O5					
O6	<ul style="list-style-type: none"> <li>costed proposals or recommendations for types and levels of finance to meet identified financing requirements, with associated risk, sensitivity and other analyses that you have prepared, and notes or minutes of meetings or presentations you have made to discuss, review and agree your proposals</li> </ul>	2, 3, 4, 5, 6, 7, 8, 9, 11	4, 5, 6, 7, 8, 9, 10	1, 2	1, 2, 3, 4, 5, 6
	<ul style="list-style-type: none"> <li>personal statements (your reflections on the process of identifying financial requirements, evaluating types and levels of finance, and reaching agreement on your proposals)</li> </ul>	1, 3, 4, 7, 8, 9, 11	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2	1, 2, 3, 4, 5, 6

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
<b>Records of negotiations and agreements for provision of finance:</b>					
O5	<ul style="list-style-type: none"> <li>notes, minutes or other records of meeting with providers of finance (or their intermediaries)</li> </ul>	2, 3, 4, 5, 6, 8, 9, 10, 11	4, 5, 6, 7, 11	1, 2	2, 4, 5, 10
O6	<ul style="list-style-type: none"> <li>emails, memos, letters or reports you have written to review and make recommendations about appropriate providers and the terms and conditions of their financial support for the organisation, and any contingency plans or insurance that should be put in place</li> </ul>	1, 2, 3, 4, 5, 8, 9, 10, 11	4, 5, 7, 8	1, 2	2, 4, 5, 6, 10
O7	<ul style="list-style-type: none"> <li>letters, proposals, submissions or other documents you have prepared and submitted to obtain finance and to make contingency arrangements in the case of a shortfall or to mitigate any risks</li> </ul>	2, 4, 5, 8, 11	4, 5, 8, 11, 12, 13, 14	1, 2	2, 4, 5, 7, 8, 9, 11
O8	<ul style="list-style-type: none"> <li>reviews of financing agreements that you have undertaken and recommendations to revise procedures or decision criteria in future financing arrangements</li> </ul>	1, 3, 4, 9	4, 5, 15, 16	1, 2	5, 6, 7, 8, 10, 11
O9	<ul style="list-style-type: none"> <li>personal statement (your reflections on the process of agreeing finance for your organisation)</li> </ul>	1, 2, 3, 4, 8, 9, 10	4, 5, 8, 10, 14, 15, 16	1, 2	3, 5, 6, 11
O10					

## E4 Promote the use of technology within your organisation

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Reviews and development of the use of technology in your organisation that you have conducted:</b>				
O1	<ul style="list-style-type: none"> <li>data that you have collected and analysed on the use and functionality of technology in your organisation and new technology in the market</li> </ul>	1, 3, 7	1, 2, 3, 4	1, 2, 3, 4	1, 2
O2	<ul style="list-style-type: none"> <li>emails, memos and letters that you have sent to colleagues and external consultants to collect information and commission research into the requirements of customers, employees and others for the use of technology, establish benchmarks for the use of technology, and the current strategy, operation and functionality of technology in your own and comparable organisations</li> </ul>	1, 2, 3, 4, 6, 7, 8, 9	1, 2, 3, 4, 8	1, 2, 3, 4	1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12
O3	<ul style="list-style-type: none"> <li>notes, minutes and other records of meetings that you have organised with colleagues and external consultants to review the requirements of customers, employees and others for the use of technology, establish benchmarks for the use of technology, and the current strategy, operation and functionality of technology in your own and comparable organisations</li> </ul>	1, 2, 3, 4, 6, 7, 8, 9	1, 2, 3, 4, 8	1, 2, 3, 4	1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12
O4	<ul style="list-style-type: none"> <li>details of a strategy that you have developed for the use of technology in the organisation, including policy statements, standards, benchmarks and other criteria for assessing the use and development of new technologies</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8, 9	1, 3, 5, 6	1, 2, 3, 4	1, 2, 3, 4, 5, 6, 7, 8
O5	<ul style="list-style-type: none"> <li>newsletters, websites, emails and other communications that you have originated, and presentations that you have made, to promote your strategy to colleagues and stakeholders for using existing technology and introducing new technology</li> </ul>	7, 8, 9	1, 5, 7	1, 2, 3	2, 4, 6, 7, 8, 12
O6	<ul style="list-style-type: none"> <li>systems and procedures that you have developed to provide support for employees in the introduction and use of new technology</li> </ul>	2, 3, 5, 7	1, 2, 9, 11	3	1, 2, 6, 8, 11
O7	<ul style="list-style-type: none"> <li>systems and procedures that you have developed to monitor the operation and functionality of technology, and your contingency plans in case of failure</li> </ul>	3, 6	8, 10	1, 2, 3	1, 2, 3, 6, 8, 9, 11
O8	<ul style="list-style-type: none"> <li>personal statement (your reflections on the process of reviewing the use of technology, the introduction of new technology, and the support for users in your organisation)</li> </ul>	3, 4, 5, 6, 7	1, 2, 3, 4, 6, 8, 11	1, 2, 3, 4	1, 2, 3, 4, 5, 6, 7, 8

