Express Logistics (England)

IMPORTANT NOTIFICATION FOR ALL APPRENTICESHIP STARTS FROM 6 APRIL 2015

Modifications to SASE came into effect on 6th April 2015. These changes ONLY relate to the Transferable Skills requirements of a framework and they ONLY apply to new Apprenticeship starts on, or after, 6th April 2015. Apprenticeships starts before this date must continue to meet the 2013 SASE requirements for Transferable Skills. For more details of the changes and how they will affect new Apprenticeship starts, please read the following preface page to the framework document.

NB: Please check the "Revising a Framework" section for information on any additional changes that may have been made to this framework.

Latest framework version?

Please use this link to see if this is the latest issued version of this framework:

afo.sscalliance.org/frameworkslibrary/index.cfm?id=FR03568

Issue date: 30 September 2015

Issued by
Skills for Logistics

www.afo.sscalliance.org

Document status:
Issued
Modifications to SASE came into effect on 6th April 2015. The changes ONLY relate to the Transferable Skills requirements of a framework and they ONLY apply to new Apprenticeship starts on, or after, 6th April 2015. Apprenticeships started before this date must continue to meet the 2013 SASE requirements for Transferable Skills.

The modifications removed the “5 year rule”, meaning that acceptable qualifications, achieved before September 2012, are now in scope. This includes iGCSEs, A and AS Levels, O Levels and Key Skills. However, there are still minimum grade/level requirements that need to be achieved, depending on the level of Apprenticeship being undertaken. There have also been some changes to the minimum grade/level requirements which, in summary are:

### Intermediate Apprenticeship:
- GCSE/iGCSE/A and AS Levels - minimum acceptable grade is now E, irrespective of achievement date (for ALL acceptable GCSEs/iGCSEs/A/AS Levels)
- Key Skills - minimum acceptable is Level 1, irrespective of achievement date
- O Levels – minimum acceptable grade is C, irrespective of achievement date

### Advanced Apprenticeship:
- GCSE/iGCSE - minimum acceptable grade is now C, irrespective of achievement date (for ALL acceptable GCSEs/iGCSEs)
- A/AS Level - minimum acceptable is grade E, irrespective of achievement date
- Key Skills - minimum acceptable is Level 2, irrespective of achievement date
- O Levels - minimum acceptable grade is C, irrespective of achievement date

### Higher Apprenticeship:
- There remains no mandatory requirement for Transferable Skills qualifications to be achieved.

Please note that some frameworks may have grade/level requirements that are above the SASE minimum requirements. Please check the framework to ascertain where this is the case and/or check directly with the specific Issuing Authority responsible for the framework.

The updated version of SASE, and guidance documents, can be accessed here: http://afo.sscalliance.org/SASE

PLEASE NOTE THAT THAT THE NEW REQUIREMENTS FOR TRANSFERABLE SKILLS, AS DETAILED ABOVE, OVERRIDE THE NOTES AND GRADES/LEVELS ASSOCIATED WITH THE TRANSFERABLE SKILLS TABLES, WITHIN THIS DOCUMENT. Until the Transferable Skills tables can be updated, any references to “achieved before Sept 2012 and within 5 years of starting Apprenticeship” or “achieved before September 2012, otherwise at any time prior to starting Apprenticeship” can now be ignored.

Over the next few months, the Transferable Skills section within AFO will be amended to reflect the SASE modifications and all current frameworks will be updated and reissued to incorporate these changes. In the meantime, if you are in any doubt as to the requirements of any framework then please contact the relevant Issuing Authority.
# Express Logistics (England)

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# Framework summary

## Express Logistics

This framework includes information on Personal Learning and Thinking Skills

### Pathways for this framework at level 5 include:

**Pathway 1: Express Logistics Operational Manager**

**Competence qualifications available to this pathway:**
- C1 - Level 5 Diploma in Express Logistics

**Knowledge qualifications available to this pathway:**
- K1 - Foundation Degree in Express Logistics

**Combined qualifications available to this pathway:**
- N/A

This pathway also contains information on:
- Employee rights and responsibilities
- Functional skills
Framework information

Information on the Issuing Authority for this framework:

Skills for Logistics

The Apprenticeship sector for occupations in freight logistics and Maritime.

