



ULO NP-1	TITLE: Strategic planning and management		EQF 6
Work tasks:	Manage the strategic planning process		
Weighting:	1		
Learning outcomes: <ul style="list-style-type: none"> LO 1: Understand the external environment affecting a company LO 2: Examine factors affecting an organisational strategy plan LO 3: Develop options for strategic planning for an organisation LO 4: Construct a strategy plan for a company LO 5: Plan for the implementation of a strategy plan LO 6: Review existing business plans and strategies of a company 			
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) Develop the Solid Waste Facility company strategy / LO 1			
<ul style="list-style-type: none"> - Explain in detail the importance of external factors affecting an organisation (e.g. EU and national legislation on waste management, public procurement law) - Demonstrate an advanced knowledge of the EU policy on waste 	<ul style="list-style-type: none"> - Demonstrate advanced skills by analysing the needs and expectations of stakeholders of a company - Demonstrate mastery by analysing the major changes taking place in the external environment that will affect strategy 	<ul style="list-style-type: none"> - Assume responsibility for the management of the impact from external factors and take preventive measures to prevent problems 	



<ul style="list-style-type: none"> - Demonstrate an advanced knowledge of the EU and the national legislation on waste management 		
2) Develop the Solid Waste Facility company strategy / LO 2		
<ul style="list-style-type: none"> - Demonstrate advanced knowledge on the factors, which affect the organisational strategy plan 	<ul style="list-style-type: none"> - Demonstrate mastery by comparing the core organisational values (ethical, cultural, environmental, social and business) with the current business objectives of an organisation - Demonstrate advanced skills by developing an appropriate vision and mission statements for a company - Produce agreed future management objectives for the company - Demonstrate mastery by developing measures for evaluating a strategy plan 	<ul style="list-style-type: none"> - Manage the impact of the factors, which affect the organisational strategy plan
3) Develop the Solid Waste Facility company strategy / LO 3		
<ul style="list-style-type: none"> - Demonstrate advanced knowledge of the options available for the strategic planning of the organisation 	<ul style="list-style-type: none"> - Demonstrate advanced skills by using modelling tools to develop strategic options for a company - Develop a comparative understanding of activity from organisations in the market - Create options to form the basis of future 	<ul style="list-style-type: none"> - Lead the development of options in the process of strategic planning



	organisational strategy	
4) Develop the Solid Waste Facility company strategy / LO 4		
<ul style="list-style-type: none"> - Demonstrate critical understanding on how to construct a strategy plan for the company 	<ul style="list-style-type: none"> - Develop criteria for reviewing potential options for a strategy plan - Construct an agreed strategy plan that includes resource implications 	<ul style="list-style-type: none"> - Ensure a suitable structure for a strategy plan that ensures appropriate participation from all stakeholders of a company
5) Develop the Solid Waste Facility company strategy / LO 5		
<ul style="list-style-type: none"> - Demonstrate advanced knowledge on how to set up an implementation plan for the developed strategy 	<ul style="list-style-type: none"> - Develop a schedule for implementing a strategy plan in a company - Design monitoring and evaluation systems for the implementation of a strategy plan in a company 	<ul style="list-style-type: none"> - Manage an appropriate dissemination processes to gain commitment from stakeholders in a company
6) Develop the Solid Waste Facility company strategy / LO 6		
<ul style="list-style-type: none"> - Demonstrate a critical understanding of the process and activity to review the existing business plan and the company strategy 	<ul style="list-style-type: none"> - Demonstrate advanced skills by applying the appropriate tools to analyse the effects of current business plans - Demonstrate mastery by reviewing the position of a company in its current market - Determine the process to evaluate the competitive strengths and weaknesses of a company's current business strategies 	<ul style="list-style-type: none"> - Manage the review process of the company business plan and company strategy - Assume responsibility for the implementation of corrective actions



ULO NP-2	TITLE: Identify and plan new technologies and improvements to waste management operations		EQF 6
Work tasks:	Manage all planning efforts for improving the technical performance		
Weighting:	1		
Learning outcomes: LO 1: Understand techniques used to monitor and evaluate operations to identify potential improvements – Operate on the basis of size and production requirements on the basis of cost-benefit analysis LO 2: Organise and plan internal (human and financial) resources in order to continuously improve and optimise the SWF operations LO 3: Determine the techniques used to identify the costs and benefits of potential improvements against company objectives LO 4: Planning investment based on the technical, economic and financial surveys LO 5: Recognise and understand the basic principles of improvement planning and improvement proposals			
<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>	
1) Monitor and evaluate operations at intervals to identify potential improvements			
- Demonstrate a critical understanding of the methods for monitoring operations	- Determine the information required to carry out evaluations of operations and activities	- Manage the preparation of a plan for the evaluation of operations and work activities	