## E6 Ensure health and safety requirements are met in your area of responsibility

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Records of actions you have taken to ensure health and safety policies are implemented appropriately:</b>				
O1	<ul style="list-style-type: none"> <li>notes or minutes of meetings you have organised with people in your area of responsibility, or their representatives, and those with specialist expertise, to discuss, review and agree the implementation of workplace policies on health and safety</li> </ul>	2, 3, 5, 7, 9	1, 2, 3, 4, 5, 6, 7, 8, 9	1, 2	1, 2, 3, 4, 6, 7, 8
O2	<ul style="list-style-type: none"> <li>notes of briefings or presentations you have made or commissioned to people in your area of responsibility on the implementation of workplace policies on health and safety</li> </ul>	2, 3, 5, 7, 9	1, 2, 3, 4, 5, 6, 7, 8, 9	1, 2	1, 2, 5, 6
O3	<ul style="list-style-type: none"> <li>records of training activity you have organised for people in your area of responsibility on the implementation of workplace policies on health and safety</li> </ul>	3, 5, 7, 8	1, 5, 8, 14	1, 2	1, 2, 5, 6
O4	<ul style="list-style-type: none"> <li>personal statement (reflection on your role in ensuring that health and safety policies are implemented and reviewed in your area of responsibility)</li> </ul>	3, 5, 8	1, 2, 4, 6, 7, 8, 9	1, 2	2, 4, 5, 7

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul> <b>Records of risk assessments you have organised, monitoring systems you have introduced or improved, and actions you have taken to reduce risks in your area of responsibility:</b>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
O6	<ul style="list-style-type: none"> <li>notes of minutes of meetings with colleagues and those with specialist expertise that you have organised, to identify and assess risks in your area of responsibility, review and improve procedures and behaviour to reduce risks, and review and develop systems to record accidents and incidents that present a risk to health and safety</li> </ul>	2, 3, 4, 5, 6, 7, 8, 9	1, 2, 7, 8, 10, 11, 12, 14	1, 2	1, 3, 4, 5, 6, 7, 8
O7	<ul style="list-style-type: none"> <li>risk assessment you have prepared and reports on hazards and risks that you have submitted to appropriate people in your organisation</li> </ul>	3, 4, 5, 6, 7, 8	1, 2, 7, 8, 10, 13, 14	1, 2	3, 7
O8	<ul style="list-style-type: none"> <li>procedure specifications and instructions you have prepared and emails, memos and other communications you have sent to people in your area of responsibility, to improve systems and operations, and to encourage behaviour that reduce risks to health and safety</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8, 9	1, 2, 9, 10, 12, 14	1, 2	4, 5, 6, 7, 8
O9	<ul style="list-style-type: none"> <li>systems specifications and instructions you have prepared and emails, memos and other communications you have sent to people in your area of responsibility, to monitor accidents and incidents that present a risk to health and safety</li> </ul>	2, 3, 5, 7, 8, 9	1, 2, 9, 10, 11	1, 2	4, 5, 6, 7, 8
O10	<ul style="list-style-type: none"> <li>analyses of data on accidents and incidents that present a risk to health and safety</li> </ul>	3, 4, 6	1, 2, 9, 10, 11, 12	1, 2	8
O11	<ul style="list-style-type: none"> <li>personal statement (reflections on your own actions to identify, monitor and reduce risks to health and safety in your area of responsibility)</li> </ul>	1, 3, 4, 5, 6, 7, 8	1, 2, 9, 10, 11, 12, 13	1, 2	4, 5, 6, 7, 8
O12	<ul style="list-style-type: none"> <li>witness statements (comments on your actions and behaviour in modelling best practice and encouraging others to minimise the risks to health and safety)</li> </ul>	1, 2, 4, 9	-	-	-

## E7 Ensure an effective organisational approach to health and safety

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
<b>Records of your actions to ensure a health and safety policy is developed, reviewed and implemented appropriately:</b>					
O1	<ul style="list-style-type: none"> <li>notes or minutes of meetings you have organised at which the organisation's health and safety policy is developed or reviewed, and plans developed for its implementation</li> </ul>	3, 4, 5, 6, 8, 9, 10	1, 2, 3, 4, 6, 7, 8, 9, 10, 13	1, 2	1, 2, 3, 7, 9
O2	<ul style="list-style-type: none"> <li>role descriptions, recruitment and appointment records, groups or committees, systems and procedures, and details of training and consultancy that you have organised or commissioned, and records of resources you have obtained, to ensure that the organisation is able to implement its health and safety policy effectively</li> </ul>	3, 4, 5, 6	2, 7, 8, 9, 10, 12	1, 2	2, 3, 4, 6, 9
O3	<ul style="list-style-type: none"> <li>newsletters, posters, intranet pages, emails, memos and other communications you have originated that are designed to ensure that people are aware of the organisation's health and safety policy and procedures</li> </ul>	2, 3, 4, 5, 7, 11	1, 2, 4, 5	1, 2	1, 2, 8
O4	<ul style="list-style-type: none"> <li>personal statement (reflection on your role in ensuring that the organisation's health and safety policy is developed, reviewed and implemented)</li> </ul>	3, 5, 6, 7	1, 2, 4, 5, 6, 7, 8, 9	1, 2	2, 8
O5					
O6					
O7					
<b>Records of your actions to monitor health and safety in the workplace and initiate changes to reduce hazards and risks:</b>					
O1	<ul style="list-style-type: none"> <li>notes and minutes of meetings of health and safety committees or other forums you have organised, and emails, memos or letters you have written, to commission and review risk assessments and cost/benefit analyses, and develop or review systems, procedures, practices, behaviour and resources to reduce risks and monitor health and safety in the workplace</li> </ul>	1, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 7, 8, 9, 10, 12, 13	1, 2	1, 3, 4, 5, 6, 9
O6	<ul style="list-style-type: none"> <li>analyses of data on accidents and incidents that you have prepared or commissioned, to establish the effectiveness of the organisation's policy on health and safety and to identify any patterns or trends</li> </ul>	4, 5, 6	1, 2, 11	1, 2	5
O7	<ul style="list-style-type: none"> <li>personal statement (reflection on your role in ensuring that systems and procedures are in place to reduce risks and monitor health and safety in the workplace)</li> </ul>	3, 4, 5, 7, 9	1, 2, 7, 8, 9, 10, 11, 12, 13	1, 2	5, 6, 7, 8
O8					
O9					
O10					
O11					
O12					

