

WASTE MANAGEMENT INDUSTRY TRAINING AND ADVISORY BOARD

NATIONAL VOCATIONAL QUALIFICATION

FACILITIES MANAGEMENT

NATIONAL VOCATIONAL QUALIFICATION

AT

LEVEL 3

Facilities Management S/NVQ Level 3 Qualifications Structure

ID	Mandatory Units
FM301	Establish and monitor the facilities required by clients
FM302	Develop productive working relationships with colleagues and stakeholders (MSC Unit D2)
FM310	Ensure health and safety requirements are met in your area of responsibility (MSC Unit E6)
	Optional Units 5 units 3 to be selected from Suite 1 and 2 selected from Suite 2
	Suite 1 – Select 3 Units from the following:
FM303	Support equality, diversity and individual rights in the workplace
FM304	Monitor and solve customer service problems (ICS 32)
FM305	Maintain the quality of service delivery
FM306	Contribute to the management of incidents and emergencies (Cogent Unit C4)
FM309	Allocate and monitor the progress and quality of work in your area of responsibility (MSC Unit D6)
FM311	Contribute to maintaining sustainable development and environmental good practice at work (EU Skills Unit 2.3)
FM312	Manage facilities management projects
FM313	Monitor and report on progress and the use of resources (ECITB Unit PC62)
FM316	Provide leadership for your team (MSC Unit B5)
FM318	Supplying information for management control (FSSC [formerly AOSG] Unit 4)
FM319	Contributing to the management of performance and the enhancement of value (FSSC [formerly AOSG] Unit 8)
FM321	Reassessing operational performance
	Suite 2 – Select 2 Units from the following:
FM307	Determine the effectiveness of security measures (Skills for Security Unit SCN5)
FM308	Prioritise and implement the maintenance of property, systems and services (CIC Unit E33)
FM314	Contribute to the procurement of supplies (CIPS Units S5,S6 and S7)
FM315	Implement change (MSC Unit C6)
FM317	Remote support for products or services (E-skills)
FM320	Disaster recovery and contingency planning
FM322	Manage a budget (MSC Unit E1)
FM323	Allocate and manage the efficient use of space

	Suite 2 (continued)
FM324	Manage and monitor the efficient use of energy
FM325	Recruit, select and keep colleagues (MSC Unit D3)
FM326	Specify, commission and manage external contracts and agreements (Skills for Justice Unit HF18)

Unit FM301 Establish and Monitor the Facilities Required by Clients

The unit is for first line managers/supervisors in the FM environment. It is about establishing the nature of facilities required, arranging for their provision, and monitoring the effectiveness of services to clients.

The unit is about being aware of the nature of the client's business, the business drivers influencing the business and the contribution that managed facilities can make to the business objectives of the organisation. It is also about being aware of business development opportunities in terms of providing additional or improved facilities management services. The need to monitor the effectiveness of managed facilities and the premises themselves is a key requirement of this unit.

Clients can be either your own organisation where facilities management services are integrated or external clients where you are providing a service to them as a supplier. Facilities can be either single services or integrated services meeting a wide range of client requirements. Services can relate to premises and equipment covering such discrete activities as front of office administration, security, catering, maintenance and other related functions.

Performance Criteria

You must be able to do the following:

1. identify the relationship between the client's core business and facilities management functions
2. Establish the role of facilities management services in achieving the client's business objectives
3. Identify requirements which are consistent with the client's policies, objectives and constraints
4. Ensure identified services are cost effective and consistent with legal and regulatory requirements
5. Agree requirements with the relevant people
6. Establish with clients how facilities and services will be monitored and evaluated
7. Agree with clients how issues and problems in relation to facilities and services will be handled
8. Evaluate on a regular basis if facilities and services are meeting original requirements and identify business opportunities to offer additional services to clients
9. Inspect the condition of premises and make recommendations on maintenance and improvements
10. Identify problems likely to affect the safety and use of the premises and take immediate remedial action
11. Maintain accurate, complete and up-to-date records of the outcomes of monitoring and inspection
12. Monitor the use of facilities at intervals and identify reasons for changes in usage
13. Take action to conserve utilities and encourage others to do so
14. Make recommendations for improvements in the in the use of facilities

Knowledge and Understanding for this unit

You must know and understand the following:

- a. different organisational structures and their differing needs for FM requirements
- b. how different organisations arrange their functions and how FM can support this process
- c. how to contribute an FM perspective to decision making about the nature and delivery of FM services within the organisation
- d. ways in which the culture of the client organisation impacts on the delivery of FM services and vice versa
- e. the business objectives and key drivers of the client's organisation and how FM can support these
- f. the culture and drivers effecting individual functions and operations within the client organisation
- g. how to implement components of the overall FM strategy for the organisation
- h. the importance of providing and maintaining an effective and efficient office facility
- i. the range of office facilities, equipment and resources and what they can be used for
- j. the regulatory and legal frameworks controlling the delivery of facilities management services and products
- k. how to interpret formal agreements with clients for the delivery of services
- l. ways of monitoring and evaluating the delivery of services
- m. ways of establishing procedures for dealing with issues and problems in the delivery of services
- n. the types of additional or improved services which can be offered to clients in order to exploit business opportunities
- o. methods of carrying out the inspection of premises and how to record findings
- p. required maintenance routines and procedures for premises
- q. ways of monitoring facilities usage and how to establish the reasons for changes in usage
- r. ways of conserving utilities
- s. alternative ways of improving utility usage
- t. communication channels for making recommendations and suggestions

FM 301 Establish and Monitor the Facilities Required by Clients

EVIDENCE REQUIREMENTS

Performance	Evidence of performance	Knowledge and understanding
	<ul style="list-style-type: none"> Possible examples of evidence 	
1 2 3	<ul style="list-style-type: none"> Materials that you have developed Documents that you regularly use and complete to implement activities Documentation of meetings you have attended or called Project materials specific to you Visual or audio records specific to you 	a, b, c, d
4	<ul style="list-style-type: none"> Budget information; expenditure records and statistics; resource requirements and reviews; cost benefit analyses of services; risk assessments 	e, f
5 6	<ul style="list-style-type: none"> Reporting structures; staffing structures; Contract compliance documentation; milestone reviews; maintenance schedules; resource/consumable usage data; budget data; material store data 	k, l
7 8	<ul style="list-style-type: none"> Key event/milestone actions and reporting; communication arrangements; complaint/dissatisfaction records; corrective maintenance records; contract review; reporting structures; reporting periods; communication procedures; customer care feedback records; maintenance programme 	m, p, q, t
9	<ul style="list-style-type: none"> Building and maintenance records; building plans; improvement notices and action plans 	p
10 11	<ul style="list-style-type: none"> Health and Safety records; Risk Assessments; Emergency systems and maintenance records; Safe working practices; reports; Monitoring Reports and Action plans 	o, p, q
12 13 14	<ul style="list-style-type: none"> Maintenance records and reports; Access and egress data; energy and utility records; Health and Safety records; failure reports; Resource control methods; recommendation and improvement schemes; H&S hazard reports; risk assessment data 	o, p, q, r, s, t

Performance	Evidence of performance	Knowledge and understanding
	<ul style="list-style-type: none"> • Possible examples of evidence 	
	<ul style="list-style-type: none"> • Personal statement (your reflections on your actions in establishing and monitoring the facilities required by your clients including how facilities management contributes to the business objectives, and why it is essential to monitor the effectiveness of managed facilities and the premises. 	
	<ul style="list-style-type: none"> • Witness statements (comments on your actions in establishing and monitoring the clients' facilities requirements) 	

Unit FM302 Develop productive working relationships with colleagues and stakeholders

This unit is imported from MSC (unit D2)

This unit is for first-line managers/supervisors at work in the FM environment. It is about developing productive working relationships with colleagues, within your own organisation and within other organisations with which your organisation works, and with identified stakeholders.

This unit is about being aware of the roles, responsibilities, interests and concerns of colleagues and stakeholders and working with and supporting them in various ways. The need to monitor and review the effectiveness of working relationships with colleagues and stakeholders is also a key requirement of this unit.

'Colleagues' are any people you are expected to work with, whether they are at a similar position or in other positions in terms of level of responsibility. For the purposes of this unit, 'Stakeholder' refers to individuals or organisations that have a material, legal or political interest in or who may be affected by the activities and performance of your organisation

Performance Criteria

You must be able to do the following:

1. Identify stakeholders and the background to and nature of their interest in the activities and performance of the organisation
2. Establish working relationships with relevant colleagues and stakeholders
3. Recognise and respect the roles, responsibilities, interests and concerns of colleagues and stakeholders
4. Provide colleagues and stakeholders with appropriate information to enable them to perform effectively
5. Consult colleagues and stakeholders in relation to key decisions and activities and take account of their views, including their priorities, expectations and attitudes to potential risks
6. Fulfil agreements made with colleagues and stakeholders and let them know
7. Advise colleagues and stakeholders promptly of any difficulties or where it will be impossible to fulfil agreements
8. Identify and sort out conflicts of interest and disagreements with colleagues and stakeholders in ways that minimise damage to work and activities and to the individuals and organisations involved
9. Monitor and review the effectiveness of working relationships with colleagues and stakeholders, seeking and providing feedback, in order to identify areas for improvement
10. Monitor wider developments in order to identify issues of potential interest or concern to stakeholders in the future and to identify new stakeholders

Behaviors underpinning performance criteria

1. You present information clearly, concisely, accurately and in ways that promote understanding.
2. You show respect for the views and actions of others.
3. You seek to understand people's needs and motivations.
4. You comply with and ensure others comply with legal requirements, industry regulations, organisational policies and professional codes.

5. You create a sense of common purpose.
6. You work towards win-win solutions.
7. You show sensitivity to internal and external politics that impact on your area of work.
8. You keep promises and honour commitments.
9. You consider the impact of your own actions on others.
10. You use communication styles that are appropriate to different people and situations.
11. You work to develop an atmosphere of professionalism and mutual support.

Knowledge and Understanding for this unit

You must know and understand the following:

General knowledge and understanding

- a. the benefits of developing productive working relationships with colleagues and stakeholders
- b. different types of stakeholder and key principles which underpin the 'stakeholder' concept
- c. how to identify your organisation's stakeholders, including background information and the nature of their interest in your organisation
- d. principles of effective communication and how to apply them in order to communicate effectively with colleagues and stakeholders
- e. why it is important to recognise and respect the roles, responsibilities, interests and concerns of colleagues and stakeholders
- f. how to identify and meet the information needs of colleagues and stakeholders
- g. what information it is appropriate to provide to colleagues and stakeholders and the factors that need to be taken into consideration
- h. how to consult with colleagues and stakeholders in relation to key decisions and activities
- i. the importance of taking account, and being seen to take account, of the views of colleagues and stakeholders, particularly in relation to their priorities, expectations and attitudes to potential risks
- j. why communication with colleagues and stakeholders on fulfilment of agreements or any problems affecting or preventing fulfilment is important
- k. how to identify conflicts of interest with colleagues and stakeholders and the techniques that can be used to manage or remove them
- l. how to identify disagreements with colleagues and stakeholders and the techniques for sorting them out
- m. the damage which conflicts of interest and disagreements with colleagues and stakeholders can cause to individuals and organisations
- n. how to take account of diversity issues when developing working relationships with colleagues and stakeholders
- o. how to recognise and take account of political issues when dealing with colleagues and stakeholders
- p. how to manage the expectations of colleagues and stakeholders
- q. how to monitor and review the effectiveness of working relationships with colleagues and stakeholders
- r. how to get and make effective use of feedback on the effectiveness of working relationships from colleagues and stakeholders
- s. how to provide colleagues and stakeholders with useful feedback on the effectiveness of working relationships
- t. the importance of monitoring wider developments in relation to stakeholders and how to do so effectively

FM302 Develop productive working relationships with colleagues and stakeholders (MSC Unit D2)

EVIDENCE REQUIREMENTS

Outcomes	Evidence of Outcomes: • possible examples of evidence	Behaviours	Knowledge & Understanding		
			General	Industry specific	Context specific
Records of activities and agreements with work colleagues and stakeholders that you have completed successfully:					
	• 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	7, 11	b, c, f, g, t	u, v, y	dd
	• records of new stakeholders you have met or have identified	3, 7	a, b, c	y	b
O1 O2 O3 O4 O5 O6 O10	• 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	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11	a, b, c, d, e, f, g, h, i, j, n, o, p, q	u, v, w, x, y	z, aa, bb, cc, dd, ee, ff, gg, hh, ii
	• 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	1, 2, 4, 5, 7, 8, 9, 10, 11	a, b, c, d, e, f, g, h, i, j, n, o, p, q	u, v, w, x, y	z, aa, bb, cc, dd, ee, ff, gg, hh, ii, jj
	• personal statements (reflections on the nature and effectiveness of your relationships with work colleagues and your fulfilment of your commitments to them)	2, 3, 7, 9	a, e, f, g, h, i	u, v, w, x, y	z, aa, bb, cc, dd, ee, ff, gg, hh, ii
	• witness statements (comments by colleagues on the nature and effectiveness of your relationships with them and your fulfilment of your commitments to them)	1, 2, 4, 5, 6, 7, 8, 10, 11	-	-	-
O1 O2 O3 O4 O7 O8 O9	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:				
	• notes, minutes or other records of formal and informal meetings with colleagues and stakeholders relating to difficulties or conflicts	1, 2, 3, 4, 5, 6, 7, 9, 10, 11	a, d, e, i, k, l, m, n, o, p, q	v, w, x,	aa, bb, gg, hh, ii, jj
	• emails, memos and other correspondence with colleagues and stakeholders relating to difficulties or conflicts	1, 2, 3, 4, 5, 6, 7, 9, 10, 11	a, d, e, i, k, l, m, n, o, p, q	v, w, x	aa, bb, gg, hh, ii, jj

Outcomes	Evidence of Outcomes: <ul style="list-style-type: none"> possible examples of evidence 	Behaviours	Knowledge & Understanding		
			General	Industry specific	Context specific
	<ul style="list-style-type: none"> 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 	1, 2, 3, 9, 10, 11	k, l, m, n, o, p, q, r, s	w, x	aa, bb, ee, gg, hh, ii, jj
	<ul style="list-style-type: none"> 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 	2, 11	k, l, m, n, o, p, q, r, s	w, x	aa, bb, ee, gg, hh, ii, jj
	<ul style="list-style-type: none"> 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) 	1, 2, 3, 4, 5, 6, 7, 9, 10, 11	i, j, k, l, m, n, o, p, q, r, s	v, w, x	hh, ii, jj
	<ul style="list-style-type: none"> witness statements (comments by colleagues and stakeholders on your ability to deal effectively with difficulties or conflicts) 	1, 2, 4, 5, 6, 7, 8, 10, 11	-	-	-

Unit FM303 Support equality, diversity and individual rights in the workplace

This unit is for first line managers/supervisors in the FM environment. It is about acknowledging the equality and diversity of people and their rights and responsibilities in their place of work. Whilst it is recognised that you are not always in a position to change and influence structures directly, you are expected to be proactive against discrimination. The unit involves supporting people's rights and responsibilities, encouraging equality and recognising the diversity of people. The people concerned may be clients, colleagues or anyone else with whom you come into contact.

Performance Criteria

You must be able to do the following:

1. recognise people's right to make their own decisions and acknowledge their responsibilities
2. ensure that your actions in interpreting the meaning of rights and responsibilities are consistent with existing legislative frameworks and organisational policy
3. provide information which is up-to-date and takes account of the complexity of the decisions which people may need to make
4. give appropriate help to people who are unable to exercise their rights personally
5. acknowledge tensions between rights and responsibilities and provide appropriate support towards their resolution
6. ensure the necessary records relating to the promotion of rights and responsibilities are accurate, legible and complete
7. provide the necessary information to people who wish to make a complaint about an infringement of their rights

Knowledge and understanding

You must know and understand:

- a. the causes of discrimination against people including: differing abilities, age, class, caste, creed, culture, gender, health status, relationship status, mental health, offending background, place of origin, political beliefs, race, responsibility for dependants, religion, sexuality.
- b. current legislation in relation to rights and responsibilities including the recognition of personal beliefs
- c. organisational policies of the organisation which employs or contracts you relating to rights and responsibilities
- d. relevant complaints systems and methods of accessing these
- e. your role in the setting and the limits which are set on actions in relation to other members of the work team
- f. the support services available to you
- g. how personal beliefs and preferences (including your own) may affect the way in which people interact with others (e.g. the inappropriate use of the term 'Christian name' to those who are not of the Christian faith rather than using 'first name')
- h. the diverse experiences and perspectives which people bring to any interactions and the benefits of diversity in a multi-cultural society
- i. the forms which discrimination may take, the behaviour which may be expressions of these and how they may differ between different groups and in different settings
- j. the possible effects of stereotyping, prejudice and labeling on people
- k. the ways in which you can best promote people's rights and how you can best handle the tensions which they may feel between their values and beliefs and those of the people with whom they work
- l. how to recognise when people are not able to exercise their rights personally and methods of enabling people to exercise their rights effectively - themselves, through you or through seeking help from someone else
- m. how best to challenge people when their choices or actions infringe the rights of others

FM 303- Support Equality, Diversity and Individual Rights in the Workplace.