<ul style="list-style-type: none"> - Identify in details the aspects involved in operations 	<ul style="list-style-type: none"> - Demonstrate advanced skills by applying the techniques of Life Cycle Costing and SWOT analysis - Demonstrate advanced skills to select appropriate types of plant and equipment 	<ul style="list-style-type: none"> - Lead the implementation of the achievable actions within the improvement plan
<p>2) Match the needs and planning in terms of productivity, rationality, economy and environmental sustainability</p>		
<ul style="list-style-type: none"> - Demonstrate a critical understanding of the principles of business administration - Demonstrate advanced knowledge on providing an explanation of reasons for implementing new technology and how it improves the company performance - Identify in details economic sources from where to source financial funds - Identify in detail the necessary human resources for a new project 	<ul style="list-style-type: none"> - Examine the company in order to locate improvements - Analyse the potential for implement automation in processes - Use advanced skills to determine the amount of resources needed to implement the new technology - Research the costs of various new technology systems - Demonstrate advanced skill to determine how these cost impacts the company - Plan economic sources, taking account of variability - Demonstrate mastery by analysing the personnel needs and additional training needs - Allocate the necessary competent personnel to new project planning and 	<ul style="list-style-type: none"> - Lead the promotion of recovery efficiency in every process - Manage the selection of the right and sufficient resources and appropriate technologies for improving the efficiency of processes - Assume responsibility for normal cash flow and in time payment of project stages - Lead the Financial (Project's) Planning Team - Assume responsibility for the management of human resources for new projects - Lead the decision process to determine a specific solution - Manage the presentation of the implementation plan to upper management - Ensure the implementation of plans for effective and efficient maintenance



	elaboration - Use advanced skills to analyse the time needed for the implementation - Design a plan for implementation - Consider and take into account the future of the system to be implemented - Demonstrate advanced skills by conducting analysis of information from research and taking into account the stakeholders needs	
3) Evaluate the costs and benefits of potential improvements against company objectives		
<ul style="list-style-type: none"> - Evaluate in detail the costs and the benefits of potential improvement in the facility - Demonstrate an critical understanding of the company objectives, in relation to the cost benefit analysis 	<ul style="list-style-type: none"> - Use advanced skills to understand the principals of "Cost Benefit Analysis" - Use advanced skills to identify the information required to carry out a cost benefit analysis 	<ul style="list-style-type: none"> - Take responsibility for the maintaining records of all findings, and be prepared to present any findings to the relevant people
4) Carry out an economic assessment of investments (current economic incentives, investment costs, etc.)		
<ul style="list-style-type: none"> - Describe in detail the technical, economic and financial aspects of the investment - Demonstrate advanced knowledge to identify the criteria and methods to perform investment analysis 	<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"> - Lead the development of a technical plan, an organisational plan and a financial plan



5) Prepare a project plan for implementing the agreed improvement proposal and get agreement with internal and external contacts

<p>- Demonstrate advanced knowledge of the information sources required to prepare an improvement plan</p>	<p>- Use advanced skills to understand the key aspects of an improvement plan</p>	<p>- Manage the preparation of an improvement plan - Assume responsibility for maintaining records relating to the improvement plan proposal</p>
--	---	--



ULO NP-3	TITLE: Implement and evaluate improvements to waste management operations		EQF 6
Work tasks:	Manage all efforts for improving the technical performance of the facility and taking into account the financial consequences		
Weighting:	2		
<p><u>Learning outcomes:</u></p> <p>LO 1: Determine how to provide clear and sufficient information on the improvement plan to enable those responsible for implementing the plan to carry it out</p> <p>LO 2: Implement the new technology</p> <p>LO 3: Identify how to monitor and ensure correct implementation of the plan against the agreed specifications, schedules and budget</p> <p>LO 4: Monitor the process of implementation</p> <p>LO 5: Recognise techniques used to evaluate project results against previous performance, expected costs, operational benefits and environmental impact and identify means of effectively reporting the results of your evaluation</p> <p>LO 6: Evaluate the results of implementation process</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>	
1) Provide clear and sufficient information on the improvement plan to enable those responsible for implementing the plan to carry it out / LO 1			



