

**WASTE MANAGEMENT INDUSTRY TRAINING AND
ADVISORY BOARD**

NATIONAL VOCATIONAL QUALIFICATION

**COMPETENCE STANDARDS FOR THE
MANAGING WASTE COLLECTION OPERATIONS
NATIONAL VOCATIONAL QUALIFICATION
AT
LEVEL 4**

MANAGING WASTE COLLECTION OPERATIONS - LEVEL 4

MANAGING WASTE COLLECTION OPERATIONS - LEVEL 4

Mandatory Units (10)

WC4-1	Control the collection of wastes
WC4-2	Ensure compliance with operating procedures
WC4-3	Maintain effective response to waste collection emergencies
WC4-4	Control working operations for waste collection and transport
WC4-7	Control improvements in waste collection operations
WC4-8	Ensure protection of the environment in waste collection
WM-9	Recommend, monitor and control the use of resources on waste management sites
WM-10	Provide personnel for waste management sites
WM-11	Create and maintain effective working relationships on waste management sites
WM-12	Seek evaluate and organise information to support decision making on waste management sites

Optional Units (3)

WM-5	Control maintenance and other engineering operations
WM-13	Prepare proposals and obtain contracts for waste management services (Contractor)
WM-14	Operate contracts for waste management services (Contractor)
WM-15	Select Contractors for supply of services/goods (Client)
WM-16	Implement and maintain contracted services/supplies (Client)
WM-17	Identify opportunities to improve customer service in waste management
WM-18	Initiate and evaluate improvements in customer service
WM-19	Generate and secure waste management business
WM-20	Train personnel

MANAGING WASTE COLLECTION OPERATIONS - LEVEL 4

The following units are mandatory for all managers:	ACHIEVED
Unit: WC4-1 Control the collection of wastes WC4-1.1 Control the inspection and validation of wastes WC4-1.2 Control the acceptance of wastes for collection	<input style="width: 40px; height: 20px; border: 1px solid black;" type="checkbox"/>
Unit: WC4-2 Ensure compliance with operating procedures WC4-2.1 Implement and maintain waste collection and transport operating procedures WC4-2.2 Ensure compliance with external facility operating procedures	<input style="width: 40px; height: 20px; border: 1px solid black;" type="checkbox"/>
Unit: WC4-3 Maintain effective response to waste collection emergencies WC4-3.1 Implement and maintain effective emergency procedures for waste collection and transport WC4-3.2 Ensure effective use of emergency procedures for waste collection and transport	<input style="width: 40px; height: 20px; border: 1px solid black;" type="checkbox"/>
Unit: WC4-4 Control working operations for waste collection and transport WC4-4.1 Control collection and transport operations WC4-4.2 Control work activities for waste collection and transport	<input style="width: 40px; height: 20px; border: 1px solid black;" type="checkbox"/>
Unit: WC4-7 Control improvements in waste collection operations WC4-7.1 Identify improvements in waste collection operations WC4-7.2 Implement and evaluate improvements in waste collection operations	<input style="width: 40px; height: 20px; border: 1px solid black;" type="checkbox"/>
Unit: WC4-8 Ensure protection of the environment in waste collection WC4-8.1 Develop and maintain response to threats to the environment arising from the actions of others WC4-8.2 Manage waste collection operations to maximise protection of the environment	<input style="width: 40px; height: 20px; border: 1px solid black;" type="checkbox"/>
Unit: WM-9 Recommend, monitor and control the use of resources on waste management facilities WM-9.1 Make recommendations for expenditure WM-9.2 Monitor and control the use of resources	<input style="width: 40px; height: 20px; border: 1px solid black;" type="checkbox"/>
Unit: WM-10 Provide personnel for waste management facilities WM-10.1 Establish personnel requirements for facility activities WM-10.2 Contribute to the selection of personnel for facility activities	<input style="width: 40px; height: 20px; border: 1px solid black;" type="checkbox"/>
Unit: WM-11 Create and maintain effective working relationships on waste management facilities WM-11.1 Create and maintain effective working relationships with colleagues WM-11.2 Create and maintain effective working relationships with contacts external to the organisation	<input style="width: 40px; height: 20px; border: 1px solid black;" type="checkbox"/>

MANAGING WASTE COLLECTION OPERATIONS - LEVEL 4

ACHIEVED

Unit: WM-12 **Seek evaluate and organise information to support decision making on waste management facilities**

WM-12.1 Obtain and evaluate information to aid decision making on waste management facilities

WM-12.2 Record and store information on waste management facilities

MANAGING WASTE COLLECTION OPERATIONS - LEVEL 4

In addition, three optional units are required from the following nine:

ACHIEVED

Unit: WM-5	Control maintenance and other engineering operations	<input type="checkbox"/>
WM-5.1	Ensure provision of maintenance	
WM-5.2	Control the use and evaluation of contractors	
Unit: WM-13	Prepare proposals and obtain contracts for waste management services (Contractor)	<input type="checkbox"/>
WM-13.1	Determine opportunities for tendering	
WM-13.2	Prepare and submit proposals for waste management services	
WM-13.3	Finalise contract for services	
Unit: WM-14	Operate contracts for waste management services (Contractor)	<input type="checkbox"/>
WM-14.1	Prepare to implement contracted services	
WM-14.2	Implement and control operation of contract	
WM-14.3	Negotiate variations to contract	
WM-14.4	Enhance basis for future service contracts	
Unit: WM-15	Select Contractors for supply of services/goods (Client)	<input type="checkbox"/>
WM-15.1	Establish legal and other requirements of supply	
WM-15.2	Prepare tenders and evaluate tender bids	
WM-15.3	Place contract for supply	
Unit: WM-16	Implement and maintain contracted services/supplies (Client)	<input type="checkbox"/>
WM-16.1	Implement contracted services	
WM-16.2	Identify and resolve failure to meet contract requirements	
WM-16.3	Assess and authorise contract variations	
WM-16.4	Improve basis for future service/supply contracts	
Unit: WM-17	Identify opportunities to improve customer service in waste management	<input type="checkbox"/>
WM-17.1	Obtain and analyse feedback from customers on waste management services	
WM-17.2	Make recommendations to improve customer service	
Unit: WM-18	Initiate and evaluate improvements in customer service	<input type="checkbox"/>
WM-18.1	Initiate improvements in customer service	
WM-18.2	Evaluate improvements in customer service	
Unit: WM-19	Generate and secure waste management business	<input type="checkbox"/>
WM-19.1	Promote service awareness	
WM-19.2	Negotiate and follow up business	
Unit: WM-20	Train personnel	<input type="checkbox"/>
WM-20.1	Identify personnel training needs	
WM-20.2	Support and assess the training of personnel	

Unit: WC4-1 Control the collection of wastes

Element: WC4-1.1 Control the inspection and validation of wastes

Element: WC4-1.2 Control the acceptance of wastes for collection

Unit Description:

Achievement of this unit demonstrates your competence in controlling the acceptance of wastes for collection.

You must monitor the procedures used by operatives for the inspection and validation of wastes for collection and the record keeping required by applicable legislation and the organisation.

You must also ensure that operatives deal correctly with rejected wastes and wastes requiring specific handling. In addition you must show that potential threats to the environment from wastes are recognised, prompt action is taken by operatives, and that records are up-to-date and accurate.

Unit: WC4-1 Control the collection of wastes

Element: WC4-1.1 Control the inspection and validation of wastes

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) you ensure that wastes for collection are inspected and validated by operatives correctly
- b) you ensure that rejected wastes are dealt with correctly
- c) you ensure that operatives recognise potential or actual threats to the environment, take prompt remedial action, and record the matter accurately

These performance criteria must be achieved in accordance with the requirements of legislation and the organisation.

Knowledge and Understanding:

You must demonstrate that you know and understand:

Legislation:

- application of EPA and regulations to collection operations
- application of HASAWA and regulations to collection operations
- application of other relevant legislation to collection operations

Wastes:

- waste identification
- handling implications of wastes
- handling procedures

Health and safety:

- COSHH assessments for all substances received and used
- health and safety requirements
- emergency procedures

Unit: WC4-1 Control the collection of wastes

Element: WC4-1.1 Control the inspection and validation of wastes

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that your operatives can deal with at least two of the following threats to the environment:

- mis-description of wastes
- spillage
- inadequate containment
- equipment malfunction

You must also show evidence that records cover both of the following requirements:

- legislative
- organisational

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently in respect of all threats to the environment listed above.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- monitoring of inspection and validation of wastes collected
- monitoring of the treatment of rejected wastes
- monitoring of the way threats to the environment are dealt with

Products or outcomes:

- records of monitoring of inspection and validation
- rejection and incident logs
- organisation records and records required by legislation

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports, describing:

- the way you monitored and evaluated the inspection and validation of wastes
- the way you monitored and evaluated how rejected wastes are dealt with
- the way you monitored and evaluated how operatives dealt with threats to the environment

Witness testimony:

- statements from people who have observed you monitoring waste collection and how operatives dealt with threats to the environment

Unit: WC4-1 Control the collection of wastes

Element: WC4-1.2 Control the acceptance of wastes for collection

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) you implement procedures to monitor the quantity and quality of collection
- b) you ensure that waste requiring specific handling is dealt with correctly
- c) you ensure that threats to the environment from collected wastes are minimised by prompt action of operatives and recorded accurately
- d) you ensure that documentation related to collected wastes is complete and accurate

Knowledge and Understanding:

You must demonstrate that you know and understand:

Legislation:

- application of EPA and regulations to facility operations
- application of HASAWA and regulations to facility operations
- application of other relevant legislation to facility operations
- site licence requirements of the intended disposal facility

Health and safety:

- COSHH assessments for all substances handled and used
- health and safety requirements
- emergency procedures

Waste:

- waste identification procedures
- handling implications of waste collected
- handling procedures

Unit: WC4-1 Control the collection of wastes

Element: WC4-1.2 Control the acceptance of wastes for collection

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that you monitor the use of at least two of the following specific handling requirements:

- personal protective equipment
- use of lifting gear
- use of container handling equipment

You must also show evidence that you monitor how operatives deal with at least two of the following threats to the environment:

- mis-description of wastes
- spillage
- inadequate containment
- equipment malfunction

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently in respect of monitoring how operatives deal with all specific handling requirements, and all threats to the environment listed above.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- monitoring the quantity and quality of waste collection
- ensuring that arrangements for the specific handling of waste are carried out
- checking documentation

Products or outcomes:

- records of monitoring of collection activities
- arrangements for specific handling available and used
- records of threats to the environment and action taken
- documentation related to collection

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports, describing;

- how you evaluated the quantity and quality of waste collection
- how you ensured that arrangements to deal with waste requiring specific handling were carried out correctly

Witness testimony:

- statements from people who observed you controlling the acceptance of wastes for collection

Unit: WC4-2 Ensure compliance with operating procedures

Element: WC4-2.1 Implement and maintain waste collection and transport operating procedures

Element: WC4-2.2 Ensure compliance with external facility operating procedures

Unit Description:

Achievement of this unit demonstrates your competence in implementing waste collection and transport operating procedures and regularly reviewing and modifying them as necessary.

You must ensure that operatives comply at all times with all working procedures including those of waste management facilities where collected wastes are off-loaded. You will have to confirm correct behaviour from your operatives on such facilities.

Unit: WC4-2 Ensure compliance with operating procedures

Element: WC4-2.1 Implement and maintain waste collection and transport operating procedures

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

<p>Performance Criteria:</p> <ul style="list-style-type: none">a) You must demonstrate that:b) you monitor and review operating procedures for waste collection and transport at agreed intervals or when neededc) you act promptly to modify procedures when the need arisesd) you ensure that procedures describe safe and effective operations, and meet the requirements of legislatione) you ensure that operatives understand and comply with procedures, or take appropriate action	<p>Knowledge and Understanding:</p> <p>Knowledge and Understanding:</p> <p>You must demonstrate that you know and understand:</p> <p>Legislation:</p> <ul style="list-style-type: none">- application of EPA and regulations to waste collection operations- application of HASAWA and regulations to waste collection operations- application of other relevant legislation to waste collection operations- site licence or permit requirements of disposal facility <p>Wastes:</p> <ul style="list-style-type: none">- waste identification- handling implications of wastes collected- handling procedures <p>Health and safety:</p> <ul style="list-style-type: none">- COSHH assessments for all substances received and used- health and safety requirements- emergency procedures
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Unit: WC4-2 Ensure compliance with operating procedures

Element: WC4-2.1 Implement and maintain waste collection and transport operating procedures

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:	Examples of Evidence:
<p>You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.</p> <p>You must provide performance evidence for the following:</p> <p>that your operating procedures cover at least two of the following situations:</p> <ul style="list-style-type: none"> - normal operating conditions and likely variations - abnormal operating conditions - necessary record keeping - when to refer to higher authority <p>In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently in respect of developing operating procedures for all situations listed above</p>	<p>Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.</p> <p>Work activities:</p> <ul style="list-style-type: none"> - monitoring operatives for compliance with operating procedures <p>Products or outcomes:</p> <ul style="list-style-type: none"> - records of monitoring of operating procedures - identified need for modification - modified procedures and proof of safety and effectiveness - records of monitoring for compliance with procedures and action taken over non-compliance <p>Internal and external audits:</p> <ul style="list-style-type: none"> - safety inspection reports - Environment Agency visit reports - QA audits <p>You may also provide short reports of your own, or statements from others who have observed your performance.</p> <p>Written or spoken reports, describing:</p> <ul style="list-style-type: none"> - the way you monitor and review waste collection operating procedures, and establish the need for modification - how the procedures meet legislative requirements <p>Witness testimony:</p> <ul style="list-style-type: none"> - statements from people who have observed you maintaining operating procedures

Unit: WC4-2 Ensure compliance with operating procedures

Element: WC4-2.2 Ensure compliance with external facility operating procedures

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) you instruct your operatives to comply with operating procedures and applicable legislation at external facilities
- b) you ensure that collection and transport vehicles are suitably equipped for the facilities visited
- c) you confirm that your operatives comply with instructions at external facilities, or take appropriate action

Knowledge and Understanding:

You must demonstrate that you know and understand:

Legislation:

- application of EPA and regulations to waste collection operations
- application of HASAWA and regulations to waste collection operations
- application of other relevant legislation to waste collection operations
- site licence or permit requirements of disposal facility

Health and safety:

- COSHH assessments for all substances handled and used
- health and safety requirements
- emergency procedures

Waste:

- waste identification procedures
- handling implications of waste collected
- unloading or handling procedures

Unit: WC4-2 Ensure compliance with operating procedures

Element: WC4-2.2 Ensure compliance with external facility operating procedures

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that you confirm that operatives have, and use, all the following when visiting external facilities:

- personal protective equipment
- required unloading or handling equipment

You must also show evidence that you confirm with external site operators that your operatives obey their site instructions.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- checking that the necessary vehicle equipment is in place before departure to an external site

Products or outcomes:

- operating procedures and instructions for external sites
- notes on safety and handling equipment availability for facilities visited
- notes from the staff of visited sites confirming your operatives' behaviour, and action taken

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports, describing:

- how you checked the requirements of external facilities
- how you communicated the importance of compliance to drivers and crews
- how you obtained confirmation that requirements were being met

Witness testimony:

- statements from people who observed how you ensured your operatives' compliance on external facilities
- statements from external facility staff on behaviour of your operatives

Unit: WC4-3 Maintain effective response to waste collection emergencies

Element: WC4-3.1 Implement and maintain effective emergency procedures for waste collection and transport

Element: WC4-3.2 Ensure effective use of emergency procedures for waste collection and transport

Unit Description:

Achievement of this unit demonstrates your competence in maintaining a prompt and effective emergency response to waste collection and transport emergencies.