EVIDENCE REQUIREMENTS

Performance	Evidence of performance <ul style="list-style-type: none"> • Possible examples of evidence 	Knowledge and understanding
	<p>Records of organisational policies and how they adhere to legislative framework and how you have demonstrated your understanding of the policies and procedures, with regards to equality, diversity and individual rights with clients, colleagues or anyone else who you come into contact with.</p>	
01 02 03 04 06 07	<ul style="list-style-type: none"> • organisational policies and procedures, notes, minutes or other records of formal and informal meetings with clients, colleagues or anyone else you have come into contact with relating to action taken by you and your performance in relation to recognising peoples rights and acknowledging their responsibilities (for example – equal opportunities, flexible working, grievance and disciplinary, appraisal system, dignity at work, bullying at work. Equality & Diversity Committee, Equality impact measures) 	a, b, c, d, e, f,
<ul style="list-style-type: none"> • emails, memos and other correspondence with clients, colleagues or anyone else you have come into contact with relating to actions you have agreed to undertake and your performance in relation to recognising peoples rights and acknowledging their responsibilities. 		
01 02 03 04	<ul style="list-style-type: none"> • Personal statements (reflections on the nature and effectiveness of your relationship with clients, work colleagues or anyone else you have come into contact with and your support to promoting individual rights in the workplace) 	
<ul style="list-style-type: none"> • Witness statements (comments by clients, colleagues or anyone else you have come into contact with on the nature and effectiveness of your relationship with them in your support of promoting individual rights in the workplace) 		
	<p>Records of relationship difficulties or conflicts when you have supported and encouraged equality and recognised the diversity of people, within the tensions of rights and responsibilities within your place of work.</p>	

Performance	Evidence of performance <ul style="list-style-type: none"> • Possible examples of evidence 	Knowledge and understanding
01 02 03 04 05 07	<ul style="list-style-type: none"> • notes, minutes or other records of formal or informal meetings with clients, colleagues or anyone else you have come into contact with relating to relationship difficulties or conflicts. • emails, memos and other correspondence with clients, colleagues or anyone else you have come into contact with relating to relationship difficulties or conflicts. 	c, d, k
01 02 03 04 05 07	<ul style="list-style-type: none"> • Notes or other records of verbal feedback and copies of memos, emails and letters you have sent in which you have given feedback to clients, colleagues or anyone else you have come into contact with relating to relationship difficulties or conflicts. 	
	Policies and procedures on equality and diversity and rights and responsibilities in the place of work and how you have communicated this to clients, colleagues or anyone else with whom you come into contact with.	
04 06	<ul style="list-style-type: none"> • notes, minutes or other records of formal or informal meetings with clients, colleagues or anyone else you have come into contact with relating to workplace policies and procedures. 	
	<ul style="list-style-type: none"> • emails, memos and other correspondence with clients, colleagues or anyone else you have come into contact with relating to workplace policies and procedures. 	

Unit FM304 Monitor and solve customer service problems

This unit has been imported from the Institute for Customer Service (ICS 32)

What this unit is about

Your job involves delivering and organising excellent customer service. However good the service provided, some of your customers will experience problems and you will spot and solve other problems before your customers even know about them.

This Unit is all about the part of your job that involves solving immediate customer service problems. It is also about changing systems to avoid repeated customer service problems.

Remember that some customers judge the quality of your customer service by the way that you solve customer service problems. You can impress customers and build customer loyalty by sorting out those problems efficiently and effectively. Sometimes a customer service problem presents an opportunity to impress a customer in a way that would not have been possible if everything had gone smoothly.

Performance Criteria

32.1 Solve immediate customer service problems

32.1.1 respond positively to customer service problems following organisational guidelines

32.1.2 solve customer service problems when you have sufficient authority

32.1.3 work with others to solve customer service problems

32.1.4 keep customers informed of the actions being taken

32.1.5 check with customers that they are comfortable with the actions being taken

32.1.6 solve problems with service systems and procedures that might affect customers before they become aware of them

32.1.7 inform managers and colleagues of the steps taken to solve specific problems

32.2 Identify repeated customer service problems and options for solving them

32.2.1 identify repeated customer service problems

32.2.2 identify the options for dealing with a repeated customer service problem and consider the advantages and disadvantages of each option

32.2.3 work with others to select the best option for solving a repeated customer service problem, balancing customer expectations with the needs of your organisation

32.3 Take action to avoid the repetition of customer service problems

32.3.1 obtain the approval of somebody with sufficient authority to change organisational guidelines in order to reduce the chance of a problem being repeated

32.3.2 action your agreed solution

32.3.3 keep your customers informed in a positive and clear manner of steps being taken to solve any service problems

32.3.4 monitor the changes you have made and adjust them if appropriate

Knowledge and understanding

To be competent at monitoring and solving customer service problems you need to know and understand

32a organisational procedures and systems for dealing with customer service problems

32b organisational procedures and systems for identifying repeated customer service problems

32c how the successful resolution of customer service problems contributes to customer loyalty with the external customer and improved working relationships with service partners or internal customers

32d how to negotiate with and reassure customers while their problems are being solved

Unit FM304 Monitor and Solve Customer Service Problems

EVIDENCE REQUIREMENTS

No simulation is permitted for this unit

Performance	Evidence of performance <ul style="list-style-type: none"> Possible examples of evidence 	Knowledge and understanding
	Policies, procedures and reports you have used, originated or instigated in relation to solving customer service problems	
1 2 6 12 15 16	<ul style="list-style-type: none"> Organisational policies for customer service, service systems, guidelines for individuals' authority, monitoring systems that you have used, and where you have recommended improvements, logs of complaints 	a, b
	Customer service problems: different types successfully solved	
2 3	<ul style="list-style-type: none"> Records (reports, e mails, notes of telephone calls, letters) of solving problems which are brought to your attention by customers and problems identified first by you and/or a colleague 	c, d
1 2 4 5 6 13	<ul style="list-style-type: none"> Records (reports, e mails, notes of telephone calls, letters) of solving problems illustrating each of the following: where there was a difference between customer expectations and what is offered by your organisation; a problem resulting from a system or procedural failure; a problem resulting from a shortage of resources or human error 	c
	Problem solving approaches and techniques	
8 9 11	<ul style="list-style-type: none"> Records of options considered in solving customer service problems where you have considered the point of view of: your customer; the potential benefits to your organisation; and the potential risks to your organisation, 	
7 16	<ul style="list-style-type: none"> Your problem solving options made use of: formal organisational procedures or guidelines; agreed and authorised exceptions to usual practice 	
3 8 10	<ul style="list-style-type: none"> Notes, email, reports demonstrating how you work with others to solve immediate and repeated customer service problems 	
4 5 14	<ul style="list-style-type: none"> Records of liaison and communication with customers (records of telephone calls, e mails, letters, other correspondence) keeping them informed and checking for satisfaction 	d
	<ul style="list-style-type: none"> Personal statements (reflections on the policies, process, timescales and reasoning behind your solving immediate and repeated customer service problems, including the range of problems and customers, methods of monitoring, proposals for improvements and their effectiveness, working with colleagues, liaison with customers) 	

Performance	Evidence of performance	Knowledge and understanding
	<ul style="list-style-type: none"> <li data-bbox="507 203 927 232">• Possible examples of evidence <ul style="list-style-type: none"> <li data-bbox="507 264 1094 448">• Witness statements (comments on your solving of customer service problems, its effectiveness, timeliness, appropriateness and clarity, management of customers, working with colleagues, and effectiveness of your problem solving) 	

Your evidence should show that you have done this over a sufficient period of time with different customers on different occasions.

Unit FM305 Maintain standards the quality of service delivery

This unit is for first-line managers/supervisors at work in the FM environment. It is about ensuring that the work required in your area of responsibility is effectively planned and fairly allocated to individuals and/or teams. It also involves monitoring the progress and quality of the work of individuals and/or teams to ensure that the required level or standard of performance is being met and reviewing and updating plans of work in the light of developments.

This unit is designed for first-line managers/supervisors to demonstrate competence in contributing to the overall quality of service provided by the organization. Work should be carried out in accordance with service level agreements in accordance with approved procedures and practices.

Performance Criteria

You must be able to do the following:

1. Carry out work in accordance with service level agreements, approved procedures and practices and instructions
2. Ensure behaviour, appearance, and clothing meet approved procedures and practices
3. Communicate with colleagues and persons external to the organisation in a way which promotes effective formal and informal working relationships
4. Ensure information, instructions and documentation given to other persons is authorised, up to date and accurate
5. Report problems and conditions outside the responsibility of the jobholder to an authorized person
6. Report in accordance with the requirements of service level agreements

Knowledge and Understanding for this unit

You must know and understand:

- a. full details of service level agreements, work schedules and approved procedures and practices including reporting requirements
- b. organisational standards of behaviour and appearance, and why they are important
- c. what information is permitted to be passed onto colleagues and persons external to the organisation
- d. working safely and its importance
- e. dealing with problems outside own area of responsibility
- f. communication channels
- g. information required by the agreement and how to provide it

FM 305 Maintain the Quality of Service Delivery

EVIDENCE REQUIREMENTS

Performance	Evidence of performance <ul style="list-style-type: none"> • Possible examples of evidence 	Knowledge and understanding
	<ul style="list-style-type: none"> • Systems you have developed or use • Records of audits or reviews you have undertaken • Information systems you use in your job role • Evidence of communications with others • Your involvement with stakeholders 	
1	<ul style="list-style-type: none"> • Service level agreements; contractual requirements; agreed client contract amendments; 	a
2	<ul style="list-style-type: none"> • Customer care agreement; staff dress code; Health & Safety risk assessments; Personal Protective Equipment requirements 	b, d
3	<ul style="list-style-type: none"> • Communication records; staff reporting structure; liaison with external contacts 	c
4	<ul style="list-style-type: none"> • Documentation systems; reporting structures; security procedures; confidentiality policy 	g
5 6	<ul style="list-style-type: none"> • Service Level Agreement reporting principles; Incident reports; action plan; emergency reporting procedures 	e, f, g
	<ul style="list-style-type: none"> • Personal statement (your reflections on your actions in effective work planning and allocation, monitoring the work of others to ensure requirements are being met and updating plans accordingly) 	
	<ul style="list-style-type: none"> • Witness statement (comments on you actions in effective planning of work and fair allocation of work to others, monitoring progress and quality of work) 	

Unit FM306 Contribute to the management of incidents and emergencies

This unit is imported from Cogent (unit C4).

This unit is for first-line managers/supervisors at work in the FM environment. It is about contributing to the management of the incidents and emergencies that can occur in the FM workplace.

This unit is about the managing the FM incidents and emergencies that fall within your area of responsibility. It describes the competences required to make sure that you:

- report incidents and emergencies
- contribute to the correction of incidents and emergencies

Performance Criteria

You must be able to do the following:

Report incidents and emergencies

1. Identify the nature, location and scope of incident
2. Raise the appropriate alarms
3. Report the incident to the appropriate people in accordance with organisational/plant reporting procedures
4. Provide accurate and unambiguous information to the appropriate people
5. Complete all relevant documentation

Contribute to the correction of incidents and emergencies

6. Follow appropriate procedures after the situation has been assessed
7. Inform appropriate people as actions are taken
8. Take the correct actions, in accordance with procedures, to make the process safe
9. Take the correct actions, in accordance with procedures, to deal with the incident
10. Minimise the incident, hazard or emergency
11. Minimise waste and loss
12. Act promptly and in association with others
13. Correctly modify actions in response to changing conditions
14. Work safely in accordance with operational requirements

Knowledge and Understanding for this unit

You must know and understand the following:

- a. how to select, use and care for PPE (e.g. sight/hearing protection, gloves, footwear, hard hats, respirators)
- b. the implications of statutory (e.g. HASAWA and COSHH) and organisational requirements
- c. how to interpret operational requirements (e.g. policies, procedures, instructions, codes of practice, standards, schedules)
- d. the emergency procedures for plant and site
- e. how to work with and within the Permit to Work system (if appropriate)
- f. the types of incidents which should be reported (to include fire; flood; toxic vapour and/or liquid release; explosions; injured personnel; major plant or service failure)
- g. how the alarm should be raised for each type of incident
- h. how to access, interpret and implement site emergency plans; environmental procedures; site/plant emergency procedures
- i. how to communicate effectively (e.g. verbal; written)
- j. the procedure for responding at an early stage of an incident (to include fire; flood; toxic vapour and/or liquid release; explosions; injured personnel; major plant or service failure)
- k. your own responsibilities during emergencies
- l. the potential incidents within your area of responsibility and the actions to be taken
- m. the need for and use of emergency equipment
- n. the appropriate first response to casualties
- o. the effect of the emergency on plant, equipment and personnel

FM 306 Contribute to the Management of Incidents and Emergencies

EVIDENCE REQUIREMENTS

Performance	Evidence of performance	Knowledge and understanding
	<ul style="list-style-type: none"> Possible examples of evidence 	
1 2 3 4 5	<ul style="list-style-type: none"> Your role in the management of incidents or emergencies Your authority to deal with situations and resolve incidents Your action when incidents are beyond the level of your authority Your involvement with communicating with relevant parties and stakeholders 	
	<ul style="list-style-type: none"> Site emergency plans and procedures; incident, accident and near miss reports; security procedures and reports; communication and report systems, emergency service call reports; reporting structures, report data; personnel records; risk analysis 	c, d, f, g, h, l
	Documentation supporting the correction of incidents and emergencies	
6 7 8 9 12 13	<ul style="list-style-type: none"> Procedures once situations have been assessed; corrective actions procedures and reports of how you make the process safe and how you deal with the incident and respond to changing conditions; 	l, m, n, o
7	<ul style="list-style-type: none"> Communication and debriefing procedures 	i
10 11	<ul style="list-style-type: none"> Procedures for waste and loss minimisation, procedures for minimising incident hazard or emergency, and how you implement them 	j, n
14	<ul style="list-style-type: none"> Safe working procedures; your records of using and selecting PPE and statutory requirements 	a, b, m
	<ul style="list-style-type: none"> Personal statement (reflections on your actions in managing the facilities management incidents and emergencies that fall within your area of responsibility, reporting and contributing to the correction of incidents and emergencies) 	k

Unit FM307 Determine the effectiveness of security measures

This unit is imported from Skills for Security approved Security Consultants suite of National Occupational Standards and is Unit SCN 5.

This unit determines the effectiveness of security measures. It is designed to demonstrate competence in determining the quality and relevance of security provision against given criteria whilst setting the standard to:

- Determine the quality and relevance of security provision against given criteria
- Report potential weakness in security provision
- Provide support to clients

You must be able to carry out sufficient and appropriate actions to verify the effectiveness of current security arrangements. This means you must know and understand how to identify and take account of the limitations or restrictions in the effectiveness of security measures and arrangements. You must know how to obtain other specialist help and advice if needed. You will be expected to inform your clients where there are imminent risks to assets.

When determining the quality and relevance of security provision against given criteria you must know how to compare security arrangements against given security objectives.

The knowledge that you have to be competent in this area includes understanding current relevant legislation, regulations, codes of practice and guidelines relating to security provision.

You must be able to take account of relevant information from different sources to identify potential weaknesses in security provision. You will be expected to know how to categorise weaknesses and determine potential countermeasures. You should be able to produce reports and present your findings to you clients.

When providing support to clients you must be able to communicate with them using appropriate methods. You must be able to provide clients with relevant, accurate and unbiased information relating to the effectiveness of security measures.

You must understand how and why it is important to ensure that your clients are aware of all relevant information. You will also be expected to understand why it is important to maintain the security and confidentiality of information relating to security provision.

Performance Criteria

You must be able to do the following:

Determine the quality and relevance of security provision against given criteria

1. Collate and take account of relevant information sufficient to determine the effectiveness of current **security arrangements**
2. Carry out sufficient and appropriate **actions** to verify the effectiveness of current security arrangements
3. Obtain other specialist help and advice when needed
4. Compare capabilities of current physical, procedural and electronic security measures against agreed security aims and objectives or criteria
5. Inform **clients** promptly of situations where there are imminent risks to assets
6. Identify and record accurate details of any limitations or restrictions in the effectiveness of current security arrangements
7. Prepare and produce **reports** in a style and format that helps clients and other relevant persons understand the effectiveness and limitations of current security provision

8. Maintain the security and confidentiality of information relating to security provision

Report potential weakness in security provision

9. Collate and take account of relevant information from different **sources** to identify potential weaknesses in security provision
10. Identify limitations or restrictions that affect the security provision
11. Categorise **weaknesses** to determine potential measures
12. Present details of weaknesses in a presentation to the appropriate person in a style that draws attention to and helps a client and other relevant persons to understand the potential weaknesses in current security provision
13. Inform clients immediately of situations where there is a critical weakness in security provision
14. Maintain the security and confidentiality of information relating to security provision

Provide support to clients

15. Provide clients with relevant and accurate information relating to the effectiveness of security measures within agreed timescale
16. Communicate with your clients using appropriate **communication methods**
17. Present information in a **style and format** that helps your **clients** and other relevant people become aware of weaknesses and assist in decisions about security measures if necessary
18. Provide clients with information which has no **bias** in line with codes of practice
19. Maintain the security and confidentiality of information relating to security provision

Range Statements

You must be competent to deal with the following types of –

1. **security arrangements:** physical, procedural, electronic
2. **clients:** government, commercial, not for profit entities, private
3. **report:** written, verbal
4. **sources:** trade, official, commercial
5. **weaknesses:** commercial, financial, criminal, natural disaster or hazard, political
6. **presentation:** written, verbal, visual
7. **appropriate person:** manager, director, partner
8. **communication methods:** written, verbal
9. **style and format:** formal, informal, written, verbal, visual
10. **bias:** commercial, financial, conflict or interest

Knowledge and Understanding for this unit

You must know and understand the following:

- a. current relevant legislation, regulations, codes of practice and guidelines relating to security provision
- b. how to identify and take account of the limitations or restrictions in the effectiveness of security measures and arrangements
- c. how and why it is important to match security options against aims and objectives
- d. how to compare security arrangements against given security objectives
- e. how to prepare reports in a clear and concise manner and in different formats
- f. how and why you should maintain the security and confidentiality of information relating to security provision
- g. how and why it is important to use different sources to identify potential weaknesses in security provision
- h. how to categorise weaknesses and determine potential measures
- i. how and why it is important to consider the limitations or restrictions that may be a potential weakness to current security provision
- j. who to present your findings to
- k. how and why it is important to provide information which is unbiased
- l. how and why it is important to communicate effectively and in a style and format suitable to your clients
- m. how and why it is important to ensure that your clients are aware of all relevant information relating to the effectiveness of security measures

