

WASTE MANAGEMENT INDUSTRY TRAINING & ADVISORY BOARD

Level 4 in Waste Management Operations: Managing Incineration (4INC)

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MANDATORY UNITS

Candidates must achieve all **ELEVEN** mandatory units

1H	Control the reception of hazardous waste
2H	Control the movement, sorting and storage of hazardous wastes
3	Monitor procedures to control risks to health and safety (Employment NTO Unit B)
4INC	Control site operations on a waste incineration facility
5	Control maintenance and other engineering operations
6INC	Control the disposal of outputs and residues from waste incineration operations
7	Control improvements to waste management operations
8H	Ensure protection of the environment on hazardous waste treatment or transfer sites
9	Support the efficient use of resources (MCI Unit B1)
11	Create effective working relationships (MCI Unit C4)
12	Provide information to support decision making on a waste management site

OPTIONAL UNITS

Candidates must achieve at least **ONE** of the optional units shown below:

10a	Contribute to the selection of personnel for activities (MCI Unit C7)
10b	Review the performance of teams and individuals

ADDITIONAL UNIT

The following unit is not part of the qualification but is available as an additional unit if required:

13	Review and develop your performance at work
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**Level 4 in Waste Management Operations:
Managing Incineration**

MANDATORY UNITS

Level 4 in Waste Management Operations: Managing Incineration

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Commentary for Unit 1H:

CONTROL THE RECEPTION OF HAZARDOUS WASTES

This unit is for:

people who are required to control the procedures for the acceptance of hazardous waste.

This unit is about:

the competence required to control the effective reception, inspection and validation of hazardous wastes.

This is what you need to show:

- that all reception, inspection and validation processes comply with relevant legislation
- wastes which require special handling are dealt with safely
- potential hazards to safety, health and the environment are identified and the risks managed appropriately
- unauthorised wastes are dealt with in accordance with applicable legislation and company procedures
- all necessary records are complete, accurate and up-to-date.

Unit structure

This is a single element unit with performance standards, knowledge and understanding requirements and a glossary of terms which appear within the unit and have a specific meaning.

Place in the COTC Awards Framework

This unit is a waste-specific unit within the following level 4 COTC awards:

Waste Management Operations - Managing Landfill, Hazardous Waste

Waste Management Operations - Managing Treatment, Hazardous Waste

Waste Management Operations - Managing Transfer, Hazardous Waste

Statement on Assessment

In the context of NVQ/SVQ assessment, evidence derived from a candidate's workplace performance is essential for this unit. However, simulation or questioning may be used to obtain evidence in relation to dealing with unauthorised wastes (Performance Standard 4).

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Guidance on Assessment for this Unit

To complete this unit you must provide sufficient evidence to demonstrate that *you have, and are able to apply*, the knowledge, understanding and workplace skills & experience to perform the activities described within the standards competently.

To achieve this you must demonstrate that during your normal working activities you are able to competently access, interpret and implement all procedures, other associated guidance and **applicable legislation** concerned with the control and reception of **hazardous wastes** appropriate to your waste management licence or IPPC/PPC permit.

You must demonstrate that you are able to competently control the **reception, inspection and validation of wastes** including the handling of wastes that require **specific handling** procedures. You must also be able to identify the **hazards** associated with wastes received on your facility and take the appropriate action to minimise **risks** to health, safety and the environment. Additionally, you must be able to identify **unauthorised wastes** and deal with these in accordance with organisational procedures and **applicable legislation**. Finally, you must also demonstrate that you are able to competently maintain accurate and up-to-date **records** associated with the **reception, inspection and validation of wastes**.

You may not carry out the work involved yourself, but you must demonstrate that you have direct responsibility for the work carried out and provide the day to day management of the activities described by this unit.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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UNIT 1H: CONTROL THE RECEPTION OF HAZARDOUS WASTES

GLOSSARY OF TERMS

The following terms have a specific meaning in this unit and are highlighted where they appear in the performance standards. In the context of NVQ/SVQ assessment, awarding bodies are required to make sure that a candidate's evidence of performance from the workplace demonstrates that their work is consistent with these terms as defined here.