You must ensure that emergency procedures provide a prompt and effective response to emergencies. You must use drills and practices to ensure that operatives retain the ability to carry out the emergency procedures correctly.

Unit: WC4-3 Maintain effective response to waste collection emergencies

Element: WC4-3.1 Implement and maintain effective emergency procedures for waste collection and transport

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) your emergency procedures ensure an effective response to waste collection emergencies
- b) you ensure that maintenance procedures provide continuous availability and serviceability of emergency equipment
- c) you ensure that emergency procedures are communicated effectively to people concerned
- d) you review emergency procedures, resources, and equipment at appropriate intervals and ensure that necessary action is taken as a result

Knowledge and Understanding:

You must demonstrate that you know and understand:

Legislation:

- application of EPA and regulations to facility operations
- application of HASAWA and regulations to facility operations
- application of other relevant legislation to facility operations

Health and safety:

- COSHH assessments for all substances received and used
- health and safety requirements
- emergency procedures

Wastes:

- waste identification procedures
- handling implications of wastes handling procedures

Unit: WC4-3 Maintain effective response to waste collection emergencies

Element: WC4-3.1 Implement and maintain effective emergency procedures for waste collection and transport

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

<p>Evidence Requirements:</p> <p>You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.</p> <p>You must provide performance evidence for the following:</p> <p>that you can implement and maintain effective emergency procedures for all of the following types of emergency:</p> <ul style="list-style-type: none"> - vehicle accident - fire - serious injury to people - damage to the environment <p>You must also show evidence that you can ensure that maintenance procedures are effective for at least two of the following types of emergency equipment:</p> <ul style="list-style-type: none"> - fire fighting equipment - escape equipment - breathing apparatus - spillage kit <p>You must also show evidence that you can maintain at an effective level at least two of the following emergency resources:</p> <ul style="list-style-type: none"> - water - foam - treatment for exposure to hazardous substances - other first aid materials <p>In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently the maintenance of all types of equipment and the provision of all emergency resources listed above.</p>	<p>Examples of Evidence:</p> <p>Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.</p> <p>Work activities:</p> <ul style="list-style-type: none"> - emergency procedure drills <p>Products or outcomes:</p> <ul style="list-style-type: none"> - emergency procedures - service records for emergency equipment - communication of emergency procedures - review of resources and equipment <p>Internal and external audits:</p> <ul style="list-style-type: none"> - safety inspection reports - Environment Agency visit reports - QA audits <p>You may also provide short reports of your own, or statements from others who have observed your performance.</p> <p>Written or spoken reports, describing:</p> <ul style="list-style-type: none"> - how you interpret the results of drills and practices - how you monitor maintenance of emergency equipment - how you ensure that procedures are know and understood - how you interpreted the review of emergency resources and equipment, and how you took account of changes in working on the requirements for them <p>Witness testimony:</p> <ul style="list-style-type: none"> - statements from people who observed you maintaining procedures
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Unit: WC4-3 Maintain effective response to waste collection emergencies

Element: WC4-3.2 Ensure effective use of emergency procedures for waste collection and transport

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) you use practices and drills to develop the effective use of emergency procedures
- b) you ensure that results of practices or drills are recorded and evaluated, and performance targets achieved or appropriate action taken
- c) you ensure that the results of practices or drills are used to improve emergency procedures
- d) you ensure that the results of relevant incident/ accident investigations are used to improve emergency procedures

Knowledge and Understanding:

You must demonstrate that you know and understand:

Legislation:

- application of EPA and regulations to collection operations
- application of HASAWA and regulations to collection operations
- application of other relevant legislation to collection operations

Health and safety:

- COSHH assessments for all substances handled and used
- health and safety requirements
- emergency procedures

Waste:

- waste identification procedures
- handling implications of waste collected
- unloading or handling procedures

Unit: WC4-3 Maintain effective response to waste collection emergencies

Element: WC4-3.2 Ensure effective use of emergency procedures for waste collection and transport

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that you can ensure effective use of emergency procedures for at least two of the following types of emergency:

- vehicle accident
- fire
- serious injury to people
- damage to the environment

You must also show evidence that you can use the results of practices and drills and incident/accident investigation to improve emergency procedures.

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently all types of emergency listed above.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Products or outcomes:

- records of practices and drills
- analysis of results of practices and drills
- emergency procedures with amendments noted
- incident/accident investigations and their interpretation

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports, describing:

- how you interpreted the results of practices and drills and modified the procedures
- how you ensured that procedures met the requirements of legislation and the organisation
- how you interpreted incident/accident investigations and their implications for emergency procedures

Witness testimony:

- statements from people who observed your activities ensuring effective use of procedures

Unit: WC4-4 Control working operations for waste collection and transport

Element: WC4-4.1 Control collection and transport operations

Element: WC4-4.2 Control work activities for waste collection and transport

Unit Description:

Achievement of this unit demonstrates your competence in controlling waste collection and transport operations.

You must ensure that operational procedures are correctly interpreted by the workforce, and that you set attainable targets and monitor their achievement.

You must also monitor work activities for compliance with legislation.

You must also make available adequate operational resources to meet the targets and ensure that records are complete and accurate.

Unit: WC4-4 Control working operations for waste collection and transport

Element: WC4-4.1 Control collection and transport operations

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) you ensure that procedures to monitor operations for compliance with applicable legislation are fully implemented
- b) you ensure that threats to the environment from wastes are recognised, minimised by prompt measures, and recorded accurately
- c) you ensure that records related to the collection and transportation operations are complete and accurate
- d) you ensure that adequate resources for waste collection and transport are available and operational

Knowledge and Understanding:

You must demonstrate that you know and understand:

Legislation:

- application of EPA and regulations to collection operations
- application of HASAWA and regulations to collection operations
- application of other relevant legislation to collection operations
- site licence or permit requirement of the intended disposal facility

Health and safety:

- COSHH assessments for all substances received and used
- health and safety requirements
- emergency procedures

Wastes:

- waste identification procedures
- handling implications of wastes
- handling procedures

Unit: WC4-4 Control working operations for waste collection and transport

Element: WC4-4.1 Control collection and transport operations

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:	Examples of Evidence:
<p>You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.</p> <p>You must provide performance evidence for the following:</p> <p>that you monitor the implementation of procedures to deal with at least two of the following threats to the environment:</p> <ul style="list-style-type: none"> - mis-description of wastes - spillage - inadequate containment - equipment malfunction <p>You must also show evidence that you ensure that all of the following types of resource for collection and transport are available and operational:</p> <ul style="list-style-type: none"> - staff - equipment - materials - information <p>In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently all threats to the environment listed above.</p>	<p>Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.</p> <p>Work activities:</p> <ul style="list-style-type: none"> - monitoring of operations <p>Products or outcomes:</p> <ul style="list-style-type: none"> - organisation operating procedures - records of monitoring for compliance and action taken - records of threats to the environment and action taken - records of collection and transport operations <p>Internal and external audits:</p> <ul style="list-style-type: none"> - safety inspection reports - Environmental Agency visit reports - QA audits - relevant safety inspection reports from visited facilities <p>You may also provide short reports of your own, or statements from others who have observed your performance.</p> <p>Written or spoken reports, describing:</p> <ul style="list-style-type: none"> - how operating procedures meet the requirements of EPA, HASAWA, and other applicable legislation - how the records kept meet the requirements of legislation and the organisation - how you used records of monitoring to determine compliance with legislation <p>Witness testimony:</p> <ul style="list-style-type: none"> - statements from people with whom you worked in controlling collection and transportation

Unit: WC4-4 Control working operations for waste collection and transport

Element: WC4-4.2 Control work activities for waste collection and transport

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) you ensure that your work targets containing all necessary information, you communicate them clearly, and confirm that operatives understand them
- b) you ensure that targets are achievable and you agree a programme of work
- c) you ensure that operatives understand working procedures
- d) you ensure that work activities and methods are consistent with applicable legislation, organisation objectives and priorities

Knowledge and Understanding:

You must demonstrate that you know and understand:

Legislation:

- application of EPA and regulations to collection operations
- application of HASAWA and regulations to collection operations
- application of other relevant legislation to collection operations
- site licence or permit requirements of disposal facility

Health and safety:

- COSHH assessments for all substances handled and used
- health and safety requirements
- emergency procedures

Waste:

- waste identification procedures
- handling implications of waste collected
- handling procedures

Unit: WC4-4 Control working operations for waste collection and transport

Element: WC4-4.2 Control work activities for waste collection and transport

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that you can ensure that targets and operating instructions are communicated in both of the following ways:

- in writing
- orally

You must also show evidence that work activities and methods are consistent with all of the following requirements:

- applicable legislation
- organisation objectives
- organisation priorities

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- giving oral work instructions
- confirming understanding of operatives
- compliance with working procedures by operatives

Products or outcomes:

- written work instructions
- written targets
- evidence of achievement of targets
- methods of communicating targets and work instructions

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports, describing:

- how you ensure that work targets contain all necessary information and are communicated clearly
- how you judge that targets are achievable
- how you ensure that work activities and methods comply with applicable legislation

Witness testimony:

- statements by people who have observed you controlling work activities

Unit: WC4-7 Control improvements in waste collection operations

Element: WC4-7.1 Identify improvements in waste collection operations

Element: WC4-7.2 Implement and evaluate improvements in waste collection operations

Unit Description:

Achievement of this unit demonstrates your competence in controlling improvements in waste collection operations.

You must review operations, identify areas of potential improvement, and evaluate costs and benefits. You must seek comments and suggestions from people who will be affected.

You must be able to present a case for approval of the improvements by the organisation and you must assess the effect of the improvements against previous performance

Unit: WC4-7 Control improvements in waste collection operations

Element: WC4-7.1 Identify improvements in waste collection operations

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) you review your operations and technology at appropriate intervals or when necessary and identify potential improvements
- b) you use feedback from people who will be affected to help decide on improvements
- c) you evaluate costs and benefits of improvements in the light of organisation objectives
- d) your recommendations are clear and concise and you seek your organisation's approval
- e) your action plan to implement the improvements has prior agreement of the organisation

Knowledge and Understanding:

You must demonstrate that you know and understand:

Legislation:

- application of EPA and regulations to facility operations
- application of HASAWA and regulations to facility operations
- application of other relevant legislation to facility operations

Health and safety:

- COSHH assessments for all substances received and used
- health and safety requirements

Organisation context:

- organisation objectives relating to environmental protection, profitability, quality of service, staff training capabilities and requirements
- emergency and operating procedures
- current collection technology and operating methods
- cost benefit analysis

Unit: WC4-7 Control improvements in waste collection operations

Element: WC4-7.1 Identify improvements in waste collection operations

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that you can take into account of the following people:

- customers
- your management and employees
- regulatory authorities

You must also show evidence that you have considered all the following costs:

- capital
- installation
- running

You must also show evidence that you have identified at least two of the following benefits:

- financial
- customer related
- employee related

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently in respect of identifying all the benefits listed above.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Products or outcomes:

- review of operations with potential improvements identified and reasons for improvement
- records of feedback from people affected
- cost and benefits of the proposed improvement
- recommendations for improvement, comments received, and resulting amendments
- action plan for implementation of improvement, details and timing
- health and safety aspects of the improvements

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports, describing:

- how you identified potential areas for improvement
- how you estimated cost benefits
- how you designed the action plan for implementation

Witness testimony:

- statements from people with whom you worked in identifying potential improvements

Unit: WC4-7 Control improvements in waste collection operations

Element: WC4-7.2 Implement and evaluate improvements in waste collection operations

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

<p>Performance Criteria:</p> <p>You must demonstrate that:</p> <ol style="list-style-type: none"> a) you submitted the improvement plan details in adequate time for decision making b) you monitored implementation against the plan, the agreed specifications and the agreed budget c) you identified and rectified any deviations from plan promptly d) you initiated any modifications necessary to achieve expected performance promptly e) you evaluated the results against the expected costs/benefits, or against previous performance, and communicated them to the appropriate people 	<p>Knowledge and Understanding:</p> <p>You must demonstrate that you know and understand:</p> <p>Legislation:</p> <ul style="list-style-type: none"> - application of EPA and regulations to collection operations - application of HASAWA and regulations to collection operations - application of other relevant legislation to collection operations <p>Health and safety:</p> <ul style="list-style-type: none"> - COSHH assessments for any new substances handled and used - health and safety requirements - emergency procedures related to improvements <p>Organisation context:</p> <ul style="list-style-type: none"> - organisation objectives relating to environmental protection, profitability; quality of service; staff training capabilities - current collection technology and methods - operating costs, projected costs for improvement - cost benefit analysis - communication of results
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Unit: WC4-7 Control improvements in waste collection operations

Element: WC4-7.2 Implement and evaluate improvements in waste collection operations

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that you took account of all the following costs:

- capital
- installation
- running

You must also show evidence that you have sought improvement in at least two of the following areas:

- operating procedures
- work practices
- technology
- safety systems
- protection of the environment

You must also show evidence for considering at least two of the following benefits:

- financial
- customer related
- employee related

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently in respect of all improvement areas and benefits listed above.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- monitoring implementation of the improvements

Products or outcomes:

- monitoring results and implications for the implementation plan
- deviations from plan and reasons, action taken
- evaluation of results of the improvements
- comparison of results with expectations
- identified shortfalls and reasons
- modifications to project as a result
- final improvement evaluation report
- final cost benefit analysis

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports, describing:

- how you controlled the implementation plan
- how you interpreted monitoring results and why action was taken
- how you reached the final evaluation of the project and communicated it to the appropriate people

Witness testimony:

- statements from people who worked with you on the implementation of the improvements

Unit: WC4-8 Ensure protection of the environment in waste collection

Element: WC4-8.1 Develop and maintain response to threats to the environment arising from the actions of others

Element: WC4-8.2 Manage waste collection operations to maximise protection of the environment

Unit Description:

Achievement of this unit demonstrates your competence in ensuring protection of the environment during waste collection operations.

