



ULO FCM-1	<u>TITLE</u> Yearly Budget management	EQF 6
Work tasks:	Carrying out financial planning constantly	
Weighting:	1	
Learning outcomes: LO 1: Calculate and Manage Yearly Budget LO 2: Planning and assessment of identified investments and improvements LO 3: Implement professional cost calculation and analysis methods		
Knowledge <i>(assimilation of knowledge throughout learning)</i>	Skills <i>(Ability to apply knowledge)</i>	Competences <i>(Measure of responsibility and autonomy; ability to use knowledge, skills, social abilities)</i>
1) Calculate and Manage Yearly Budget / LO1		
<ul style="list-style-type: none"> - Identify the financial needs on a yearly basis - Demonstrate an advanced knowledge of the financial rules to be implemented - Demonstrate a critical understanding and use insights to identify possible financial deviations 	<ul style="list-style-type: none"> - Demonstrate advanced skills by implementing the financial rules to the calculation of the respective costs - Calculate and categorise financial income - Develop a system for applying corrective measures 	<ul style="list-style-type: none"> - Monitor the financial operation of the solid waste facility - Monitor the implementation of the budget - Interpret and communicate the budget tasks - Lead the Financial Department - Assume responsibility for the overall financial operation of the SWF
2) Planning and assessment of identified investments and improvements / LO2		
<ul style="list-style-type: none"> - Identify investments opportunities 	<ul style="list-style-type: none"> - Demonstrate mastery by analysing the profitability and the risks related to the investment 	<ul style="list-style-type: none"> - Assume responsibility for the development of technical, organisational and financial plans



3) Implement professional cost calculation and analysis methods / LO3

He/she has:

- Demonstrate a critical understanding of the methods of planned cost calculation
- Demonstrate an advanced knowledge of the methods of financial planning

He/she has:

- Plan and determine costs and their drivers
- Relate the costs to their cost centres

- Manage the implementation of the planned cost calculation
- Control the clearing of direct/indirect costs with the relevant cost centres



ULO FCM-2	<u>TITLE</u> Manage the economic aspects of sustainable business practices	EQF 6
Work tasks:	Estimate and deal with the impacts of economic factors effecting an investment	
Weighting:	2	
Learning outcomes: LO 1: Recognise and understand the economic factors which can impact on work activities LO 2: Identify the actions required to manage the economic factors which can impact on work activities LO 3: Plan and implement time management LO 4: Identify techniques, which can be used to review and improve on economic factors which can influence business practice		
Knowledge <i>(assimilation of knowledge throughout learning)</i>	Skills <i>(Ability to apply knowledge)</i>	Competences <i>(Measure of responsibility and autonomy; ability to use knowledge, skills, social abilities)</i>
1) Recognise and understand the economic factors which can impact on work activities / LO1		
- Demonstrate an advanced knowledge on how economic aspects impact can impact the organisation	- Demonstrate advanced skills about current and relevant economic issues, which can impact on the business activities - Demonstrate advanced skills about the effects on the organisation by implementing potential changes, with regard to economic aspects	- Assume responsibility to keep up to date with current economic trends and developments which can impact on the organisation - Manage the integration of employees in the cost evaluation process to work out problem oriented solutions
2) Identify the actions required to manage the economic factors which can impact on work activities / LO2		
- Describe in detail all information concerning changes with regard to their economic impact. - Demonstrate a critical understanding of	- Demonstrate advanced skills by using relevant and current information to make positive changes in terms of economic	- Lead all actions to improve the economic impact on organisational activities