Applicable	This refers to legislative requirements as set out in the waste management
legislation	licence, Integrated Pollution Prevention and Control (IPPC) permit or Pollution Prevention and Control (PPC) permit, site working plan and planning permission, as well as other legislation applicable to operations on a site which receives or contains hazardous wastes.
Hazardous waste	Hazardous waste means any waste which is covered by Article 1(4) of Council Directive 91/689/EEC on hazardous waste.
Hazards Inspection	A hazard is something with potential to cause harm. The processes and procedures for checking the types, composition and quantities of wastes delivered to, or present on, the site for compliance with the waste management licence or IPPC/PPC permit.
Reception	The process and procedures for accepting deliveries, or taking control, of wastes on the site.
Records	This refers to the documentation required by legislation and by company procedures in relation to the reception, inspection and validation of wastes. The records may be paper-based or computerised.
Risks	This refers to any risks to safety, health and the environment arising from the reception, inspection and validation of wastes, including those associated with the following hazards: a) unscheduled deliveries b) mis-description of wastes c) wastes requiring specific handling d) lack of suitable storage e) need for re-packaging or containment; f) plant malfunction g) spillage.

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- Specific handling** This refers to the need to handle wastes in a specific way due to:
- a) the nature of the waste, e.g. its chemical properties
 - b) the physical characteristics of the waste, e.g. the size, shape or robustness of the waste or its containers
 - c) the processes which take place on site, e.g. the diversion or special storage of particular types of material for a specified operation.
- Specific handling could include the use of specialist handling equipment, particular personal protective equipment and/or storage in designated areas with additional levels of environmental protection.
- Unauthorised wastes** Wastes that do not comply with the waste management licence or IPPC/PPC permit for reasons such as:
- a) mis-description of wastes
 - b) unscheduled deliveries
 - c) non-compliance with documentation
 - d) lack of resources, capability or capacity to deal with specific loads.
- Validation** The processes and procedures for checking that wastes delivered or present on the site are consistent with the waste description documentation and comply with the waste management licence or IPPC/PPC permit.
- Wastes** Wastes are those specified in the waste management licence or IPPC/PPC permit.

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UNIT 1H: CONTROL THE RECEPTION OF HAZARDOUS WASTES

THE PERFORMANCE STANDARDS

You must show that you:

1. Fully implement those procedures which ensure the compliance with **applicable legislation** of each of the following operations:
 - a. **reception of wastes**
 - b. **inspection of wastes**
 - c. **validation of wastes.**
2. Make sure that procedures for dealing with **wastes** requiring **specific handling** are in place and implemented correctly.
3. Ensure that appropriate action is taken to identify **hazards** and minimise **risks** to safety, health and the environment arising from the **reception, inspection and validation of wastes.**
4. Ensure that **unauthorised wastes** are dealt with in accordance with **applicable legislation** and company procedures.
5. Make sure that **records** relating to the **reception, inspection and validation of wastes** are complete, accurate and up-to-date.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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UNIT 1H: CONTROL THE RECEPTION OF HAZARDOUS WASTES

KNOWLEDGE AND UNDERSTANDING

To work to the standards set out in this unit, you need to have a working knowledge and understanding of the following as it applies to your site:

- i. relevant legislation, Regulations and Codes of Practice applicable to safety, health and environment
- ii. the definition of controlled wastes and the controlled waste transfer note procedures as laid down in applicable legislation
- iii. the definition of hazardous waste and the hazardous waste consignment note procedures as laid down in applicable legislation
- iv. regulations applicable to the transport of hazardous substances on public roads
- v. Waste Management Papers and other guidance appropriate to your waste management licence or IPPC/PPC permit
- vi. the planning permission, waste management licence or IPPC/PPC permit, and site working plan for your site
- vii. the storage and handling implications of the waste types received or present on your site
- viii. the sorts of personal protective equipment required for the waste types received or present on your site and the procedures for effective care, maintenance and correct use of this equipment
- ix. the different handling equipment available on site, and the function, use and limitations of each of these
- x. waste inspection and identification procedures
- xi. the risks to the environment and human health arising from the reception, inspection and validation of hazardous wastes and the procedures required to minimise risk
- xii. Control of Substances Hazardous to Health (COSHH) assessment data for hazardous substances received or present on your site

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- xiii. your site procedures for the proper management control of the reception, inspection and validation of hazardous wastes

- xiv. the legal requirements and company procedures for dealing with unauthorised wastes

- xv. the records required by legislation and by company procedures in relation to the reception, inspection and validation of hazardous wastes.