You must identify potential threats to the environment arising from the actions of others, which may be encountered during collection operations, and set up procedures to deal with them.

You must also manage waste collection operations so that they present a minimum threat to the environment in themselves.

Unit: WC4-8 Ensure protection of the environment in waste collection

Element: WC4-8.1 Develop and maintain response to threats to the environment arising from the actions of others

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) you identify possible threats to the environment arising from the actions of others, and set up systems to recognise and report them
- b) you set up procedures to deal with the threats safely and ensure that they are used correctly
- c) you advise own personnel and others as appropriate
- d) you ensure that records of actual harm, and action taken to limit it, are complete and accurate.
- e) you use experience of dealing with threats to improve systems and procedures.

Knowledge and Understanding:

You must demonstrate that you know and understand:

Legislation:

- application of EPA and regulations to protection of the environment
- relevant road transport legislation

Organisational context:

- organisation policy relating to protection of the environment
- operating procedures for waste collection and disposal and monitoring the environment
- information required by legislation and company policy

Health and safety:

- procedures for dealing with environmental threats (spillage, pollution, etc)
- personal protective equipment needed
- incident investigation, reporting and rectification procedures
- risk identification techniques

Environmental protection:

- methods for dealing with pollution, spillages, and fly-tipping
- collection procedures

Unit: WC4-8 Ensure protection of the environment in waste collection

Element: WC4-8.1 Develop and maintain response to threats to the environment arising from the actions of others

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance and facility specific knowledge evidence to demonstrate your managerial competence. The performance evidence must demonstrate that you can manage all the performance criteria consistently. In addition, when the performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that you can manage the recognition and response to at least two of the following environmental threats:

- litter
- spillage
- fly-tipping

You must, however, convince your assessor that you have the necessary knowledge, understanding and skills to be able to perform competently in respect of all threats and responses

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- giving guidance to personnel
- improving control systems from experience of dealing with threats

Products or outcomes:

- list of threats identified
- details of related recognition and response systems
- records of implementation of systems
- documented procedures for responding to environmental harm
- records showing correct implementation
- details of specific experiences resulting in improvements

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports, describing:

- how you identified potential threats and designed the recognition and response systems
- situations where guidance has been given to personnel and details of it
- how you used experience in dealing with threats to improve systems and procedures

Witness testimony:

- statements from people who have observed you maintaining environmental control measures

Unit: WC4-8 Ensure protection of the environment in waste collection

Element: WC4-8.2 Manage waste collection operations to maximise protection of the environment

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

<p>Performance Criteria:</p> <p>You must demonstrate that:</p> <ul style="list-style-type: none"> a) you set up, implement and maintain a quality assurance system to protect the environment from harm due to waste collection and transport operations b) system records are complete and accurate. c) you investigate incidents harming the environment and ensure that corrective action is taken promptly. 	<p>Knowledge and Understanding:</p> <p>You must demonstrate that you know and understand:</p> <p>Legislation:</p> <ul style="list-style-type: none"> - application of EPA and regulations to collection operations - application of HASAWA and regulations to collection operations - relevant road transport legislation <p>Organisational context:</p> <ul style="list-style-type: none"> - organisation policy relating to protection of the environment and quality of collection and transport operations - operating procedures for waste collection, transport, and disposal - information required by legislation and company policy <p>Health and safety:</p> <ul style="list-style-type: none"> - emergency procedures (spillage, fire, etc) - personal protective equipment needed - incident investigation, reporting and rectification procedures - risk identification techniques <p>Environmental protection:</p> <ul style="list-style-type: none"> - methods for dealing with pollution, spillages during waste collection and transportation - interpretation of results of operations monitoring, analysing trends <p>Communications:</p> <ul style="list-style-type: none"> - interpersonal skills in dealing with complaints
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Unit: WC4-8 Ensure protection of the environment in waste collection

Element: WC4-8.2 Manage waste collection operations to maximise protection of the environment

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:	Examples of Evidence:
<p>You must provide both performance and facility specific knowledge evidence to demonstrate your managerial competence. The performance evidence must demonstrate that you can manage all the performance criteria consistently. In addition, when the performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.</p> <p>You must provide performance evidence for the following:</p> <p>that you can operate at least one of the following types of record systems:</p> <ul style="list-style-type: none"> - manual - electronic <p>You must also show evidence that you have identified and rectified at least one instance of harm arising from human error and two arising from operational control failure.</p> <p>You must, however, convince your assessor that you have the necessary knowledge, understanding and skills to be able to perform competently in respect of both types of record system.</p>	<p>Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.</p> <p>Work activities:</p> <ul style="list-style-type: none"> - collection and transport operations <p>Products or outcomes:</p> <ul style="list-style-type: none"> - detail of quality assurance check system - system records - identified instances of harm arising - investigation and action taken <p>You may also provide short reports of your own, or statements from others who have observed your performance.</p> <p>Written or spoken reports, describing:</p> <ul style="list-style-type: none"> - the operation of the system of quality assurance - how you investigated and interpreted instances of harm arising - how you decided on the action to be taken <p>Witness testimony:</p> <ul style="list-style-type: none"> - statements from people who observed you managing operations to maximise protection of the environment

Unit: WM-9 Recommend, monitor and control the use of resources on waste management facilities

Element: WM-9.1 Make recommendations for expenditure

Element: WM-9.2 Monitor and control the use of resources

Unit Description:

Achievement of this unit demonstrates your competence in controlling the use of resources, including finance.

You must make recommendations for expenditure based on past experience consultation with staff, and systematic assessment of the costs and benefits of the recommended action. After implementation you must monitor to ensure that the benefits are obtained.

You must control costs through budgetary control and you must react to deviations from the budget effectively.

Unit: WM-9 Recommend, monitor and control the use of resources on waste management sites

Element: WM-9.1 Make recommendations for expenditure

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) you encourage staff to contribute to recommendations on resources required
- b) your recommendations state the costs and the potential benefits from the proposed expenditure
- c) you present your recommendations clearly and concisely
- d) your recommendations take account of past experience, trends and developments likely to affect future expenditure
- e) you refer requests for expenditure outside your own authority for appropriate authorisation.

Knowledge and Understanding:

You must demonstrate that you know and understand:

Finance:

- using financial analysis tools
- establishing financial performance targets and measuring results against them
- presenting a logical argument for expenditure on a cost benefit basis

Project detail:

- past expenditure in the relevant area
- advantages and disadvantages of the proposed expenditure
- budget constraints

Organisational context:

- sources of help within the organisation

Unit: WM-9 Recommend, monitor and control the use of resources on waste management sites

Element: WM-9.1 Make recommendations for expenditure

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:	Examples of Evidence:
<p>You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.</p> <p>You must provide performance evidence for the following:</p> <p>that your proposals cover at least one of the following impact areas:</p> <ul style="list-style-type: none"> - environmental protection - safety - operational technology <p>You must also show evidence that your proposals will generate at least two of the following potential benefits:</p> <ul style="list-style-type: none"> - improved safety - protection of the environment - productivity - improved working conditions - staff competence <p>In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently in making improvements in all the impact areas, and to generate all the potential benefits listed above.</p>	<p>Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.</p> <p>Work activities:</p> <ul style="list-style-type: none"> - working with staff on the recommendations <p>Products or outcomes:</p> <ul style="list-style-type: none"> - existing cost data on operations - description of recommendation and costs - cost benefit analysis - final presentation of proposals <p>You may also provide short reports of your own, or statements from others who have observed your performance.</p> <p>Written or spoken reports, describing:</p> <ul style="list-style-type: none"> - how you encouraged staff to contribute, and what their contributions were - how you worked up the recommendations - how you presented them to the organisation - how your recommendations took account of past experience, trends, and developments likely to affect future expenditure <p>Witness testimony:</p> <ul style="list-style-type: none"> - statements from people with whom you worked in developing the recommendations

Unit: WM-9 Recommend, monitor and control the use of resources on waste management facilities

Element: WM-9.2 Monitor and control the use of resources

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) you regularly monitor expenditure against agreed budgets and for compliance with organisational requirements
- b) you take prompt corrective action in response to potential or actual variations from budget
- c) your records of expenditure are complete, accurate, and you monitor them
- d) you recommend improvements in the efficiency of resource use and communicate them promptly
- e) you use cost and resource utilisation information correctly and effectively

Knowledge and Understanding:

You must demonstrate that you know and understand:

Monitoring:

- methods of monitoring resource utilisation and costs

Finance:

- using financial analysis
- expenditure and resource utilisation
- budget limits
- targets
- possible areas of deviation from targets and corrective actions available

Communication:

- motivating staff to contribute to the control of costs and resources

Unit: WM-9 Recommend, monitor and control the use of resources on waste management facilities

Element: WM-9.2 Monitor and control the use of resources

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

<p>Evidence Requirements:</p> <p>You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.</p> <p>You must provide performance evidence for the following:</p> <p>that you use at least two of the following methods of generating cost information:</p> <ul style="list-style-type: none"> - organisation operating statistics - personal observation - specific measurement <p>You must also show evidence for at least one from the following types of authorised expenditure:</p> <ul style="list-style-type: none"> - within the manager's defined limits - after authorisation by the budget holder or other appropriate person <p>In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently in using all the methods of generating cost information, and both types of authorised expenditure listed above.</p>	<p>Examples of Evidence:</p> <p>Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.</p> <p>Work activities:</p> <ul style="list-style-type: none"> - monitoring of expenditure against budget <p>Products or outcomes:</p> <ul style="list-style-type: none"> - identified areas of potential improved cost and resource control - action required from specific individuals - budgets and budgetary control data for previous periods - expenditure records - analysed cost data <p>You may also provide short reports of your own, or statements from others who have observed your performance.</p> <p>Written or spoken reports, describing:</p> <ul style="list-style-type: none"> - how the control system meets the organisation's requirements - how variations were identified, causes determined, and action taken - how you monitored records of expenditure - how you developed recommendations to improve the efficiency of resource utilisation, and how you communicated them to the relevant people - how you ensured that cost information and resource utilisation is used effectively <p>Witness testimony:</p> <ul style="list-style-type: none"> - statements from people who have observed you monitoring and controlling the use of resources, or who have benefited from that activity
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Unit: WM-10 Provide personnel for waste management facilities

Element: WM-10.1 Establish personnel requirements for facility activities

Element: WM-10.2 Contribute to the selection of personnel for facility activities

Unit Description:

Achievement of this unit demonstrates your competence in establishing staff requirements for the facility and in contributing to the selection of personnel.

You must establish the personnel requirements based on reliable information. They must provide fair and objective selection criteria and must take account of consultation with other people.

You must identify competence profiles for positions to be filled and assess information about potential recruits against the selection criteria. You make justifiable recommendations for selection and communicate them only to the relevant people.

Unit: WM-10 Provide personnel for waste management facilities

Element: WM-10.1 Establish personnel requirements for facility activities

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) your estimates for personnel requirements are based on an analysis of reliable up to date information
- b) your personnel specifications are clear and accurate and comply with company policy
- c) the specifications identify fair and objective selection criteria
- d) you consultation with others on personnel requirements and specifications before recruitment

Knowledge and Understanding:

You must demonstrate that you know and understand:

Legislation:

- employment legislation including employment protection, sexual and racial discrimination, equal opportunities, data protection, trade union agreements

Organisational context:

- company plans for equipment and operations
- company policy on staffing, training and development
- present and future requirements for staff competences
- preparation of job descriptions and specifications
- interviewing techniques
- basic organisational information for transmission to potential employees
- personal details, current competences and planned development of existing staff
- personnel documentation and procedures

Unit: WM-10 Provide personnel for waste management facilities

Element: WM-10.1 Establish personnel requirements for facility activities

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that you can draw up a personnel specification for at least one of the following categories of staff:

- full-time
- part-time
- other

In all, you must convince your assessor that you have the knowledge, understanding, and skills to draw up effective personnel specifications for all the categories of staff listed above.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- consultation on personnel requirements

Products or outcomes:

- present competences of individuals and make up of work teams
- organisation staffing objectives and constraints to staffing levels
- estimates including calculations and rationale
- final personnel requirements report and circulation list

Assessing information provided by potential recruits:

- potential recruit information, further information needed
- selection criteria against which recruits will be judged

Selecting personnel:

- selection recommendations
- reasons for choice
- personnel records covering the selection process

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports, describing:

- how you drew up the personnel specifications for your staff

Witness testimony:

- statements from people with whom you worked in establishing personnel requirements

Unit: WM-10 Provide personnel for waste management facilities

Element: WM-10.2 Contribute to the selection of personnel for facility activities

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

<p>Performance Criteria:</p> <p>You must demonstrate that:</p> <ul style="list-style-type: none"> a) your competence profiles are supported by reasoned argument b) you assess information about potential recruits against the specified selection criteria c) you justify selection decisions from the evidence gained d) you communicate selection decisions only to appropriate people e) you take into account career aspirations and capabilities of existing staff f) your selection records are complete and accurate and stored securely 	<p>Knowledge and Understanding:</p> <p>You must demonstrate that you know and understand:</p> <p>Legislation:</p> <ul style="list-style-type: none"> - EPA Pt II duty of care and other legislation and guidance relating to organisation activities - HASAWA and regulations relating to facility activities - Waste Management Papers relating to facility activities <p>Dealing with candidates:</p> <ul style="list-style-type: none"> - methods of praising and criticising constructively - candidate assessment and decision making - evidence gained - motivation, competences and preferences of staff - basic organisational information for transmission to potential employees - personal details, current competences and planned development of existing staff - personnel documentation and procedures
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Unit: WM-10 Provide personnel for waste management facilities

Element: WM-10.2 Contribute to the selection of personnel for facility activities

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that you can draw up a competence profile for at least two of the following types of staff:

- full-time
- part-time
- other

You must also show evidence for selecting staff for at least one position in your area of responsibility.

