

## UNIT SUMMARY

### What is the unit about?

This unit is about managing work activities and resources in your area of responsibility in order to minimise the negative impact – and maximise the positive impact – they may have on the environment.

It involves organising work activities and the use of resources efficiently, understanding their impact on the environment and finding ways to reduce their negative and increase their positive impact. You may need to seek advice from environmental specialists when carrying out this function.

### Who is the unit for?

The unit is recommended particularly for first line managers and middle managers.

### Links to other units

This unit is linked to units **B8. Ensure compliance with legal, regulatory, ethical and social requirements**, **B10. Manage risk**, **D6. Allocate and monitor the progress and quality of work in your area of responsibility** and **E8. Manage physical resources** in the overall suite of National Occupational Standards for Management and Leadership.

### Skills

Listed below are the main generic 'skills' that need to be applied in managing environmental performance in your area of responsibility. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Assessing
- Communicating
- Consulting
- Decision-making
- Evaluating
- Involving others
- Monitoring
- Planning
- Presenting information
- Reporting
- Risk management

2. Identify the environmental impact of work activities and the use of resources in your area of responsibility.
3. Report promptly any identified risks to the environment, which you do not have the ability to control.
4. Encourage people in your area of responsibility to identify opportunities for, and contribute to, improving environmental performance.
5. Identify and implement changes to work activities and the use of resources that will reduce the negative and increase the positive impact on the environment.
6. Communicate the environmental benefits resulting from changes to work activities and the use of resources.
7. Obtain specialist advice, where necessary, to help you identify and manage the environmental impact of your work activities and use of resources.

## BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

1. You recognise changes in circumstances promptly and adjust plans and activities accordingly.
2. You present information clearly, concisely, accurately and in ways that promote understanding.
3. You keep people informed of plans and developments.
4. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.
5. You act within the limits of your authority.
6. You are vigilant for possible hazards.
7. You make appropriate information and knowledge available promptly to those who need it and have a right to it.
8. You encourage others to share information and knowledge efficiently within the constraints of confidentiality.
9. You make best use of available resources and proactively seek new sources of support when necessary.
10. You identify the implications or consequences of a situation.

## OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Organise work activities and the use of resources in your area of responsibility so that they
  - are efficient and effective
  - comply with legal requirements and environmental policies
  - minimise the negative and maximise the positive impact on the environment.

## KNOWLEDGE AND UNDERSTANDING

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You need to know and understand the following:

### **General knowledge and understanding**

1. How to organise work activities and the use of resources in your area of responsibility so that they are efficient and effective.
2. The importance of organising work activities and the use of resources so that they minimise their negative and maximise their positive environmental impact, and how to do so.
3. The importance of identifying the environmental impact of work activities and the use of resources in your area of responsibility, and how to do so.
4. The importance of reporting promptly any identified risks to the environment which you do not have the ability to control, and how to do so.
5. How to encourage people to make contributions.
6. How to identify and implement changes to work activities and the use of resources that will reduce their negative and increase their positive environmental impact.
7. The principles of effective communication and how to apply them.

### **Industry/sector specific knowledge and understanding**

1. Industry/sector requirements for managing environmental performance in your area of responsibility.

### **Context specific knowledge and understanding**

1. Legal requirements and environmental policies and how to comply with them.
2. The types of risks to the environment, which you do not have the ability to control.
3. People in your area of responsibility who are able to contribute to, and identify opportunities for, improving environmental performance.
4. The range of environmental specialists that exists inside and/or outside your organisation.
5. Your role, responsibilities and limits of your authority.