FM 307 Determine the Effectiveness of Security Measures

EVIDENCE REQUIREMENTS

Performance	Evidence of performance <ul style="list-style-type: none"> • Possible examples of evidence 	Knowledge and understanding
	<ul style="list-style-type: none"> • Evidence that demonstrates you contribute to the security of operations • How you deal with incidents; potential and actual that arise • How you work in accordance with contractual requirements on matters of security • How you work with others to maintain security • How you work with emergency and other Services in matters of security 	
	Determine the quality and relevance of security provision against given criteria	
1	<ul style="list-style-type: none"> • Contract requirements; relevant legislation, codes of practice and guidelines; reporting systems; minutes of meetings; reports of potential security breaches; records of identified and resolved problems; log-in, log out records; (security arrangements include physical, procedural and electronic) 	a, c, d
2	<ul style="list-style-type: none"> • Access arrangements; incident reporting procedures and documentation; action plans developed to resolve/minimise reoccurrence; records of testing current security arrangements 	
3	<ul style="list-style-type: none"> • Details of specialists used and how you identified them; examples of situations when specialist knowledge was required 	g
4	<ul style="list-style-type: none"> • Comparative analysis report on capabilities of current security measures against agreed levels of service including any; notes or minutes from meetings; contractual requirements 	b, c, d, g
5	<ul style="list-style-type: none"> • Notes or minutes from meetings, letters emails sent to clients on imminent risks; Contractual requirements 	
6	<ul style="list-style-type: none"> • Monitoring reports Incident reports; equipment limitations/failures; personnel issues, breaches in security 	

Performance	Evidence of performance <ul style="list-style-type: none"> Possible examples of evidence 	Knowledge and understanding
7	<ul style="list-style-type: none"> Reports that you have prepared and presented reviewing the effectiveness and the limitation of current security provision 	e
	Report potential weakness in security provision	
9	<ul style="list-style-type: none"> Notes of information gathering and review from different sources (trade, official, commercial), Access requirements; Access limitations; log in, log out procedures; records - time of day/date, holiday or other affected periods 	g
10	<ul style="list-style-type: none"> Contractual requirements; personnel access arrangements; third-party secure access arrangements 	
11 12	<ul style="list-style-type: none"> Reports that you have prepared and presented on categorising weaknesses in security provision (commercial, financial, criminal, natural disaster or hazard, political); presentation notes 	h
13	<ul style="list-style-type: none"> Emergency reporting processes; accessing emergency services; out of hours contact arrangements; procedures in event of named person being unavailable 	i
8 14 19	<ul style="list-style-type: none"> Data protection; confidential reporting techniques; named person contact lists; procedure to release information to relevant person(s) 	f, j
	Provide support to clients	
15	<ul style="list-style-type: none"> Provision of security information determining effectiveness of systems; data protection; breaches in security; weakness in security 	
16 17	<ul style="list-style-type: none"> Reports you have prepared and presented to clients using the appropriate style and format (formal, informal, written, verbal, visual); Reporting processes; action plans; minutes of meetings and actions on client feedback and implementation plans; secure communications with clients written and verbal; data protection 	e, l, m

Performance	Evidence of performance	Knowledge and understanding
18	<ul style="list-style-type: none"> • Possible examples of evidence 	e, k, l
	<ul style="list-style-type: none"> • Reporting principles; internal and external reports; reports that you have prepared and presented to clients with unbiased information (bias – commercial, financial, conflict of interest) 	
	<ul style="list-style-type: none"> • Personal statement (reflections on your role and actions in verifying the effectiveness of current security arrangements, gathering and reviewing information from different sources to identify and report weaknesses, and supporting clients appropriately) 	

Unit FM308 Prioritise and implement the maintenance of property, systems and services

This unit is based on Construction Industry Council (unit E33)

This unit determines the planning and implementation of maintenance of hard FM assets, systems and services. It is designed to demonstrate competence in determining the quality and relevance of security provision against given criteria whilst setting the standard to:

- Plan and schedule the maintenance of property, systems and services
- Implement the maintenance of property, systems and services

Performance Criteria

You must be able to do the following:

Prioritise and Schedule the Maintenance of Property, Systems and Services

1. Confirm operational objectives for the use and maintenance of property, systems and services. Scheduled and preventative, unscheduled and corrective and emergency maintenance are all included.
2. Identify, consult on and review all statutory and legal requirements, manufacturer's guidance notes and a client's own needs about the maintenance of property, systems and services.
3. Prioritise maintenance activities by assessing costs and benefits, life cycle costing and value engineering and accounting for other influencing factors.
4. Amend priorities to take account of a variety of changing circumstances whilst maintaining consistency with the influencing factors.
5. Prepare plans and schedules of maintenance activities and negotiate and agree them with decision makers.
6. Agree plans and schedules of maintenance activities which supports the operational objectives and priorities for property, systems and services use

Implement the Maintenance of Property, Systems and Services

7. Set up and carry out programmes of regular inspection and maintenance which will minimise property, systems and services deterioration and downtime and maintain their optimum performance
8. Define, clearly, who is authorised to use property, systems and services and monitoring usage regularly
9. Specify maintenance notification and recording systems, implement and monitor their use
10. Observe statutory requirements for the maintenance of property, systems and services
11. Conduct maintenance condition, performance and health and safety inspections to meet statutory testing, examination, inspection and certification requirements and maintain performance using safe working methods and practices
12. Identify and assess faults and problems and recommend and implement corrective action which conforms to safe working methods and practices
13. Keep accurate records of inspections, faults, problems and corrective action and the costs involved
14. Identify, assess and maintain the necessary human, capital and recurrent resources for maintenance activities

Knowledge and Understanding for this unit

You must know and understand the following:

- a. how to confirm operational objectives for the use and maintenance of property, systems and services
- b. what to identify as influencing factors and all relevant information about the maintenance of property, systems and services
- c. how and why to review and consult on the influencing factors and all relevant information guidance material about the maintenance of property, systems and services
- d. how and why to prepare and negotiate plans and schedules of maintenance activities
- e. how and why to agree plans and schedules of maintenance activities with decision makers
- f. how and why to prioritise maintenance activities by assessing and accounting for all the influencing factors
- g. how to amend priorities to take account of changing circumstances and maintain consistency with the influencing factors
- h. how and why to specify maintenance, notification and recording systems
- i. how to implement and monitor use of maintenance, notification and recording systems
- j. how and why to set up programmes of regular inspection and maintenance which will minimize property, systems and services deterioration and downtime and maintain their optimum performance
- k. how to carry out programmes of regular inspection and maintenance which will minimise property, systems and services deterioration and downtime and maintain their optimum performance
- l. how and why to monitor usage of property, systems and services
- m. how and why to define who is authorised to use property, systems and services
- n. how to observe statutory requirements for the maintenance of property, systems and services
- o. how to conduct maintenance inspections to meet statutory requirements and maintain performance using safe working methods and practices
- p. what to identify as faults and problems
- q. how and why to assess faults and problems
- r. how to implement corrective action
- s. how to keep accurate records of inspections, faults, problems and corrective action and the costs involved
- t. how and why to recommend corrective action
- u. what to identify as the necessary resources for maintenance activities
- v. how to maintain the necessary resources for maintenance activities

FM 308 Prioritise and Implement the Maintenance of Property, Systems and Services

EVIDENCE REQUIREMENTS

Performance	Evidence of performance	Knowledge and understanding
	<ul style="list-style-type: none"> • Possible examples of evidence 	
1	<ul style="list-style-type: none"> • Documents or products that demonstrate your role in providing maintenance activities • How you prepare and implement contract maintenance functions • How you routinely communicate and liaise with relevant people to deliver maintenance activities • How you work within budgets • How you provide feedback when operations are not in accordance with contractual requirements. • How you handle resources: personnel and physical 	a, b, c, d
2	<ul style="list-style-type: none"> • Resource management systems; operational records; maintenance records (scheduled and unscheduled); routine and non-routine checklists; resource control documentation; notes or minutes of meetings where you confirm objectives 	a, b, c
3	<ul style="list-style-type: none"> • Statutory and legal requirements; notes of how you identified the appropriate requirements; organisational maintenance procedures; manufacturer systems compliance documentation; guidance notes; 	f, h
4	<ul style="list-style-type: none"> • Maintenance schedules that you have prepared and prioritised; resource management systems; materials requisitions; ordering systems; maintenance cost analysis that you have prepared; budget controls 	g, h
5 6	<ul style="list-style-type: none"> • Maintenance schedules that you have reviewed and amended in response to changes; Reporting systems; corrective reporting requirements; stakeholder reports; contract management feedback systems; reporting structures; minutes of meetings; action plans and sign-off; 	d, e, h
	Your records of implementing the maintenance of property, systems and services	

Performance	Evidence of performance <ul style="list-style-type: none"> • Possible examples of evidence 	Knowledge and understanding
7	<ul style="list-style-type: none"> • Inspection and maintenance programmes that you have devised and implemented; Inspection reports; snagging lists; action plans; sign-off; 	i, j, k
8	<ul style="list-style-type: none"> • Personnel reporting systems; lock-off systems of work; authorisation notices; monitoring activities; 	i, m
9	<ul style="list-style-type: none"> • Maintenance check lists that you have prepared and implemented, maintenance records that you have prepared; routine and non-routine maintenance plans; maintenance notification requirements; monitoring use of systems 	i, j, k, l
10	<ul style="list-style-type: none"> • Organisational systems and procedures; statutory requirements; reporting mechanisms; sign-off documentation; contract requirements; 	l, n, o
11	<ul style="list-style-type: none"> • Inspection reports that you have prepared for maintenance condition, for performance and health and safety, to meet statutory requirements; records and certification of safe working practices 	n, o
12	<ul style="list-style-type: none"> • Reports that you have prepared identifying faults and problems; your corrective action recommendations and implementation; incident and accident reports; near miss reports; health and safety compliance documentation; risk assessments and updates; sign-off; 	p, q, r
13	<ul style="list-style-type: none"> • Information management systems for inspection records, recommendations, action taken and other documentation; Reports: operation and failure; inspections and action plans; budget and cost analysis; 	s, t
14	<ul style="list-style-type: none"> • HR requirements; staff deployed; resource analysis; maintenance requirements – routine, non-routine 	u, v
	<ul style="list-style-type: none"> • Personal statement (your reflections on your actions and role in planning and carrying out maintenance of property, systems and services) 	

Unit FM309 Allocate and monitor the progress and quality of work in your area of responsibility

This unit is imported from MSC (unit D6)

This unit is for first-line managers/supervisors at work in the FM environment. It is about ensuring that the work required in your area of responsibility is effectively planned and fairly allocated to individuals and/or teams. It also involves monitoring the progress and quality of the work of individuals and/or teams to ensure that the required level or standard of performance is being met and reviewing and updating plans of work in the light of developments.

Performance Criteria

You must be able to do the following:

1. Confirm the work required in your area of responsibility with your manager and seek clarification, where necessary, on any outstanding points and issues
2. Plan how the work will be undertaken, seeking views from people in your area of responsibility, identifying any priorities or critical activities and making best use of the available resources
3. Ensure that work is allocated to individuals and/or teams on a fair basis taking account of skills, knowledge and understanding, experience and workloads and the opportunity for development
4. Ensure that individuals and/or teams are briefed on allocated work, showing how it fits with the vision and objectives for the area and the overall organisation, and the standard or level of expected performance
5. Encourage individuals and/or team members to ask questions, make suggestions and seek clarification in relation to allocated work
6. Monitor the progress and quality of the work of individuals and/or teams on a regular and fair basis against the standard or level of expected performance and provide prompt and constructive feedback
7. Support individuals and/or teams in identifying and dealing with problems and unforeseen events
8. Motivate individual and/or teams to complete the work they have been allocated and provide, where requested and where possible, any additional support and/or resources to help completion
9. Monitor your area for conflict, identifying the cause(s) when it occurs and dealing with it promptly and effectively
10. Identify unacceptable or poor performance, discuss the cause(s) and agree ways of improving performance with individuals and/or teams
11. Recognise successful completion of significant pieces of work or work activities by individuals and/or teams
12. Use information collected on the performance of individuals and/or teams in any formal appraisals of performance
13. Review and update plans of work for your area, clearly communicating any changes to those affected

Behaviours underpinning the performance criteria:

1. You recognise changes in circumstances promptly and adjust plans and activities accordingly.
2. You prioritise objectives and plan work to make best use of time and resources.
3. You make time available to support others.
4. You take personal responsibility for making things happen.
5. You show an awareness of your own values, motivations and emotions.
6. You show integrity, fairness and consistency in decision-making.

7. You clearly agree what is expected of others and hold them to account.
8. You seek to understand people's needs and motivations.
9. You take pride in delivering high quality work.
10. You are vigilant for possible risks and hazards.
11. You encourage and support others to make the best use of their abilities.
12. You use a range of leadership styles appropriate to different people and situations.

Knowledge and Understanding for this unit

You must know and understand the following:

General knowledge and understanding

- a. how to select and successfully apply different methods for communicating with people across an area of responsibility
- b. the importance of confirming/clarifying the work required in your area of responsibility with your manager and how to do this effectively
- c. how to identify and take due account of health and safety issues in the planning, allocation and monitoring of work
- d. how to produce a plan of work for your area of responsibility, including how to identify any priorities or critical activities and the available resources
- e. the importance of seeking views from people working in your area and how to take account of their views in producing the plan of work
- f. why it is important to allocate work to individuals and/or teams on a fair basis and how to do so effectively
- g. why it is important that individuals and/or teams are briefed on allocated work and the standard or level of expected performance and how to do so effectively
- h. the importance of showing individuals and/or teams how their work fits with the vision and objectives of the area and those of the organisation
- i. ways of encouraging individuals and/or teams to ask questions and/or seek clarification in relation to the work which they have been allocated
- j. effective ways of regularly and fairly monitoring the progress and quality of work of individuals and/or teams against the standards or level of expected performance
- k. how to provide prompt and constructive feedback to individuals and/or teams
- l. why it is important to monitor your area for conflict and how to identify the cause(s) of conflict when it occurs and deal with it promptly and effectively
- m. why it is important to identify unacceptable or poor performance by individuals and/or teams and how to discuss the cause(s) and agree ways of improving performance with them
- n. the type of problems and unforeseen events that may occur and how to support individuals and/or teams in dealing with them
- o. the additional support and/or resources which individuals and/or teams might require to help them complete their work and how to assist in providing this
- p. how to select and successfully apply different methods for encouraging, motivating and supporting individuals and/or teams to complete the work they have been allocated, improve their performance and for recognising their achievements
- q. how to log information on the ongoing performance of individuals and/or teams and use this information for formal performance appraisal purposes
- r. the importance of reviewing and updating plans of work for your area in the light of developments, how to reallocate work and resources and clearly communicate the changes to those affected

Industry/sector specific knowledge and understanding

- s. industry/sector requirements for the development or maintenance of knowledge, understanding and skills
- t. industry/sector specific legislation, regulations, guidelines, codes of practice relating to carrying out work

Context specific knowledge and understanding

- u. the individuals and/or teams in your area of responsibility
- v. the vision and objectives for your area of responsibility

- w. the vision and objectives of the overall organisation
- x. the work required in your area of responsibility
- y. the available resources for undertaking the required work
- z. the plan of work for your area of responsibility
- aa. the organisation's written health and safety policy statement and associated information and requirements
- bb. your organisation's policy and procedures in terms of personal development
- cc. organisational standards or level of expected performance
- dd. organisational policies and procedures for dealing with poor performance
- ee. organisational grievance and disciplinary policies and procedures
- ff. organisational performance appraisal systems

FM309 Allocate and monitor the progress and quality of work in your area of responsibility (MSC D6)

EVIDENCE REQUIREMENTS

Outcomes	Evidence of Outcomes: <ul style="list-style-type: none"> possible examples of evidence 	Behaviours	Knowledge & Understanding		
			General	Industry specific	Context specific
Records of work allocation to people and teams in your area of responsibility:					
	<ul style="list-style-type: none"> notes or minutes of meetings with your manager regarding the work required from your team, and any priorities 	1, 2, 4, 9, 10	a, b, c, r	s, t	u, v, w, x, y, aa
	<ul style="list-style-type: none"> 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 	1, 2, 4, 7, 9, 10	a, b, c, r	s, t	u, v, w, x, y, aa
O1	<ul style="list-style-type: none"> detailed work plans or schedules, timetables and other plans for individuals' and teams' work activities, tasks, production targets or other ways of defining workloads 	1, 2, 4, 7, 9, 10, 11	c, d, e, f, r	s, t	u, v, w, x, y, z, aa
O2					
O3					
O4	<ul style="list-style-type: none"> notes of meetings and briefings to discuss work plans or schedules, timetables and allocate individual and team work activities, tasks, production targets, etc 	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12	c, d, e, f, g, h, i	s, t	u, v, w, x, y, z, aa
O5	<ul style="list-style-type: none"> 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) 	1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 12	b, c, d, e, f, g, h	s, t	u, v, w, x, y, z, aa
	<ul style="list-style-type: none"> witness statements (comments on the process of work planning and allocation and perceptions of its fairness, appropriateness and clarity) 	3, 6, 7, 8, 11, 12	-	-	-
O5	Records of the quality and quantity of the work of people and teams in your area of responsibility:				
O6					
O7	<ul style="list-style-type: none"> 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 	7, 9, 10	j, m, n, q, r	s, t	u, v, w, x, y, z, aa, cc
O8					
O9					
O10					
O11	<ul style="list-style-type: none"> records of individual and team work output or production records, production/operational reports that you have prepared, etc 	1, 7, 9, 10	m, n, o, q, r	s, t	u, v, w, x, y, z, aa, cc
O12					
O13	<ul style="list-style-type: none"> records of any changes to work plans or schedules that you have initiated 	1, 4, 6, 7, 9, 10, 12	n, o, p, q, r	s, t	u, v, w, x, y, z, aa, cc

Out-comes	Evidence of Outcomes: <ul style="list-style-type: none"> possible examples of evidence 	Behaviours	Knowledge & Understanding		
			General	Industry specific	Context specific
	<ul style="list-style-type: none"> 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) 	1, 4, 5, 6, 7, 9, 10, 12	l, m, n, o, p, q, r	s, t	u, v, w, x, y, z, aa, bb, cc, dd, ee, ff
	<ul style="list-style-type: none"> notes, emails, memos or other records of formal or informal feedback or performance appraisal of team members 	3, 5, 6, 7, 8, 10, 11, 12	j, k, l, m, n, o, p, q, r	s, t	u, x, y, z, aa, bb, cc, dd, ee, ff
	<ul style="list-style-type: none"> 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) 	1, 3, 5, 6, 10, 11, 12	j, k, l, m, n, o, p, q, r	s, t	u, v, w, x, y, z, aa, bb, cc, dd, ee, ff
	<ul style="list-style-type: none"> 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) 	3, 6, 7, 8, 11, 12	-	-	-

Unit FM310 Ensure health and safety requirements are met in your area of responsibility

This unit is imported from MSC (Unit E6)

This unit is for first-line managers/supervisors at work in the FM environment. It is concerned with managing the overall health and safety procedures in your area of responsibility. It is intended to go beyond meeting health and safety legislation and move towards a situation where health and safety considerations are firmly embedded in the planning and decision making processes and the “culture” of your area of responsibility.