<table>
<thead>
<tr>
<th>Issue number: 3</th>
<th>This framework includes:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Framework ID: FR03568</td>
<td>Level 5</td>
</tr>
<tr>
<td>Date this framework is to be reviewed by: 31/12/2017</td>
<td>This framework is for use in: England</td>
</tr>
</tbody>
</table>

Short description

Express Logistics - the rapid, guaranteed delivery of goods and packages to businesses and consumers - is one of the UK’s fastest growing sectors and makes a significant contribution to the UK economy in its own right, helping to support at least 72,000 jobs. Managing these fast-moving logistics processes is complex and demanding. This apprenticeship combines a Foundation Degree in Express Logistics with assessment of workplace competence and provides a thorough development route for young operations managers in the sector.

With much of the industry promoting from within and organising its own progression many current managers are educated below level 3. Skills for Logistics estimate that only 29% of the logistics management workforce holds qualifications at level 4 or above. This Apprenticeship fills this gap by offering a programme to meet the needs of the industry as it prepares for succession training.
Contact information

Proposer of this framework

(no information)

Developer of this framework

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Organisation type: Sector Skills Council
Job title: Framework and Qualifications developer
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Fanshaws,
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Hertford, SG13 8PQ
Website: www.theimi.org.uk

Issuing Authority's contact details

Issued by: Institute of the Motor Industry
Issuer contact name: Cara Taylor
Issuer phone: 01992 519039
Issuer email: skillsforlogistics@theimi.org.uk
Revising a framework

Contact details

<table>
<thead>
<tr>
<th>Who is making this revision:</th>
<th>Lindsey Baldwin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your organisation:</td>
<td>Institute of the Motor Industry</td>
</tr>
<tr>
<td>Your email address:</td>
<td><a href="mailto:skillsforlogistics@theimi.org.uk">skillsforlogistics@theimi.org.uk</a></td>
</tr>
</tbody>
</table>

Why this framework is being revised

To add and remove component qualifications.

To update the Developer and Issuing Authority contact information.

To update Awarding Organisation information from Edexcel to Pearson Edexcel.

Summary of changes made to this framework

To add and remove component qualifications.

To update the Developer and Issuing Authority contact information.

To update Awarding Organisation information from Edexcel to Pearson Edexcel.

Qualifications removed

Knowledge qualifications:

- 00245088 - Foundation Degree in Express Logistics - Leeds Metropolitan University
- 600/1045/9 – Employee Rights and Responsibilities - EDI
- 600/2570/0 - Employee Rights and Responsibilities - OCR

Qualifications added

- 00300222 - Foundation Degree in Express Logistics - Open University (Hull College)
Qualifications that have been extended

N/A
Purpose of this framework

Summary of the purpose of the framework

An Apprenticeship is a job with an accompanying skills development programme designed by employers in the sector. It allows the apprentice to gain technical knowledge and real practical experience, along with functional and personal skills required for their immediate job and future career. These are acquired through a mix of learning in the workplace, formal off the job training and the opportunity to practise and embed new skills in a real work context. This broader mix differentiates the Apprenticeships experience from training delivered to meet narrowly focused job needs.

On completion of the Apprenticeship the apprentice must be able to undertake the full range of duties, in the range of circumstances appropriate to the job, confidently and competently to the standard set by the industry.

The framework provides a development route for operations managers in the Express Logistics sector.

- Express logistics is one of the UK’s fastest growing sectors and makes a significant contribution to the UK economy in its own right, helping to support at least 72,000 jobs.
- Employment in the express logistics industry has increased at an average rate of 6% a year since the mid-1990s, six times the growth rate for UK employment as a whole.
- The express industry is expected to grow by 6.7% pa over the next ten years, nearly three times as fast as UK-GDP, as the industry serves the increasing need for rapid, guaranteed delivery – especially from companies in the fastest growing sectors of the economy. As a result, the catalytic contribution of the express industry to UK-GDP is set to increase over the next twenty years, to more than £5 billion a year in 2004 prices.

Despite the importance of the sector, the historic pattern in the industry, of promotion from within and organising its own progression means that many current operations managers are educated below level 3. Skills for Logistics estimate that only 29% of the logistics management workforce holds qualifications at level 4 or above.

Employers in the sector recognise the need to recruit young people with Level 3 qualifications and develop them for the role of Operations Manager. This apprenticeship will form the core of an extensive personal development programme producing Operations Managers with Level 5 qualifications able to contribute fully to the operation and development of Express Logistics businesses. It is anticipated around 20 Higher Apprentices will be recruited in the first year.