<p>break-even analysis</p>	<p>impact</p> <ul style="list-style-type: none"> - Demonstrate mastery by applying break even analysis - Identify improvements that could be made, in both the short term and long term - Determine the importance of forward planning, and using current and past trend and developments, with regards to the economic impacts on business - Demonstrate advanced skills by taking part in the fee and price calculation 	
<p>3) Plan and implement time management / LO3</p>		
<ul style="list-style-type: none"> - Describe in detail the principles of a performance index, and different types of time allocation - Determine in detail the methods of data collection - Demonstrate a critical understanding of the demands relating to time management 	<ul style="list-style-type: none"> - Demonstrate advanced skills by applying key figures and carrying out process evaluation 	<ul style="list-style-type: none"> - Assume responsibility of the development of a suitable time management
<p>4) Identify techniques, which can be used to review and improve on economic factors which can influence business practice / LO4</p>		
<ul style="list-style-type: none"> - Determine in detail the relevant economic factors and the review process 	<ul style="list-style-type: none"> - Demonstrate advanced skills by using the relevant sources of information on economic impacts - Seek expert advice when needed 	<ul style="list-style-type: none"> - Manage the processes to maintain records on economic impacts, monitoring & reviews and improvements made - Monitor, on a regular basis, the potential and the actual economic impacts on organisational activities



ULO FCM-3	<u>TITLE</u> Manage and develop contracts in line with specific, established criteria	EQF 6
Work tasks:	Ensure contract fulfilment	
Weighting:	2	
Learning outcomes: LO 1: Identify the basic principles of contract management LO 2: Understand how to identify the key obligations required by each party involved LO 3: Recognise techniques which can be used to confirm the expected standards of operation & the methods agreed for monitoring performance of the contract		
Knowledge <i>(assimilation of knowledge throughout learning)</i>	Skills <i>(Ability to apply knowledge)</i>	Competences <i>(Measure of responsibility and autonomy; ability to use knowledge, skills, social abilities)</i>
1) Identify the basic principles of contract management / LO1		
<ul style="list-style-type: none"> - Describe in detail the terminology used in contract management - Demonstrate a critical understanding of the factors that facilitate a successful contract 	<ul style="list-style-type: none"> - Demonstrate advanced skills by applying the contract life cycle management 	<ul style="list-style-type: none"> - Assume responsibility to evaluate the contract performance
2) Understand how to identify the key obligations required by each party involved / LO2		
<ul style="list-style-type: none"> - Determine in detail the importance of agreeing on contractual obligations - Describe in detail the importance of checking other people's understanding of their contractual obligations 	<ul style="list-style-type: none"> - Demonstrate advanced skills by taking into account the importance of flexibility when managing contracts 	<ul style="list-style-type: none"> - Ensure that effective communication is used during contract management



3) Recognise techniques which can be used to confirm the expected standards of operation & the methods agreed for monitoring performance of the contract / LO3

<ul style="list-style-type: none">- Demonstrate a critical understanding of KPIs and how they are used in contract management	<ul style="list-style-type: none">- Identify the means of confirming everyone's understanding of contractual obligations- Demonstrate mastery by preparing a plan for contract performance monitoring, which takes into account the expected standards of performance	<ul style="list-style-type: none">- Assume responsibility for the evaluation and management of contract performance- Assume responsibility for the maintenance of complete and accurate record
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ULO FCM-4	<u>TITLE</u> Monitor contract performance	EQF 6
Work tasks:	Ensure contract fulfilment	
Weighting:	2	
Learning outcomes: LO 1: Identify techniques which can be used to review contract performance against set criteria LO 2: Identify ways of monitoring contractual obligations are being fulfilled by all parties involved LO 3: Understand how to maintain accurate and up-to-date records concerning contract management		
Knowledge <i>(assimilation of knowledge throughout learning)</i>	Skills <i>(Ability to apply knowledge)</i>	Competences <i>(Measure of responsibility and autonomy; ability to use knowledge, skills, social abilities)</i>
1) Identify techniques which can be used to review contract performance against set criteria / LO1		
<ul style="list-style-type: none"> - Demonstrate advanced knowledge of the importance of reviewing contract performance against set criteria, on a regular basis - Demonstrate a critical understanding of risk management with regards to contract management 	<ul style="list-style-type: none"> - Demonstrate mastery by identifying the information required to carry out a thorough review of contract performance 	<ul style="list-style-type: none"> - Manage the regularly review of the contact performance - Manage objectives and ensure they are met - Assume responsibility for the development of resource and cost control systems to monitor and record the progress of the contract against the agreed program
2) Identify ways of monitoring contractual obligations are being fulfilled by all parties involved / LO2		
<ul style="list-style-type: none"> - Describe in detail contractual obligations, non-compliance and contract exit strategies 	<ul style="list-style-type: none"> - Demonstrate mastery by maintaining records of all contract performance monitoring, including records of deviations and non-compliance 	<ul style="list-style-type: none"> - Manage the establishment and the maintain of effective lines of communication between all partners involved - Assume responsibility for the management of contractual obligations