The “area of responsibility” may be for, example, a branch or department or functional area or an operating site within an organisation.

Performance Criteria

You must be able to do the following:

1. Identify your personal responsibilities and liabilities under health and safety legislation
2. Ensure that the organisation’s written health and safety policy statement is clearly communicated to all people in your area of responsibility and other relevant parties
3. Ensure that health and safety policy statement is put into practice in your area of responsibility and is subject to review as situations change and at regular intervals and the findings passed on to the appropriate people for consideration
4. Ensure regular consultation with people in your area of responsibility or their representatives on health and safety issues
5. Seek and make use of specialist expertise in relation to health and safety issues
6. Ensure that a system is in place for identifying hazards and assessing risks in your area of responsibility and that prompt and effective action is taken to eliminate or control identified hazards and risks
7. Ensure that systems are in place for effective monitoring, measuring and reporting of health and safety performance in your area of responsibility
8. Show continuous improvement in your area of responsibility in relation to health and safety performance
9. Make health and safety a priority area in terms of informing planning and decision-making in your area of responsibility
10. Demonstrate that your own actions reinforce the messages in the organisation’s health and safety policy statement
11. Ensure that sufficient resources are allocated across your area of responsibility to deal with health and safety issues
12. Develop a culture within your area of responsibility which puts “health and safety” first

Behaviours underpinning performance criteria

1. You respond quickly to crises and problems with a proposed course of action.
2. You identify people’s information needs.
3. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.
4. You are vigilant for possible risks and hazards.
5. You take personal responsibility for making things happen.
6. You identify the implications or consequences of a situation.
7. You act within the limits of your authority.

8. You constantly seek to improve performance.
9. You treat individuals with respect and act to uphold their rights.

Knowledge and Understanding for this unit

You need to know and understand the following:

General knowledge and understanding

- a. why health and safety in the workplace is important
- b. how and where to identify your personal responsibilities and liabilities under health and safety legislation
- c. how to keep up with legislative and other developments relating to health and safety
- d. the requirements for organisations to have a written health and safety policy statement
- e. how to communicate the written health and safety policy statement to people who work in your area of responsibility and other relevant parties
- f. how and when to review the application of the written health and safety policy statement in your area of responsibility and produce/provide findings to inform development
- g. how and when to consult with people in your area of responsibility or their representatives on health and safety issues
- h. sources of specialist expertise in relation to health and safety
- i. ways of developing a culture in your area of responsibility which puts “health and safety” first
- j. the type of hazards and risks that may arise in relation to health and safety – how to establish and use systems for identifying hazards and assessing risks and the type of actions that should be taken to control or eliminate them
- k. how to establish systems for monitoring, measuring and reporting on health and safety performance in your area of responsibility
- l. why and how health and safety should inform planning and decision-making
- m. the importance of setting a good example to others in relation to health and safety
- n. the type of resources required to deal with health and safety issues

Industry/sector specific knowledge and understanding

- o. sector-specific legislation, regulations, guidelines and codes of practice relating to health and safety
- p. health and safety risks, issues and developments which are particular to the industry or sector

Context specific knowledge e and understanding

- q. other relevant parties with an interest in health and safety in your area of responsibility
- r. the organisation's written health and safety policy statement and how it is communicated to people who work for the organisation, people in your area and other relevant parties
- s. sources of specialist health and safety expertise used in your area of responsibility
- t. the operational plans for your area of responsibility
- u. the resources allocated to and across your area of responsibility for health and safety
- v. allocated responsibilities for health and safety in your area and the organisation in general
- w. systems in place in your area of responsibility for identifying hazards and assessing risks and taking action
- x. systems in place for monitoring, measuring and reporting of health and safety performance in your area of responsibility

FM 310 Ensure health and safety requirements are met in your area of responsibility (MSC Unit E6)

EVIDENCE REQUIREMENTS

	<ul style="list-style-type: none"> risk assessment you have prepared and reports on hazards and risks that you have submitted to appropriate people in your organisation 	3, 4, 5, 6, 7, 8	a, b, g, h, j, m, n	o, p	s, w
	<ul style="list-style-type: none"> 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 	1, 2, 3, 4, 5, 6, 7, 8, 9	a, b, i, j, l, n	o, p	t, u, v, w, x
	<ul style="list-style-type: none"> 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 	2, 3, 5, 7, 8, 9	a, b, l, j, k	o, p	t, u, v, w, x
	<ul style="list-style-type: none"> analyses of data on accidents and incidents that present a risk to health and safety 	3, 4, 6	a, b, i, j, k, l	o, p	X
	<ul style="list-style-type: none"> personal statement (reflections on your own actions to identify, monitor and reduce risks to health and safety in your area of responsibility) 	1, 3, 4, 5, 6, 7, 8	a, b, i, j, k, l, m	o, p	t, u, v, w, x
	<ul style="list-style-type: none"> witness statements (comments on your actions and behaviour in modelling best practice and encouraging others to minimise the risks to health and safety) 	1, 2, 4, 9	-	-	-
O7 O8 O9 O10 O11 O12	<ul style="list-style-type: none"> 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 	2, 3, 4, 5, 6, 7, 8, 9	a, b, g, h, j, k, l, n	o, p	q, s, t, u, v, w, x

Unit FM311 Contribute to maintaining sustainable development and environmental good practice at work

This unit is imported from Energy & Utility Skills (unit 2.3 019NRO)

This unit is for first-line managers/supervisors at work in the FM environment. It is designed to demonstrate competence in maintaining sustainable development and environmental good practice during work activities.

This unit is about how to take steps to minimise damage to the environment and disturbance to habitats and complete tasks and activities in a way which causes as little damage or disturbance as possible. It requires resources to be used in accordance with approved procedures and practices, explaining things to others and suggesting improvements where they can be made.

Performance Criteria

You must be able to do the following:

1. Carry out work in a manner which minimises pollution and physical disturbance
2. Select and use recyclable materials, static and mobile plant that will minimise pollution and physical disturbance
3. Make sure work is carried out in accordance with Health, Safety and Environmental related to the individual and others, operational, regulatory, statutory, relevant company policies, risk assessment
4. Recognise any pollution or physical disturbance and take the appropriate action
5. Identify improvements to health, safety and environmental related to the individual and others, operational, regulatory, statutory, relevant company policies, risk assessment procedures and practices in terms of environmental good practice and take the appropriate action
6. Dispose of hazardous and non-hazardous waste safely and according to relevant approved procedures and practices
7. Deal with small scale pollution incidents in accordance with approved procedures and practices
8. Report more serious pollution incidents which cause personal injury, changes in an individual's health which puts them at risk
9. Report environmental incidents promptly and accurately in accordance with approved procedures and practices
10. Contribute to sustainable development particularly conservation of energy, use of resources and equipment to minimize environmental damage during work activities

Knowledge and Understanding for this unit

You must know and understand the following:

- a. methods for minimising environmental damage during work
- b. the most suitable choice of materials and equipment given the nature of the work activity, and its potential impact on the environment
- c. ways in which tools and materials should be used in order to minimize environmental damage
- d. regulatory and legislative requirements in terms of minimizing environmental damage
- e. types of damage which may occur, the impact these can have on the environment, and the corrective actions to be taken
- f. methods of waste disposal which will minimise the risk to the environment
- g. how to recognize and deal with small scale pollution incidents
- h. procedures in place for dealing with pollution incidents
- i. the limits of their own capabilities with regard to pollution incidents
- j. those to whom pollution and other environmental incidents should be reported

FM 311 Contribute to Maintaining Sustainable Development and Environmental Good Practice at Work

EVIDENCE REQUIREMENTS

No Simulation permitted; Observation evidence is required in the unit

Performance	Evidence of performance <ul style="list-style-type: none"> • Possible examples of evidence 	Knowledge and understanding
Records of your actions to maintain sustainable development and environmental good practice		
1 3 4	<ul style="list-style-type: none"> • Approved procedures and practices (approved procedures include Health, Safety and Environmental related to the individual and others, organisational, regulatory, statutory, relevant company procedures, risk assessment) and records of how you use them to minimise and recognise environmental damage (pollution, physical disturbance) 	a, d, e
5	<ul style="list-style-type: none"> • Notes of meetings with, and e mails, memos, reports others about your suggested ways of improving procedures and practices (approved procedures include Health, Safety and Environmental related to the individual and others, organisational, regulatory, statutory, relevant company procedures, risk assessment)in terms of environmental good practice, and the benefits of making those improvements 	a, d
2 3	<ul style="list-style-type: none"> • Records of decision making process including rationale and outcomes in selecting and using equipment and materials that will minimise environmental damage (equipment and materials include recyclable materials, static and mobile plant) 	a, b, c
6	<ul style="list-style-type: none"> • Operational reports, risk assessments, COSHH records, procedure manuals in respect of disposal of hazardous and non hazardous waste 	d, f
7	<ul style="list-style-type: none"> • Procedures and practices to manage small scale pollution and your operational records / reports 	g, h
8 9	<ul style="list-style-type: none"> • Notes, briefing notes, records, emails or other communications reporting environmental incidents and serious pollution incidents to the relevant people, including procedures and practices and your timely and accurate use of them (incidents include accidents which cause personal injury, changes in an individual's health which puts them at risk) 	h, l, j

Performance	Evidence of performance <ul style="list-style-type: none"> <li data-bbox="507 237 927 271">• Possible examples of evidence 	Knowledge and understanding
10	<ul style="list-style-type: none"> <li data-bbox="507 322 1098 472">• Sustainable development activity records, policies and operational reports (this includes conservation of energy, use of resources and equipment to minimise environmental damage) 	
	<ul style="list-style-type: none"> <li data-bbox="507 519 1098 786">• Personal statements (reflections on your actions in maintaining sustainable development and environmental good practice, how you work using procedures and practices ensuring you act according to relevant legislation, how you identified improvements to procedures and what recommendations you made, how you reported incidents) 	
	<ul style="list-style-type: none"> <li data-bbox="507 833 1098 1010">• Witness statements (comments and observations by others on your actions in maintaining sustainable development and environmental good practice in your work, effectiveness in dealing with incidents appropriately, use of policies and procedures) 	

Unit FM312 Manage Facilities Management Projects

This unit is for first-line managers at work in the FM environment who assist in the planning of projects but do not have overall responsibility for them. This unit is about helping to plan and prepare projects such as the introduction of new facilities and programmes or bringing in new operating systems.

The unit involves clarifying the project's scope and definition and providing plans to achieve the project's goals as well as contributing to project preparation. It is about working with others to identify the key features of the project and establishing the link between the project's goals and wider organisational objectives. The unit also involves identifying key stakeholders, identifying risks and planning for contingencies as well as developing realistic detailed delivery plans and resource allocation. The unit is also about contributing to the selection, support and development of team members and establishing different roles responsibilities as well as operating effective reporting and monitoring systems. Finally the unit involves effective evaluation of the outcomes of the project against initial objectives.

Performance Criteria

1. identify with others the project's scope and definition in appropriate detail
2. identify the links between the project's scope and wider organisational objectives
3. identify key stakeholders and their interests and expectations
4. identify the risks associated in delivering the project
5. plan for contingencies throughout the life of the project
6. evaluate the feasibility of the project plan
7. establish roles and responsibilities of all those involved in the project including own responsibilities
8. develop detailed plans for delivering the project
9. ensure specific tasks within the plan are achievable and measurable
10. provide accurate estimates of the cost in human and physical resources of delivering the project
11. assist in selecting and supporting team members
12. contribute to assigning roles and responsibilities for each team member
13. establish and maintain clear lines of reporting and control
14. contribute to effective communication across team members
15. identify practical and cost effective methods of obtaining and managing physical resources
16. set up and operate effective financial control systems working with others
17. carry out evaluation of the project upon completion against plans and resource allocations

Knowledge and Understanding for this unit

You must know and understand the following:

- a) primary components of project planning
- b) different models of project planning and management
- c) methods of identifying risks
- d) how to establish and maintain effective communication
- e) how projects support the wider objectives of the organisation
- f) organisational requirements relevant to managing resources and finances
- g) levels of detail required to achieve a systematic delivery plan based on specific tasks
- h) constraints upon projects and how they can be managed
- i) ways of estimating human and physical resources
- j) how to identify and allocate roles and responsibilities within the project team
- k) alternative forms of controlling projects
- l) how to identify the skills required to achieve the project's goals and where to obtain such skills
- m) how to develop members of the team to develop the necessary skills
- n) methods of maintaining effective financial control of the project
- o) how to evaluate projects objectively against defined goals and objectives

FM 312 Manage Facilities Management Projects

EVIDENCE REQUIREMENTS

Performance	Evidence of performance	Knowledge and understanding
	<ul style="list-style-type: none"> Possible examples of evidence 	
	Project terms of reference you have agreed and project plans you have prepared	
1 2 3 4 5	<ul style="list-style-type: none"> 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 	e
6 7 8 9	<ul style="list-style-type: none"> 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 	a, b, c, k
10 11 12 13 14	<ul style="list-style-type: none"> 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, reporting an control structures and roles and responsibilities 	d, j
15 16	<ul style="list-style-type: none"> Procedure specifications, operational guidelines and other documents you have prepared to ensure that the project team members perform to the required standard and to minimise risks to health and safety 	g
	<ul style="list-style-type: none"> Resource management guidelines, financial control specifications and other documents you have prepared to ensure cost effectiveness in obtaining, developing and managing physical, human and financial resources 	f, h, l, l, m, n
	<ul style="list-style-type: none"> Personal statement (reflections on your role and performance in agreeing the project terms of reference, and organising and planning the project) 	
	Your records of monitoring and evaluating projects you have managed	

Performance	Evidence of performance <ul style="list-style-type: none"> <li data-bbox="507 237 927 271">• Possible examples of evidence 	Knowledge and understanding
17	<ul style="list-style-type: none"> <li data-bbox="507 322 1114 477">• 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 	0
	<ul style="list-style-type: none"> <li data-bbox="507 519 1114 730">• 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, operations and management 	0
	<ul style="list-style-type: none"> <li data-bbox="507 772 1091 891">• Personal statement (reflections on the effectiveness of the project in achieving its goals and your performance in managing the project) 	

Unit FM313 Monitor and report on progress and the use of resources

This unit is imported from ECITB (unit PC 62)

This unit is for first-line managers/supervisors at work in the FM environment. It is about the competence to monitor and report on the key project control parameters of progress and resource usage. The activities utilise the developed and approved budgets, programmes and schedules as the sources against which progress and usage are monitored and reported

Performance Criteria

You must be able to do the following:

1. Check that the systems for collecting resource usage and progress data are in operation
2. Advise those with the authority to initiate corrective actions where the systems for collecting resource usage and progress data are not working effectively
3. Use the project systems set up to process and analyse progress, resource usage and commitment data
4. Review and report on resource usage, commitment and progress data
5. Identify and report on variances between planned and actual achievements

Knowledge and Understanding for this unit

You must know and understand the following:

- a. systems and methods available for the collection and collation of resource usage and progress data
- b. means of assessing resource usage, commitment and progress data against budgets and plans
- c. use of the work breakdown structure as a basis for monitoring resource usage and progress
- d. an appreciation of key performance indicators and their use within projects
- e. means of reporting and presenting resource usage, commitment and progress data and information

Unit FM313 Monitor and Report on the Use of Resources

EVIDENCE REQUIREMENTS

No simulation is permitted for this unit

Performance	Evidence of performance <ul style="list-style-type: none"> • Possible examples of evidence 	Knowledge and understanding
Policies, procedures you have used in relation to monitoring and reporting on the use of resources		
1 2	<ul style="list-style-type: none"> • Organisational systems for collecting resource usage and progress data 	a
3 4 5	<ul style="list-style-type: none"> • Organisational project systems 	c
	<ul style="list-style-type: none"> • Reporting structures with authorisation levels 	b
Reports or other records that you have prepared		
1	<ul style="list-style-type: none"> • Records (reports, e mails, notes of telephone calls, letters) regarding you checking the operation of systems for collecting resource usage data (including 3 of the following: people, materials and equipment, facilities, finance and cash, data and data handling systems, services drawn from within the organisation and from outside the organisation) and progress data (of work achievements, physical actions, mental actions) 	a, e
2	<ul style="list-style-type: none"> • Reports or presentations you have prepared to advise people with the appropriate authority of system failures 	b, e
3	<ul style="list-style-type: none"> • Reports you have prepared analysing progress data (of work achievements, physical actions, mental actions), resource usage of and commitments for data (including 3 of the following: people, materials and equipment, facilities, finance and cash, data and data handling systems, services drawn from within the organisation and from outside the organisation) 	a, b, c, e

Performance	Evidence of performance	Knowledge and understanding
4	<ul style="list-style-type: none"> • Possible examples of evidence 	
4	<ul style="list-style-type: none"> • Reports you have prepared with your reviews of progress data (of work achievements, physical actions, mental actions), resource usage of and commitments for data (including 3 of the following: people, materials and equipment, facilities, finance and cash, data and data handling systems, services drawn from within the organisation and from outside the organisation) 	a, b, c, e
5	<ul style="list-style-type: none"> • Reports you have prepared on variances (including 3 out of the following misallocation, timing not to schedule, under or over expenditure, under or over commitment, forecast cost variances, scope changes) between planned and actual achievements 	b, c, d, e
	<ul style="list-style-type: none"> • Personal statements (reflections on the policies, systems and your actions and reasoning behind your monitoring and reporting on progress and use of resources) 	

Unit FM314 Contribute to the procurement of supplies

This unit is imported from the Chartered Institute of Purchasing and Supply (CIPS) suite.