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently in drawing up profiles for, and selecting all types of staff listed above.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- building up competence profiles for existing staff

Products or outcomes:

- potential recruit information, further information needed
- selection criteria against which recruits will be judged
- company staffing objectives and constraints to staffing levels
- estimates including calculations and rationale
- final personnel requirements report and circulation list

Selecting personnel:

- selection records
- reasons for choice
- personnel records covering the selection process

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports, describing:

- how you drew up the competence profiles of staff
- how you assessed information about potential recruits
- justification for selection decisions
- how you established the career aspirations and capabilities of existing staff

Witness testimony:

- statement from people with whom you selected personnel

Unit: WM-11 Create and maintain effective working relationships on waste management facilities

Element: WM-11.1 Create and maintain effective working relationships with colleagues

Element: WM-11.2 Create and maintain effective working relationships with contacts external to the organisation

Unit Description:

Achievement of this unit demonstrates your competence in creating and maintaining effective and harmonious working relationships with colleagues and with work contacts external to the organisation.

Unit: WM-11 Create and maintain effective working relationships on waste management facilities

Element: WM-11.1 Create and maintain effective working relationships with colleagues

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

<p>Performance Criteria:</p> <p>You must demonstrate that:</p> <ol style="list-style-type: none"> a) you consult colleagues about work activities of mutual concern b) you identify activities affecting working relationships and take appropriate action c) your commitments to colleagues are realistic and you honour them d) you keep colleagues informed of changes and developments and encourage them to comment e) you deal with differences of opinion constructively and resolve them in ways that maintain respect f) you maintain security and confidentiality of information 	<p>Knowledge and Understanding:</p> <p>You must demonstrate that you know and understand:</p> <p>Legislation:</p> <ul style="list-style-type: none"> - legal and regulatory requirements relating to working relationships <p>Organisational context:</p> <ul style="list-style-type: none"> - own work role and responsibilities - colleagues' work roles and responsibilities - ways of establishing constructive relationships - ways of providing, seeking, and exchanging information - issue which can affect working relationships - ways of dealing with disagreement and conflict - methods of communication to suit individual needs - ways of motivating people - consequences of inadequate consultation and interaction with colleagues
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Unit: WM-11 Create and maintain effective working relationships on waste management facilities

Element: WM-11.1 Create and maintain effective working relationships with colleagues

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:	Examples of Evidence:
<p>You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.</p> <p>You must provide performance evidence for the following:</p> <p>that you can create effective working relationships with all the following types of colleagues:</p> <ul style="list-style-type: none"> - line managers - immediate work colleagues - other colleagues with related work activities <p>You must also show evidence for consultation with both the following:</p> <ul style="list-style-type: none"> - teams - individuals <p>You must also show evidence of dealing positively with issues affecting working relations.</p>	<p>Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.</p> <p>Work activities:</p> <ul style="list-style-type: none"> - consultation with colleagues <p>Products or outcomes - notes on:</p> <ul style="list-style-type: none"> - discussions with colleagues on work activities and patterns - agreeing actions and meeting commitments - offering and supplying support to colleagues - identifying and providing essential information to colleagues - adapting methods of communication and support to suit the individual needs of colleagues - identifying behavioural or environmental issues which affect working relationships, and taking appropriate action - co-ordinating own work with that of colleagues - identifying inadequate quality products or performance, and seeking solutions with those concerned - safeguarding the security and confidentiality of information - recording discussions <p>Other outcomes:</p> <ul style="list-style-type: none"> - internal memoranda - work plans - records of meetings - records of discussions <p>You may also provide short reports of your own, or statements from others who have observed your performance.</p> <p>Written or spoken reports, describing:</p> <ul style="list-style-type: none"> - how you consulted colleagues about matters of mutual concern - issues and differences of opinion that you have identified affecting working relations, and how you dealt with them <p>Witness testimony:</p> <ul style="list-style-type: none"> - statements from colleagues about relations

Unit: WM-11 Create and maintain effective working relationships on waste management facilities

Element: WM-11.2 Create and maintain effective working relationships with contacts external to the organisation

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) you consult contacts about work activities of mutual concern
- b) you identify issues affecting working relationships and take action
- c) your commitments to contacts are realistic and you honour them
- d) the decisions you take in relation to contacts are within the limits of your own authority
- e) you keep contacts informed of changes or developments on relevant work activities
- f) you deal with differences of opinion constructively and resolve them in ways that maintain respect
- g) you maintain security and confidentiality of information

Knowledge and Understanding:

You must demonstrate that you know and understand:

Legislation:

- legal and regulatory requirements relating to working relationships

Organisational context:

- own work role and responsibilities
- scope and limits of own authority relating to external contacts
- issues which can affect working relationships with contacts

Interaction with contacts:

- contacts' work roles and responsibilities
- ways of establishing constructive relationships
- ways of seeking and exchanging information
- ways of dealing with disagreement and conflict
- methods of communication to suit individual needs
- ways of motivating people
- consequences of inadequate consultation and interaction with contacts

Unit: WM-11 Create and maintain effective working relationships on waste management facilities

Element: WM-11.2 Create and maintain effective working relationships with contacts external to the organisation

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

<p>Evidence Requirements:</p> <p>You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.</p> <p>You must provide performance evidence for the following:</p> <p>that you can create effective working relationships with all the following types of contact:</p> <ul style="list-style-type: none"> - those supplying services - those requiring services <p>You must also show evidence for consultation with contacts in both the following forms:</p> <ul style="list-style-type: none"> - teams - individuals <p>You must also show evidence of dealing positively with contacts about issues affecting working relations</p>	<p>Examples of Evidence:</p> <p>Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.</p> <p>Work activities:</p> <ul style="list-style-type: none"> - consultation with contacts <p>Products or outcomes - Notes on:</p> <ul style="list-style-type: none"> - discussions with external contacts on work related matters by telecommunications or face to face - corresponding with contacts on work related matters - agreeing actions and meeting commitments - seeking and exchanging work related information - adapting the method of communication to suit the individual needs of external contacts - co-ordinating own work with that of external contacts - identifying behavioural or environmental issues which affect working relationships, and taking appropriate action - identifying inadequate quality products, services, or performance, and seeking solutions - safeguarding the security and confidentiality of information <p>Other outcomes:</p> <ul style="list-style-type: none"> - copies of letters and agreements - internal memoranda - work plans - records of meeting and discussions <p>You may also provide short reports of your own, or statements from others who have observed your performance.</p> <p>Written or spoken reports, describing:</p> <ul style="list-style-type: none"> - how you consulted colleagues about matters of mutual concern - issues and differences of opinion that you have identified affecting working relations, and how you dealt with them <p>Witness testimony:</p> <ul style="list-style-type: none"> - statements from contacts with whom you maintained effective relations
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Unit: WM-12 Seek evaluate and organise information to support decision making on waste management facilities

Element: WM-12.1 Obtain and evaluate information to aid decision making on waste management facilities

Element: WM-12.2 Record and store information on waste management facilities

Unit Description:

Achievement of this unit demonstrates your competence in the collection and use of information on waste management facilities.

You must gather, assess, record, store, and retrieve relevant information to assist in decision making on waste management facilities.

Unit: WM-12 Seek evaluate and organise information to support decision making on waste management facilities

Element: WM-12.1 Obtain and evaluate information to aid decision making on waste management facilities

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

<p>Performance Criteria:</p> <p>You must demonstrate that:</p> <ul style="list-style-type: none"> a) you look for, and keep up to date relevant and sufficient information on all matters affecting the operations of the facility b) you regularly review a variety of sources of information for their usefulness, reliability and cost c) you establish contact with potential providers of useful information d) you evaluate information for its validity and reliability e) you organise information into a suitable form for decision making f) the conclusions you draw from information are based on appropriate evidence. 	<p>Knowledge and Understanding:</p> <p>You must demonstrate that you know and understand:</p> <p>Legislation:</p> <ul style="list-style-type: none"> - EPA Pt II duty of care - HASAWA - related regs and other legislation relevant to facility activities - Waste Management Papers relevant to the facility's operations <p>Organisational context:</p> <ul style="list-style-type: none"> - waste management licence, working plan - operating criteria to be met - operating techniques and variables - company objectives and policy regarding operations - company administration systems <p>Health and safety:</p> <ul style="list-style-type: none"> - safe working practice and relevant safety systems <p>Information:</p> <ul style="list-style-type: none"> - own information needs - likely sources of information and methods of access - reliability of sources - receiving, recording, sorting, and re-presenting information - information needs of colleagues and company in general - sources of more detailed information on specific matters. <p>General:</p> <ul style="list-style-type: none"> - resourcing and quality - facility specific engineering principles - activities of professional bodies
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Unit: WM-12 Seek evaluate and organise information to support decision making on waste management facilities

Element: WM-12.1 Obtain and evaluate information to aid decision making on waste management facilities

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

<p>Evidence Requirements:</p> <p>You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.</p> <p>You must provide performance evidence for the following:</p> <p>that you collect information in at least four of the following areas:</p> <ul style="list-style-type: none"> - past present and future organisational operations - technology - methods - legislation and its requirements - market requirements - quality <p>You must also show evidence that you use at least four of the following sources of information:</p> <ul style="list-style-type: none"> - personal contact - technical and general media - present and past operating records - regulatory authority communications - professional meetings/exhibitions <p>You must also show evidence that you establish contacts with providers of useful information including:</p> <ul style="list-style-type: none"> - professional contacts - customers - suppliers - carriers - regulatory authority personnel <p>In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently in respect of all information areas and sources listed above.</p>	<p>Examples of Evidence:</p> <p>Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.</p> <p>Work activities:</p> <ul style="list-style-type: none"> - regular review of a variety of sources of information <p>Products or outcomes:</p> <ul style="list-style-type: none"> - information sources - information collected and evaluated - notes on information from personal contacts - examples of clarification and expansion of information <p>You may also provide short reports of your own, or statements from others who have observed your performance.</p> <p>Written or spoken reports, describing:</p> <ul style="list-style-type: none"> - how you decide what information to search for and retain - how you evaluate information - how you use information to support decision making - how you draw conclusions from information, and their rationale <p>Witness testimony:</p> <ul style="list-style-type: none"> - statements from people who have used your information
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Unit: WM-12 Seek evaluate and organise information to support decision making on waste management facilities

Element: WM-12.2 Record and store information on waste management facilities

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

<p>Performance Criteria:</p> <p>You must demonstrate that:</p> <ul style="list-style-type: none"> a) the information you record is accurate, complete, and legible b) you use accepted formats, systems and procedures for recording and storing information c) you can retrieve information promptly when required. 	<p>Knowledge and Understanding:</p> <p>You must demonstrate that you know and understand:</p> <p>Legislation:</p> <ul style="list-style-type: none"> - EPA Pt II, duty of care - HASAWA - related regs and other legislation relevant to the facility's operations - Waste Management Papers relevant to the facility's operations - legislative requirements to maintain records and provide information <p>Organisational context:</p> <ul style="list-style-type: none"> - waste management licence and working plan - operating criteria to be met - operating techniques and variables - organisation objectives and policy regarding the recording storage and accessing of information - organisation administrative systems <p>Health and safety:</p> <ul style="list-style-type: none"> - safe working practice and relevant safety systems - <p>Information:</p> <ul style="list-style-type: none"> - use of appropriate electronic and manual techniques - location and retrieval of information from the system - other information storage in the organisation
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Unit: WM-12 Seek evaluate and organise information to support decision making on waste management facilities

Element: WM-12.2 Record and store information on waste management facilities

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that you can demonstrate that the information you store relates to at least four of the following areas of operations:

- past, present and future organisational operations
- technology
- methods
- legislation and its requirements
- market requirements
- quality

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently in respect of all areas of organisational operations listed above.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- storage and retrieval of information for a purpose

Products or outcomes:

- recorded information checked for accuracy and completeness and legibility
- availability of information
- description of storage formats used with examples
- methods of recording and storage which have been considered for use and rationale behind decisions taken
- methods of cataloguing information and retrieval
- examples of information retrieved for specific purposes

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports, describing:

- the design of the systems and some of the purposes for which they have been used
- how you ensure that the information is accurate and complete
- how you decided on the formats to be used for storage

Witness testimony:

- statements from people who have used your information

Optional Units (3)

WM-5	Control maintenance and other engineering operations
WM-13	Prepare proposals and obtain contracts for waste management services (Contractor)
WM-14	Operate contracts for waste management services (Contractor)
WM-15	Select Contractors for supply of services/goods (Client)
WM-16	Implement and maintain contracted services/supplies (Client)
WM-17	Identify opportunities to improve customer service in waste management
WM-18	Initiate and evaluate improvements in customer service
WM-19	Generate and secure waste management business
WM-20	Train personnel

Unit: WM-5 Control maintenance and other engineering operations

Element: WM-5.1 Ensure provision of maintenance

Element: WM-5.2 Control the use and evaluation of contractors

Unit Description:

Achievement of this unit demonstrates your competence in controlling maintenance and other engineering operations and the use and evaluation of contractors. You must design operating procedures for the planned maintenance of plant and equipment, ensure they are in place, are used, and that you routinely monitor them and keep them up to date. You must ensure that records are used to provide that a minimum interruption to work occurs, and that statutory testing of equipment is undertaken as required.