3) Understand how to maintain accurate and up-to-date records concerning contract management / LO3

<p>- Demonstrate a critical understanding of appropriate methods of recording information</p>	<p>- Demonstrate advanced skills by identifying the records required by company policies and procedures, by contract legislation and by contractual obligations</p>	<p>- Ensure that accurate and up-to-date records are available</p>
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ULO FCM-5	<u>TITLE</u> Manage contingencies and deviation from contractual obligations	EQF 6
Work tasks:	Deal with contract variations/deviations	
Weighting:	2	
<p>Learning outcomes: LO 1: Understand appropriate ways to record contract variations and the effective means of reporting these deviations to the relevant people LO 2: Recognise how to investigate the causes of recorded variations and identify how to promptly to correct the situation and to avoid recurrence LO 3: Understand the best format for recording variations which are resolved and contracts renegotiated, to ensure they are suitable for use for a range of potential purposes connected with the contracted services and will help with assessment of contract performance</p>		
<p style="text-align: center;">Knowledge <i>(assimilation of knowledge throughout learning)</i></p>	<p style="text-align: center;">Skills <i>(Ability to apply knowledge)</i></p>	<p style="text-align: center;">Competences <i>(Measure of responsibility and autonomy; ability to use knowledge, skills, social abilities)</i></p>
<p>1) Understand appropriate ways to record contract variations and the effective means of reporting these deviations to the relevant people / LO1</p>		
<p>- Demonstrate advanced knowledge of the correct means of recording contract variations, in line with current legislation and obligations</p>	<p>- Demonstrate mastery by applying the correct procedures for recording contract variations - Demonstrate advanced skills by applying and understanding the correct procedures for reporting - to the relevant people - contract variations</p>	<p>- Manage the process to maintain an effective line of communication between all involved, and determine the importance of doing so</p>



2) Recognise how to investigate the causes of recorded variations and identify how to promptly to correct the situation and to avoid recurrence / LO2

- Demonstrate a critical understanding of the importance of using records of past contract performance in managing variations

- Demonstrate advanced skills on how to recognise causes of variations and deviations from contract plan
- Demonstrate mastery by developing plans which address contingency issues and contract deviations

- Assume responsibility to maintain records of all deviations, causes and solutions

3) : Understand the best format for recording variations which are resolved and contracts renegotiated, to ensure they are suitable for use for a range of potential purposes connected with the contracted services and will help with assessment of contract performance / LO3

- Demonstrate advanced knowledge about various uses that the records may have

- Demonstrate advanced skills on how to maintain accurate records, in the correct format, for the appropriate length of time
- Demonstrate advanced skills to analyse past trends and adapt solutions to any past issues to resolve current deviations

- Ensure that the contractual and organisational requirements for record keeping are in line with current legislation



ULO FCM-6	<u>TITLE</u> Manage procurements	EQF 6
Work tasks:	Ensure an efficient implementation of the procurement process	
Weighting:	1,5	
Learning outcomes: LO 1: Analyse opportunities for participations to tenders LO 2: Coordinate the preparation of the tender LO 3: Manage the award stage LO 4: Manage the inception and implementation of the contract LO 5: Coordinate the regular activities of assessment and reporting LO 6: Govern the process for the conclusion of the contract LO 7: Plan the procurement of supplies LO 8: Procure Supplies LO 9: Establish sustainable procurement in support of sustainable business practice		
Knowledge <i>(assimilation of knowledge throughout learning)</i>	Skills <i>(Ability to apply knowledge)</i>	Competences <i>(Measure of responsibility and autonomy; ability to use knowledge, skills, social abilities)</i>
1) Analyse opportunities for participations to tenders / LO 1		
- Demonstrate advanced knowledge of the national and European legislation in the field of procurement	- Demonstrate advanced skills to identify the sources of information for national and European calls for tenders	- Manage the selection of opportunities to participate in a tender considering the capacity of the company and the available resources
2) Coordinate the preparation of the tender / LO2		
- Demonstrate advanced knowledge of the tender documents, its principles and the	- Demonstrate advanced skills on how to interpret the call for tender	- Assume responsibility to draw up the technical bid



