

EUSRA3419a

Manage business processes in a waste management utilities environment



Overview

This unit is about managing business processes to make sure the organisation delivers outputs that meet customers' needs and stakeholders' needs, and organisational and legal requirements.

The unit is recommended for middle managers.

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Performance criteria

You must be able to:

- P1 design processes that deliver outcomes based on organisational goals and aims
- P2 ensure processes and resources are sustainable and effective in their use
- P3 identify and provide the resources you need
- P4 take account of influences that may affect and shape how processes work
- P5 link processes so that they interact across the organisation to form a complete system
- P6 provide information and support for staff and other stakeholders involved
- P7 define process responsibilities
- P8 develop process measures that are affordable and provide enough information for people to decide how to manage the process
- P9 establish and use effective methods to review and improve the process

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 principles and models of effective process management
- K2 how to define business processes
- K3 types of business process measures and how to assess their suitability
- K4 how to ensure processes and resources are sustainable and effective in their use, and the importance of doing so
- K5 the difference between process outputs and outcomes
- K6 how to assess process changes for risk and reward against their potential investment cost
- K7 how to carry out cost and benefit analysis
- K8 types of analytical and problem-solving tools that you can use when developing business processes
- K9 how to measure the effect of changes in the business process

You need to know and understand:

Industry/sector specific knowledge and understanding

- K10 the sector and market in which your organisation works
- K11 relevant sector trends, developments and competitor performance that affect your business processes

You need to know and understand:

Context specific knowledge and understanding

- K12 your organisation's aims and goals
- K13 your organisation's structure, values and culture
- K14 how your organisation adds value through delivering its products, services and processes
- K15 the needs of your actual and potential customers and other key stakeholders
- K16 your organisation's products, services and processes and the interdependencies between them
- K17 measures of process performance that are relevant to your organisation

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Additional Information

Behaviours

1. you keep people informed of plans and developments
2. you clearly agree what is expected of others and hold them to account.
3. you take repeated or different actions to overcome obstacles and respond positively and creatively to setbacks
4. you comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
5. you monitor the quality of work and progress against plans and take appropriate corrective action, where necessary
6. you focus personal attention on specific details that are critical to achieving successful results
7. you identify systemic issues and trends and recognise their impact upon current and future work
8. you take opportunities when they arise to achieve longer-term aims

Skills

Listed below are the main generic skills which need to be applied in managing business processes. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

1. communicating
2. influencing
3. thinking systematically
4. information management
5. persuading
6. thinking creatively
7. analysing
8. negotiating
9. reviewing
10. assessing
11. problem solving
12. presenting information
13. prioritising

Links to other NOS

This unit is linked to unit B1. Develop and implement operational plans for your area of responsibility and E17. Outsource business processes in the overall suite of National Occupational Standards for Management and Leadership.

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