You must also monitor the frequency of equipment breakdown and take appropriate action. You must instruct contractors correctly, ensure they are adequately supervised, and their work monitored.

Unit: WM-5 Control maintenance and other engineering operations

Element: WM-5.1 Ensure provision of maintenance

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) your maintenance schedule provides minimum interruption to work, is implemented, and kept up to date.
- b) you ensure that test certificates and operator certificates are up to date
- c) you ensure that operatives record faults and initiate repairs consistently
- d) you review breakdowns regularly and take appropriate action
- e) you ensure that maintenance staff comply with safe working practices

Knowledge and Understanding:

You must demonstrate that you know and understand:

Legislation:

- HASAWA and other legislation applicable to maintenance work

Maintenance:

- planned maintenance requirements
- nature of relationship between breakdown and planned maintenance
- permit to work systems
- safe working practices

Organisational context:

- basic operations
- insurance company requirements relating to maintenance operations

Unit: WM-5 Control maintenance and other engineering operations

Element: WM-5.1 Ensure provision of maintenance

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that you have controlled maintenance activity involving at least two of the following types of maintenance:

- process plant
- mechanical and electrical equipment on the facility
- hired/leased equipment not under external maintenance contract
- buildings and offices
- other structure under the control of the facility manager

You must also show evidence that your maintenance schedule takes account of all the following:

- requirements of external bodies
- legislation
- equipment manufacturers

You must show evidence that you review breakdowns for all the following types of cause:

- nature
- frequency
- cause

You must show evidence that you ensure that safe working practice meets the requirements of both the following:

- applicable legislation
- organisational procedures

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently all types of maintenance listed above.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- monitoring of maintenance activity

Products or outcomes:

- maintenance schedules and records
- accident and breakdown records, and analysis
- test and operator certificates
- systems for reporting and correcting faults

Internal and external audits:

- safety inspection reports
- Statutory Authority visit reports
- QA audits

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports, describing:

- how you planned maintenance to minimise interruptions to work
- how you check that faults are dealt with correctly
- how you analysed breakdowns, the conclusions, and the action taken
- how you monitored compliance with safe working practices

Witness testimony:

- statements from people who observed your control of maintenance

Unit: WM-5 Control maintenance and other engineering operations

Element: WM-5.2 Control the use and evaluation of contractors

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) your instructions to contractors on the quality and safety aspects of their contracts are clear and complete.
- b) you review the quality, safety, and environmental protection aspects of contracts, identify deviations and take appropriate action
- c) you confirm communications with contractors clearly in writing.
- d) you prepare contract completion documentation covering quality and safety of work done, and pass to the appropriate people

Knowledge and Understanding:

You must demonstrate that you know and understand:

Legislation:

- HASAWA and other legislation applicable to employment of contractors on the facility

The contract:

- contract terms and conditions

Organisational context:

- environmental control and general safety procedures
- permit to work systems
- insurance policy conditions with regard to contract work
- organisation procedures for control and reporting on contracts

Unit: WM-5 Control maintenance and other engineering operations

Element: WM-5.2 Control the use and evaluation of contractors

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:	Examples of Evidence:
<p>You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.</p> <p>You must provide performance evidence for the following:</p> <p>that you can control and evaluate at least one of the following types of contract:</p> <ul style="list-style-type: none"> - controlled maintenance - engineering works <p>You must also show evidence that you provide contractors with at least two of the following types of information:</p> <p>safety and environment protection</p> <ul style="list-style-type: none"> - systems of work - hazards likely to be encountered and necessary precautions - permits to work <p>You must also show evidence that you can take at least one of the following types of corrective action for identified deviations:</p> <ul style="list-style-type: none"> - procedures to prevent recurrence of breaches of organisation environmental protection and safety systems - quality assurance procedures - shortfalls relating to the quality and safety of the contract work <p>In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently all types of contract, information, and corrective action listed above.</p>	<p>Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.</p> <p>Work activities:</p> <ul style="list-style-type: none"> - reviewing the quality, safety and environmental protection aspects of contractors working - providing information and instructions to contractors working on the facility <p>Products or outcomes:</p> <ul style="list-style-type: none"> - contract documentation and progress reports - records of inspections, reviews and discussions - safety systems documentation relative to contract work - correspondence with contractors - deviations from contract performance and action taken - contract completion documentation <p>Internal and external audits:</p> <ul style="list-style-type: none"> - safety inspection reports - Statutory Authority visit reports - QA audits <p>You may also provide short reports of your own, or statements from others who have observed your performance.</p> <p>Written or spoken reports, describing:</p> <ul style="list-style-type: none"> - how you reviewed the quality safety and environmental protection procedures of the contractor, the results, the deviations from contract, and action taken <p>Witness testimony:</p> <ul style="list-style-type: none"> - statements from people who observed you controlling contractors

Unit: WM-13 Prepare proposals and obtain contracts for waste management services (Contractor)

Element: WM-13.1 Determine opportunities for tendering

Element: WM-13.2 Prepare and submit proposals for waste management services

Element: WM-13.3 Finalise contract for services

Unit Description:

Achievement of this unit demonstrates your competence in determining opportunities for tendering for waste management contracts, preparing proposals to meet the tender, submitting those proposals to the potential client, and finalising the contract for waste management services with the client.

You must ensure compliance with legislative and organisational requirements, that your organisation has the necessary resources to deliver the contract, and that procedures for dealing with contingencies are in place and confirmed by the client.

The unit is appropriate for private contractors or in-house waste management facilities tendering for waste collection business or other waste management services.

Since the opportunity to tender for business may not occur very frequently, it may be necessary for you to generate evidence from previous tendering activities rather than current ones. It is also possible that an unsuccessful tender bid could be used as the basis for a simulated activity for this unit, subject to the agreement of the assessor. It may also be necessary for you to discuss and agree with the assessor other areas of the standards for which evidence might be made available from simulation.

Unit: WM-13 Prepare proposals and obtain contracts for waste management services
(Contractor)

Element: WM-13.1 Determine opportunities for tendering

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) you select the criteria to be used to assess tender opportunities
- b) you use the criteria to rank tender opportunities
- c) you accurately define and confirm client needs
- d) you offer alternatives to the client where you consider the tender specification is not achievable

Knowledge and Understanding:

You must demonstrate that you know and understand:

Selection of tender:

- organisational policy related to pursuing tenders
- determining criteria for assessment of tender opportunities
- determining the tender to go for

The tender:

- tender requirements
- identifying client needs
- evaluating own previous contract performance
- evaluating potential competitive activity
- selection of variations to be negotiated

Organisational context:

- services that can be made available now and in future
- resources available now and in the future
- operating costs from past experience

The client:

- client needs
- client status

Unit: WM-13 Prepare proposals and obtain contracts for waste management services (Contractor)

Element: WM-13.1 Determine opportunities for tendering

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

a proposal relating to one of the following types of client:

- an existing client
- a new client

You must also show evidence that the proposal relates to one of the following services:

- services already in existence
- new services

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently the contract process for both types of client and service listed above.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- negotiation with client

Products or outcomes:

- tender assessment criteria
- client information
- review of past contract performance and implications for tender
- confirmation of negotiations

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports describing:

- how you decided on the criteria to be used in selecting tenders to propose for
- how you took into account competitor performance
- how you took into account your previous contract performance
- why, and how you decided to offer alternatives to the tender details
- timescale achieved

Witness testimony:

- statements from people who worked with you in assessing the tenders and selecting the ones to go for

Unit: WM-13 Prepare proposals and obtain contracts for waste management services (Contractor)

Element: WM-13.2 Prepare and submit proposals for waste management services

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) you use accurate and full information to prepare the proposal
- b) you accurately assess the cost of the resources required to fulfil the contract
- c) you agree and confirm in the proposal any variations from the tender requirements and procedures for contract variation after work has started
- d) you identify client benefits in the proposal and in your presentation to the client
- e) your documentation is complete and is submitted as required within the specified timescale

Knowledge and Understanding:

You must demonstrate that you know and understand:

Proposal preparation:

- details of tender
- tendering procedures
- costing of service
- variations negotiated
- preparation of proposals
- presentation of proposals

Communication:

- oral communications
- written communications
- presentation techniques

Legislation:

- relevant legislation covering waste management and the tendering process
- contract law

Organisational context:

- organisation contracting policy
- organisation presentation and documentation styles
- services currently provided to clients
- potential new services that could be provided
- resources available
- sources of additional resources and availability

Unit: WM-13 Prepare proposals and obtain contracts for waste management services (Contractor)

Element: WM-13.2 Prepare and submit proposals for waste management services

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

a proposal relating to one of the following types of client:

- an existing client
- a new client

You must also show evidence that the proposal relates to one of the following types of service:

- services already in existence
- new services

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently the contract process for both types of client and service listed above.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- agreement on variations with client

Products or outcomes:

- client information
- resources implications of proposal and how they will be met
- the proposal
- variations agreed with client
- client benefits highlighted in the proposal
- cost benefits to organisation

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports, describing:

- how you used the client information and the tender to prepare the proposal
- how you decided on the variations to negotiate and the basis for the negotiation
- how you decided on the client benefits to quote in your proposal

Witness testimony:

- statements from people who worked with you in preparing and presenting the proposal

Unit: WM-13 Prepare proposals and obtain contracts for waste management services
(Contractor)

Element: WM-13.3 Finalise contract for services

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) you reach an agreement with the client on post tender negotiations and confirm in writing
- b) you obtain the best possible conditions for your organisation in the contract
- c) you ensure that the contract assigns liability for foreseeable contingencies clearly between the client and your organisation
- d) you confirm with the client the contract criteria for agreed performance measurement, rewards and liquidated damages

Knowledge and Understanding:

You must demonstrate that you know and understand:

Legislation:

- relevant legislation covering waste management and the tendering process
- contract law

Contract:

- how to negotiate
- how to determine contract contingencies and liability assignment
- how to determine criteria for performance measures, rewards and liquidated damages

Organisational context:

- organisation policies relating to contracts for services

Unit: WM-13 Prepare proposals and obtain contracts for waste management services (Contractor)

Element: WM-13.3 Finalise contract for services

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that the proposal contains at least six of the following details:

- technical specifications
- quantities
- timing
- price
- contract delivery arrangements
- communication
- support
- liquidated damages and reward clauses

You must also show evidence that the proposal meets the relevant parts of the following legislation:

- Environmental Protection Act
- Health and Safety at Work Act
- contract law

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently the inclusion of all details listed above.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- negotiations with client

Products or outcomes:

- confirmation of negotiations
- finalised contract
- liability assignments
- other contract conditions, reward, and liquidated liability clauses

You may also provide short reports of your own, or statements from others who have observed your performance.

- Written or spoken reports, describing:
 - how you ensured that the final contract complied with the relevant legislation
 - how you determined and agreed the liability assignments, rewards, and liquidated damages clauses

Witness testimony:

- statements from people who worked with you in finalising the contract

Unit: WM-14 Operate contracts for waste management services (Contractor)

Element: WM-14.1 Prepare to implement contracted services

Element: WM-14.2 Implement and control operation of contract

Element: WM-14.3 Negotiate variations to contract

Element: WM-14.4 Enhance basis for future service contracts

Unit Description:

Achievement of this unit demonstrates your competence in preparing to, and implementing a contract with a client.

You must ensure the availability of resources, (personnel, equipment, vehicles, accommodation, materials, support services, etc) with which to operate the contract, implement and control operations under the contract, and negotiate variations to the contract if these become necessary.

You must use existing contract performance to improve the organisation's approach to future contracting.

You must ensure that operating procedures meet the contract requirements within the stated limits of resource expenditure. You must also agree with the client on how standards of performance are assessed and how compliance with these standards is monitored.

You must communicate effectively with the client and relevant people in your own organisation at all times, but particularly in respect of contract variations which prove necessary, their causes and the remedial action needed.

The unit is appropriate for private contractors or in-house waste management facilities operating a contract for waste collection or other waste management services.

Evidence for the first two elements of this unit can be generated from the start up of a new contract or from past records of the start up of an on-going contract. Evidence for the third and fourth elements may be generated at any stage during the operation of a contract.