## E8 Manage physical resources

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Records of your actions to identify utilisation, future requirements and options for changes in the resources employed</b>				
O1	<ul style="list-style-type: none"> <li>notes of meetings, emails, memos letters and reports relating to discussions with colleagues, suppliers and consultants on resource utilisation, resource options and future requirements</li> <li>monitoring data, records, audit reports and other data on resource costs, availability and utilisation, and spreadsheets and other analyses and computations based on this data</li> </ul>	1, 2, 5, 6, 7, 8, 9, 10	1, 2	1	1, 2, 3, 4
O2	<ul style="list-style-type: none"> <li>copies of reports, reviews and analyses of potential new resources, and your summaries, analyses and commentaries on these</li> </ul>	4, 5, 8, 9	9	1	1, 2, 3
O3	<ul style="list-style-type: none"> <li>reports, presentations, costs schedules, draft budgets and financial forecasts, cost-benefit analyses, emails, memos and letters that you have prepared, to make a business case for acquiring new resources</li> </ul>	3, 5, 7	1, 2	1	3, 4
O4	<ul style="list-style-type: none"> <li>personal statement (reflections on your own actions to review resource utilisation, future requirements and options for changes in the resources employed)</li> </ul>	1, 3, 5, 6, 7, 8, 9, 10	2, 3, 4	1	1, 2, 3, 4
O9	<ul style="list-style-type: none"> <li>witness statements (comments on your actions resource utilisation, future requirements and options for changes in the resources employed)</li> </ul>	1, 2, 3, 5, 6, 7, 8, 9, 10	1, 2, 3, 4, 9	1	1, 2, 3, 4
			-	-	-

### E8 Manage physical resources (continued)

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Records of resource acquisition and utilisation planning</b>				
O5	<ul style="list-style-type: none"> <li>notes of negotiations with suppliers, letters, emails, orders and supply schedules to acquire new resources</li> </ul>	1, 5, 6, 7, 8, 9, 10	1, 2, 6, 10	1	4
O6	<ul style="list-style-type: none"> <li>spreadsheets, tables, database reports, Gantt charts, network diagrams, flow charts, plans and other records of the acquisition and planned organisation and utilisation of resources</li> </ul>	4, 5	5, 6, 9	1	2, 3
O7	<ul style="list-style-type: none"> <li>notes of meetings, emails, memos, letters, reports, procedure manuals, operational guidance and role profiles relating to the safe and secure use, handling and storage of resources</li> </ul>	5, 6, 7, 8, 9, 10	7, 8	1	1, 3
O8	<ul style="list-style-type: none"> <li>variance reports, budget reconciliations, spreadsheets, database reports comparing actual and planned resource utilisation, and plans, reports, emails, memos and notes of meetings about actions to address variances</li> </ul>	1, 2, 3, 4, 5, 7, 8, 9, 10	9, 10	1	1, 2, 3
O10	<ul style="list-style-type: none"> <li>personal statement (reflections on your own actions to)</li> <li>witness statements (comments on your actions)</li> </ul>	1, 2, 3, 4, 5, 7, 8, 9, 10	1, 2, 5, 6, 7, 8, 9, 10	1	1, 2, 3, 4
			-	-	-

## E9 Manage the environmental impact of your work

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Records of your actions to manage the environmental impact of your work</b>				
O1	<ul style="list-style-type: none"> <li>production/operational reports, work schedules/records, time sheets, stock reports and other data on work activities and resource utilisation</li> <li>risks assessments, COSHH records, procedure manuals, operational guidance and role profiles relating to the safe and secure use, handling and storage of resources that you have prepared</li> </ul>	1, 6, 9, 10	1, 2, 3, 6	1	-
O2		1, 2, 3, 4, 6, 7, 9	3, 4, 5, 7	1	1, 2
O3	<ul style="list-style-type: none"> <li>accident or incident reports and notes of meetings, emails, memos and other reports about reducing the negative impact of resources on the environment</li> </ul>	2, 3, 4, 5, 6, 7, 10	3, 4	-	1, 2
O4					
O5	<ul style="list-style-type: none"> <li>notes of meetings with, and emails, memos, reports from others about ways of reducing the negative impact of resources on the environment and the benefits of doing so</li> </ul>	2, 3, 4, 6, 7, 8, 9, 10	3, 5, 7	1	3, 4
O6					
O7	<ul style="list-style-type: none"> <li>briefings and presentations at team meetings and to others, emails, memos, reports, notices and other communications about ways of reducing the negative impact of resources on the environment and the benefits of doing so</li> <li>personal statement (reflections on your own actions to)</li> <li>witness statements (comments on your actions)</li> </ul>	2, 3, 4, 7, 8, 9, 10	1, 2, 3, 5, 7	1	3
		1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 3, 4, 5, 6, 7	1	1, 2, 3, 4, 5
		2, 3, 4, 5, 7, 8, 9	-	-	-