terms of participation/exclusion		- Lead the preparation of the financial bid
3) Manage the award stage / LO 3		
- Demonstrate advanced knowledge in the process for provisional and final awarding	- Demonstrate advanced skills on how to conclude and sign the contract	- Manage the preparation requests for access to tender documents
4) Manage the inception and implementation of the contract / LO 4		
- Demonstrate advanced knowledge in the process required to check the initial conditions before starting the work	- Demonstrate mastery on how to schedule the work and any requests for changes to the contract - Demonstrate advanced skills, which are required to ensure appropriate insurance guarantees and any necessary procedures for workers' health and safety	- Manage the appointment of the staff engaged in the implementation of the work, identifying specific roles and responsibilities - Lead the involvement of subcontractors
5) Coordinate the regular activities of assessment and reporting / LO 5		
- Demonstrate advanced knowledge of the criteria for the ongoing and final controls	- Demonstrate advanced skills, which are required to establish a system for periodic checks on the activities of the contract	- Manage the criteria of quality and satisfaction in carrying out the work are met
6) Govern the process for the conclusion of the contract / LO 6		
- Demonstrate advanced knowledge of the procedures to be implemented in the final stages of contract management	- Demonstrate advanced skills, which are required to ensure the conformity of the work - Demonstrate advanced skills, which are required to undertake procedures for a possible early termination of the contract	- Manage the initiation and overseeing of the process for the request for the final payment
7) Plan the procurement of supplies / LO 7		
- Demonstrate advanced knowledge of the legal and regulatory requirements as well as financial analysis methods and procedures	- Demonstrate advanced skills, which are required to identify the current demand for supplies in the supply chain	- Manage the review of the benefits and risks to the procurement of supplies through the supply chain



	<ul style="list-style-type: none"> - Demonstrate advanced skills, which are required to plan the procurement of supplies in the supply chain 	<ul style="list-style-type: none"> - Assume responsibility for the decision methods to improve the procurement of supplies in the supply chain
8) Procure Supplies / LO 8		
<ul style="list-style-type: none"> - Demonstrate advanced knowledge of organisational procedures and legal and ethical requirements when procuring supplies 	<ul style="list-style-type: none"> - Demonstrate mastery by drawing up detailed specifications for procuring supplies 	<ul style="list-style-type: none"> - Manage the selection and negotiation with selected suppliers to reach an agreement which offers good value for money and is acceptable to both parties - Assume responsibility and take prompt action to resolve any problems with the performance of suppliers, in line with the terms of the contract - Monitor the performance of suppliers in terms of the quality, timeliness and reliability of supplies
9) Establish sustainable procurement in support of sustainable business practice / LO 9		
<ul style="list-style-type: none"> - Demonstrate advanced knowledge of the legislation, industry standards, and voluntary codes that support sustainable procurement - Demonstrate advanced knowledge of the recent raw material, product and service sustainability innovations occurring within the sector/industry 	<ul style="list-style-type: none"> - Demonstrate advanced skills required to develop sustainable procurement specification to meet the needs of organisational sustainability targets - Demonstrate advanced skills required to determine the sustainability of supplies - Demonstrate advanced skills required to identify opportunities where procurement can help achieve organisational sustainability targets 	<ul style="list-style-type: none"> - Manage the improvement of organisational sustainability via procurement - Manage the interpretation of organisational sustainability targets to confirm future procurement needs