This framework will also contribute to meeting the Skills for Sustainable Growth strategy for England by:
- Supporting the development of Operational Managers and management skills in small and medium sized logistics enterprises as a key to allowing these companies to grow and make full use of their people
- Creating a strong, flexible pathway towards professional careers which are understood and recognised by employers and valued by prospective learners
- Incorporating social mobility and confidence through achievement of the six Personal Learning and Thinking Skills

**Aims and objectives of this framework (England)**

The aim of this framework it to attract new people into the Express Logistics Industry from a wide range of backgrounds to replace those who leave or retire and to up-skill the existing workforce in England at Level 5.

Objectives of this framework are to:

- Professionalise the role of Operational Managers
- Contribute to increasing the number to existing staff qualified at Level 5
- attract more applicants from women and other underrepresented groups into management posts at Level 5
- develop problem solving, communication, team working, literacy, numeracy and ICT skills which are a priority for the Logistics sector
- provide opportunities for SME’s to access a quality training programme to help their business grow
- provide opportunities for career progression within the Logistics sector
- provide a pathway to a degree
Entry conditions for this framework

Prospective candidates will need to meet the entry requirements of the Express Logistics Foundation Degree and have a keen interest in Management and Leadership in the Logistics Sector. Applicants will come from range of routes which may include:

- a range of academic qualifications (e.g. GCSE or A Level qualifications)
- prior work or work experience
- an Advanced Apprenticeship at Level 3 or 4 (Driving Goods Vehicles, Traffic Office, Supply Chain Management, Warehousing and Storage, Logistics Operations or any of the Management Advanced/Higher Apprenticeships).
- a range of Logistics or Management vocational qualifications at Level 3 or 4

This framework in Express Logistics would suit somebody who is interested in managing and motivating staff, who enjoys devising strategies and managing budgets.

Initial Assessment

Training providers and employers will identify the apprentices learning and support needs and reflect these in the individual learning plan, recognising prior qualifications and experience.

For more information on entry requirements to this Level 5 Apprenticeship please visit:

http://www.hull-college.a.c.uk/higher-apprenticeships
Level 5

Title for this framework at level 5

Express Logistics

Pathways for this framework at level 5

Pathway 1: Express Logistics Operational Manager
Level 5, Pathway 1: Express Logistics Operational Manager

Description of this pathway

Express Logistics (Operational Manager) - 328 credits in total

Entry requirements for this pathway in addition to the framework entry requirements

None in addition to the general entry requirements for this framework.
<table>
<thead>
<tr>
<th>Job title(s)</th>
<th>Job role(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational Manager</td>
<td>Managing an express logistics operation, ensuring compliance with company and legislative policy. Managing the flow of goods effectively and efficiently through a network. Developing and implementing tangible business improvements and cost efficiencies to drive the company’s competitiveness.</td>
</tr>
</tbody>
</table>
# Qualifications

## Competence qualifications available to this pathway

<table>
<thead>
<tr>
<th>C1 - Level 5 Diploma in Express Logistics</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>No.</td>
<td>Ref no.</td>
</tr>
<tr>
<td>C1a</td>
<td>600/5103/6</td>
</tr>
</tbody>
</table>

## Knowledge qualifications available to this pathway

<table>
<thead>
<tr>
<th>K1 - Foundation Degree in Express Logistics</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>No.</td>
<td>Ref no.</td>
</tr>
<tr>
<td>K1a</td>
<td>00300222</td>
</tr>
</tbody>
</table>
Combined qualifications available to this pathway

N/A

Relationship between competence and knowledge qualifications

K1 provides the underpinning knowledge and understanding for C1.
Transferable skills (England)

Functional Skills / GCSE (with enhanced functional content) and Key Skills (England)

Apprentices must complete or have completed one of the English transferable skills qualifications and one of the Mathematical transferable skills qualifications listed below in order to successfully complete their Apprenticeship and this will carry the QCF five credit values. If they do not have these qualifications as part of their evidence an Apprenticeship certificate cannot be awarded.