This unit is based on units S5, S6 and S7.

This unit is for first-line managers/supervisors at work in the FM environment. It is about identifying the supplies required to carry out the FM operation under your control, the subsequent procurement and the planning of how to store all procured materials.

This unit is procurement and the management of procured supplies. It describes the competences required to make sure that you:

- Plan the flow of supplies through the supply chain (S5)
- Plan the procurement of supplies (S6)
- Plan the storage of supplies in the supply chain (S7)

Performance Criteria

You must be able to do the following:

Plan the flow of supplies through the supply chain

1. Identify the current demand for supplies in the supply chain
2. Review how current supplies flow through the supply chain
3. Identify and resolve any problems with the flow of supplies through the supply chain
4. Review the benefits and risks to the flow of supplies through the supply chain
5. Decide methods to improve the flow of supplies through the supply chain
6. Plan the flow of supplies in the supply chain
7. Gain the commitment of stakeholders and colleagues for implementing the plan

Plan the procurement of supplies

8. Identify the current demand for supplies in the supply chain
9. Review how current supplies are procured in the supply chain
10. Identify and resolve any problems with the procurement of supplies in the supply chain
11. Review the benefits and risks to the procurement of supplies through the supply chain
12. Decide methods to improve the procurement of supplies in the supply chain
13. Plan the procurement of supplies in the supply chain
14. Gain the commitment of stakeholders and colleagues for implementing the plan

Plan the storage of supplies in the supply chain

15. Identify the current storage requirements of supplies in the supply chain
16. Review how current supplies are stored in the supply chain
17. Identify and resolve any problems with the storage of supplies in the supply chain
18. Review the benefits and risks to the storage of supplies through the supply chain
19. Decide methods to improve the storage of supplies in the supply chain
20. Plan the storage of supplies in the supply chain
21. Gain the commitment of stakeholders and colleagues for implementing the plan

Knowledge and Understanding for this unit

You must know and understand the following:

- a. financial analysis methods and procedures
- b. industry-specific networks and sources of information
- c. legal and regulatory requirements
- d. logistics theories, models, and practices
- e. operations management theories, models, and practices
- f. organisational objectives and activities
- g. organisational strategic aims and objectives
- h. performance measurement and benchmarking theories, models, and practices
- i. planning methods and procedures
- j. presentation theories, models, and practices
- k. procurement theories, models, and practices
- l. stakeholder management methods and procedures
- m. supply chain management theories, models, and practices

FM 314 Contribute to the Procurement of Supplies

EVIDENCE REQUIREMENTS

Performance	Evidence of performance <ul style="list-style-type: none"> • Possible examples of evidence 	Knowledge and understanding
	<ul style="list-style-type: none"> • Evidence which demonstrates your ability to procure supplies in accordance with contractual requirements • Procurement systems that you have developed or use to provide supplies • How you communicate requirements with appropriate persons • How you negotiate and resolve conflicts 	
1	<ul style="list-style-type: none"> • Evaluation report / analysis you have prepared on current demand for supplies; notes or minutes of meetings, emails, letters consulting with relevant stakeholders 	d, e, f, g
2	<ul style="list-style-type: none"> • Resource requisitioning and ordering process; procurement requirements; transportation arrangements; storage arrangements; deployment arrangements and accountability; stock control; 	e
3	<ul style="list-style-type: none"> • Minutes of meetings; reports you have prepared with your recommendations for solving supply problems; storage and handling; scheduled maintenance activities; plans for unexpected events; 	e, m
4	<ul style="list-style-type: none"> • Reports you have prepared evaluating benefits and risks; SWOT analysis; PEST (political, economic, social, technological analysis); records of performance monitoring 	b, e, m
5	<ul style="list-style-type: none"> • Supply chain analysis; incident reports; recommendations and cost reviews: notes or minutes of meetings with colleagues / customers / suppliers regarding recommended improvements; reports you have prepared evaluating the options for improving the flow of supplies and your recommendations for action 	D, e, h, l, m
6	<ul style="list-style-type: none"> • Contract requirements; notes, minutes of meetings, emails, letters or other correspondence with appropriate stakeholders consulting on your plans for flow of supplies; organisational supply chain strategy 	l
7 14 21	<ul style="list-style-type: none"> • Notes or minutes and records of consultations with and presentations to stakeholders and colleagues of your implementation plan; action plans; feedback 	j, l

Performance	Evidence of performance <ul style="list-style-type: none"> • Possible examples of evidence 	Knowledge and understanding
	Your planning documentation for procurement of supplies	
8	<ul style="list-style-type: none"> • Supply chain analysis (using data from a variety of sources: spreadsheets, reports, forecasts, tables, indices); storage and handling records; inventory reviews; purchase histories; supplier records; notes or minutes of meetings with appropriate stakeholders and colleagues consulting on current demand; 	a, d, e, f, g, i
9	<ul style="list-style-type: none"> • Organisational procurement review procedures taking into consideration organisational storage, transportation and distributions systems; action plans; sign-off; payments terms; credit arrangements; budget controls 	e, h, k
10	<ul style="list-style-type: none"> • Customer care procedures; payment systems; credit control; procurement systems 	
11	<ul style="list-style-type: none"> • Procurement review procedures; risk analysis; PEST analysis; SWOT analysis; failure reports; budget controls; 	k
12	<ul style="list-style-type: none"> • Decision making: minutes of meetings; budget controls and accountability; procurement system 	K
13	<ul style="list-style-type: none"> • Organisational procurement procedure; budget controls; handling and storage; shelf life; health and safety records; Your project plan and timescales for proposed procurement 	i, k
	Your planning of storage of supplies	c, e, f, g, h, i
15 16	<ul style="list-style-type: none"> • Policy and procedure for managing and storing supplies effectively, incorporating safety documentation, specifications, compliance with statutory regulations eg COSHH, environmental; your evaluation of existing data and reports; Storage and handling records; Shelf Life; health and safety records; safe disposal; records of your consultation with appropriate colleagues and stakeholders; 	
17	<ul style="list-style-type: none"> • Storage and handling records; impact on financial handling, financial accounts; budgeting and space allocation; performance measures; Shelf Life; health and safety records; records of safe disposal 	

Performance	Evidence of performance <ul style="list-style-type: none"> <li data-bbox="507 237 927 266">• Possible examples of evidence 	Knowledge and understanding
18	<ul style="list-style-type: none"> <li data-bbox="507 322 1102 443">• Procurement review procedures; failure reports; budget controls; Storage and handling records; Shelf Life; health and safety records; records of safe disposal 	
19	<ul style="list-style-type: none"> <li data-bbox="507 486 1102 636">• Decision making: minutes of meetings; budget controls and accountability; procurement system; Storage and handling records; Shelf Life; health and safety records; records of safe disposal 	
20	<ul style="list-style-type: none"> <li data-bbox="507 680 1098 860">• Organisational storage procedure; Procurement procedure; budget controls; handling and storage; shelf life; health and safety records; records of safe disposal; Your project plan and timescales for proposed storage of supplies plan 	e
	<ul style="list-style-type: none"> <li data-bbox="507 907 1102 1086">• Personal report (your reflections on your role and action in planning the flow of supplies, the procurement of supplies and the storage of supplies with consultations with key stakeholders and taking into consideration existing data and your own evaluations) 	

Unit FM315 Implement change

This unit imported from MSC (unit C6)

This unit is for first-line managers/supervisors at work in the FM environment. It is about putting into practice the strategy and associated plans for a specific change or programme of change. This involves putting in place the necessary resources and supporting systems, including monitoring and communications, to turn the 'vision' into a practical reality.

This unit is about the managing change in the FM environment within your responsibility.

Performance Criteria

You must be able to do the following:

1. Put into practice the strategies and plans for change in line with the available resources
2. Design new work processes, procedures, systems, structures and roles to achieve the vision behind the change
3. Identify, assess and deal with problems and barriers to change
4. Monitor, document and communicate progress to all involved
5. Recognise and reward people and teams who achieve results
6. Maintain the momentum for change
7. Make sure change is effective and meets the requirements of the organisation

Behaviours underpinning performance criteria

1. You recognise changes in circumstances promptly and adjust plans and activities accordingly.
2. You find practical ways to overcome barriers.
3. You present information clearly, concisely, accurately and in ways that promote understanding.
4. You make time available to support others.
5. You clearly agree what is expected of others and hold them to account.
6. You recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect
7. people's energy towards a common goal.
8. You work towards a clearly defined vision of the future.
9. You recognise the achievements and the success of others.

Knowledge and Understanding for this unit

You must know and understand the following:

General knowledge and understanding

- a. the main models and methods for managing change effectively, and their strengths and weaknesses
- b. theory and application of the change/performance curve
- c. theory and understanding of teams, including an understanding of team-building techniques and how to apply them
- d. how to manage reward systems
- e. problem solving techniques
- f. the political, bureaucratic and resource barriers to change, and the techniques that deal with these
- g. how to identify development and other support needs and ways in which these needs can be met
- h. how to manage expectations during change

Industry/sector specific knowledge and understanding

- i. your organisation's current position in the market in which it works, compared with its main competitors, relevant to the change programme
- j. the range of information sources that are relevant to the sector, and related sectors, in which your organisation operates

FM 315 Implement change (MSC C6)

EVIDENCE REQUIREMENTS

Outcomes	Evidence of Outcomes: <ul style="list-style-type: none"> possible examples of evidence 	Behaviours	Knowledge & Understanding		
			General	Industry specific	Context specific
Designs or specifications for new work processes, procedures, systems, structures and roles that you have developed and implemented:					
O2 O3 O7	<ul style="list-style-type: none"> notes of meetings you have led and discussions you have had to develop new work processes, procedures, systems, structures and roles 	2, 3, 6, 7	c, e, f	i, j	k, l, m
	<ul style="list-style-type: none"> new work processes, procedures, systems, structures and roles designs or specifications you have produced 	1, 2, 3, 5	a, b, c, d	i, j	k, l, m
	<ul style="list-style-type: none"> action plans, timetables or schedules for introducing and implementing new work processes, procedures, systems, structures and roles that you have produced 	1, 2, 3, 5, 7	a, b, c, f, g, h	-	k, l, m, n
	<ul style="list-style-type: none"> risk assessments and contingency plans for the introduction and implementation of new work processes, procedures, systems, structures and roles 	2, 3	a, b, f	i, j	k, l, m
	<ul style="list-style-type: none"> records of meetings you have led to plan the introduction and implementation of new work processes, procedures, systems, structures and roles 	2, 3, 5, 6, 7, 8	a, b, c, f, g, h	-	k, l, m
	<ul style="list-style-type: none"> personal statement (reflections on the process of, and your role in, developing, introducing and implementing new work processes, procedures, systems, structures and roles) 	1, 6, 7	a, b, c, e, f, g, h	i, j	k, l, m
O1 O3	Records of actions you have taken, decisions you have made and meetings you have held to facilitate the change:				
O4 O5 O6	<ul style="list-style-type: none"> records of development and support activity you have provided for the people affected by the change 	1, 2, 4, 5, 7	a, b, c, g, h	-	k, m
	<ul style="list-style-type: none"> 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 to address potential barriers or problems they identify 	1, 2, 3, 4, 5, 6, 7, 8	a, b, e, f, h	i	k, l, m

Out-comes	Evidence of Outcomes: <ul style="list-style-type: none"> possible examples of evidence 	Behaviours	Knowledge & Understanding		
			General	Industry specific	Context specific
	<ul style="list-style-type: none"> 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	a, b, c, e, f	-	k, l, m
	<ul style="list-style-type: none"> 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	a, b, c, d	-	n
	<ul style="list-style-type: none"> personal statements (reflections on your own actions and behaviour to facilitate the change process) 	1, 2, 4, 5, 6, 7, 8	a, b, c, d, e, f, g, h	i, j	k, l, m
	<ul style="list-style-type: none"> witness statements (comment on your actions and behaviour to facilitate the change process) 	2, 3, 4, 5, 8	-	-	-
	Records and communications to others on the progress of the planned change:				
O4	<ul style="list-style-type: none"> 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	a, b, e, f	i	k, l, m
	<ul style="list-style-type: none"> project reports you have prepared for those to whom you are accountable, on the progress of the project 	3, 8	a, b, h	i	n
	<ul style="list-style-type: none"> 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	a, b, h	i	n

Unit FM316 Provide leadership for your team

This unit is imported from MSC (unit B5)

This unit is for first-line managers/supervisors at work in the FM environment This unit is about providing direction to the members of your team and motivating and supporting them to achieve the objectives of the team and their personal work objectives

Performance Criteria

You must be able to do the following:

1. Set out and positively communicate the purpose and objectives of the team to all members
2. Involve members in planning how the team will achieve its objectives
3. Ensure that each member of the team has personal work objectives and understands how achieving these will contribute to achievement of the team's objectives
4. Encourage and support team members to achieve their personal work objectives and those of the team and provide recognition when objectives have been achieved
5. Win, through your performance, the trust and support of the team for your leadership
6. Steer the team successfully through difficulties and challenges, including conflict within the team
7. Encourage and recognise creativity and innovation within the team
8. Give team members support and advice when they need it especially during periods of setback and change
9. Motivate team members to present their own ideas and listen to what they say
10. Encourage team members to take the lead when they have the knowledge and expertise and show willingness to follow this lead
11. Monitor activities and progress across the team without interfering

Behaviours underpinning the performance criteria

1. You create a sense of common purpose.
2. You take personal responsibility for making things happen.
3. You encourage and support others to take decisions autonomously.
4. You act within the limits of your authority.
5. You make time available to support others.
6. You show integrity, fairness and consistency in decision-making.
7. You seek to understand people's needs and motivations.
8. You model behaviour that shows respect, helpfulness and co-operation.

Knowledge and Understanding for this unit

You must know and understand the following:

General knowledge and understanding

- a. different ways of communicating effectively with members of a team
- b. how to set objectives which are SMART (Specific, Measurable, Achievable, Realistic and Time-bound)
- c. how to plan the achievement of team objectives and the importance of involving team members in this process
- d. the importance of and being able to show team members how personal work objectives contribute to achievement of team objectives
- e. that different styles of leadership exist
- f. how to select and successfully apply a limited range of different methods for motivating, supporting and encouraging team members and recognising their achievements
- g. types of difficulties and challenges that may arise, including conflict within the team, and ways of identifying and overcoming them
- h. the importance of encouraging others to take the lead and ways in which this can be achieved
- i. the benefits of and how to encourage and recognise creativity and innovation within a team

Industry/sector specific knowledge and understanding

- j. legal, regulatory and ethical requirements in the industry/sector

Context specific knowledge and understanding

- k. the members, purpose, objectives and plans of your team
- l. the personal work objectives of members of your team
- m. the types of support and advice that team members are likely to need and how to respond to these
- n. standards of performance for the work of your team

FM 316 Provide leadership for your team (MSC B5)

EVIDENCE REQUIREMENTS

Outcomes	Evidence of Outcomes: • possible examples of evidence	Behaviours	Knowledge & Understanding		
			General	Industry specific	Context specific
Plans and objectives you have agreed with your team:					
O1	• Notes and other records of meetings with individuals and the team you have led to discuss and agree objectives and work plans	1, 2, 3, 4, 5, 6, 7	a, b, c, d, e, f, h	j	k, l, m, n
O2	• Individual and team objectives and work plans or schedules you have agreed	1, 2, 4, 5, 6, 7	b, c, d	j	k, l, n
O3	• Records of own appraisal or performance review meetings with manager regarding your role in agreeing individual and team objectives and work plans	2, 3, 4, 5, 6, 7, 8	b, c, d, f, g, h	j	k, l, m, n
O11	• Personal statement (commentary on how you involved team members in agreeing demanding but realistic individual and team objectives and work plans)	1, 2, 3, 4, 5, 6, 7, 8	a, b, c, d, e, f, h	j	k, l, m, n,
	• Witness statements by team members (how you encourage them to set demanding but realistic objectives and accept responsibility for achieving them)	1, 2, 3, 5, 6, 7, 8	-	-	k, l, m, n
Records of the performance of the team and its members:					
O3	• Data on the quantity and quality of individual and team performance, showing achievement of objectives and plan	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	b, c, d, g	j	k, l, n
O4					
O5					
O6	• Notes or other records of meetings, showing how individual and team problems have been resolved	1, 2, 3, 4, 5, 6, 7, 8	c, e, f, g, h, i	j	m, n
O8					
O9					
O10	• Personal statement (commentary on how you motivated individuals, encouraged them to take responsibility, and dealt with individual and team problems)	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	a, c, d, e, f, g, h,	j	k, l, m, n
O11					

Unit FM317 Remote support for products or services

This unit has been imported from E-skills (Unit D/500/7217)

This is the provision of remote support in a controlled environment to customers (internal or external) relating to products or services. It involves the gathering of information and the provision of assistance and advice to support the customer.

This will typically be carried out as a contact centre (including technical help desk) activity.

Remote support will normally include:

- Communication with customers
- providing information or advice
- Resolution or escalation of problems
- Maintenance of records e.g. users, problems, resolutions.

You must be able to:

Support products or services

Communicating information

Communicating product or service information in a positive and professional way with the customer.

- identifying customers needs;
- Accurately collecting and logging relevant information from the customer;
- providing product and service features to customers;
- ensuring customer understanding of the information provided.
- categorising requests and directing customers appropriately;
- managing customer expectations (e.g. by confirming outcomes, timescales or costs);
- discussing advantages and disadvantages of complex products and services
- discussing how the service product best fits the customers needs
- keeping customer informed on progress;
- asking effective and appropriate probing questions

Complaint handling

The handling and resolution of customer issues in a constructive manner that ensures customers satisfaction

- using probing questions;
- displaying patience and understanding with demanding or emotional customers.
- diffusing volatile situations using appropriate communication techniques;
- delivering difficult messages to customers and explaining the reasons behind the decision;
- assessing priority of complaints;
- resolving routine complaints.