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Evidence Requirements:

Candidates must provide both performance evidence and site specific knowledge evidence to demonstrate managerial competence. The performance evidence must demonstrate that the candidate can manage all the performance criteria consistently. In addition, when the performance evidence does not clearly show the necessary underpinning knowledge, it must be confirmed by questions.

Some examples of evidence:

This is not an exhaustive list of evidence - it is provided to give candidates and assessors guidance on the type of evidence that might be appropriate. The actual evidence will vary greatly according to the type of site and the range of wastes accepted.

Managing reception procedures:

- records of hazardous waste deliveries
- transfer notes
- carrier registration certificates
- Applicable 'waste consignment notes'
- rejection and incident logs
- company records and records required by legislation
- returns to the Regulatory Bodies (typically the Environment Agency and SEPA)

Internal and external audits:

- Environment Agency;SEPA visit reports
- QA audits

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Commentary for Unit 2H:

CONTROL THE MOVEMENT, SORTING AND STORAGE OF HAZARDOUS WASTES

This unit is for:

people who are required to control the procedures for the on-site movement, sorting and storage of hazardous waste.

This unit is about:

the competence required to control the safe and secure movement, sorting and storage of hazardous wastes.

This is what you need to show:

- that all movement, sorting and storage operations comply with relevant legislation
- wastes which require specific handling are dealt with correctly and safely
- potential hazards to safety, health and the environment are identified and the risks managed appropriately
- all vehicles, plant and their crews follow the correct site procedures;
- site rules are communicated and enforced
- all necessary records are complete, accurate and up-to-date.

Unit structure

There are two elements in this unit, each of which has performance standards associated with it.

2H.1 Control the sorting and storage of hazardous wastes

2H.2 Control vehicles, plant and crews on sites which handle hazardous wastes

There are knowledge and understanding requirements which are relevant to both elements of this unit and a glossary of terms which appear within the unit and have a specific meaning.

Place in the COTC Awards Framework

This unit is a waste-specific unit within the following level 4 COTC awards:

Waste Management Operations - Managing Landfill, Hazardous Waste

Waste Management Operations - Managing Treatment, Hazardous Waste

Waste Management Operations - Managing Transfer, Hazardous Waste

Statement on Assessment

In the context of NVQ/SVQ assessment, evidence derived from a candidate's workplace performance is essential for this unit. However, simulation or questioning may be used to obtain evidence in relation to site staff informing crews leaving the site of any possible breach of regulations or legislation (Performance Standard 2H.2.4).

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Guidance on Assessment for this Unit

To complete this unit you must provide sufficient evidence to demonstrate that *you have, and are able to apply*, the knowledge, understanding, workplace skills and experience to perform the activities described within the standards competently.

To achieve this you must demonstrate that during your normal working activities you are able to competently access, interpret and implement all procedures, other associated guidance and **applicable legislation** concerned with controlling the movement, sorting and storage of **hazardous wastes** appropriate to your waste management licence or IPPC/PPC permit.

2H.1 Control the sorting and storage of hazardous wastes

You must demonstrate that you are able to competently control the sorting and storage of **wastes** including the handling of wastes that require **specific handling** procedures. You must also be able to identify the **hazards** associated with the movement, sorting and storage of wastes on your facility and take the appropriate action to minimise **risks** to health, safety and the environment. Finally, you must also demonstrate that you are able to competently maintain accurate and up-to-date **records** associated with the movement, sorting and storage of **hazardous wastes**.

You may not carry out the work involved yourself, but you must demonstrate that you have direct responsibility for the work carried out and provide the day to day management of the activities described by this element.