<table>
<thead>
<tr>
<th>English</th>
<th>Minimum level or grade</th>
<th>Credit value</th>
</tr>
</thead>
<tbody>
<tr>
<td>GCSE qualification in English (with enhanced functional content)</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

* achieved before September 2012 and within the 5 years immediately prior to starting an Apprenticeship.

** achieved before September 2012, otherwise at any time prior to starting the Apprenticeship.

<table>
<thead>
<tr>
<th>Mathematics</th>
<th>Minimum level or grade</th>
<th>Credit value</th>
</tr>
</thead>
<tbody>
<tr>
<td>GCSE qualification (with enhanced functional content) in Mathematics</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

* achieved before September 2012 and within the 5 years immediately prior to starting an Apprenticeship.

** achieved before September 2012, otherwise at any time prior to starting the Apprenticeship.

Inclusion of Information and Communications Technology (ICT)

Progression routes into and from this pathway
Progression into this Level Five Higher Apprenticeship

This can be from a wide range of routes including:

- vocational qualifications at Level 3 or 4 or other academic qualification(s)
- a Level 3 or 4 Advanced Apprenticeship
- relevant work experience in the Logistics Sector

Progression from this Level 5 Higher Apprenticeship

- a range of Management and other Professional Qualifications at Level 6 and above
- higher education to undertake management, business or other qualifications, including Degree or Masters in Management and Leadership or Business Management
- further employment opportunities within their current/alternative job roles
- specialised qualifications providing additional technical knowledge

Logistics Career Structure

- This Level 5 Higher Apprenticeship sits in the Logistics Professional Development Stairway at Step 7/8. For further information visit: www.thestairway.org
- For careers information for the Logistics Sector visit: www.deliveringyourfuture.co.uk

UCAS points for this pathway: 240
Employee rights and responsibilities

DELIVERY AND ASSESSMENT OF ERR

QCF Award numbers

- 600/1361/8 - C&G
- 600/1217/1 - Pearson Edexcel
- 600/1740/5 - ABC
- 600/1745/4 - SQA
- 600/2246/2 - Skillsfirst Awards Ltd
- 600/3313/7 - HABC
- 600/4981/9 - EAL
- 600/4474/3 - NCFE
- 600/4380/5 - FDQ
- 600/6024/4 - CILT

All Apprentices must receive an induction to the workplace and to the Higher Apprenticeship programme. ERR will be covered through a separate QCF Award entitled Employee Rights and Responsibilities in the Logistics Industry, which will ensure that the Apprentice knows and understands each of the nine national outcomes for ERR as follows:

1. the range of employer and employee statutory rights and responsibilities under employment law and that employment rights can be affected by other legislation as well. This should cover the Apprentice's rights and responsibilities under the Disability Discrimination Act, other relevant equalities legislation and health and safety, together with the duties of employers.
2. procedures and documentation which recognises and protects their relationship with their employer, including health and safety and equality and diversity training as part of the Apprenticeship
3. the range of sources and information and advice available to them on their employment rights and responsibilities, including Access to Work and Additional Learning Support
4. the role played by their occupation in their organisation and industry.
5. has an informed view of the types of career pathways that are open to them.
6. the types of representative bodies and understands their relevance to their industry and organisation and the main roles and responsibilities.
7. where and how to get information and advice on their industry, occupation, training and career.
8. can describe and work within their organisation's principles and codes of practice.
9. can recognise and form a view on issues of public concern that affect their organisation and industry.

Skills for Logistics has developed an ERR workbook to support the delivery of the ERR award [www.skillsforlogistics.org/home/qualifications/apprenticeships/eng/](http://www.skillsforlogistics.org/home/qualifications/apprenticeships/eng/)
RECOGNITION OF ERR:
A certificate of achievement of the ERR Award must be submitted to Skills for Logistics when applying for the Higher Apprenticeship completion certificate.
The remaining sections apply to all levels and pathways within this framework.

How equality and diversity will be met

The Logistics Sector workforce is predominantly white male and despite progress in recent years, females, those from black and minority ethnic groups and people with a learning difficulty or disability are not being attracted to the industry and the ageing workforce means that more people are required to fill a range of logistics roles.