Unit: WM-14 Operate contracts for waste management services (Contractor)

Element: WM-14.1 Prepare to implement contracted services

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) you confirm with the client and your own people the expected standards of operation and the methods agreed for monitoring contract performance
- b) you quantify contract resource requirements, identify providers, and make timely arrangements to obtain them
- c) you arrange to communicate monitoring results and any action required to the client and your own people
- d) you confirm actions to be taken in case of below standard performance
- e) you ensure resource expenditure is within the authorised limits

Knowledge and Understanding:

You must demonstrate that you know and understand:

Communication:

- channels of communication between contract parties
- names of contacts
- names of contacts for corrective action

Resource availability:

- quantifying and making available necessary resources
- existing resources and allocation to other work
- potential sources of additional resources

Contract operation:

- contract details
- contractual standards and their interpretation
- assessment of contract performance
- monitoring processes and arrangements for communicating monitoring results
- quantifying and making available the necessary resources

Performance shortfall:

- investigation of shortfall
- negotiating and implementing corrective action

Unit: WM-14 Operate contracts for waste management services (Contractor)

Element: WM-14.1 Prepare to implement contracted services

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that you have communicated effectively with all the following types of relevant people:

- those responsible for monitoring contract performance
- those responsible for quality of service provided
- the client
- those receiving the service (where permitted)

and that you have covered at least three of the following contract details:

- points of contact with contractor
- starting date
- sanctions to be imposed by the client in case of below-standard performance
- contingency plans

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently in communicating all the contract details listed above.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- communication of contract data to others

Products or outcomes:

- contact details
- contract performance assessment methods
- communication arrangements
- resource allocation and sources

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports describing:

- how you quantified the resources necessary and where you obtained them
- how you reached agreement with the client on methods of contacting his people
- how you reached agreement with the client on methods of monitoring performance of the contract
- the monitoring and communication process

Witness testimony:

- statements from people who have worked with you in preparing for implementation of the contract

Unit: WM-14 Operate contracts for waste management services (Contractor)

Element: WM-14.2 Implement and control operation of contract

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

<p>Performance Criteria:</p> <p>You must demonstrate that:</p> <ul style="list-style-type: none"> a) you ensure that operating procedures meet the requirements of the contract b) you assess compliance with agreed standards of performance at appropriate intervals c) you record and report contract variations to the client and your own people promptly d) you identify the causes of recorded variations, initiate prompt corrective action to avoid recurrence and record their resolution 	<p>Knowledge and Understanding:</p> <p>You must demonstrate that you know and understand:</p> <p>Contract performance:</p> <ul style="list-style-type: none"> - results of assessment against standards - identifying causes of variations - correcting variations and avoiding recurrence <p>Contract details:</p> <ul style="list-style-type: none"> - contract conditions - methods of performance assessment - standards of performance - variations justifying renegotiation of contract <p>Contract operation:</p> <ul style="list-style-type: none"> - existing operating procedures and their relationship to contract requirements
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Unit: WM-14 Operate contracts for waste management services (Contractor)

Element: WM-14.2 Implement and control operation of contract

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that you have made contact, where appropriate, with all the following people:

- own contract staff
- finance department
- legal department
- client
- client's supervisory staff

You must also show evidence for dealing with at least one of the following causes of variation:

- quality of service
- quantity of service
- external factors affecting contract delivery

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently all the causes of variation listed above.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- contact with client on variations

Products or outcomes:

- assessment of compliance with standards
- variations and causes
- action required and resolution achieved
- reports on renegotiation requirements

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports describing:

- how you identified causes of variations
- what action you initiated to correct the variations
- how you reported to the client on the variations and correction methods

Witness testimony:

- statements from people with whom you worked in implementing and controlling the operation of the contract

Unit: WM-14 Operate contracts for waste management services (Contractor)

Element: WM-14.3 Negotiate variations to contract

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) you report promptly to the client and your own people any variations requiring re-negotiation of the contract terms
- b) you justify your requests to re-negotiate the contract in a professional manner
- c) you ensure that the client is aware of the financial and service implications of the requested variations
- d) you tell your people promptly about agreed contract variations

Knowledge and Understanding:

You must demonstrate that you know and understand:

Negotiation:

- techniques of negotiation
- impact of variations on the client

Contract Operation:

- original contract details
- changes in the working environment causing variations
- affect on contract performance
- ways to deal with changes and impact upon client

Unit: WM-14 Operate contracts for waste management services (Contractor)

Element: WM-14.3 Negotiate variations to contract

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that you have communicated with all the following people in relation to renegotiation:

- those responsible for monitoring contract performance
- those affected by contract performance
- finance department
- legal department

You must also show evidence of dealing with at least one of the following reasons for variation:

- changes in the working environment
- other situation not foreseen by client or contractor

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently all the reasons for variations listed above.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- negotiations with client

Products or outcomes:

- request for contract variation and reasoning
- financial and service implications
- agreed variation and methods of communication to be used to all concerned parties

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports, describing:

- how you decided on the selling points for the variation request
- your preparations for the negotiation
- the outcome of the negotiation and the action agreed

Witness testimony:

- statements from people with whom you worked in negotiating the variation

Unit: WM-14 Operate contracts for waste management services (Contractor)

Element: WM-14.4 Enhance basis for future service contracts

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) your assessment of contract performance identifies and records data of value to future proposal preparation
- b) you summarise and cost suggested changes and circulate it to the relevant people for comment
- c) You ensure that proposed changes are passed to those responsible for future tender response

Knowledge and Understanding:

You must demonstrate that you know and understand:

Contract operation:

- assessment of contract performance
- how to identify desirable changes in contract details for response to future tenders
- details of existing contracts and desired changes for the future
- feedback from clients on operation of current contracts

Technical aspects:

- new technologies and techniques
- likely financial impact on client and contractor

Legislation:

- legislation aspects of changes desired

Unit: WM-14 Operate contracts for waste management services (Contractor)

Element: WM-14.4 Enhance basis for future service contracts

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

for one contract a review which includes all the following topics:

- review of current contract performance
- reasons for under-performance
- reasons for approved variations

You must also show evidence that you suggested contract specification changes arising from at least two of the following types of situation:

- changed circumstances
- new technology or techniques
- changed legislation, organisation policy
- reaction from recipients of service

You must also show evidence that you circulated the summary of suggested changes to all relevant people as follows:

- those providing the service specified
- finance department

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently all types of situation causing contract variance listed above.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- evaluation of performance of contracts

Products or outcomes:

- performance assessment and data to be carried forward
- summary of suggested changes
- impact of changes on own organisation and client
- decision on what changes to attempt to incorporate into future contracts

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports describing:

- how you drew conclusions from assessment of performance of contracts
- how the specification for future contracting was amended

Witness testimony:

- statements from people who worked with you on determining changes required in future

Unit: WM-15 Select contractors for supply of services or goods (Client)

Element: WM-15.1 Establish legal and other requirements of supply

Element: WM-15.2 Prepare tenders and evaluate tender bids

Element: WM-15.3 Place contract for supply

Unit Description:

Achievement of this unit demonstrates your competence as a client in selecting a contractor for the supply of services. You must carry out this process in a professional manner, which complies with both organisational and legal requirements.

You must prepare the invitation to tender and provide all the necessary information to potential contractors within the agreed timescale. You may have to resolve queries with contractors and you may need to take legal advice and act upon it. You must agree the system of rewards and liquidated damages with the contractor. You must send the contract to the selected contractor by the agreed method of delivery.

You must ensure that an acknowledgement is received, and then you must distribute the details of the contract to all those who are involved in its operation.

Unit: WM-15 Select contractors for supply of services or goods (Client)

Element: WM-15.1 Establish legal and other requirements of supply

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) you agree with your people the objectives and details of the required services or goods
- b) you agree and record the criteria for the selection of contractors
- c) you take account of comments from others to modify the draft contract documentation
- d) you ensure that the draft contract documentation meets organisational policy and legal requirements and includes cancellation procedures
- e) you ensure that the draft contract offers adequate protection and acceptable risk regarding default
- f) you include in the draft contract criteria for successful performance, payment procedures, and any provision for inducements or liquidated damages

Knowledge and Understanding:

You must demonstrate that you know and understand:

Organisational context:

- organisational policy and legal requirements for contracting
- principles of management of contracted supply
- organisational objectives and detailed contract requirements
- required terms and conditions of contract
- required conditions of supply

Contract Law:

- how to draft main clauses, penalty and reward clauses, provision for cancellation
- specifying failure to supply
- identifying potential breach situations and protecting against them

Unit: WM-15 Select contractors for supply of services or goods (Client)

Element: WM-15.1 Establish legal and other requirements of supply

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that you prepare a draft contract for at least one of the following types of business:

- new business
- continuing business

You must also show evidence that you agreed objectives and detail with at least two of the following groups of people:

- those receiving the contracted goods/services
- those monitoring the contract performance
- those responsible for the quality of the goods/services obtained

You must also show evidence that the organisational objectives include all of the following items:

- standardisation of goods/services
- user satisfaction
- cost
- quality or performance

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently in preparing draft contracts for both types of business and agreeing objectives with all groups of people listed above.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- agreement on objectives and details of draft contract

Products or outcomes:

- comments and suggestions and the way they were used in the draft contract
- selection criteria
- draft contract documentation and criteria met

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports describing:

- how you analysed the results of consultation to determine the objectives and detail of the draft contract
- how you determined the selection criteria
- how you ensured adequate protection against default
- how you decided on criteria for successful performance
- how you decided on provision for inducements and liquidated damages

Witness testimony:

- statements from people with whom you worked in developing the draft contract

Unit: WM-15 Select contractors for supply of services or goods (Client)

Element: WM-15.2 Prepare tenders and evaluate tender bids

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) you prepare tenders and circulate to potential suppliers
- b) you provide additional information to potential contractors as required
- c) you deal with bids as required by legislation and organisation procedures
- d) you evaluate bids against selection criteria
- e) you recommend, after consultation, which supplier should be offered the contract

Knowledge and Understanding:

Knowledge and Understanding:

You must demonstrate that you know and understand:

Legislation:

- contract law
- procedures for handling tender bids

Organisational context:

- organisation policy on acceptance of tender bids
- selection criteria
- terms and conditions of contract
- required conditions of supply

Potential contractors:

- past history
- reliability and financial stability

Unit: WM-15 Select contractors for supply of services or goods (Client)

Element: WM-15.2 Prepare tenders and evaluate tender bids

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that you take into account all of the following factors:

- price
- quality standards
- contract delivery
- agreed methods of payment
- terms of payment and security of supply

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- assessment of bids against criteria

Products or outcomes:

- information provided to contractors
- bid documentation
- modifications requested by contractors
- criteria for successful performance
- contractor short list
- recommendation for award of contract

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports, describing:

- how you assessed each contractor against the criteria
- how you decided on the short list
- how you finalised your recommendation

Witness testimony:

- statements from people with whom you worked in assessing the bids

Unit: WM-15 Select contractors for supply of services or goods (Client)

Element: WM-15.3 Place contract for supply

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) you make the contract offer promptly
- b) you resolve queries from the supplier on the terms of the contract without delay
- c) you ensure that all contract documentation is complete and accurate
- d) you obtain authorisation for the contract, send it to the supplier, and obtain acknowledgement where necessary
- e) you distribute contract details to the relevant people promptly
- f) you make arrangements for the management of the contract

Knowledge and Understanding:

You must demonstrate that you know and understand:

Contract documentation:

- how to complete it
- how to dispatch it to the contractor
- delivery method options
- how to obtain acknowledgement

Organisational context:

- obtaining authorisation of contract
- resolving queries with the contractor
- authority levels for approving contracts
- suppliers production and delivery timescales where relevant
- coding systems
- circulation of contract details

Unit: WM-15 Select contractors for supply of services or goods (Client)

Element: WM-15.3 Place contract for supply

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that you despatched the contract to the contractor using one of the following transmission methods:

- mail
- electronic mail
- by hand

You must also show evidence that you distributed contract details to at least two of the following types of people:

- those receiving the contracted goods or services
- those monitoring the contract performance
- those responsible for the quality of the goods or services obtained

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently the despatch of the contract by all methods, and the distribution of contract details to all types of people listed above.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- resolution of queries with supplier
- distribution of contract details

Products or outcomes:

- the contract itself
- contract acknowledgement
- contact transmission date and target date
- resolution of queries on contract
- copy distribution list

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports describing:

- how you resolved the queries
- how you checked that all necessary people had received a copy of the details

Witness testimony:

- statements from people with whom you worked in placing the contract

Unit: WM-16 Implement and maintain contracted services/supplies (Client)

Element: WM-16.1 Implement contracted services

Element: WM-16.2 Identify and resolve failure to meet contract requirements

Element: WM-16.3 Assess and authorise contract variations

Element: WM-16.4 Improve basis for future service/supply contracts

Unit Description:

Achievement of this unit demonstrates your competence in maintaining, and modifying if necessary, the services or supplies contract you have awarded as client to another organisation.

You must monitor the contractor's performance to ensure that all work complies with the contract requirements and to authorise payment. You must identify substandard work, or any other failure, and ensure that it is rectified.

In extreme situations, usually when circumstances not under the control of the contractor occur, it may be necessary to renegotiate the terms of the contract and to authorise such variation in terms.

Finally, you must review current and past experience of contracting and suggest revisions to the service/supply specifications for the future.

This unit is appropriate for the client contracts manager handling contracts for waste collection or any other waste management service. It is also appropriate for those controlling contracts for the supply of services from outside the organisation, say contract maintenance, fleet hire, or for operational supplies arranged under contract.

Unit: WM-16 Implement and maintain contracted services/supplies (Client)

Element: WM-16.1 Implement contracted services

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

<p>Performance Criteria:</p> <p>You must demonstrate that:</p> <ul style="list-style-type: none"> a) you ensure that communication channels between your organisation and the contractor are confirmed and understood by all concerned b) you confirm with the contractor and your people the methods for assessing that contract performance meets the required standards c) you inform the contractor and your people promptly of the results of monitoring the contract performance and any action needed d) you make arrangements for payment based on your assessment of the contractor's performance and state and record the reasons if payment differs from the contract terms 	<p>Knowledge and Understanding:</p> <p>You must demonstrate that you know and understand:</p> <p>Contract operation:</p> <ul style="list-style-type: none"> - contract conditions - standards of performance laid down - method of assessment of contract performance against standards - how to identify causes of variance in performance - how to identify corrective action needed and how to avoid recurrence <p>Organisational context:</p> <ul style="list-style-type: none"> - variations justifying cancellation or renegotiation of contract
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Unit: WM-16 Implement and maintain contracted services/supplies (Client)

Element: WM-16.1 Implement contracted services

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that you assess performance of the contract using at least two of the following types of information:

- review of current contract performance
- reasons for under-performance
- reasons for approved variations

You must also show evidence that comments on the performance assessment are sought from all the following types of people:

- those affected by the service specified
- those responsible for monitoring the service provided
- those responsible for the quality of the service provided

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently using all the types of information listed above for assessment purposes.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- communication of monitoring results
- discussion of failure to meet contract requirements and its rectification

Products or outcomes:

- communications relating to contract performance
- results of assessment and monitoring
- notes on required action

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports describing:

- how you set up the communication channels with the contractor
- how you briefed your people on what to look for in below-standard performance
- how you decided what information about the contract should go to what people in your organisation
- how you determine variances in payment due to failure to meet the contract requirements

Witness testimony:

- statements from people with whom you worked in implementing the contract

Unit: WM-16 Implement and maintain contracted services/supplies (Client)

Element: WM-16.2 Identify and resolve failure to meet contract requirements

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) you ensure that reasons for failures to meet contract requirements are identified correctly
- b) you initiate discussions with the contractor and users of the services to resolve failures, and take the reasons for them into account
- c) you refer details of failures for legal advice and initiate action to obtain redress if necessary
- d) you obtain alternative services when contractor fails to meet the contract and cannot rectify the problem
- e) you take action to ensure that future services will meet the contract specification
- f) you record failures and their resolution on contractor appraisal documentation and circulate to the contractor and your own people