2H.2 Control vehicles, plant and crews on sites which handle hazardous wastes

You must ensure that crews and passengers of vehicles are made aware of, and obey, the site rules and ensure that appropriate action is taken to identify **hazards** and minimise **risks** to health, safety and the environment that arise from the actions of **vehicles, plant and crews** on site.

Finally, you ensure that crews leaving the site are informed of any possible breach of transport regulations or applicable waste management legislation.

You may not carry out the work involved yourself, but you must demonstrate that you have direct responsibility for the work carried out and provide the day to day management of the activities described by this element.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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UNIT 2H: CONTROL THE MOVEMENT, SORTING AND STORAGE OF HAZARDOUS WASTES

GLOSSARY OF TERMS

The following terms have a specific meaning in this unit and are highlighted where they appear in the performance standards. In the context of NVQ/SVQ assessment, awarding bodies are required to make sure that a candidate's evidence of performance from the workplace demonstrates that their work is consistent with these terms as defined here.

Applicable	This refers to legislative requirements as set out in the waste management
legislation	licence, Integrated Pollution Prevention and Control (IPPC) permit or Pollution Prevention and Control(PPC) permit, site working plan and planning permission, as well as other legislation applicable to operations on a site which handles or contains hazardous waste.
Hazardous waste	Hazardous waste means any waste which is covered by Article 1(4) of Council Directive 91/689/EEC on hazardous waste.
Hazards	A hazard is something with potential to cause harm.
Records	This refers to the documentation required by legislation and by company procedures in relation to the sorting and storage of wastes. The records may be paper-based or computerised.
Risks	This refers to any risks to safety, health and the environment arising from the movement, sorting and storage of wastes, including those associated with the following hazards: a) unauthorised wastes b) mis-description of wastes c) wastes requiring specific handling d) damaged or defective containers e) lack of suitable storage f) plant malfunction g) spillage h) vehicle accident.

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Specific handling	<p>This refers to the need to handle wastes in a specific way due to:</p> <ul style="list-style-type: none">a) the nature of the waste, e.g. its chemical propertiesb) the physical characteristics of the waste, e.g. the size, shape or robustness of the waste or its containersc) the processes which take place on site, e.g. the diversion or special storage of particular types of material for a specified operation. <p>Specific handling could include the use of specialist handling equipment, particular personal protective equipment and/or storage in designated areas with additional levels of environmental protection.</p>
Storage	<p>This refers to the temporary or short-term storage of waste prior to recovery, treatment or disposal on site, or to permit its preparation for further transport for recovery, treatment or disposal elsewhere.</p>
Vehicles, plant and crews	<p>This refers to the vehicles, plant and crews which are on site for the purposes of delivering wastes or material resources, collecting recyclable or recovered materials, or carrying out other site requirements.</p>
Wastes	<p>Wastes are those specified in the waste management licence or IPPC/PPC permit.</p>

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UNIT 2H: CONTROL THE MOVEMENT, SORTING AND STORAGE OF HAZARDOUS WASTES

THE PERFORMANCE STANDARDS

2H.1 Control the sorting and storage of hazardous wastes

You must show that you:

1. Fully implement those procedures which ensure the compliance with **applicable legislation** of both of the following operations;
 - a. sorting of **wastes**
 - b. **storage** of **wastes**

2. Make sure that procedures for dealing with **wastes** requiring **specific handling** are in place and implemented correctly.

3. Ensure that appropriate action is taken to identify **hazards** and minimise **risks** to safety, health and the environment that arise from the sorting and **storage** of **wastes**.

4. Make sure that **records** of all operations are complete and accurate.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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UNIT 2H: CONTROL THE MOVEMENT, SORTING AND STORAGE OF HAZARDOUS WASTES

THE PERFORMANCE STANDARDS

2H.2 Control vehicles, plant and crews on sites which handle hazardous wastes

You must show that you:

1. Fully implement those procedures which ensure the compliance of **vehicles, plant and crews** on site with **applicable legislation** and company procedures.
2. Make sure that all crews and passengers of vehicles are made aware of, and obey, the applicable site rules.
3. Ensure that appropriate action is taken to identify **hazards** and minimise **risks** to safety, health and the environment that arise from the actions of **vehicles, plant and crews** on site.
4. Make sure that site staff inform crews leaving the site of any possible breach of transport regulations or waste management legislation.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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UNIT 2H: CONTROL THE MOVEMENT, SORTING AND STORAGE OF HAZARDOUS WASTES