Logistics is seen as a job for males and this perception is being challenged in a number of ways, such as:

- Promotional leaflets aimed at 14 – 19 year olds in schools in England. Such as “Getting more girls into Logistics and Retail”
- Delivering Your Future careers website illustrating non stereotypical roles: www.deliveringyourfuture.co.uk
- Made in China a free teaching resource to support Maths and Enterprise in schools using the journey of an MP3 player from China to the UK. www.madeinchinaresources.co.uk

Apprenticeships are seen as a vital route to encourage, and facilitate, a greater diversity of individuals into the Logistics Sector and action plans are in place to increase the number of apprenticeships by a minimum of 10% each year. Actions to widen participation and increase diversity in the Logistics workforce include:

- Flexible entry conditions for this framework to attract a wide range of applicants.
- Incorporating guidance on initial assessment to ensure the framework does not discriminate against applicants to this framework.
- Working with the Logistics lead at the National Apprenticeship Service (NAS) to promote logistics as a priority sector.
- Links with Jobcentre Plus, promoting logistics as a career path.
- Promoting logistics content in the curriculum through the Chartered Institute for Logistics and Transport (CILTUK).
- Developing an entry to employment programme aimed at difficult to reach groups.
- Raising the profile of Logistics at careers events.

Skills for Logistics expects providers and employers to abide by the Equality Act 2010 to ensure that applicants are not discriminated against in terms of entry to and promotion within, the sector using the 9 protected characteristics of:

1. Age
2. Disability
3. Gender
4. Gender reassignment
5. Marriage and civil partnership
6. Pregnancy and maternity
7. Race
8. Religion or Belief
9. Sex or sexual orientation

Skills for Logistics will monitor take up and achievement of all Apprenticeships and take steps to address any barriers to take up and achievement as part of our Sector Qualifications Strategy.
On and off the job guided learning (England)

Total GLH for each pathway

Off-the-job GLH is the Knowledge qualification (Foundation Degree in Express Logistics) plus the Employee Rights and Responsibilities (ERR) qualification, the 3 Functional Skills qualifications and Mentoring.

On-the-job GLH is the Competence qualification (Diploma in Express Logistics) plus Personal Learning and Thinking Skills (PLTS)

The amount of Guided Learning Hours (GLH), which includes both on and off-the-job GLH is: 2966 over a minimum duration of 36 months for this programme.

Minimum off-the-job guided learning hours

For this Framework the amount of Guided Learning Hours (GLH) over a minimum duration of 36 months is 2695 and is made up as follows:

- 935 GLH in the first year
- 1291 GLH in the second year
- 469 GLH in the third year

How this requirement will be met

Off-the-job minimum for the Level 5 pathway is as follows

Year 1

- 720 GLH for the Foundation Degree in Express Logistics
- 45 GLH for the Level 2 Functional Skill in Maths (alternatively apprentices can complete Level 2 Key skill in Application of Number)
- 45 GLH for the Level 2 Functional Skill in English (alternatively apprentices can complete Level 2 Key skill in Communication)
- 45 GLH for the Level 2 Functional Skill in ICT (alternatively apprentices can complete Level 2 Key skill in ICT)
- 40 GLH for ERR and Induction (to reflect the % time for induction and ERR delivered/completed off the job)
- 40 hours minimum for mentoring
Year 2

- 1251 GLH for the Foundation Degree in Express Logistics
- 40 hours minimum for mentoring

Year 3

- 429 GLH for the Foundation Degree in Express Logistics
- 40 hours minimum for mentoring

GLH should:

- achieve clear and specific outcomes which contribute directly to the successful achievement of the framework and this may include accredited and non-accredited elements of the framework;
- be planned, reviewed and evaluated jointly between the apprentice and a tutor, teacher, mentor or manager;
- allow access as and when required by the apprentice either to a tutor, teacher, mentor or manager;
- be delivered during contracted working hours;
- be delivered through one or more of the following methods: individual and group teaching; e-learning; distance learning; coaching; mentoring; feedback and assessment; collaborative/networked learning with peers; guided study.