## E10 Take effective decisions

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
O1	<b>Records of your actions to collect information and consult others before making decisions</b>				
O2	<ul style="list-style-type: none"> <li>notes of meetings, emails, memos, letters and reports from those able to advise on, contribute to and/or affected by the decision</li> </ul>	1, 3	1, 2, 3	-	1, 4, 5
O3	<ul style="list-style-type: none"> <li>spreadsheets, database reports, reports and other relevant information that you have prepared, and your assessments, analyses, calculations and risk assessments based on this information</li> </ul>	3, 4, 5, 6	3, 4, 5, 6	1	2
O4	<ul style="list-style-type: none"> <li>emails, memos, letters and reports and notes of briefings and presentations to communicate decisions</li> </ul>	1, 2, 7, 8, 9, 10	7, 8, 9, 10, 11, 12	-	2, 3, 4
O5	<ul style="list-style-type: none"> <li>personal statement (reflections on your decision-making)</li> </ul>	2, 7, 8, 9, 10	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12	1	1, 2, 3, 4, 5
O6	<ul style="list-style-type: none"> <li>witness statements (comments on your decision-making)</li> </ul>	1, 2, 4, 7, 8, 9, 10	-	-	-

## E11 Communicate information and knowledge

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
O1	<b>Records of your communication to others</b>				
O2	<ul style="list-style-type: none"> <li>notes of meetings or conversations, emails, memos and letters to identify others' need for information and knowledge and preferences for how its communicated</li> </ul>	1, 2, 3, 4, 9	1, 2, 3	1	1, 3
O3	<ul style="list-style-type: none"> <li>examples of communication in written form through different media (emails, memos, letters, reports, notes or recordings of briefings and presentations) that you have prepared, using different styles and for different audiences</li> </ul>	1, 3, 4, 5, 6, 7, 8	4, 5, 6, 7, 8, 9, 10, 11	1	1, 2, 3, 4
O4	<ul style="list-style-type: none"> <li>records of feedback from others on your communications showing, your effectiveness in communicating information and knowledge successfully</li> </ul>	1, 2, 3, 9	8, 11	-	1
O5	<ul style="list-style-type: none"> <li>personal statement (reflections on your communications to others)</li> </ul>	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11	1	1, 2, 3, 4
O6	<ul style="list-style-type: none"> <li>witness statements (comments on your communications to others)</li> </ul>	2, 3, 4, 5, 6, 7, 8, 9, 10	-	-	-

## F1 Manage a project

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<p><b>Project terms of reference you have agreed and project plans that you have prepared:</b></p> <ul style="list-style-type: none"> <li>notes or minutes of meetings you have attended, and emails, memos, letters, project proposals, terms of reference, scoping or feasibility studies and other documents that you have written, to agree the objectives, scope, resources, plans and timescales with sponsors and stakeholders</li> <li>schedules, action plans, contingency plans, risk assessments, budgets, Gantt charts, network diagrams (eg CPA, PERT or Precedence diagrams) and other tools for planning the project that you have used</li> <li>notes or minutes from, and records of presentations at, briefings or meetings that you have organised, and emails, memos, letters you have sent to members of the project team and other stakeholders, to agree project plans and roles and responsibilities</li> <li>procedure specifications, operational guidelines and other documents you have prepared to ensure that project team members perform to the required standard and to minimise risks to health and safety</li> <li>personal statement (reflections on your role and performance in agreeing the project terms of reference, and organising and planning the project)</li> </ul>	3, 4, 5, 7	1, 2, 3, 4, 5, 6, 7, 8, 9	2, 3	1, 2, 3, 4
O1		3, 5	1, 3, 6, 9, 13, 14	1, 2, 3	3, 6, 7, 11
O2		4, 5, 6, 7, 9	2, 3, 6, 8, 9, 10, 11, 12	2, 3	3, 4, 5, 6, 7, 8
O3		3, 4, 5, 6, 7, 9	6, 9, 10, 11, 12	2, 3	6, 7, 9
O4		5, 6, 7, 8, 9	1, 2, 3, 4, 5, 7, 8, 9, 10	1, 2, 3	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11
O5					
O6					

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Your records of monitoring and evaluating projects you have managed:</b>				
O7	<ul style="list-style-type: none"> <li>project reports, newsletters, emails, memos and letters, and action plans, project schedules, Gantt charts and network diagrams and other project management tools, recording and reporting progress against agreed milestones, any problems identified, resources required or any changes to the project plans</li> </ul>	1, 2, 3, 5, 6, 7, 8, 9	2, 3, 11, 12, 13, 14, 15, 16, 17	1, 2	6, 7, 8, 9, 10, 11, 12, 13
O8	<ul style="list-style-type: none"> <li>notes or minutes and records of presentations at briefings and meetings of the project team and/or steering group, reporting progress against agreed milestones, any problems identified, resources required or any changes to the project plans</li> </ul>	1, 2, 3, 5, 6, 7, 8, 9	2, 3, 11, 12, 13, 14, 15, 16, 17	1, 2	6, 7, 8, 9, 10, 11, 12, 13
O9	<ul style="list-style-type: none"> <li>end of project evaluation report, identifying the outcomes of the project against the planned outcomes, resourcing and timescales, and any conclusions that could be drawn about the project planning, operation and management</li> </ul>	1, 2, 3, 5, 6, 7, 8, 9	2, 3, 15, 17, 18, 19, 20	-	6, 7, 8, 9, 10, 11, 14, 15, 16
O10	<ul style="list-style-type: none"> <li>notes or minutes and records of presentations at the final meeting of the project team and/or steering group, discussing and agreeing the outcomes of the project against the planned outcomes, resourcing and timescales, and any conclusions that could be drawn about the project planning, operation and management</li> </ul>	1, 2, 3, 5, 6, 7, 8, 9	2, 3, 15, 17, 18, 19, 20	-	6, 7, 8, 9, 10, 11, 14, 15, 16
O11	<ul style="list-style-type: none"> <li>personal statement (reflections on the effectiveness of the project in achieving its goals and your performance in managing the project)</li> </ul>	1, 2, 3, 5, 6, 7, 8, 9	1, 2, 7, 9, 18, 19	1, 2	3, 4, 6, 11, 15
O12					

