

SFJCPS5.1

Map the environment in which your organisation operates



Overview

This standard is about making sure you have a clear and up-to-date picture of the environment in which your organisation operates and can produce information which could be used for planning and operational purposes. The environment includes the 'external' operating environment – for example, customers and their needs, market trends, new technologies and methods, legislation, and the activities of competitors and partners. It also includes the 'internal' operating environment – for example, resources available to and the culture of the organisation.

For the purposes of this standard, an 'organisation' can mean a self-contained entity such as a private sector company, a charity or a local authority, or a significant operating unit, with a relative degree of autonomy, within a larger organisation.

The standard is recommended for senior managers.

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Performance criteria

You must be able to:

- P1 obtain information on customers and competitors from a wide variety of sources and actively use the information to support planning and decision-making
- P2 monitor and evaluate trends and developments inside and outside your organisation
- P3 identify good practice and benchmark your organisation's performance and practices with comparable organisations in your sector and other sectors, both nationally and internationally
- P4 identify and prioritise the strengths and weaknesses of your organisation and opportunities and threats in your organisation's external environment
- P5 explore and assess a range of future scenarios within the environment in which your organisation operates
- P6 consult with all relevant colleagues and other key stakeholders on future market and organisational development in order to inform and support organisational decisions
- P7 organise information and knowledge in a way that supports effective planning

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 different sources of information on customers and competitors and how to use them effectively
- K2 how to measure and review organisational performance
- K3 how to analyse organisational culture
- K4 how to carry out benchmarking to identify good practice in relation to an organisation's performance and practices
- K5 how to undertake a strengths, weaknesses, opportunities and threats (SWOT) analysis
- K6 how to undertake an analysis of the political, economic, social, technological, legal and environmental (PESTLE) factors in the external environment
- K7 how to analyse stakeholder interests
- K8 how to build future scenarios and assess their implications

Industry/sector specific knowledge and understanding

You need to know and understand:

- K9 sources of information on trends and developments in your sector, including those at a global level and how to access these.
- K10 current and emerging trends and developments in your sector internationally, nationally and locally.
- K11 legal, regulatory and ethical requirements in your sector. Context specific knowledge and understanding

Context specific knowledge & understanding

You need to know and understand:

- K12 relevant factors in the international, national and local market in which your organisation works
- K13 your organisation's actual and potential customer base
- K14 the needs and expectations of your actual and potential customers and other key stakeholders
- K15 your actual and potential competitors, including their activities and relative performance levels
- K16 your actual and potential partners, including their activities and relative performance levels
- K17 your organisation's structure
- K18 your organisation's culture
- K19 your organisation's performance and the factors that influence this

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Additional Information

Behaviours

- 1 You recognise changes in circumstances promptly and adjust plans and activities accordingly.
- 2 You analyse and structure information to develop knowledge that can be shared.
- 3 You develop systems to gather and manage information and knowledge effectively, efficiently and ethically.
- 4 You identify strengths, weaknesses, opportunities and threats to current and future work.
- 5 You identify systemic issues and trends and recognise their impact upon current and future work.
- 6 You anticipate likely future scenarios based on realistic analysis of trends and developments.
- 7 You articulate the assumptions made and risks involved in understanding a situation.

Skills

Thinking strategically
Networking
Analysing
Decision-making
Communicating
Consulting
Monitoring
Evaluating
Scenario-building
Information management
Presenting information

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Key words	
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