

## SFJPSG2.2.1

### Map the environment in which your organisation operates



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#### Overview

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

This unit should be used in conjunction with your organisation's own leadership behaviours. It reflects best practice within the PSG professional skills for operational delivery and policy delivery in relation to aspects of 'Performance Management' and 'Sector Knowledge'.

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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

#### Government specific knowledge and understanding

*You need to know and understand:*

- K9 sources of information on trends and developments in your sector, including those at 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

*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.

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<b>Relevant occupations</b>	Public Services; Government and Related Organisations; Public Service and Other Associate Professions
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<b>Suite</b>	Professional Skills for Government (PSG)
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