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### Overview

This standard relates to the allocation of roles and responsibilities, delegation of related work activities and maintenance of effective working relationships associated with the implementation of agreed organisational strategy.

#### There are three elements

##### **1 Allocate roles and responsibilities for implementation of strategic plans**

This involves confirming the requirements of strategic plans and analysing the resources required, including reviewing alternative sources of resources. You must be able to prepare a detailed breakdown of strategic plans and related resource requirements for each component, matching roles and responsibilities to each component activity.

##### **2 Delegate and provide support to those who will undertake implementation**

This involves delegating activities relating to implementation of organisational strategy, based on skills, competence, responsibilities and level of authority. It includes you ensuring that people have the relevant support, training and competence to undertake delegated activities.

##### **3 Maintain effective working relationships with those who can assist with implementation of the strategic plan**

This includes your consultation, liaison and negotiation with all key stakeholders involved in the implementation of the organisation's strategic plan. It includes ensuring that support systems and processes are in place and fully operational and that review processes are operating effectively.

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### Performance criteria

#### **Allocate roles and responsibilities for implementation of strategic plans**

*You must be able to:*

- P1 confirm the requirements of the strategic plans and determine the resources required for implementation
- P2 identify existing internal and external resources, skills and competences available
- P3 produce a detailed breakdown of strategic plans and identify resource requirements and milestones for each component of the plan
- P4 determine and quantify the shortfall and investigate internal and external options to meet specified needs
- P5 match roles and responsibilities to each component of the plan and allocate existing people resources to required roles
- P6 instigate action to meet any shortfall in resource requirements and ensure all roles and responsibilities are allocated
- P7 establish a review process to check on the effectiveness of resource allocation
- P8 provide sufficient, valid information to all people involved in implementing the strategic plans

#### **Delegate and provide support to those who will undertake implementation**

*You must be able to:*

- P9 decide on delegation of activities based on experience, skills and knowledge of personnel
- P10 establish support requirements of personnel to whom activities will be delegated
- P11 provide sufficient, valid, current information and clear objectives to individuals and teams
- P12 provide opportunities for individuals and teams to clarify objectives and obtain support
- P13 confirm that teams have complementary skills and competences to enable them to achieve delegated activities
- P14 assess the current and future workload of individuals and teams and make suitable adjustments to ensure the most effective use of people resources

#### **Maintain effective working relationships with those who can assist with implementation of the strategic plan**

*You must be able to:*

- P15 utilise the roles, responsibilities, skills and competences of those involved in implementation
- P16 identify the key interests of all stakeholders who can influence implementation
- P17 establish the most effective means of communication with each person

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- P18 provide responses to requests for support, information and advice
- P19 instigate action to make support systems and processes easily available to those who require them
- P20 provide reviews to monitor and support people with their implementation plans

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### Knowledge and understanding

*You need to know and understand:*

- K1 existing roles, responsibilities and competences and their relevance to implementation of strategic plans
- K2 principles of delegation, empowerment and leadership relating to implementation of plans
- K3 the requirements, context and significance of the organisational strategy and related planning and reporting
- K4 the range of measures of performance applicable to the organisation and their use at implementation stage
- K5 principles and methods of project management and their application at implementation stage
- K6 principles and models of change management and their application
- K7 the range of stakeholders, their respective interests and the significance of their commitment to implementation plans
- K8 sources and types of information relevant to implementation of strategic plan
- K9 the range, type and use of resources required to meet organisational strategic objectives
- K10 methods and mechanisms of implementation, promotion and gaining commitment to organisational plans
- K11 how to analyse trends, identify future needs and interpret information to assist with planning
- K12 principles of short, medium and long term planning and their application to implementation of organisational strategy
- K13 where and how to obtain specialist advice to support implementation
- K14 principles and methods of effective report writing in relation to planning, reporting and review
- K15 how to present and communicate information to inform, promote, motivate and gain commitment to implementation plans
- K16 how to determine measures and criteria for successful implementation and methods for their evaluation
- K17 methods of cost-benefit analysis and the evaluation of options for implementation plans within budgetary constraints
- K18 the importance of maintaining effective working relationships with those who can assist with implementation and methods of doing so
- K19 representative bodies, their roles, responsibilities and interests
- K20 type and purpose of existing and planned support systems and processes and how to make effective use of these
- K21 methods and techniques for collection and analysis of data and their application to implementation
- K22 research and planning techniques associated with implementation of organisational strategy
- K23 how to actively seek and provide feedback

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### Glossary

**Stakeholders**

Includes those with interest in and influence over the strategic direction and planning for the organisation. This includes those with decision making responsibility for resourcing, implementation and support

**Resources**

People, equipment, finance, time, internal and external

**Strategic plans**

Your organisation's vision, mission, objectives and goals with associated implementation plans

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## Implement organisational strategy

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