## F2 Manage a programme of complementary projects

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<p><b>Terms of reference and plans for projects that you have agreed:</b></p> <ul style="list-style-type: none"> <li>notes or minutes of meetings you have organised, records of presentations you have made, and emails, memos, letters, project briefs and terms of reference, scoping or feasibility studies and other documents that you have written or commissioned, to agree with, and explain to, project teams and leaders the rationale, purpose, objectives, scope, risks, contingencies, resources, planning tools, plans and timescales of projects</li> <li>notes or minutes and records of discussion you have had with project teams and leaders, to monitor progress against agreed milestones, identify and resolve any problems identified or resources required, and agree any changes to the project plans</li> <li>project budget reconciliations and exception reports you have prepared</li> <li>details of any training or consultancy support or additional resources you have organised to support project teams</li> <li>newsletters, emails, intranet pages and other communications you have organised, to make people aware of the progress and outcomes of the programme</li> <li>reports or presentations you have prepared, evaluating the effectiveness of the programme of complementary projects you have managed, identifying good practice and making recommendations for future improvements</li> <li>personal statement (reflections on your role in organising and monitoring a programme of complementary projects)</li> </ul>	<p>1, 4, 7</p> <p>1, 2, 3, 4, 6, 8</p> <p>5, 6</p> <p>1, 3, 6</p> <p>3</p> <p>3, 5, 6, 8</p> <p>1, 2, 3, 6, 8</p>	<p>1, 2, 3, 4, 5, 6</p> <p>1, 2, 3, 5, 7</p> <p>2, 3</p> <p>2, 5</p> <p>2</p> <p>2, 3, 4</p> <p>1, 2, 3</p>	<p>1, 2, 3</p> <p>1, 2, 3</p> <p>1, 2</p> <p>1</p> <p>-</p> <p>1</p> <p>1, 2, 3</p>	<p>1, 2, 3, 4, 5, 6, 7, 8, 9, 10</p> <p>3, 4, 5, 6, 7, 8, 9, 10</p> <p>4, 6</p> <p>4, 10</p> <p>5</p> <p>1, 2, 4, 5</p>
O1					
O2					
O3					
O4					
O5					
O6					
O7					

### F3 Manage business processes

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Details of business processes that you have designed, monitored and improved:</b>				
O1	<ul style="list-style-type: none"> <li>SPC and other charts and tables you have prepared to record and analyse process performance</li> </ul>	5, 6, 7	1, 2, 3, 4,	1, 2	3, 4, 5, 6
O2	<ul style="list-style-type: none"> <li>process flowcharts, workflow diagrams, benchmark studies, current reality tree, clouds/conflict resolution diagrams, future reality trees, pre-requisite trees, cause-and-effect diagrams, cost/benefit analyses and the outputs from other process and problem design and analysis tools you have used to analyse and redesign processes</li> </ul>	1, 2, 3, 4, 6, 7, 8	1, 2, 3, 4, 5, 6, 7	1, 2	1, 2, 3, 4, 5, 6
O3					
O4	<ul style="list-style-type: none"> <li>notes or minutes of meetings, and proposals and records of presentations you have made, to discuss and agree the objectives, outcomes, problems, resource requirements and design of revised processes</li> </ul>	1, 2, 4, 5, 6	1, 2, 3	1, 2	1, 2, 3, 4, 5, 6
O5					
O6					
O7	<ul style="list-style-type: none"> <li>measures of process inputs, outputs and outcomes, and systems for monitoring and controlling them, that you have developed and agreed</li> </ul>	4, 5, 6	2, 3, 4, 8	1, 2	3, 5, 6
O8	<ul style="list-style-type: none"> <li>reports on process performance and outcomes you have made to appropriate people</li> <li>personal statement (your reflections on analysing processes, and designing, implementing and reviewing new processes)</li> </ul>	1 3, 4, 5, 6, 7, 8	1, 8 1, 2, 3, 8	1, 2 1, 2	1, 2, 4, 6 1, 2, 3, 4, 5, 6

## F4 Develop and review a framework for marketing

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
<b>Market and product/brand analyses you have conducted</b>					
O1	<ul style="list-style-type: none"> <li>summaries of market research and secondary research, sales, customer/market profiles, market penetration, competitor, pricing and similar analyses that you have prepared</li> </ul>	2, 4, 6, 7	1	1, 2	1, 2, 3
O2	<ul style="list-style-type: none"> <li>product and brand reviews, feature/benefit analyses and similar evaluations of the organisation's products/services</li> </ul>	1, 2, 4, 6, 7	1, 2	1, 2	1, 2, 3
O3	<ul style="list-style-type: none"> <li>Ansoff, BCG, SWOT and similar analyses of the product/market relationship</li> </ul>	1, 2, 4, 6, 7	1, 2	1, 2	1, 2, 3
O4	<ul style="list-style-type: none"> <li>notes or minutes of meetings you have organised, and emails, memos, letters and other communications you have written, to discuss and agree with colleagues and specialist service providers, an analysis of the organisation's products/brands and market position, marketing aims, objectives and critical success factors</li> </ul>	2, 3, 5, 7	3, 8	1, 2	1, 2, 3, 5, 7
O5					
O6					
<b>Proposals you have made for a developing a new marketing framework:</b>					
O5	<ul style="list-style-type: none"> <li>proposals for developing the organisation's products/brand, pricing, selling, promotion, distribution channel and after sales/customer service strategies to achieve marketing objectives</li> </ul>	2, 3, 5, 7	2, 4, 5, 6, 7	1, 2	1, 2, 3, 4, 5, 7, 7
O6	<ul style="list-style-type: none"> <li>market forecasts, sales targets and marketing budgets you have prepared</li> </ul>	2, 3, 5, 6	3, 9	1, 2	4, 6
O7	<ul style="list-style-type: none"> <li>risks assessments and identification of critical success factors</li> </ul>	6	10	1, 2	6
O8	<ul style="list-style-type: none"> <li>action plans, schedules and contingency plans you have developed for introducing your proposed market frameworks</li> </ul>	6	3, 10	1, 2	4, 6
O9	<ul style="list-style-type: none"> <li>systems and procedures you have developed for monitoring and reviewing the effectiveness of the marketing framework</li> </ul>	1, 4	11	1, 2	-
O10	<ul style="list-style-type: none"> <li>personal statement (your reflections on the development of a marketing framework)</li> </ul>	5, 6, 7	1, 2, 3, 9, 10, 11	1, 2	1, 2, 3