<ul style="list-style-type: none"> - Determine the key aspects of the improvement plan, which need to be shared with those carrying out the improvements - Demonstrate a critical understanding on effective ways of communicating the key aspects of the improvement plan 	<ul style="list-style-type: none"> - Demonstrate advanced skills by recording all stages of the improvement activities 	<ul style="list-style-type: none"> - Monitor other's understanding of their responsibilities, and determine the importance of doing so
2) Provide clear and sufficient information on the improvement plan to enable those responsible for implementing the plan to carry it out / LO 2		
<ul style="list-style-type: none"> - Demonstrate an advanced knowledge of the parameters for implementing new technologies 	<ul style="list-style-type: none"> - Arrange necessary training for personnel 	<ul style="list-style-type: none"> - Take responsibility for informing personnel of the steps of the implementation plan for the new technology system - Manage the implementation of the plan according to the steps outlined in the implementation plan
3) Monitor and ensure implementation of the plan against the agreed specifications, schedules and budget / LO 3		
<ul style="list-style-type: none"> - Define in detail the qualitative and quantitative criteria to monitor new project's evolution - Describe in detail the importance of checking the implementation progress against set criteria 	<ul style="list-style-type: none"> - Designate internal audit methodologies for project's evolution monitoring - Demonstrate advanced skills by recoding all stages of the improvement activities, in an appropriate format, and determine the importance of doing so 	<ul style="list-style-type: none"> - Lead the project's evaluation monitoring team - Assume responsibility for the overall management of improvement activities



<ul style="list-style-type: none"> - Demonstrate an advanced knowledge on how to identify the criteria that will be used for monitoring 	<ul style="list-style-type: none"> - Use advanced skills to evaluate and document the new project's progress 	
4) Monitor and ensure implementation of the plan against the agreed specifications, schedules and budget / LO 4		
<ul style="list-style-type: none"> - Demonstrate an advanced knowledge of the monitoring criteria during the implementation process 	<ul style="list-style-type: none"> - Use advanced skills to analyse and provide solutions to the unexpected issues arising during the implementation process - Demonstrate advanced skills to realize the necessary corrections and adjustments to the plan - Use advanced skills to establish the system for obtaining feedback from personnel on the progress of the implementation and on areas where the personnel require extra assistance 	<ul style="list-style-type: none"> - Ensure that all levels of management are provided with the necessary information
5) Evaluate improvements against previous performance, expected costs, operational benefits and environmental impact and report the results of your evaluation in the agreed format and timescale / LO 5		
<ul style="list-style-type: none"> - Determine in detail why it is important to evaluate the improvements made, against the expected results 	<ul style="list-style-type: none"> - Demonstrate advanced skills by identifying the reasons why there may be deviations between expected results and actual results - Demonstrate mastery on the importance of effective reporting is in the evaluation process 	<ul style="list-style-type: none"> - Ensure that the company can deal with past trends and developments to enable improvements in the current situation
6) Evaluate improvements against previous performance, expected costs, operational benefits and environmental impact and report the results of your evaluation in the agreed format and timescale / LO 6		
<ul style="list-style-type: none"> - Describe in detail the measures and 	<ul style="list-style-type: none"> - Use advanced skills to check if specific 	<ul style="list-style-type: none"> - Manage the implementation process



<p>parameters available to measure the results of the implementation process</p>	<p>goals have been met</p> <ul style="list-style-type: none">- Distinguish between successful and poor strategies- Remove the poor strategies from the plan- Determine how the current implementation process can provide basic structure for future plans- Use advanced skills to determine how the implementation process may help lay the ground work for the utilisation of the new technology system	<p>concerning past performance, calculated costs, operational benefits and environmental impacts</p> <ul style="list-style-type: none">- Assumes responsibility for the reporting of the results of the evaluation process to upper management and possible stakeholders
--	--	--



ULO NP-4	<u>TITLE:</u> Generate and secure new waste management business		EQF 6
Work tasks:	Ensure the identification of and steady marketing efforts for reaching current and potential clients		
Weighting:	1		
Learning outcomes: LO 1: Understand the basic principles of market research and how to conduct market research LO 2: Determine how to maintain adequate current information sources, materials, equipment and resources needed to implement the promotional activity LO 3: Determine how to successfully present draft contracts or agreements to potential clients			
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) Carry out market research to highlight opportunities for development of new waste management business			
<ul style="list-style-type: none"> - Describe in detail the basic principles of market research - Demonstrate a critical understanding of the principles of how to conduct market survey 	<ul style="list-style-type: none"> - Demonstrate advanced skills by determining how effective market research can be used to positively impact business operations - Demonstrate mastery on what market research entails - Demonstrate advanced skills to conduct 	<ul style="list-style-type: none"> - Lead the market research process 	



	market research - Demonstrate mastery by applying the results of market research to manage improvements to business operations	
2) Maintain adequate current information sources, materials, equipment and resources needed		
- Determine in detail the importance of promotional activities on improving business operations	- Identify what is needed to undertake promotional activities	- Manage the resources needed for promotional activities - Assume responsibility for business improvements through positive promotional activities
3) Draft contracts or agreements for presentation to potential clients		
- Demonstrate a critical understanding of the importance of drafting proposals, contracts or agreements to the relevant parties	- Identify ways of making proposals, contracts or agreements attractive to the relevant parties - Identify communication methods which can be used to promote your organisations services	- Assume responsibility for promoting your business's services through presentation of information, draft proposals, contracts and agreements to relevant parties