Knowledge and Understanding:

You must demonstrate that you know and understand:

Contract performance:

- assessment of standards of contract performance
- identifying and communicating variations in performance
- obtaining redress for unsatisfactory service/supply
- recording variations and their resolution

Contract details:

- contract terms and conditions
- agreed methods of assessment of performance
- standards of performance

Communications:

- agreed channels

Legislation:

- sources of legal advice

Unit: WM-16 Implement and maintain contracted services/supplies (Client)

Element: WM-16.2 Identify and resolve failure to meet contract requirements

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

<p>Evidence Requirements:</p> <p>You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.</p> <p>You must provide performance evidence for the following:</p> <p>that you communicate details of contract failure, its resolution, and any alteration of terms and payments to all of the following relevant people:</p> <ul style="list-style-type: none"> - those responsible for monitoring contract performance - those responsible for quality of service provided - finance department - legal department - contractor or contractor's supervisory staff - others associated with the contracted service/supply <p>You must also show evidence of dealing with failures arising from the following reasons:</p> <ul style="list-style-type: none"> - quality of service - quantity of service - incorrect claims against contract 	<p>Examples of Evidence:</p> <p>Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.</p> <p>Work activities:</p> <ul style="list-style-type: none"> - discussion with the contractor on performance variations - discussion with recipients of contracted service - assessment of performance <p>Products or outcomes:</p> <ul style="list-style-type: none"> - assessment reports - contractor appraisal records - notes on resolution of contract failures or variations - agreed variation in contract payments and reasons - request for redress for failure <p>You may also provide short reports of your own, or statements from others who have observed your performance.</p> <p>Written or spoken reports, describing:</p> <ul style="list-style-type: none"> - how you checked the causes of contract variations - how you negotiated with contractor to resolve the situation - results of taking legal advice - how you agreed on redress - how you agreed alteration in terms of payment - what you put into the contractor appraisal documentation <p>Witness testimony:</p> <ul style="list-style-type: none"> - statements from people with whom you worked in resolving failure to meet contract requirements
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Unit: WM-16 Implement and maintain contracted services/supplies (Client)

Element: WM-16.3 Assess and authorise contract variations

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) you ensure that requests for variation to the contract are justified by the facts
- b) your evaluation of the effects of such requests on contract finances, timescales, and services is accurate
- c) you agree any alteration to terms and payments with the contractor and record them
- d) you inform the contractor and your own people about approved variations and their implications promptly

Knowledge and Understanding:

You must demonstrate that you know and understand:

Legislation:

- EPA, HASAWA, and other legislation relating to contracted service
- contract law

Contract details:

- standards specified
- methods of assessment against them
- performance of contract to date
- procedures for authorisation and for payment

Contract variations:

- assessment results
- validity of variations reported
- reasons for variation acceptable to you as the client

Unit: WM-16 Implement and maintain contracted services/supplies (Client)

Element: WM-16.3 Assess and authorise contract variations

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that the assessment of the contract performance covered all of the following topics:

- quality of service/supply
- maintenance of schedules
- public image

You must also show evidence that variation in contract arose from one of the following reasons:

- external factors over which the contractor had no control
- changes originating from your organisation
- inaccurate information provided by you

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently variation in the contract arising from all reasons listed above.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- communication with contractor on variations to contract terms

Products or outcomes:

- assessment of contract performance
- reasons for variation requested
- approved variation to contract

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports, describing:

- how you checked the reasons for the requested variation in the contract
- how you agreed the variation with the contractor

Witness testimony:

- statements from people with whom you worked in justifying and drafting the variation to the contract

Unit: WM-16 Implement and maintain contracted services/supplies (Client)

Element: WM-16.4 Improve basis for future service/supply contracts

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) your assessment of the contractor's performance identifies and records data or relevance to future contracting
- b) you summarise and cost suggested changes and circulate the information for comment
- c) you incorporate approved changes into the contract specification process in time for tender preparation

Knowledge and Understanding:

You must demonstrate that you know and understand:

Contract performance:

- performances of current contracts
- reasons for variations in performance
- reasons for requests to vary contract terms
- implications for service/supply specifications for future contract tenders

Legislation:

- contract law

Unit: WM-16 Implement and maintain contracted services/supplies (Client)

Element: WM-16.4 Improve basis for future service/supply contracts

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that you assess contract performance using at least two of the following sources of data:

- review of current contract performance
- reasons for under-performance
- reasons for approved variations

You must also show evidence of dealing with a need for specification changes arising from at least three of the following:

- changed circumstances
- changed legislation
- organisation policy
- reaction from recipients of service

You must also show evidence that comments on the performance assessment are sought from the following types of people:

- those affected by the service specified
- those responsible for monitoring the service provided
- those responsible for the quality of the service provided finance department

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently specification changes arising from all the needs listed above.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- assessment of contract performance
- review of previous contracts and reasons for failure or variation

Products or outcomes:

- report on results of contract assessments
- identification of changes in service/supply specification for future contract tenders and recommendations
- consultation results

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports describing:

- how you determined the needed changes to the service/supply specification

Witness testimony:

- statements from people with whom you worked in determining the need for changes to the service/supply specification for the future

Unit: WM-17 Identify opportunities to improve customer service in waste management

Element: WM-17.1 Obtain and analyse feedback from customers on waste management services

Element: WM-17.2 Make recommendations to improve customer service

Unit Description:

Achievement of this unit demonstrates your competence in collecting information from customers about the service your organisation provides, and analysing it to identify problems and areas of potential improvement. Your suggestions for improvement must be authorised (unless within your authority) and you must consult with other people in the organisation who will be affected by the improvements.

Once authorised you must communicate the improvements to all those involved..

In the context of this unit the term 'customer' may apply to both external customers and to 'customer' departments within your own organisation with whom you work.

Unit: WM-17 Identify opportunities to improve customer service in waste management

Element: WM-17.1 Obtain and analyse feedback from customers on waste management services

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

<p>Performance Criteria:</p> <p>You must demonstrate that:</p> <ul style="list-style-type: none"> a) you seek comments on facility service regularly from customers b) you encourage others to seek similar comments c) you pass commendations on to the relevant people promptly d) you note customers' perceptions of problems and acknowledge their points of view e) you ensure that information relative to customer feedback is systematically analysed and problems identified f) you seek advice from relevant sources to derive effective solutions 	<p>Knowledge and Understanding:</p> <p>You must demonstrate that you know and understand:</p> <p>Customer relations:</p> <ul style="list-style-type: none"> - the importance of focussing on customer service and your part in it - the difference between internal and external customers <p>Information handling:</p> <ul style="list-style-type: none"> - methods of obtaining and evaluating information - the types of information on customer service needed to identify potential improvements - the principles of confidentiality - what types of information are confidential and how they should be handled <p>Involvement and motivation:</p> <ul style="list-style-type: none"> - what people to involve in getting feedback from customers - what people should be involved in identifying improvement <p>Change management:</p> <ul style="list-style-type: none"> - how to assess the implications of changes for other parts of the organisation <p>Organisation context:</p> <ul style="list-style-type: none"> - organisation policy and procedures in relation to customer service
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Unit: WM-17 Identify opportunities to improve customer service in waste management

Element: WM-17.1 Obtain and analyse feedback from customers on waste management services

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

<p>Evidence Requirements:</p> <p>You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.</p> <p>You must provide performance evidence for the following:</p> <p>that you seek and use all the following types of information:</p> <ul style="list-style-type: none"> - information relating to quality - information relating to quantity - information relating to timing <p>You must also show evidence for encouraging the involvement of all the following types of people:</p> <ul style="list-style-type: none"> - colleagues - subordinates - customers <p>You must also show evidence for seeking advice from both the following sources:</p> <ul style="list-style-type: none"> - internal sources - external sources 	<p>Examples of Evidence:</p> <p>Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.</p> <p>Work activities:</p> <ul style="list-style-type: none"> - talking to customers - encouraging others to talk to customers and report back comment <p>Products or outcomes:</p> <ul style="list-style-type: none"> - notes on informal discussions with customers - memos and letters relating to customer service - identified problems - notes on consultations with colleagues relating to problems and possible solutions - commendations from customers <p>You may also provide short reports of your own, or statements from others who have observed your performance.</p> <p>Written or spoken reports describing:</p> <ul style="list-style-type: none"> - how you introduced the subject of customer service with customers - how you convinced others to talk to customers about customer service - how you identified true problems from customer perceptions - the conclusions you drew from the analysis of customer feedback - how you selected people to consult to solve specific customer problems <p>Witness testimony:</p> <ul style="list-style-type: none"> - statements from people with whom you worked dealing with customer feedback
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Unit: WM-17 Identify opportunities to improve customer service in waste management

Element: WM-17.2 Make recommendations to improve customer service

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) your suggested improvements are developed from interpretation of customer problems and consultation with others
- b) you present your improvements to customer service to the appropriate authority for approval
- c) you provide full supporting information to justify your suggested improvements
- d) your predictions about customer requirements are based on your interpretation of customer feedback
- e) you pass on the full details of your proposed improvements to those people who will be involved in its delivery for comment

Knowledge and Understanding:

You must demonstrate that you know and understand:

Organisational context:

- existing procedures for providing services to customers
- effect of improvements on the other activities of the organisation

Customer relations:

- method to communicate the improvement to the customer
- procedure to get customer's response to the improvement

Unit: WM-17 Identify opportunities to improve customer service in waste management

Element: WM-17.2 Make recommendations to improve customer service

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that you presented your suggested improvements in at least one of the following formats:

- written
- oral

You must also show evidence that improvements are achieved through changes in at least one of the following areas:

- operations within your area of responsibility
- operations outside your area of responsibility

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently in respect of all methods of presenting your suggestions and both operational areas listed above.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- presenting suggested improvements
- consulting those people involved

Products or outcomes:

- description of agreed improvement
- operating procedures associated with the improvement

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports, describing:

- how you presented your suggested improvements
- how you consulted other people associated with the improvements
- how you determined the customer requirements

Witness testimony:

- statements by people with whom you worked in developing the improvements and getting them authorised

Unit: WM-18 Initiate and evaluate improvements in customer service

Element: WM-18.1 Initiate improvements in customer service

Element: WM-18.2 Evaluate improvements in customer service

Unit Description:

Achievement of this unit demonstrates your competence in implementing and assessing changes made to improve customer service.

You must implement the authorised changes and these must be documented and communicated to those involved.

You must monitor the Initial implementation of the changes and take any action necessary to resolve problems. You must also assess the effectiveness of the changes and report on this to all concerned.

Finally you must establish the future implications of the changes in various areas of the organisation's operations and inform appropriate people about them.

In the context of this unit the term 'customer' may apply to both external customers and to 'customer' departments within your own organisation with whom you work,

Unit: WM-18 Initiate and evaluate improvements in customer service.

Element: WM-18.1 Initiate improvements in customer service

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

<p>Performance Criteria:</p> <p>You must demonstrate that:</p> <ul style="list-style-type: none"> a) you determine the changes necessary to achieve the desired improvement in customer service b) you base the changes on analysis of data from customer service feedback, customer's predicted needs, and consultation with others c) you introduce the appropriate changes within your own area of responsibility d) where necessary, you negotiate and agree changes outside your area of responsibility with the appropriate person e) you agree methods of monitoring the implementation of the changes f) you inform all concerned of the start date and time sufficiently in advance g) you monitor implementation of the changes and take any action necessary to resolve problems 	<p>Knowledge and Understanding:</p> <p>You must demonstrate that you know and understand:</p> <p>Organisational context:</p> <ul style="list-style-type: none"> - original and changed procedures - standards of service provision and likely effect of changes on them - methods of monitoring changes <p>Customer Service:</p> <ul style="list-style-type: none"> - stated needs of customer - commitment made to customer - desired improved standards of service <p>Legislation:</p> <ul style="list-style-type: none"> - EPA Pt II, HASAWA, and other legislation relevant to the waste management service - implications of legislation on the changes made
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Unit: WM-18 Initiate and evaluate improvements in customer service.

Element: WM-18.1 Initiate improvements in customer service

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that you have initiated changes in at least one of the following areas:

- local procedures
- organisation policy

You must also show that the changes you introduced cover at least three of the following operational areas:

- service details
- working practices and procedures
- training needs
- working of other relevant departments
- matters related to suppliers

You must also show evidence for using at least one of the following types of data as a basis for your predictions:

- quantitative
- qualitative

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently in respect of all areas of change, all the operational areas, and all types of data listed above.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- communicating needed changes within the organisation

Products or outcomes:

- details of changes introduced
- details of related systems and procedures
- results of monitoring initial implementation and any corrective action taken

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports describing:

- how you decided on the changes to introduce
- how you alerted others to the changes to be introduced
- how you monitored initial implementation, the results, and the reasons for any further action taken

Witness testimony:

- statements from people associated with the areas in which the changes were made

Unit: WM-18 Initiate and evaluate improvements in customer service

Element: WM-18.2 Evaluate improvements in customer service

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) you systematically monitor outcomes of changes to improve customer service using all available feedback
- b) you assess the effectiveness of the changes and inform appropriate colleagues
- c) you identify the future implications of the changes to services and procedures and inform appropriate colleagues

Knowledge and Understanding:

You must demonstrate that you know and understand:

Operational information:

- service operation details in the area affected by the changes

Improvement assessment:

- how to get reactions from the customers
- methods of analysing feedback on service improvements
- how to identify whether changes have improved service to customers

Organisational context:

- how to identify the future implications of the changes
- relevant organisational policies and procedures relating to the making and evaluation of changes

Legislation:

- EPA Pt II, HASAWA, and other legislation relevant to the waste management service
- implications of legislation on the changes made

Unit: WM-18 Initiate and evaluate improvements in customer service

Element: WM-18.2 Evaluate improvements in customer service

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that you have dealt with at least two changes in the following areas:

- own immediate practices
- practices of others within the organisation
- service details

You must also show evidence of obtaining feedback from both the following types of people:

- customers
- colleagues associated with the improvement area

You must also show evidence of identifying at least two out of the following future implications of the changes:

- procedures
- service details
- cost
- organisational policy

You must also show evidence that you have informed both the following types of person about the effectiveness of the changes:

- managers
- colleagues

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently in respect of all the change areas, and all the future implications listed above.