## F9 Build your organisation's understanding of its market and customers

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding	
			General	Industry specific Context specific
	<b>Qualitative and quantitative analyses that you have prepared of the current market, customer behaviour and likely future demand:</b>			
O1	<ul style="list-style-type: none"> <li>reports you have written of quantitative and/or qualitative market research, secondary research that you have conducted and/or summaries of commissioned research by others, and market segmentation analyses of customers and sales data that you have prepared</li> </ul>	1, 2, 5, 6	1, 3, 4, 5, 6, 7, 8, 9, 11, 13	1, 2, 3
O2	<ul style="list-style-type: none"> <li>time series and regression analyses of quantitative data and analyses of data on customer churn and loyalty/repurchase rates</li> </ul>	1, 2, 5, 6	1, 3, 6, 7	1, 2, 3
O3	<ul style="list-style-type: none"> <li>summaries or reports you have written of feedback from, and discussions with, sales personnel, customer service staff and other colleagues</li> </ul>	1, 2, 5, 6	1, 3, 5, 6, 7, 8, 9	1, 2, 3
O5	<ul style="list-style-type: none"> <li>research and reports you have written on competitor activity</li> </ul>	1, 2, 5, 6	2, 3, 12	2, 3
O7	<ul style="list-style-type: none"> <li>memos, emails, newsletters, intranet pages, and presentations to colleagues in which you identify the organisation's current market performance and patterns in customer behaviour</li> </ul>	1, 5, 6	1, 2, 3	1, 2, 3
O8	<ul style="list-style-type: none"> <li>Proposals for new product or market development you have made, based on your analysis of the market, competitor strengths and positioning, and your organisation's competencies:</li> </ul>			
O1	<ul style="list-style-type: none"> <li>reports you have written of market and competitor research that you have conducted and/or summaries of commissioned or publicly-available (secondary) research by others</li> </ul>	1, 4, 5, 6	1, 2, 3, 4, 6, 13	1, 3
O3	<ul style="list-style-type: none"> <li>records of product and market development meetings with colleagues and consultants</li> </ul>	1, 4, 5, 6	11, 12	1, 3
O4	<ul style="list-style-type: none"> <li>SWOT, PESTLE, BCG Matrix, Anzoff Matrix and core competence analyses, 'what if' and other future scenario analyses, etc</li> </ul>	1, 4, 5, 6	1, 2, 3, 5, 11, 12	1, 2, 3
O6	<ul style="list-style-type: none"> <li>memos, emails, newsletters and intranet pages, and presentations to colleagues in which you identify opportunities for new products or markets</li> </ul>	5, 6	1, 2, 3, 10	1, 3
O8	<ul style="list-style-type: none"> <li>personal statement (reflections on your role and performance in analysing the organisation's market and customers)</li> </ul>	1, 3, 4, 5	1, 2, 3, 5, 11, 12	1, 2, 3

## F10 Develop a customer focused organisation

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<p><b>Plans, procedures, records of meetings and other communications that clearly articulate your vision for customer service and show how it is to be translated into action:</b></p> <ul style="list-style-type: none"> <li>mission, values, vision or policy statements, operational objectives and plans that you have been actively involved in developing that express the organisation's commitment to its customers</li> <li>customer expectations and requirements surveys, benchmarking and best practice surveys and analyses, that you have commissioned to establish customer service standards</li> <li>systems and procedures that you have introduced to enable customer service to be achieved</li> <li>newsletters, intranet pages, emails, memos, systems and procedure specifications and other documents you have initiated, and notes, presentations and materials from team briefings and other meetings and discussions you have led to communicate the organisation's customer focus commitment and ensure its practical implementation</li> <li>personal statement (reflections on your role in describing the vision for customer service, defining the standards of service required, and ensuring the people, systems and procedures are in place to achieve your vision)</li> </ul>	<p>3, 6, 8</p> <p>3, 5, 8</p> <p>2, 3, 8</p> <p>3, 6, 7, 8</p> <p>3, 6, 8</p>	<p>1, 2, 3</p> <p>1, 2, 3, 4, 6</p> <p>1, 2, 6, 8</p> <p>1, 2, 3</p> <p>1, 2, 3</p>	<p>1, 4</p> <p>4</p> <p>-</p> <p>-</p> <p>4</p>	<p>1, 2, 3, 4, 5, 6</p> <p>1, 3, 4, 5, 6</p> <p>1, 4</p> <p>2</p> <p>1, 2, 3, 4, 5, 6</p>
	<p><b>Customer service monitoring and review reports you have commissioned and evaluated to assess customer focus and service levels:</b></p> <ul style="list-style-type: none"> <li>monitoring reports (eg 'mystery shopper') and customer feedback surveys and analyses that you have commissioned to measure customer service performance</li> <li>analyses of data on customer churn and loyalty/repurchase rates you have prepared</li> <li>proposals, emails, memos, action plans and other records of action you have taken in response to surveys and analyses of customer service performance</li> <li>personal statement (reflections on your role in monitoring customer service standards in your organisation)</li> </ul>	<p>1, 3, 4, 5</p> <p>1, 5</p> <p>1, 2, 4, 5</p> <p>1, 3, 4, 5</p>	<p>1, 2, 4</p> <p>1, 2, 4</p> <p>1, 2, 3, 8</p> <p>1, 2, 4</p>	<p>4</p> <p>4</p> <p>-</p> <p>4</p>	<p>1, 3, 4, 5, 6</p> <p>1, 3, 4, 5, 6</p> <p>1, 3, 4, 5, 6</p> <p>1, 3, 4, 5, 6</p>