Compliance with customer support requirements

Activities concerned with ensuring compliance with organisational requirements for provision of customer support.

- participating in audits of working practices and monitoring of work;
- gathering and recording information on customer support provision.

Confirming customer identity and validating requests

Ensuring customer information used or given is correct

- Using specified methods and sources (e.g. post code, contract list, username);
- escalating invalid requests.
- informing customer when authorisation criteria are not met.
- investigating discrepancies between detail provided and authorisation criteria.

Knowledge and understanding:

- The products or services to be supported;
- Organisational requirements for customer care.

Organisational requirements for customer care

These are the objectives, procedures, processes or guidelines for customer care as defined by the organisation.

These must include procedures or processes for compliance with all relevant legislation or regulations. Customer service procedures (e.g. how to log customer information, how to initiate service calls, how to complete a sale);

-
- Authorisation procedures (e.g. how to confirm caller identity, how to validate requests);
- Escalation, resolution and complaint handling;
- Quality assurance procedures;
- Compliance with relevant legislation and regulations (e.g. data protection, financial services);
- Maintenance and communication of organisational brand or image;
- Organisational aims and objectives.

Products or services

Features, benefits or uses of products or services.

- How to identify the products or services;
- Basic features and uses of the products or services;
- Standard responses to frequently asked requests.
- Benefits of the products and services;
- Frequently used product or service options;
- Standard features and common uses of the products or services.
- advanced features, benefits and options of products and services;
- How to identify alternative products or services to meet customers needs;
- How the products or services interact with others commonly available;
- Where to obtain information on infrequently used product or service features or options;
- The impact of introducing new products and services.

FM 317 Remote Support for Products or Services

EVIDENCE REQUIREMENTS

Performance	Evidence of performance <ul style="list-style-type: none"> Possible examples of evidence 	Knowledge and understanding
	Management of customer calls and customer information	
1 2	<ul style="list-style-type: none"> Customer call logs with examples from a customer complaint, a customer enquiry regarding products or services, and a call initiated by you communicating information to customers. 	
1 2 3 4 5 6 9 10	<ul style="list-style-type: none"> Recordings / transcripts of calls with at least three separate customers where you: demonstrate effective handling of customer enquiries; confirm customer identity, identify customer needs; ask appropriate, effective questions, identify request type, provide correct and appropriate responses to customers' questions, provide clear information on products or services, ensure customer understanding, direct customers on to others appropriately, provide correct and appropriate information to the customer on outcomes, timescale or costs 	a, e
7 8	<ul style="list-style-type: none"> Details and records of your training and development in products and services 	g, h, l, j, k, l, m, o, p, q
7 8	<ul style="list-style-type: none"> Record of customer complaint calls where you demonstrate your knowledge of the organisation's products or services through discussing the advantages and disadvantages of complex products or services, and calls where you discuss how the service or product best fits the customer's needs 	J, m, n
11 12 13 14	<ul style="list-style-type: none"> Recordings or transcripts of at least two separate customer calls where you demonstrate the ability to professionally manage customer complaints using appropriate communication techniques, asking probing questions, manage difficult situations with emotional or demanding customers, deliver difficult messages to customers explaining the reasons why 	m
15 16	<ul style="list-style-type: none"> Organisational policy for complaint resolution and records of your compliance; organisational objectives 	c, f
	<ul style="list-style-type: none"> Legislation and regulations relevant to supporting customers 	D

Performance	Evidence of performance <ul style="list-style-type: none"> • Possible examples of evidence 	Knowledge and understanding
15	<ul style="list-style-type: none"> • Organisational criteria for assessing priority of complaints 	
19 20 21 22	<ul style="list-style-type: none"> • Records of your responses and actions when there are difficulties in validating customer identity and where requests do not meet authorisation criteria including criteria and processes for escalation 	b
Compliance with customer support requirements		
17 18	<ul style="list-style-type: none"> • Audits of working practices and monitoring reports of work that you have contributed to including gathering and recording information on customer support provision 	c
17 18	<ul style="list-style-type: none"> • Timetables / schedules of work monitoring 	c
	<ul style="list-style-type: none"> • Personal Statements (your reflections on the process and your actions in handling customer enquiries including the management of complaints, and of gathering information and providing assistance and advice to support the customer) 	
	<ul style="list-style-type: none"> • Witness statements (comments on your actions in providing support to customers relating to products or services, how you manage difficult customer interactions, manage customer expectations, and operate according to organisational policy) 	

Unit FM318 Supply Information for Management Control

This unit is imported from the Accountancy Occupational Standards Group (Unit 4)

This unit is about recognising and providing basic management information. This involves information relating to both costs and income and includes the comparison of actual costs and income against the previous period's data.

This unit involves recognising cost centres. It should be noted that in some organisations profit centres or investment centres will be used in place of cost centres, and these will differ depending upon the organisation. It also involves recognising elements of costs, coding income and expenditure and identifying and reporting obvious errors such as the wrong code or excessive volumes. You are required to extract information relating to the three elements of costs: materials, labour and expenses. The unit however does not specifically relate to manufacturing as materials will include items such as consumables in service industries, and the majority of costs will probably be labour in those circumstances.

The unit is also concerned with extracting information from a particular source, for example the previous period's data, and comparing that information with actual costs and income, in line with the organisation's requirements. You are required to report discrepancies between the two in the appropriate format, ensuring confidentiality requirements are adhered to.

Performance Criteria

You must be able to do the following:

1. Recognise appropriate cost centres and elements of costs
2. extract income and expenditure details from the relevant sources
3. code income and expenditure correctly
4. refer any problems in obtaining the necessary information to the appropriate person
5. identify and report errors to the appropriate person
6. clarify information requirements with the appropriate person
7. compare information extracted from a particular source with actual results
8. identify discrepancies
9. provide comparisons to the appropriate person in the required format
10. follow organisational requirements for confidentiality strictly

Knowledge and understanding

You must know and understand the following:

The business environment:

1. types of costs centres including profit centres and investment centres
2. costs, including wages, salaries, services and consumables

Accounting Methods:

3. Identifying costs centres
4. the purpose of management information: decision making, planning and control
5. the make up of gross pay
6. the relationship between financial and management accounting
7. methods of analysing information in spreadsheets
8. methods of presenting information, including word processed documents
9. handling confidential information
10. the role of management information in the organisation
11. awareness of the relationship between financial and management accounting

The organisation:

12. relevant understanding of the organisation's accounting systems and administrative systems and procedures
13. the nature of the organisation's business transactions
14. the goods and services produced, bought and delivered by the organisation
15. the cost centres within the organisation
16. organisational coding structures
17. the organisation's confidentiality requirements
18. house style for presentation of different types of documents, including word processed documents

FM 318 Supplying Information for Management Control

EVIDENCE REQUIREMENTS

Performance	Evidence of performance <ul style="list-style-type: none"> • Possible examples of evidence 	Knowledge and understanding
Records of coding and extracting information		
1	<ul style="list-style-type: none"> • Records where you have recognised the appropriate cost centres (or profit centres / investment centres depending on your organisation) and elements of cost which should include materials, labour and expenses 	1, 2, 3, 12, 13, 15, 16
2 3	<ul style="list-style-type: none"> • Records showing that you extracted income and expenditure details from the relevant sources (purchase orders, purchase invoices, sales orders, sales invoices, policy manual and payroll) and coded them correctly 	5, 12, 13, 14, 15, 16
Identification and reporting of problems or errors		
4 5	<ul style="list-style-type: none"> • Notes, emails, memos or other records referring problems to appropriate authority where you had problems in obtaining the necessary information (cost, income, expenditure), and of identification and reporting of errors to the appropriate person (errors include wrong codes and excessive volumes) 	16
Records of providing comparisons on costs and income		
6	<ul style="list-style-type: none"> • Notes of meetings, discussions or correspondence with the appropriate person to clarify what information (costs, income) is required. 	4
7 8 9	<ul style="list-style-type: none"> • Records of how you compared information (including costs, income) that you extracted from a particular source (including previous period's data, corresponding period's data, forecast data, ledgers) with actual results and records of what discrepancies you found, and letters, memos emails, notes showing provision of comparative information to the appropriate person 	7, 9, 10, 11, 12, 14, 15
10	<ul style="list-style-type: none"> • Organisational policies for confidentiality and records of how you follow them in sharing of information and storage of documents, organisational house style for different document types 	8, 9, 10, 17, 18

Performance	Evidence of performance	Knowledge and understanding
	<ul style="list-style-type: none"> • Possible examples of evidence 	
	<ul style="list-style-type: none"> • Personal Statement (reflections on the processes and reasoning used in coding and extracting information, including procedures for referring problems and reporting errors; and reflections on the processes and reasoning you use when clarifying what information is required, comparing extracted information with actual results, how discrepancies are identified and what you do about them, procedures for provision of comparative information and how you follow confidentiality requirements). 	
	<ul style="list-style-type: none"> • Witness statements (comments on the processes of coding and extracting information, and providing comparisons on costs and income and your role in achieving this) 	

Unit FM319 Contributing to the Management of Performance and the Enhancement of Value

This unit is imported from the Accounting Occupational Standards Group (Unit 8)

This unit is about collecting, analysing and interpreting information of help to managers in controlling costs and improving the performance of operations. There are two elements.

The unit focuses on the identification and analysis of costs that may be of help to managers. You will have to monitor and analyse costs against trends, standards and organisational needs, and explain any difference between actual and planned or expected costs. In addition, you will have to demonstrate your understanding of forecasting techniques as an aid to cost analysis and control.

The unit is also concerned with monitoring the performance of an organisation or parts of an organisation and making recommendations that will enhance the organisation's value. In this element you have to identify and calculate performance indicators, monitor the performance of part or all of the organisation and make proposals that will enhance the value of the organisation.

You will have to obtain information from a variety of internal and external sources and monitor costs, performance indicators and movements in prices over an appropriate timescale. You will also be required to use the information to prepare and present management reports. As well as being familiar with manually developing information, you will also need to know how computer spreadsheets can assist you in preparing cost and performance information.

Performance Criteria

You must be able to:

1. Identify valid, relevant **information** from internal and external sources
2. Monitor and analyse on a regular basis current and forecast trends in prices and market conditions
3. Compare trends with previous experience and identify potential implications
4. Compare standard costs with actual costs and analyse any **variances**
5. Analyse the effect of organisational accounting policies on reported costs
6. Consult relevant staff in the organisation about the analysis of trends and variances
7. Present reports to management that **summarise data**, present information using appropriate **methods** and highlight significant trends
8. Analyse routine cost reports, compare them with other sources of information and identify any implications
9. Prepare and monitor relevant **performance indicators**, interpret the results, identify potential improvements and estimate the value of potential improvements
10. Consult relevant specialists and assist in identifying ways to reduce costs and enhance value
11. Prepare exception reports to identify matters which require further investigation
12. Make specific **recommendations** to management in a clear and appropriate form

Knowledge and Understanding

To perform this unit effectively you will need to know and understand:

The business environment

1. External sources of information on costs and prices: government statistics, trade associations, financial press, quotations, price lists
2. General economic environment

Accounting techniques

3. Basic statistical methods: index numbers; sampling techniques; time series analysis (moving averages, linear regression and seasonal trends)
4. Use of relevant computer packages
5. Methods of presenting information in graphical, diagrammatic and tabular form
6. Performance indicators: efficiency, effectiveness, productivity; balanced scorecard, benchmarking; unit costs; control ratios (efficiency, capacity and activity), scenario planning ('what-if' analysis)
7. Standard costing

Accounting principles and theory

8. Marginal and absorption costing: cost recording, cost reporting, cost behaviour
9. Cost management: life cycle costing; target costing (including value engineering); activity based costing; principles of Total Quality Management (including cost of quality)
10. The use and limitation of published statistics
11. Effect of accounting controls on behaviour of managers and other employees

The organisation

12. How the accounting systems of an organisation are affected by its organisational structure, its administrative systems and procedures and the nature of its business transactions
13. The organisation's external environment and specific external costs
14. The contribution of functional specialists in an organisation (e.g. marketing, design, engineering, quality control, etc.) to cost reduction and value enhancement

FM 319 Contributing to the Management of Performance and the Enhancement of Value

EVIDENCE REQUIREMENTS

Performance	Evidence of performance <ul style="list-style-type: none"> • Possible examples of evidence 	Knowledge and understanding
Collection, analysis and dissemination of cost information		
1	<ul style="list-style-type: none"> • Records of identifying valid and relevant information from internal and external sources (information relates to movements in prices charged by suppliers, competitors, and providers of services; and of general price changes) 	1, 10
2	<ul style="list-style-type: none"> • Regular monitoring and analysis procedures and schedules for current and forecast trends in prices and market conditions 	2
2,3	<ul style="list-style-type: none"> • Monitoring and analysis procedures and rationale for costs against trends, standards and organisational needs; methods used for comparison of trends against previous experience and rationale for identifying potential implications 	3, 7, 9
4	<ul style="list-style-type: none"> • Examples of your use of variance analysis (material price and usage variances, labour rate and efficiency variances, fixed overhead expenditure, volume, capacity and efficiency variances) in comparing standard costs with actual costs; your consideration of the external environment and specific external costs 	1, 3, 7
5	<ul style="list-style-type: none"> • Records of analysis of organisational accounting procedures and their effect on reported costs (build up of costs include absorption costing, marginal costing and activity based costing) 	8
6	<ul style="list-style-type: none"> • Notes of meetings with colleagues, copies of emails, memos or other correspondence with colleagues where you consulted about the analysis of trends and variances 	1, 4

Performance	Evidence of performance <ul style="list-style-type: none"> • Possible examples of evidence 	Knowledge and understanding
7	<ul style="list-style-type: none"> • Management reports that you have prepared using different methods for summarising data including time series (moving averages, linear regression, seasonal variations) and index numbers and sampling. The reports should include the appropriate methods of presenting information including written analysis and explanation, tables and diagrams 	4, 5
	<ul style="list-style-type: none"> • Personal statements (your reflections on your actions in collecting, analysing and disseminating information about costs, rationale behind processes used, value of published statistics, decisions you made, and reflections on how the organisation's accounting systems are affected by its organisational structure, its admin systems and procedures and the nature of its business transactions) 	
	<ul style="list-style-type: none"> • Witness statements (comments on your actions in the process of collecting, analysing and disseminating information about costs) 	
	Monitoring performance and making recommendations to enhance value	
8	<ul style="list-style-type: none"> • Routine costs report analysis, comparative analysis with other sources of information 	7, 9
9	<ul style="list-style-type: none"> • Records of your preparation and monitoring of relevant performance indicators (measuring financial, customer, internal business, and learning and growth perspectives; efficiency, effectiveness and productivity; unit costs; resource utilisation; profitability; quality of service; cost of quality); notes of your recommendations for improvements identified with value analysis of those improvements 	6, 9

Performance	Evidence of performance <ul style="list-style-type: none"> • Possible examples of evidence 	Knowledge and understanding
10	<ul style="list-style-type: none"> • Notes of meetings with and copies of correspondence, e mails with specialists (marketing, design, engineering, quality control etc) who you consulted with in identifying cost reduction and enhancement of value, and your contribution in identifying ways of achieving this 	14
11	<ul style="list-style-type: none"> • Exception reports 	
12	<ul style="list-style-type: none"> • Management reports with your recommendations 	
12	<ul style="list-style-type: none"> • Rationale behind your recommendations relating to efficiencies, modifications to work processes and benchmarking 	
	<ul style="list-style-type: none"> • Personal statements (your reflections on your actions in monitoring the organisation's performance and making recommendations to enhance its value) 	
	<ul style="list-style-type: none"> • Witness statements (comments on your actions in the process of monitoring the organisation's performance and enhancing its value, your effectiveness, how you consult with others present your recommendations) 	

Could someone with an accounting head read through this please? It has been rewritten using the AAT range statements.

Unit FM320 Disaster recovery and contingency planning

This unit is for first-line managers/supervisors at work in the FM environment. It is concerned with managing disaster recovery and contingency planning in your area of responsibility.

This unit is intended towards a situation where disaster recovery and contingency planning considerations are firmly embedded in the planning and decision-making processes and the 'culture' of your area of responsibility.