Examples of evidence:

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- monitoring of feedback
- identification of implications of changes
- communication of effectiveness of changes

Products or outcomes:

- outcomes of the changes made
- effectiveness of the changes and communications related to it
- future implication of the changes

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports, describing:

- how you identified the outcomes of the changes
- how you assessed the effectiveness of the changes
- how you determined the future implications of the changes

Witness testimony:

- statements from people who worked with you in evaluating the improvements in customer service

Unit: WM-19 Generate and secure waste management business

Element: WM-19.1 Promote service awareness

Element: WM-19.2 Negotiate and follow up business

Unit Description:

Achievement of this unit demonstrates your competence in systematically searching for business and the negotiation and finalisation of that business.

You must review the market to identify broad needs and provide a basis for a promotional plan. The plan may be a general one or it may be aimed at specific sectors or organisations. You must communicate the plan to all who will have to contribute to it and encourage them to take a positive attitude to promotion. You may also need to specify the contributions that individuals need to make to the plan.

You must monitor the progress of the plan and you must take any action necessary to rectify the situation if the plan is not being achieved. Finally you must use the results of current planning to improve the planning process in the future.

You must ensure that an interested customer's needs are identified accurately and a suitable proposal put to him to satisfy those needs. You must conduct the negotiation process in a businesslike way and maintain good customer relations throughout. You must deal effectively with the customer's objections and concerns and agree a final arrangement that satisfies both sides.

Finally, you must ensure that the business is monitored and that customer satisfaction is achieved.

Unit: WM-19 Generate and secure waste management business

Element: WM-19.1 Promote service awareness

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

<p>Performance Criteria:</p> <p>You must demonstrate that:</p> <ol style="list-style-type: none"> a) you review your potential markets, identify needs, and plan promotional activity b) you establish adequate resources for the promotional plan c) you ensure that support materials are up to date and effective d) you inform relevant staff of the promotional plan, encourage a positive attitude towards promotion, and specify individual contributions to the plan e) you ensure that promotional opportunities for existing or new services are effectively exploited f) you ensure that interest is followed up tactfully g) you target specific organisations or individuals for your personal attention h) you monitor the achievement of the plan and take appropriate corrective action i) you use current experience to improve future planning 	<p>Knowledge and Understanding:</p> <p>You must demonstrate that you know and understand:</p> <p>Influencing skills:</p> <ul style="list-style-type: none"> - establishing constructive relationships - communicating with customers to promote understanding and goodwill - organising and presenting information to support activities - promotional techniques <p>Support materials:</p> <ul style="list-style-type: none"> - designing support materials effectively - assessing information in terms of relevance, reliability, sufficiency and effectiveness <p>Industry information:</p> <ul style="list-style-type: none"> - current services required - new technology and processes - potential future needs <p>Legislation:</p> <ul style="list-style-type: none"> - EPA Pt II, HASAWA, and other legislation relevant to waste management operations - likely future legislation and other changes which might affect the industry <p>Organisational context:</p> <ul style="list-style-type: none"> - organisational policies and plans relating to services offered - organisational constraints on promotional activity - ability to provide more or different services
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Unit: WM-19 Generate and secure waste management business

Element: WM-19.1 Promote service awareness

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:

You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.

You must provide performance evidence for the following:

that you can use at least three of the following methods of promotion:

- media
- advertising
- face to face contact
- telephone
- mail shots
- literature/handouts

You must also show evidence that you provide for the following types of resources:

- human
- physical
- financial

In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently in respect of all methods of promotion listed above.

Examples of Evidence:

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities:

- preparing the promotional plan
- monitoring achievement of the plan
- encouraging others to take a positive attitude to promotion

Products or outcomes:

- review of potential markets with specific sectors or organisations targeted
- promotional plan
- reviewed support materials
- communications to the relevant people about the plan
- monitoring results, interpretation, and action taken

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports describing:

- how and why you targeted specific sectors or organisations
- how you determined and obtained the resources needed
- how you reviewed support materials
- how you allocated and communicated specific promotional activities to relevant staff
- how you interpreted monitoring results and the rationale of action taken

Witness testimony:

statements from people with whom you worked in promoting the organisation's services

Unit: WM-19 Generate and secure waste management business

Element: WM-19.2 Negotiate and follow up business

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

<p>Performance Criteria:</p> <p>You must demonstrate that:</p> <ul style="list-style-type: none"> f) you maintain effective customer relations throughout negotiations g) you ensure that customer needs are accurately identified h) you develop a proposal to meet the identified needs i) you deal effectively with customer objections or reservations j) you agree the final terms with the customer to the satisfaction of both sides k) you ensure that the documentation meets all requirements l) you set up and ensure operation of systems to monitor the success of the transaction and maintain customer satisfaction 	<p>Knowledge and Understanding:</p> <p>You must demonstrate that you know and understand:</p> <p>Influencing skills:</p> <ul style="list-style-type: none"> - communicating with customer to promote understanding and goodwill - organising and presenting information to contribute to decision making <p>Customer Service:</p> <ul style="list-style-type: none"> - agreed customer needs - services and procedures to satisfy those needs - how to obtain feedback after sales <p>Legislation:</p> <ul style="list-style-type: none"> - EPA Pt II, HASAWA, and other legislation relevant to waste management operations - laws relating to contracts and sales <p>Organisational context:</p> <ul style="list-style-type: none"> - organisation policy on selling and contracting - documentation of agreements and contracts - required records of proceedings and outcomes - current services and available capacity - organisation's ability to resource the additional business
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Unit: WM-19 Generate and secure waste management business

Element: WM-19.2 Negotiate and follow up business

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

<p>Evidence Requirements:</p> <p>You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.</p> <p>You must provide performance evidence for the following:</p> <p>that you evaluated the customers needs from the organisation's point of view in terms of both the following types of factor:</p> <ul style="list-style-type: none"> - feasibility - viability <p>You must also show evidence that you make your proposals in both the following types of format:</p> <ul style="list-style-type: none"> - written - oral <p>You must also show that you can deal with customer objections or concerns under all the following areas of concern:</p> <ul style="list-style-type: none"> - cost - service quality - service quantity and timing <p>You must also show that your documentation meets all the following types of requirement:</p> <ul style="list-style-type: none"> - legal - contractual - organisational 	<p>Examples of Evidence:</p> <p>Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.</p> <p>Work activities:</p> <ul style="list-style-type: none"> - meeting with customer to sell services and agree details - dealing with objections and concerns <p>Products or outcomes:</p> <ul style="list-style-type: none"> - identified customer needs - evaluation of customers needs - proposals to meet these needs - notes on objections/concerns and the way they were dealt with - final agreement or contract - monitoring process <p>You may also provide short reports of your own, or statements from others who have observed your performance.</p> <p>Written or spoken reports, describing:</p> <ul style="list-style-type: none"> - how you presented the service proposals and the customer reaction - how you evaluated the feasibility and viability of meeting the customer's needs - how you dealt with objections/concerns - how you agreed the final terms <p>Witness testimony:</p> <ul style="list-style-type: none"> - statements from people with whom you worked in setting up the deal
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Unit: WM-20 Train personnel

Element: WM-20.1 Identify personnel training needs

Element: WM-20.2 Support and assess the training of personnel

Unit Description:

Achievement of this unit demonstrates your competence in identifying the training needs of personnel in relation to the organisation objectives, and making arrangements for training to be given, supported, and assessed.

You must identify the training needs of all personnel for whom you are responsible and encourage them to make a contribution to the process. You must also identify the most appropriate form of training to satisfy these needs and make arrangements for its delivery.

You must provide appropriate support to those involved in training and monitor to ensure that training is delivered as planned.

You must assess the effectiveness of training and feed back to individuals and groups the results of your assessment. You must also react constructively to feedback on training received by individuals and groups.

Finally you must ensure that all training and its results is recorded correctly.

Unit: WM-20 Train personnel

Element: WM-20.1 Identify personnel training needs

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

<p>Performance Criteria:</p> <p>You must demonstrate that:</p> <ol style="list-style-type: none"> a) you encourage personnel to identify their own training needs and those of their working group b) you specify the training needs for all personnel for whom you are responsible c) you ensure that training needs are consistent with the individual's job and the objectives of the organisation d) you identify and plan the most appropriate forms of training to meet the needs 	<p>Knowledge and Understanding:</p> <p>You must demonstrate that you know and understand:</p> <p>Continuous improvement:</p> <ul style="list-style-type: none"> - the importance of human resource development to organisational effectiveness <p>Information handling:</p> <ul style="list-style-type: none"> - how to collect and evaluate the information you require to assess training needs - the importance of good record keeping <p>Involvement and motivation:</p> <ul style="list-style-type: none"> - the importance of providing personnel with opportunities to identify their own training needs and those of the working group as a whole - how to encourage and enable personnel to identify training needs <p>Organisational context:</p> <ul style="list-style-type: none"> - organisational policy and requirements in relation to training - work objectives of individual personnel <p>Training:</p> <ul style="list-style-type: none"> - the nature and availability of training resources - the training competences of subordinates and others
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Unit: WM-20 Train personnel

Element: WM-20.1 Identify personnel training needs

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

Evidence Requirements:	Examples of Evidence:
<p>You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.</p> <p>You must provide performance evidence for the following:</p> <p>that you identify training needs for at least two of the following types of employee:</p> <ul style="list-style-type: none"> - permanent - temporary - full time - part time <p>You must also show that you identify and propose to use at least two of the following types of training activity:</p> <ul style="list-style-type: none"> - naturally occurring learning opportunities at work - specifically designed learning opportunities at work - formal training - informal training <p>In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently the identification of needs for all types of employee, and the use of all types of training activity listed above.</p>	<p>Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.</p> <p>Work activities:</p> <ul style="list-style-type: none"> - encouraging personnel to identify their own training needs <p>Products or outcomes:</p> <ul style="list-style-type: none"> - identified training needs for personnel - identified forms of training to be used for specific individuals or groups - training plan <p>You may also provide short reports of your own, or statements from others who have observed your performance.</p> <p>Written or spoken reports describing:</p> <ul style="list-style-type: none"> - how you identified training needs from the information available - how the training needs of individuals or groups are consistent with the individual's job and the objectives of the organisation <p>Witness testimony:</p> <ul style="list-style-type: none"> - statements from people with whom you worked in identifying training needs

Unit: WM-20 Train personnel

Element: WM-20.2 Support and assess the training of personnel

The National Standard

This section provides criteria, which enables the employee to identify an individual's competence requirements to the national standard of competence. It also lists the knowledge and understanding which is essential for effective performance.

Performance Criteria:

You must demonstrate that:

- a) you ensure that training objectives, and methods of assessment, are specified clearly
- b) you provide support to the training activity and the personnel according to need
- c) your support takes into account work restraints and overall working group objectives
- d) you monitor the progress of training and take appropriate action to ensure its success
- e) you ensure that feedback on training progress is passed to individuals promptly
- f) you obtain, and respond constructively to feedback from individuals on training activity
- g) you ensure that training undertaken, and its immediate and medium term assessment, is recorded accurately

Knowledge and Understanding:

You must demonstrate that you know and understand:

Monitoring and evaluation:

- the importance of monitoring individual progress
- how to monitor and evaluate individual progress and make necessary adjustments to the training
- the importance of gathering feedback on the quality of training given
- how to encourage individuals to give feedback
- the importance of providing objective and constructive feedback to individuals about their progress

Providing support:

- the importance of managers being seen to be supporting individual training activities
- the types of support for individuals and groups which can be used
- how to choose appropriate methods of support
- the range of obstacles to learning which individuals may encounter and how to help them

Unit: WM-20 Train personnel

Element: WM-20.2 Support and assess the training of personnel

NVQ and SVQ Assessment

This section specifies the evidence an employee must provide to be assessed for National Vocational Qualifications or Scottish Vocational Qualifications. It also gives some examples of evidence.

<p>Evidence Requirements:</p> <p>You must provide both performance evidence and knowledge evidence specific to your facility to demonstrate your managerial competence. You must demonstrate that you can achieve all the performance criteria consistently. When performance evidence does not clearly show the necessary knowledge and understanding, you will be questioned on it.</p> <p>You must provide performance evidence for the following:</p> <p>that you provide at least two of the following types of support to individuals under training:</p> <ul style="list-style-type: none"> - mentoring - coaching - provision of learning opportunities at work <p>You must also show evidence that assessment of training covers both of the following:</p> <ul style="list-style-type: none"> - competence - underpinning knowledge <p>You must also show evidence that you take appropriate action after monitoring training which includes at least one of the following types of improvement activity:</p> <ul style="list-style-type: none"> - revision of original training activities - provision of further learning activities <p>You must also show evidence that assessment is carried out at both of the following stages:</p> <ul style="list-style-type: none"> - immediate post-training period - the effect upon work in the mid term <p>In all, you must convince your assessor that you have the knowledge, understanding, and skills to manage competently the provision of all types of support, and all types of improvement activity listed above.</p>	<p>Examples of Evidence:</p> <p>Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.</p> <p>Work activities:</p> <ul style="list-style-type: none"> - mentoring personnel - coaching personnel - providing learning opportunities at work for personnel <p>Products or outcomes:</p> <ul style="list-style-type: none"> - monitoring reports - assessments of training given and action taken to improve - records of feedback from individuals and how used - records of training covering training activities, immediate post-training assessment and mid term work assessment <p>You may also provide short reports of your own, or statements from others who have observed your performance.</p> <p>Written or spoken reports, describing:</p> <ul style="list-style-type: none"> - how you gave support to personnel - how you decided which support to give for specific circumstances - how you dealt with feedback from participants - how the immediate post-training and mid term work assessments were carried out and the interpretation of the results <p>Witness testimony:</p> <ul style="list-style-type: none"> - statements from people with whom you have worked in supporting and assessing training
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