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Staff reward systems, development activities and other strategies you have organised to bring about a customer focussed organisation:</b>				
	<ul style="list-style-type: none"> <li>training needs analyses, skills matrices and other systems to identify staff development needs</li> <li>plans and evaluations of customer service training activities</li> </ul>	1, 2, 8  1	1, 3, 8  1, 3, 8	-  -	4  -
O3 O4	<ul style="list-style-type: none"> <li>recruitment strategies, role descriptions, induction and training and development activities that you have initiated to ensure that the organisation's employees have the knowledge and skills they need to provide the level of customer service required</li> <li>descriptions of the employee performance review and appraisals systems, job enrichment or improvement systems, performance related rewards and incentives schemes and other initiatives you have developed to encourage the level of customer service required</li> <li>personal statement (reflections on your role in ensuring that employees are able and committed to meeting and surpassing customer service standards in your organisation)</li> </ul>	1  1  1, 2, 8	1, 3, 7, 8  1, 3, 7, 8  1, 3, 7, 8	-  -  -	4  -  4
	<b>Records of activities you have organised that are designed to bring about improvements in customer service and meet or surpass customer expectations:</b>				
O5 O6	<ul style="list-style-type: none"> <li>notes and minutes of meetings, emails and letters, partnership agreements and contracts, customer service standards and procedure specifications with other organisations (eg order fulfilment and call centres) that you have organised, to ensure that they can provide the level of customer service required</li> <li>agenda, notes or reports of meetings of staff and external organisations that you have organised and participated in to review customer service and identify opportunities for improvement</li> <li>personal statement (reflections on your role in ensuring that partnerships with other organisations deliver customer service to the required standard)</li> </ul>	1, 2, 3, 7  1, 2, 4, 7, 8  1, 2, 4, 7, 8	1, 2, 3, 5  1, 2, 3, 5  1, 2, 3, 5	1, 2, 3, 4  1, 2, 3, 4  1, 2, 3, 4	3, 4, 5, 6  3, 4, 5, 6  3, 4, 5, 6

## F11. Manage the achievement of customer satisfaction

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<p><b>Plans, procedures, records of meetings and other communications to communicate the vision and standards for customer service and show how these are to be translated into action:</b></p> <ul style="list-style-type: none"> <li>operational objectives and plans and customer service systems and procedures that you have developed</li> <li>newsletters, intranet and internet pages that you have developed, and notes, presentations and materials from team briefings and other meetings and discussions you have led to communicate the customer service policy and procedures</li> <li>emails, memos, action plans and other records of actions you have taken to ensure that objectives, plans, systems and procedures are understood and implemented</li> <li>witness statements (comments on your role in communicating the customer service policy and procedures to staff)</li> <li>personal statements (reflections on your role in communicating the customer service policy and procedures to staff)</li> </ul>	<p>1, 3, 4, 7</p> <p>1, 3, 7, 8</p> <p>1, 3, 7, 8</p> <p>7, 8</p> <p>7, 8</p>	<p>1, 2, 3, 4, 8, 9</p> <p>1, 2, 3</p> <p>1, 2, 3</p> <p>-</p> <p>1, 2, 3</p>	<p>1, 2, 3</p> <p>-</p> <p>-</p> <p>1, 2, 3</p>	<p>1, 2, 3, 4, 6, 7</p> <p>1, 2, 3, 4</p> <p>1, 2, 4</p> <p>-</p> <p>1, 2, 3, 4, 6, 7</p>
	<p><b>Customer service monitoring and review reports you have prepared, and recommendations for improvement:</b></p> <ul style="list-style-type: none"> <li>systems and procedures you have developed to monitor performance against customer service standards</li> <li>reports and proposals you have written based on analyses of monitoring reports (eg 'mystery shopper') and customer feedback surveys that you have prepared, and data on customer churn and loyalty/repurchase rates that you have collected and analysed, to review and improve customer focus and service levels</li> </ul>	<p>1, 5, 6</p> <p>1, 5, 6</p>	<p>5, 6, 4, 9</p> <p>5, 4, 6</p>	<p>1, 2, 3</p> <p>1, 2, 3</p>	<p>5, 7</p> <p>5, 7</p>