The 'area of responsibility' may be, for example, a branch or department or functional area or an operating site within an organisation

Performance Criteria

You must be able to do the following:

1. Identify your personal responsibilities and liabilities under disaster recovery and contingency planning statements and policies in your own organisation.
2. ensure regular consultation with people in your area of responsibility or their representatives on disaster recovery and contingency planning issues
3. seek and make use of specialist expertise in relation to disaster recovery and contingency planning
4. develop a partnership with the client business leaders to address adequately all recovery aspects of business functionality in relation facilities management services.
5. ensure that a system is in place for identifying hazards and assessing risks in your area of responsibility and that prompt and effective action is taken to eliminate or control identified hazards and risks
6. ensure that systems are in place for effective monitoring, measuring, implementation, and testing and reporting of disaster recovery and contingency planning performance in your area of responsibility
7. show continuous improvement in your area of responsibility in relation to disaster recovery and contingency planning performance and make recommendations for future recovery requirements
8. make disaster recovery and contingency planning a priority area in terms of informing planning and decision-making in your area of responsibility
9. demonstrate that your own actions reinforce the messages in the organisation's disaster recovery and contingency planning policy statement
10. ensure that sufficient resources are allocated across your area of responsibility to deal with disaster recovery and contingency planning issues
11. develop a culture within your area of responsibility which puts 'disaster recovery and contingency planning' first

Knowledge and Understanding for this unit

You must know and understand the following:

General knowledge and understanding

- a. why disaster recovery and contingency planning in the workplace is important
- b. how and where to identify your personal responsibilities and liabilities under disaster recovery and contingency planning legislation
- c. how to keep up with legislative and other developments relating to disaster recovery and contingency planning
- d. the requirement for organisations to have a written disaster recovery and contingency planning policy statement
- e. how to communicate the written disaster recovery and contingency planning policy statement to people who work in your area of responsibility and other relevant parties
- f. how and when to review the application of the written disaster recovery and contingency planning policy statement in your area of responsibility and produce/provide findings to inform development
- g. how and when to consult with people in your area of responsibility or their representatives on disaster recovery and contingency planning issues
- h. sources of specialist expertise in relation to disaster recovery and contingency planning
- i. ways of developing a culture in your area of responsibility which puts 'disaster recovery and contingency planning' first
- j. the type of hazards and risks that may arise in relation to disaster recovery and contingency planning – how to establish and use systems for identifying hazards and assessing risks and the type of actions that should be taken to control or eliminate them
- k. how to establish systems for monitoring, measuring and reporting on disaster recovery and contingency planning performance in your area of responsibility
- l. why and how disaster recovery and contingency planning should inform planning and decision-making
- m. the importance of setting a good example to others in relation to disaster recovery and contingency planning
- n. the type of resources required to deal with disaster recovery and contingency planning issues
- o. Industry/sector specific knowledge and understanding
- p. sector-specific legislation, regulations, guidelines and codes of practice relating to disaster recovery and contingency planning
- q. disaster recovery and contingency planning risks, issues and developments which are particular to the industry or sector

Context specific knowledge and understanding

- r. other relevant parties with an interest in disaster recovery and contingency planning in your area of responsibility
- s. the organisation's written disaster recovery and contingency planning policy statement and how it is communicated to people who work for the organisation, people in your area and to other relevant parties
- t. sources of specialist disaster recovery and contingency planning expertise used in your area of responsibility
- u. the operational plans for your area of responsibility
- v. the resources allocated to and across your area of responsibility for disaster recovery and contingency planning
- w. allocated responsibilities for disaster recovery and contingency planning in your area and the organisation in general
- x. systems in place in your area of responsibility for identifying hazards and assessing risks and taking action
- y. systems in place for monitoring, measuring and reporting of disaster recovery and contingency planning performance in your area of responsibility

FM 320 Disaster Recovery and Contingency Planning

EVIDENCE REQUIREMENTS

Performance	Evidence of performance <ul style="list-style-type: none"> Possible examples of evidence 	Knowledge and understanding
	Organisational plans and statements, documents and how you consult and contribute to planning	
1	<ul style="list-style-type: none"> Organisational disaster recovery and contingency planning statements including details of responsibilities and liabilities (yours and others' in the organisation) 	a, b, d, t, v
2 3	<ul style="list-style-type: none"> Notes or minutes of regular meetings with people in your area of responsibility to discuss disaster recovery and contingency planning issues; your dissemination of written statements and records of identifying and using people with specialist expertise 	a, c, e, g, h, r, s
4	<ul style="list-style-type: none"> Notes, emails, correspondence and minutes of meetings with the business leaders where you discuss and develop recovery plans in relation to facilities management services 	q
	<ul style="list-style-type: none"> Legislation, guidelines and codes of practice relating to disaster recovery and contingency planning, how to access up to date information on these 	c, p
	Systems and procedures and your role in their effectiveness	
5	<ul style="list-style-type: none"> Hazard identification and risk assessment systems and procedures in your area of responsibility; how you ensure that they are in place and used effectively 	j, q, w
6, 7	<ul style="list-style-type: none"> Procedures for monitoring, measuring, implementing, testing and reporting of disaster recovery and contingency planning performance in your area of responsibility and how you continually ensure they are in place and effective 	c, f, k, t, x
8	<ul style="list-style-type: none"> Records of planning and decision making in your area of responsibility and how these demonstrate that you actively support organisation's policy on disaster recovery and contingency planning 	l
10	<ul style="list-style-type: none"> Records of how you allocate resources (budgets, cost benefit analyses) to support the requirements of disaster recovery and contingency planning 	i, n, u

Performance	Evidence of performance <ul style="list-style-type: none"> • Possible examples of evidence 	Knowledge and understanding
10, 11	<ul style="list-style-type: none"> • Notes and documentation supporting your promotion of disaster recovery and contingency planning as a priority 	i, m
9	<ul style="list-style-type: none"> • Personal statements (your reflections on the organisational plans, systems and procedures, their effectiveness, your role in using them and developing them, how your actions effectively reinforce the organisation's policies, and how you promote and prioritise disaster recovery and contingency planning) 	m
	<ul style="list-style-type: none"> • Witness statements (comments on your actions in disaster recovery and contingency planning including your effectiveness in engaging others and promoting these issues) 	

Unit FM321 Reassessing operational performance

This unit is for first-line managers/supervisors at work in the FM environment. It is concerned with managing operational performance and creating methodical and predictable ways to improve business results or facilities services provided in house or by contractors in order to achieve the stated objectives for your area of responsibility.

The 'area of responsibility' may be, for example, a branch or department or functional area or an operating site within an organisation.

Performance Criteria

You must be able to do the following:

1. Specify performance indicators that can be cost-effectively measured
2. Ensure that systems are in place to set, gather, analyse and refine the key performance information from operational clusters
3. Understand, optimise, and aligning the operational business activities and processes to a common set of goals and objectives to improve effectiveness.
4. Ensure regular monitoring of contractor performance against contracts, service level agreements and others measurement tools of operational effectiveness performance.
5. Establish effective control systems to monitor progress and identify and record deviations from service levels and take the appropriate action
6. Redefine contract results where monitoring indicates this is necessary
7. Specify a payment regime that is a disincentive to good performance
8. Ensure that operational deliverables are set out: what needs to be delivered, to what standard and in what timeframe(s).
9. Provide contractors with the necessary information and appropriate and accurate feedback on their work to enable them to deliver the required operational outcomes
10. Ensure and encourage good practice and increase motivation

Knowledge and Understanding for this unit

You must know and understand the following:

- a. organisational objectives and activities
- b. graphical charting of business information data allowing management to compare historical performance determine whether relevant standards
- c. where operational standards have been developed by an external, standard setting body
- d. the requirements of each organisational operational KPI and service level agreement
- e. systems for flagging of variances between the actual performance and targets in clear, easy-to-understand format to allow senior management to take appropriate actions quickly
- f. legal and regulatory requirements
- g. procurement theories, models, and practices relating to operational and contract management in a facilities management context
- h. review and take corrective action on contractual agreements, terms and conditions

FM 321 Reassessing Operational Performance

EVIDENCE REQUIREMENTS

Performance	Evidence of performance <ul style="list-style-type: none"> • Possible examples of evidence 	Knowledge and understanding
	Performance measures, monitoring and review processes and procedure documentation	
1	<ul style="list-style-type: none"> • Organisational objectives, organisational activities; notes or minutes of meetings you have attended, and emails and other documents that you have written to specify performance indicators 	a
2	<ul style="list-style-type: none"> • Procedure specifications, operational guidelines and other documents you have prepared for collection and analysis of performance management information including graphical charting of business information data 	a, b, c
3	<ul style="list-style-type: none"> • Procedure specifications, operational guidelines and other documents that you have reviewed and used to align business activity to a common set of goals and objectives 	b
4 7 8 9 10	<ul style="list-style-type: none"> • Procedures and documentation for monitoring and review of contractor performance (contract, service level agreements, KPIs, schedule of deliverables with milestones), notes, minutes of meetings, letters, emails sent to contractors on milestone review results 	d, g
5	<ul style="list-style-type: none"> • Specifications of monitoring and control systems that you have developed and implemented to monitor performance and identify variance from agreed service levels. Reports on variance analysis; reports on recovery proposals and activity 	e, g, h
6 10	<ul style="list-style-type: none"> • Notes or minutes from meetings, emails, memos, letters you have sent to contractors redefining contract results 	h
	<ul style="list-style-type: none"> • Legal and regulatory requirements 	F

Performance	Evidence of performance	Knowledge and understanding
	<ul style="list-style-type: none"> • Possible examples of evidence 	
	<ul style="list-style-type: none"> • Personal statement (reflections on your role and actions in specifying required levels of performance, monitoring and reviewing performance to improve business effectiveness) 	

Unit FM322 Manage a budget

This unit is imported from the MSC standards (E1)

This unit is for first line managers/supervisors working in the FM environment. It is about having ownership of and being responsible for a budget for a defined area or activity of work. It initially involves preparing, submitting and agreeing a budget for a set operating period. It also involves monitoring actual performance against the agreed budget and taking necessary action in response to identified variances and any unforeseen developments.

Performance Criteria

You must be able to do the following:

1. Evaluate available information and consult with others to prepare a realistic budget for the respective area or activity of work
2. Submit the proposed budget to the relevant people with the relevant people in the organisation approval and to assist the overall financial planning process
3. Discuss and, if appropriate, negotiate the proposed budget with the relevant people in the organisation and agree the final budget.
4. Use the agreed budget to actively monitor and control performance for the respective area or activity of work.
5. Identify the causes of any significant variances between what was budgeted and what actually happened and take prompt corrective action, obtaining agreement from the relevant people if required.
6. Propose revisions to the budget, if necessary, in response to variances and/or significant or unforeseen developments and discuss and agree revisions with the relevant people in the organisation
7. Provide ongoing information on performance against the budget to relevant people in your organisation
8. Advise the relevant people as soon as possible if you have identified evidence of potentially fraudulent activities
9. Gather information from implementation of the budget to assist in the preparation of future budgets

Behaviours underpinning the performance criteria

1. You present information clearly, concisely, accurately and in ways that promote understanding.
2. You act within the limits of your authority.
3. You show integrity, fairness and consistency in decision-making.
4. You say no to unreasonable requests.
5. You use communication styles that are appropriate to different people and situations.
6. You take and implement difficult and/or unpopular decisions, if necessary.
7. You respond quickly to crises and problems with a proposed course of action.

Knowledge and Understanding for this unit

You need to know and understand the following:

General knowledge and understanding

- a. the purposes of budgetary systems.
- b. where to get and how to evaluate the available information in order to be able to prepare a realistic budget.
- c. the importance of spending time on and consulting with others in preparing a budget.
- d. how to discuss, negotiate and confirm a budget with people who control the finance and the key factors that should be covered.
- e. how to use a budget to actively monitor and control performance for a defined area or activity of work.
- f. the main causes of variances and how to identify them.
- g. what different types of corrective action could be taken to address identified variances.
- h. how unforeseen developments can affect a budget and how to deal with them.
- i. the importance of agreeing revisions to the budget and communicating the changes.
- j. the importance of providing regular information on performance against the budget to other people.
- k. types of fraudulent activities and how to identify them.
- l. the importance of using the implementation of the budget to identify information and lessons for the preparation of future budgets.

Industry/sector specific knowledge and understanding

- m. factors, processes and trends that are likely to affect the setting of budgets in your industry/sector.

Context specific knowledge and understanding

- n. the area or activity for which the budget is for.
- o. the vision, objectives and operational plans for your area of responsibility.
- p. the budgeting period(s) used in your organisation.
- q. organisational guidelines and procedures for the preparation and approval of budgets and for monitoring and reporting of performance against budgets and revising budgets.
- r. the agreed budget, how it can be used and how much it can be changed without approval.
- s. the limits of your authority.
- t. who needs information in your organisation about performance against your budget, what information they need, when they need it and in what format.
- u. what to do and who to contact if you suspect fraud has been committed.

FM 322 Manage a budget (MSC E1)

EVIDENCE REQUIREMENTS

Out-comes	Evidence of Outcomes: <ul style="list-style-type: none"> possible examples of evidence 	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
Documents, spreadsheet printouts and other records relating to a budget you have prepared and managed:					
O1	<ul style="list-style-type: none"> 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 	1, 2	a, b, c, k	m	n, o, p, q, s
O2	<ul style="list-style-type: none"> 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 	1, 2, 3, 5, 6	a, c, d, h, i	m	n, o, p, q, r, s
O3					
O4					
O5	<ul style="list-style-type: none"> 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 	1, 2, 3, 4, 5, 6, 7	a, e, f, g, h, j, k	m	n, p, q, r, s, t, u
O6					
O7	<ul style="list-style-type: none"> 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) 	2, 3, 4, 6, 7	a, b, d, e, f, g, h, i, j, k, l	m	n, o, p, q, r, s, t, u
O8					
O9					

Unit FM323 Allocate and manage the efficient use of space

This unit is for first-line managers/supervisors at work in the FM environment. It is concerned with space management in your area of responsibility.

It relates to the management of property space in single or multiple occupation and concerns the identification of space needs and entitlements, their allocation and their optimisation.

This unit is intended towards a situation where space management considerations are firmly embedded in the planning and decision-making processes and the 'culture' of your area of responsibility.

The 'area of responsibility' may be, for example, a branch or department or functional area or an operating site within an organisation

Performance Criteria

You must be able to do the following:

1. Ensure that the space needs of users and other interested parties are identified accurately, prioritised and updated regularly
2. Ensure criteria used for allocation of space and facilities are relevant, clear and explicit and take account of all user's needs
3. Ensure that space and facilities available are allocated to users against identified priorities
4. Ensure space and facility allocation is compatible with adjacent uses and relevant legislation
5. Ensure approvals required for planned allocation of space and facilities are identified to owners and users as appropriate
6. Identify where space and/or facilities requested exceed what is available or can be provided, the parties concerned are advised, the circumstances clearly explained and realistic options are developed and proposed
7. Seek that space and facility allocation is confirmed with property owners, users and other interested parties
8. Identify your personal responsibilities and liabilities under space management statements and policies in your own organisation.
9. Ensure regular consultation with people in your area of responsibility or their representatives on space management issues
10. Seek and make use of specialist expertise in relation to space management.
11. Ensure that systems are in place for effective monitoring, measuring, implementation, and testing and reporting of space management performance in your area of responsibility
12. Make space management a priority area in terms of informing planning and decision-making in your area of responsibility
13. Demonstrate that your own actions reinforce the messages in the organisation's space management policy statement
14. Develop a culture within your area of responsibility which puts 'space management' first

Knowledge and Understanding for this unit

You must know and understand the following:

- a. appropriate monitoring and control systems which are suitable for purpose are developed, implemented and reviewed regularly for operating effectiveness
- b. variance from planned use of property, facilities and systems is identified and appropriate action initiated and reported accurately
- c. options for occupancy, use, facilities, servicing and maintenance are reviewed regularly and client is advised where potential benefits may accrue from planned change
- d. insurance cover is obtained which is appropriate to legal and statutory requirements, types of use, categories of occupier and user and complies with client's requirements
- e. required certificates and approvals are maintained and outcomes of associated inspections notified to interested parties
- f. periodic reviews of contractual terms and conditions are carried out at agreed intervals and prompt corrective action is taken in response to any deviations from contractual agreements
- g. periodic and accurately reconciled accounts are verified and provided to the client in accordance with agreed instructions
- h. interactions between parties are conducted in a manner which promotes goodwill and trust

FM 323 Allocate and Manage the Efficient Use of Space

EVIDENCE REQUIREMENTS

Performance	Evidence of performance <ul style="list-style-type: none"> • Possible examples of evidence 	Knowledge and understanding
	Organisational policies, statements, records of your actions	
1	<ul style="list-style-type: none"> • Space requirement records showing regular consultation with users and others concerned ensuring space requirements are recorded accurately, prioritised and up to date including the process and frequency of consultations 	a, b
2 13	<ul style="list-style-type: none"> • Policy and criteria for allocating space and facilities and what the processes are for ensuring they are relevant, clear, explicit and complete 	
3 4 5 13	<ul style="list-style-type: none"> • Space and facility allocation records, used according to criteria, in line with priorities, relevant legislation and adjacent use and with approvals of all concerned, records of appropriate insurances 	c, d
5 7	<ul style="list-style-type: none"> • Notifications to all appropriate persons when approvals are needed for planned allocation, and records of confirmation of allocation given to all appropriate persons (property owners, users and others) 	h
5	<ul style="list-style-type: none"> • Required certificates, insurances, approvals that you have obtained, monitored and reviewed 	d, e
6	<ul style="list-style-type: none"> • Notes, reports or other records showing you find alternative solutions to space applications where the space cannot be allocated as requested and how your actions promote goodwill and trust 	
8	<ul style="list-style-type: none"> • Organisational space management statement and policies and your role, responsibilities and liabilities; records of regular monitoring of contractual terms and conditions and resource management 	f, g
9	<ul style="list-style-type: none"> • Notes and schedules of meetings where you consult regularly on space management issues 	H

Performance	Evidence of performance <ul style="list-style-type: none"> • Possible examples of evidence 	Knowledge and understanding
10	<ul style="list-style-type: none"> • Records of identifying and accessing guidance from specialists in space management 	
11	<ul style="list-style-type: none"> • Monitoring and control systems and your role in their development for space management performance 	a, e, f
12 13 14	<ul style="list-style-type: none"> • Records of your actions, processes or other demonstrating how you promote and treat space management as a priority issue particularly in decision making and planning 	
14	<ul style="list-style-type: none"> • Notes, e mails, reports, briefing notes, plans or other records of how you encourage others in your area of responsibility to treat space management as a priority 	i, h
	<ul style="list-style-type: none"> • Personal statements (your reflections on your actions in allocating and managing the efficient use of space, areas including the processes and systems used, , your consultation and negotiation with others and methods of promoting efficient space management within the organisation) 	
	<ul style="list-style-type: none"> • Witness statements (comments on your role in space management; development, monitoring and management of appropriate systems, policies and criteria; your communication and negotiation with others; your promotion of space management as a priority area) 	

Unit FM324 Manage and monitor the efficient use of energy

This unit is for first-line managers/supervisors at work in the FM environment. It is concerned with providing advice on the development of policies for the use of energy and building energy efficiency in your area of responsibility.