Evidence of off the job GLH for the Level 5 Higher Apprenticeship which MUST be submitted to Skills for Logistics when applying for an Apprenticeship completion certificate is:

- The Foundation Degree in Express Logistics
- Level 2 Functional skills Certificates for Maths, English and ICT or Level 2 Key Skills Certificates for Communication, Application of Number and ICT
- Certificate of completion of the ERR Award

Minimum on-the-job guided learning hours

For this Framework the amount of Guided Learning Hours (GLH) for the minimum duration of 36 months is 271 and is made up as follows:

- 113 GLH in the first year
- 78 GLH in the second year
- 80 GLH in the third year
How this requirement will be met

The on the job total for the Level 5 pathway is as follows:

Year 1

- a minimum of 78 GLH on-the-job for the Level 5 Diploma in Express Logistics
- 20 GLH related to the on-the-job element of induction and ERR
- 15 GLH on-the-job to practice the three Key/Functional Skills

Year 2

- a minimum of 78 GLH on-the-job for the Level 5 Diploma in Express Logistics

Year 3

- a minimum of 80 GLH on-the-job for the Level 5 Diploma in Express Logistics

On the job GLH should:

- achieve clear and specific outcomes which contribute directly to the successful achievement of the framework and this may include accredited and non-accredited elements of the framework;
- be planned, reviewed and evaluated jointly between the apprentice and a tutor, teacher, mentor or manager;
- allow access as and when required by the apprentice either to a tutor, teacher, mentor or manager;
- be delivered during contracted working hours;
- be delivered through one or more of the following methods: individual and group teaching; e-learning; distance learning; coaching; mentoring; feedback and assessment; collaborative/networked learning with peers; guided study;
- Coaching and mentoring record, log or diary;
- PLTS learning and recording using a log book or diary.

Evidence for on-the-job GLH for the Level 5 pathway which MUST be submitted to Skills for Logistics when applying for an Apprenticeship completion certificate is:

- Level 5 Diploma in Express Logistics
- Functional Skills Maths, English and ICT at level or Key Skills Application of Number, Communications and IT at level 2
- Certificate showing achievement of the ERR Award
Personal learning and thinking skills assessment and recognition (England)

Summary of Personal Learning and Thinking Skills

Apprentices must be introduced to PLTS during induction so that they learn to recognise for themselves when and where they are practicing these skills.

PLTS have been mapped to all units within ALL competence and knowledge units. Hull College provides a transferable skills evidence record sheet which Apprentices must use to record when, where and how the learning for PLTS have been delivered and demonstrated.

To download the evidence record sheets, visit www.skillsforlogistics.org/home/qualifications/apprenticeships/eng or www.hull-college.ac.uk/higher-apprenticeships or email apprenticeships@skillsforlogistics.org

Creative thinking

Creative Thinking involves:

- generating ideas and exploring possibilities
- asking questions to extend thinking
- connecting own and others’ ideas and experiences in inventive ways
- questioning own and others’ assumptions
- trying out alternatives or new solutions and following ideas through
- adapting ideas as circumstances change.

Independent enquiry

Independent Enquiry involves:

- identifying questions to answer and problems to resolve
- planning and carrying out research, appreciating the consequences of decisions
- exploring issues, events or problems from different perspectives
- analysing and evaluating information, judging its relevance and value
- considering the influence of circumstances, beliefs and feelings on decisions and events
- supporting conclusions, using reasoned arguments and evidence.
Reflective learning

Reflective Learning involves:

- assessing yourself and others, identifying opportunities and achievements
- setting goals with success criteria for your personal development and work
- reviewing progress, acting on the outcomes
- inviting feedback and dealing positively with praise, setbacks and criticism
- evaluating experiences and learning to inform your future progress
- communicating your learning in relevant ways for different audiences.

Team working

Team Working involves:

- collaborating with others to work towards common goals
- reaching agreements, managing discussions to achieve results
- adapting behaviour to suit different roles and situations, including leadership roles
- showing fairness and consideration to others
- taking responsibility, showing confidence in yourself and your contribution
- providing constructive support and feedback to others.

Self management

Self Management involves:

- seeking out challenges or new responsibilities and showing flexibility when priorities change
- working towards goals, showing initiative, commitment and perseverance
- organising time and resources, prioritising actions
- anticipating, taking and managing risks
- dealing with competing pressures, including personal and work-related demands
- responding positively to change, seeking advice and support when needed
- managing your emotions and building and maintaining relationships.

Effective participation

Effective Participation involves:

- discussing issues of concern, seeking resolution where needed
- presenting a persuasive case for action
- proposing practical ways forward, breaking these down into manageable steps
- identifying improvements that would benefit others as well yourself
- trying to influence others, negotiating and balancing diverse views to reach workable solutions
- acting as an advocate for views and beliefs that may differ from your own
Additional employer requirements

N/A