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Strategies you have developed to support and develop, collect information about, and review the performance of, customer service staff:</b>				
O1	<ul style="list-style-type: none"> <li>role descriptions, person specifications, selection processes and induction plans that you have prepared for employing new customer service staff</li> <li>training needs analyses, skills matrices and other systems to identify staff development needs</li> </ul>	1, 4	2, 3, 7	1, 2, 3	-
O2	<ul style="list-style-type: none"> <li>plans for and evaluations of customer service training activities that you have organised</li> </ul>	1	2, 3	1, 2, 3	-
O4	<ul style="list-style-type: none"> <li>performance rewards and bonuses, job enrichment, team development and other strategies you have used to encourage job satisfaction and create a culture of commitment to customer service</li> </ul>	1	2, 3	1, 2, 3	-
O5	<ul style="list-style-type: none"> <li>data you have collected and analysed on individual and team performance in customer service and records of staff performance review meetings that you have conducted</li> </ul>	1, 2, 4	2, 3, 7	1, 2, 3	-
O8	<ul style="list-style-type: none"> <li>personal statements (reflections on your role in seeking to bring about improvements in staff performance to deliver required standards of customer service)</li> </ul>	2, 6	5, 6	-	5
	<b>Records of activities you have organised that are designed to bring about improvements in customer service and meet or surpass customer expectations</b>	1, 2	2, 3, 7		-
O3	<ul style="list-style-type: none"> <li>agenda, notes or reports of meetings with customers and with other organisations that you work with to agree customers' requirements and improvements to the service provided</li> </ul>	1, 3, 5, 6	1, 2, 3, 4	1, 2, 3	1, 2, 4, 6, 7
O7	<ul style="list-style-type: none"> <li>agenda, notes or reports of meetings of staff that you have led to review customer service and identify opportunities for improvement</li> </ul>	1, 2, 6	1, 2, 3, 4	1, 2, 3	1, 2, 4, 6, 7
O8	<ul style="list-style-type: none"> <li>witness statements (comments on your role in seeking to bring about improvements in customer service)</li> <li>personal statements (reflections on your role in seeking to bring about improvements in customer service)</li> </ul>	1, 7, 8	-	-	-

## F12 Improve organisational performance

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding	
			General	Industry specific Context specific
	<b>Operational standards and targets you have established, and performance monitoring you have collated, analysed and evaluated, and reports you have prepared:</b>			
O1	<ul style="list-style-type: none"> <li>benchmarking and best practice surveys that you have organised to establish sector standards</li> </ul>	4, 6, 8, 9	1, 2, 4	1, 2, 3 1, 3, 4, 5, 6, 7
O2	<ul style="list-style-type: none"> <li>production/operational plans, output targets and quality standards that you have agreed, and data to assess performance against targets and standards that you have collected and analysed</li> </ul>	1, 5, 8	1, 2, 3, 4, 8	1, 3, 4, 5, 6, 7
O3				
O4	<ul style="list-style-type: none"> <li>systems and procedures that you have designed and introduced for collecting data on organisational performance</li> </ul>	2, 5	2, 3	1, 2, 3, 4, 5, 6, 7
O5				
O8	<ul style="list-style-type: none"> <li>reports, proposals and action plans that you have prepared, identifying opportunities for improvement</li> <li>personal statement (reflections on your role in establishing and monitoring standards and targets)</li> </ul>	1, 3, 4, 7 1, 2, 3, 4, 6, 7, 8	1, 3, 4 1, 2, 3, 4	1, 2, 3, 4, 5, 6, 7 1, 2, 3, 4, 5, 6, 7
	<b>Plans, procedures, and communications that you have organised to promote a continuous improvement culture;</b>			
	<ul style="list-style-type: none"> <li>a quality improvement policy, plans and procedures that you have developed and introduced</li> </ul>	1, 4, 8	1, 5, 6	1, 2, 3, 4, 5, 6, 7
O3	<ul style="list-style-type: none"> <li>newsletters, intranet and internet pages, emails, memos and other communications, and notes, presentations and materials from team briefings and other meetings and discussions to inform people about standards and targets and promote an improvement culture</li> </ul>	1, 5, 6, 9	1, 5, 6, 9	1, 2, 3, 4, 5, 6, 7
O5	<ul style="list-style-type: none"> <li>witness statements (comments on your role in establishing an improvement culture)</li> <li>personal statements (reflections on your role in establishing an improvement culture)</li> </ul>	3, 6, 9 1, 3, 7, 8	- 1, 5, 6	- 1, 2, 3, 4, 5, 6, 7

Outcomes	Evidence of outcomes: <ul style="list-style-type: none"> <li>possible examples of evidence</li> </ul>	Behaviours	Knowledge and understanding		
			General	Industry specific	Context specific
	<b>Procedure and activities associated with quality improvement that you have been involved in developing:</b>				
O1	<ul style="list-style-type: none"> <li>procedure manuals relating to quality assurance, control and improvement</li> </ul>	2, 5	1, 3, 5	2	2, 3, 4, 5
O2	<ul style="list-style-type: none"> <li>quality control charts, scatter graphs, bar charts, Pareto charts, fishbone/cause &amp; effect diagrams, flow charts and similar data analysis that you have prepared</li> </ul>	2, 5	2, 3, 4, 7	2	2, 5, 6, 7
O3	<ul style="list-style-type: none"> <li>summaries of research, surveys and discussions with customers and other information you have prepared and used to assess customers' requirements and their satisfaction with products and services</li> </ul>	1, 2, 4	3, 5	1, 2	4, 6, 7
O4	<ul style="list-style-type: none"> <li>agendas and notes or records of meetings concerned with quality improvement systems and procedures that you have organised</li> </ul>	1, 3, 6, 7, 9	5, 6	1, 2, 3	1, 2, 3, 4
O5	<ul style="list-style-type: none"> <li>quality improvement groups, quality circles and other forums you have organised to identify opportunities for, and initiate, improvements</li> </ul>	1, 3, 6, 7, 9	2, 3, 4, 5, 6, 7	1, 2, 3	1, 2, 3, 4
O7	<ul style="list-style-type: none"> <li>witness statements (comments on your role in establishing improvement processes)</li> </ul>	1, 3, 4, 5, 6, 7, 9	-	-	-
	<ul style="list-style-type: none"> <li>personal statements (reflections on your role in establishing improvement processes)</li> </ul>	1, 3, 4, 7, 8,	2, 3, 4, 5, 6, 7	1, 2, 3	1, 2, 3, 4

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