It is about advising senior management on policies for the use of energy and on the strategies needed to implement these policies and evaluating the advantages and disadvantages of different strategies and methods for implementing the organisation's energy policy

Performance Criteria

You must be able to do the following:

1. Demonstrate that your own actions reinforce the messages in the organisation's energy management policy statement
2. Identify realistic goals for savings and improvements in energy usage
3. identify your personal responsibilities and liabilities under energy management statements and policies in your own organisation and develop a culture within your area of responsibility which puts 'energy management' first
4. Agree with decision-makers the strategies and methods for implementing the organisation's energy policy and ensure regular consultation with people in your area of responsibility or their representatives on energy management issues
5. Evaluate accurately the advantages and disadvantages of different strategies and methods for implementing the organisation's energy policy
6. Seek and make use of specialist expertise in relation to energy management
7. Ensure that systems are in place for effective monitoring, measuring, implementation, and testing and reporting of energy management performance in your area of responsibility
8. Make energy management a priority area in terms of informing planning and decision-making in your area of responsibility
9. Ensure your advice is based on accurate, relevant and up-to-date information
10. Ensure you consult appropriate sources where you need additional information
11. Give advice takes account of related organisational objectives and constraints which influence the way the organisation uses energy
12. Explain the implications of these savings and improvements for other activities in the organisation
13. Define clearly the responsibilities for energy management and the benefits for the organisation
14. Ensure that sufficient resources are allocated across your area of responsibility to deal with energy management issues
15. Identify sources of energy and water wastage at their site and making recommendation to prevent wastage identified

Knowledge and Understanding for this unit

You must know and understand the following:

General knowledge and understanding

- a. why energy management in the workplace is important
- b. how and where to identify your personal responsibilities and liabilities under energy management legislation
- c. how to keep up with legislative and other developments relating to energy management
- d. the requirement for organisations to have a written energy management policy statement
- e. how to communicate the written energy management policy statement to people who work in your area of responsibility and other relevant parties
- f. how and when to review the application of the written energy management policy statement in your area of responsibility and produce/provide findings to inform development
- g. how and when to consult with people in your area of responsibility or their representatives on energy management issues
- h. sources of specialist expertise in relation to energy management
- i. ways of developing a culture in your area of responsibility which puts 'energy management' first
- j. the type of hazards and risks that may arise in relation to energy management – how to establish and use systems for identifying hazards and assessing risks and the type of actions that should be taken to control or eliminate them
- k. how to establish systems for monitoring, measuring and reporting on energy management performance in your area of responsibility
- l. why and how energy management should inform planning and decision-making
- m. the importance of setting a good example to others in relation to energy management
- n. the type of resources required to deal with energy management issues
- o. Industry/sector specific knowledge and understanding
- p. sector-specific legislation, regulations, guidelines and codes of practice relating to energy management
- q. energy management risks, issues and developments which are particular to the industry or sector
- r. negotiating new cheaper tariffs with various energy suppliers and reinvesting savings made into improving the energy efficiency

Context specific knowledge and understanding

To perform effectively in this unit, you need to have knowledge and understanding in the areas of

- s. Communication
- t. Energy efficiency
- u. Information handling
- v. Monitoring and evaluation
- w. Organisational Context
- x. Planning

FM 324 Manage and Monitor the Efficient Use of Energy

EVIDENCE REQUIREMENTS

Performance	Evidence of performance <ul style="list-style-type: none"> Possible examples of evidence 	Knowledge and understanding
	Organisational energy management policy and how it is agreed, implemented and prioritised	
1 2 3	<ul style="list-style-type: none"> Organisational energy management policy and / or statement, and how you support it in your activities; your personal responsibilities and liabilities and the goals for usage improvement that you have identified 	a b, d, f, i m, v
4 1	<ul style="list-style-type: none"> Notes, reports, minutes of meetings with senior management where you agree strategies and implementation methods for the organisation's energy management policy; your consultations and communications with people in your area on energy policy 	e f, g, r, t, w
5	<ul style="list-style-type: none"> Evaluation reports of the different strategies and methods for implementing organisational energy management policy and the methods used for evaluating the relative advantages and disadvantages 	t
8	<ul style="list-style-type: none"> Records of your decision making and information planning which show energy management as a priority 	i l, w
	<ul style="list-style-type: none"> Legislation, regulations, guidelines and codes of practice relating to energy management for facilities managers 	o
	<ul style="list-style-type: none"> Energy management risks, issues and developments particular to facilities managers 	p, s
	Consulting and advising on energy management in your area	
6 10	<ul style="list-style-type: none"> Notes of meetings or correspondence with energy management specialists and records of how you use their advice and what other sources of valid information you consult 	c h, t
7	<ul style="list-style-type: none"> Monitoring, measuring and reporting systems for energy management and your implementation activity ensuring that the systems are operational and effective including negotiation of cost effective energy tariffs 	j, k, q, u
9	<ul style="list-style-type: none"> Notes or records of verification of information prior to dissemination 	

Performance	Evidence of performance <ul style="list-style-type: none"> • Possible examples of evidence 	Knowledge and understanding
11 12	<ul style="list-style-type: none"> • Briefing notes, presentation notes, records of communication with others advising on energy efficiencies and how they impact on other organisational activities and what the implications are 	e r
13	<ul style="list-style-type: none"> • Definitions of responsibilities for energy management and the organisational benefits 	t s
14	<ul style="list-style-type: none"> • Budgets or other records of your resource allocation (money, people, equipment, energy, premises, materials) to adequately support energy management issues 	n
15	<ul style="list-style-type: none"> • Records of and process for identifying sources of energy and water wastage 	s
	<ul style="list-style-type: none"> • Personal statement (reflections on how your actions support the organisation's energy policy statement to manage and monitor the efficient use of energy) 	
	<ul style="list-style-type: none"> • Witness statements (comments on your consultations with others, negotiations, the quality of energy management advice you provide to others, your implementation of the organisational energy management policy) 	

Unit FM325 Recruit, select and keep colleagues

This unit is imported from MSC (Unit D3)

This unit is for first-line managers/supervisors at work in the FM environment. It is mainly about recruiting and selecting people to undertake identified activities or work-roles within your area of responsibility. It involves taking a fair and objective approach to recruitment and selection to ensure that individuals with the required skills, knowledge and understanding and who are likely to perform effectively are appointed.

As recruitment and selection can be expensive and time-consuming activities, the unit also involves taking action to understand why colleagues are leaving and taking action to keep colleagues.

Whilst you would be expected to draw on the expertise of personnel specialists, you are not expected to be a personnel specialist yourself.

For the purposes of this unit, 'colleagues' means those people for whom you have line management responsibility.

Performance Criteria:

You must be able to do the following:

- 1 Talk with colleagues who are leaving your area of responsibility to identify and discuss their reasons for leaving.
- 2 Identify ways of addressing staff turnover problems, implementing those which clearly fall within your authority and communicating others to the relevant people for consideration.
- 3 Review, on a regular basis, the work required in your area of responsibility, identifying any shortfall in the number of colleagues and/or the pool of skills knowledge, understanding and experience.
- 4 Identify and review the options for addressing any identified shortfalls and decide on the best option(s) to follow.
- 5 Consult with others to produce or update job descriptions and person specifications where there is a clear need to recruit.
- 6 Consult with others to discuss and agree stages in the recruitment and selection process for identified vacancies, the methods that will be used, the associated timings and who is going to be involved.
- 7 Ensure that any information on vacancies is fair, clear and accurate before it goes to potential applicants.
- 8 Seek and make use of specialist expertise in relation to recruiting, selecting and keeping colleagues.
- 9 Participate in the recruitment and selection process, as agreed, making sure that the process is fair, consistent and effective.
- 10 Make sure that applicants who are offered positions are likely to be able to perform effectively and work with their new colleagues.
- 11 Judge whether the recruitment and selection process has been successful in relation to recent appointments in your area and identify any areas for improvements.

Behaviours underpinning the performance criteria

1. You recognise the opportunities presented by the diversity of people.
2. You work to turn unexpected events into opportunities rather than threats.
3. You try out new ways of working.
4. You identify people's information needs.
5. You seek to understand people's needs and motivations.
6. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
7. You take and implement difficult and/or unpopular decisions, if necessary.
8. You act within the limits of your authority.
9. You show integrity, fairness and consistency in decision making.

Knowledge and Understanding for this unit

You need to know and understand the following:

General knowledge and understanding

- a. why it is important to identify and understand why colleagues are leaving and how to do so constructively and sensitively.
- b. the types of reasons colleagues might give for leaving.
- c. how to measure staff turnover.
- d. the causes and effects of high and low staff turnover.
- e. measures which can be undertaken to address staff turnover problems.
- f. how to review the workload in your area in order to identify shortfalls in the number of colleagues and/or the pool of skills, knowledge, understanding and experience.
- g. different options for addressing identified shortfalls and their associated advantages and disadvantages.
- h. what job descriptions and person specifications should cover and why it is important to consult with others in producing or updating them.
- i. different stages in the recruitment and selection process and why it is important to consult with others on the stages, recruitment and selection methods to be used, associated timings and who is going to be involved.
- j. different recruitment and selection methods and their associated advantages and disadvantages.
- k. why it is important to give fair, clear and accurate information on vacancies to potential applicants.
- l. how to judge whether applicants meet the stated requirements of the vacancy.
- m. sources of specialist expertise in relation to recruitment, selection and retention.
- n. how to take account of equality and diversity issues, including legislation and any relevant codes of practice, when recruiting and selecting people and keeping colleagues.
- o. how to review the effectiveness of recruitment and selection in your area.

Industry/sector specific knowledge and understanding

- p. turnover rates within similar organisation in the industry/sector.
- q. recruitment, selection and retention issues and specific initiatives and arrangements within the industry/sector.
- r. working culture and practices of the industry/sector.

Context specific knowledge and understanding

- s. current people resources available to your area, including skills, knowledge, understanding and experience of colleagues.
- t. work requirements in your area.
- u. agreed operational plans and changes in your area.

- v. the staff turnover rate in your area.
- w. job descriptions and person specifications for confirmed vacancies.
- x. local employment market conditions.
- y. the organisation's structure, values and culture.
- z. employment policies and practices within the organisation – including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions.
- aa. sources of specialist expertise in relation to recruitment, selection and retention used by your organisation.

FM325 Recruit, select and keep colleagues (MSC D3)

EVIDENCE REQUIREMENTS

Out-comes	Evidence of Outcomes: • possible examples of evidence	Behaviours	Knowledge & Understanding		
			General	Industry specific	Context specific
Data on staff turnover, records of exit interviews and strategies for retaining staff:					
O1	• spreadsheets and other records of staff turnover you have compiled and analyses to identify patterns and trends	2, 4	a, c, d	p	v
O2	• notes or records of formal staff exit interviews and informal feedback from staff leaving the organisation, and summaries or analyses of the information collected	2, 5	a, b, c, d	p, q	v
	• reports, proposals, action plans and other records of strategies you have developed for reducing staff turnover	2, 3, 8	a, b, c, d, e	p, q	s, t, v, aa
Reviews of the workforce in your area of responsibility that you have organised or prepared:					
	• analyses of business and/or operational plans to identify likely future employment requirements (numbers of people, skills levels, employment patterns, etc)	2, 3, 6, 9, 10	f	r	s, t, u
O3	• reviews of current workforce profile (numbers, skill levels, age, etc) to identify any potential shortfalls in requirements	1, 6, 9	f	r	s, t, u
O4	• notes, emails, memos or other records of discussions with colleagues to identify possible solutions to current or potential workforce requirements	1, 6, 9	g	r	s, t, u, aa
	• reports or proposals you have prepared for addressing current or potential workforce requirements (eg recruitment, transfer or promotion, training, redundancy, early retirement, etc)	1, 3, 6, 7, 9	G	r	s, t, u
	• personal statement (reflection on your role in developing strategies to address current or potential workforce requirements)	1, 3, 6	f, g	r	s, t, u
O5	Records of your role in the recruitment and selection of new staff:				
O6	• notes of discussions about, and copies of, job descriptions and person specifications you have developed	1, 3, 4, 6, 7	h, m, n	q, r	w
O7					

O8	<ul style="list-style-type: none"> notes, emails, memos or other records of discussions about the recruitment and selection process for new staff and your proposals for selection criteria 	1, 4, 6, 8, 9	i, j, k, m, n	q, r	x, z, aa				
O9									
O10	<ul style="list-style-type: none"> notes of interviews or records of other selection process you have engaged in reports, emails, memos or other records of your evaluation of the recruitment and selection process personal statement (reflection on your role in recruiting and selecting new staff) 	5, 6, 9	j, l, n	q, r	y, z				
O11									
						9	m, n, o	q, r	z
						1, 3, 9	h, i, j, k, l, m, n, o	q, r	x, y, z

Unit FM326 Specify, commission and manage external contracts and agreements

This unit has been imported from the Managing Justice Sector services standards (Unit HF18) and was originated by Skills for Justice

This unit is for first line managers/supervisors in the FM environment. It is about helping managers to specify, commission and manage external contracts and agreements, including Service Level Agreements (SLAs). It is designed to include all forms of contracting with outside suppliers. It also includes managing grants made to agencies and community organisations for the provision of services e.g. grant funding of community safety projects. The term 'agreement' is more commonly used than contract in such cases so both have been used in the Unit. Service providers are also more likely to be preparing 'bid' for grants rather than tenders so again, both terms have been used.

The specification may be for either goods or services so 'supplier/service provider' has been used to include both.

Specify, commission and manage external contracts and agreements

Performance Criteria

You must be able to do the following:

1. Identify the need for outsourcing products or services and agree with appropriate stakeholders
2. Develop contract/agreement specification and agree with appropriate stakeholders
3. Publicise contract specification in appropriate ways and invite tenders/bids
4. Draw up shortlist of potential suppliers/service providers using agreed criteria
5. Select contractor following agreed national and organisational selection procedures
6. Establish a contractual agreement with supplier/service provider
7. Agree and review quality control compliance monitoring procedures
8. Keep internal and external stakeholders informed about the contractual process
9. Develop a contract compliance monitoring plan and agree with stakeholders
10. Agree protocols and procedures for monitoring contract/agreement compliance with external supplier
11. Implement and manage contract/agreement compliance monitoring procedures
12. Review and evaluate contract progress and outcomes with supplier/service providers and agree any actions that need to be implemented

Behaviours underpinning performance criteria

1. You take personal responsibility for making things happen
2. You communicate clearly and effectively with stakeholders ensuring their understanding of and commitment to the process
3. You ensure that your publicity and selection criteria and practices are fair, transparent and follow good practice in terms of equality of opportunity
4. You clearly agree what is expected of others and hold them to account
5. You encourage external suppliers/service providers to discuss any potential problems and provide feedback in a positive way
6. You monitor contract progress on a continuous basis to establish any potential areas of concern and take steps to counteract these
7. You ensure the transparency and equality of the recruitment process and comply with all ethical and legal requirements for commissioning
8. You operate within the boundaries of your own role and responsibilities

Knowledge and Understanding for this unit

You must know and understand the following

- a. national and organisational policies and procedures on commissioning and service level agreements
- b. methods of publicising contracts/agreement to be tendered
- c. sources of external suppliers/service providers
- d. how to produce a specification for external contracts/agreements
- e. how to select external suppliers/service providers
- f. the different types of contractual agreements that may be used across the Sector
- g. the difference between inputs, outputs and outcomes
- h. how to monitor and evaluate contract/agreement progress and compliance
- i. what steps to take if the contract/agreement requirements are not met
- j. what sanctions will be implemented if the contract outcomes are not met
- k. what rewards can be implemented if contract terms and conditions are exceeded by the contractor
- l. the ethical and legal requirements relating to the commissioning process and why it is important to comply with them

FM326 Specify, Commission and Manage External Contracts and Agreements**EVIDENCE REQUIREMENTS**

Performance	Evidence of performance	Knowledge and understanding
	<ul style="list-style-type: none"> • Possible examples of evidence 	
1	<ul style="list-style-type: none"> • Evidence of how you specify, commission and manage contracts • Products or outcomes which show your competence in dealing with contractual matters • You may also provide short reports of your own or statements from others which determine your competence • Project activity relevant to you managing the performance of contracts • How you plan and operate financial and budget controls 	a, l
2	<ul style="list-style-type: none"> • Review of past contracts; new contracts/agreements that you have specified; budget requirements; ethical and legal requirements; notes or minutes of meetings with stakeholders to agree proposals for outsourcing; organisational policy for commissioning contracts 	a, d
3	<ul style="list-style-type: none"> • Tender assessment criteria; client information; review of past contract performance and implications for tender; writing tender specifications: price; quality standards; contract delivery; agreed methods of payment; terms of payment and security of supply; 	b, c
4	<ul style="list-style-type: none"> • Approved supply routes; client analysis; advertising and invitation for tenders/bids; 	e
5	<ul style="list-style-type: none"> • Negotiation with client; review of tenders in accordance with specifications; process for selecting potential contractors; 	e, f, g
6	<ul style="list-style-type: none"> • Selection criteria; draft contract documentation and criteria is met; analysis of tenders/bids; 	l
	<ul style="list-style-type: none"> • Confirmation of negotiations; liability assignments; contractual conditions; clauses; variations on contract terms; finalised contract; 	

Performance	Evidence of performance <ul style="list-style-type: none"> • Possible examples of evidence 	Knowledge and understanding
7	<ul style="list-style-type: none"> • Contract review; communications relating to contract performance; results of assessment and monitoring; action plans; sign-off; variance in payment due to failure to meet contractual requirements; 	g, h, l, j, k
8	<ul style="list-style-type: none"> • Determining stakeholders; communications with stakeholders regarding contracting process; minutes of meetings; action plans; sign-off; 	
9	<ul style="list-style-type: none"> • Contract compliance monitoring plan that you have developed; notes or minutes of meetings with stakeholders to agree plan; action plans; sign-off 	h
10	<ul style="list-style-type: none"> • Communications and agreement of monitoring contract compliance protocols with external supplier; contract compliance protocols 	h
11	<ul style="list-style-type: none"> • Discussion with contractor on performance and variation to contracted service; assessment of performance; assessment reports; 	J
12	<ul style="list-style-type: none"> • Assessment of performance and performance variation against contract; agreed variation in contract payments and reasons; revision to contract; notes on resolution of contract amendments; 	J, k
	<ul style="list-style-type: none"> • Personal statement (your reflections on your actions and role in specifying, commissioning and managing external contracts) 	