KNOWLEDGE AND UNDERSTANDING

To work to the standards set out in this unit, you need to have a working knowledge and understanding of the following as it applies to your site:

- i. relevant legislation, Regulations and Codes of Practice applicable to safety, health and environment
- ii. Waste Management Papers and other guidance appropriate to your waste management licence or IPPC/PPC permit
- iii. the planning permission, waste management licence or IPPC/PPC permit and site working plan for your site
- iv. regulations applicable to the storage of hazardous substances
- v. the storage and handling implications of the waste types present on your site
- vi. the personal protective equipment required for the waste types present on your site and the procedures for effective care, maintenance and use of this equipment
- vii. the different handling equipment available on site, and the function, use and limitations of each of these
- viii. waste identification procedures
- ix. the risks to the environment and human health arising from the movement, sorting and storage of hazardous wastes and the procedures required to minimise risk
- x. internal traffic management procedures
- xi. Control of Substances Hazardous to Health (COSHH) assessment data for all hazardous waste received on site
- xii. your site procedures for the proper management control of the movement, sorting and storage of hazardous waste
- xiii. the records required by legislation and by company procedures in relation to the sorting and storage of waste.

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Evidence Requirements:

Candidates must provide both performance evidence and site specific knowledge evidence to demonstrate managerial competence. The performance evidence must demonstrate that the candidate can manage all the performance criteria consistently. In addition, when the performance evidence does not clearly show the necessary underpinning knowledge, it must be confirmed by questions.

Some examples of evidence:

This is not an exhaustive list of evidence - it is provided to give candidates and assessors guidance on the type of evidence that might be appropriate. The actual evidence will vary greatly according to the type of site and the range of wastes accepted.

Managing movement, sorting, storage of hazardous waste:

- records of hazardous waste movements, sorting and storage
- rejection and incident logs
- company records and records required by legislation

Internal and external audits:

- safety inspection reports
- regulatory agency visit reports (typically the Environment Agency and SEPA)
- QA audits

Application of the company Health and Safety Policy:

- records of training of operatives in handling, operating equipments, sorting and storing of waste
- safety equipment resources

Controlling vehicles, plant and crews:

- records of the control of threats to the environment
- rejection and incident logs
- additional company records, and records required by legislation
- site rules for vehicle and plant movements on site

Internal and external audits:

- safety inspection reports
- regulatory agency visit reports (typically the Environment Agency and SEPA)
- QA audits

Application of the company Health and Safety Policy:

- control of vehicles, plant and crews
- records of training for operatives in controlling vehicles, plant and crews
- safety equipment resources

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Commentary for Unit 3:

MONITOR PROCEDURES TO CONTROL RISKS TO HEALTH AND SAFETY

(Employment NTO Unit B)

This unit is for:

people who have been allocated responsibility for checking and co-ordinating health and safety matters as part of their responsibilities for managing a waste management facility.

This unit is about:

the competence required to ensure that statutory and workplace procedures for controlling risks to health and safety are being carried out. This involves ensuring that health and safety procedures are being followed within work areas and appropriate action is undertaken to deal with risks that arise from workplace hazards.

This is what you need to show

- that you understand health and safety requirements at the workplace and keep yourself and others up-to-date about health and safety regulations appropriate to your workplace
- people for whom you are responsible understand and comply with workplace health and safety procedures
- people for whom you are responsible receive relevant training on how to deal with health and safety hazards
- procedures are in place to identify hazards and minimise risks in the workplace
- risk control measures are consistent with legal and workplace health and safety procedures and are communicated to all relevant people
- all necessary records relating to health and safety matters are complete, accurate and up-to-date and available to those authorised to use them.

Unit structure

There are two elements in this unit, each of which has performance standards associated with it.

3.1 Check that health and safety procedures are followed

3.2 Ensure that risks are controlled safely and effectively

There are knowledge and understanding requirements which are relevant to the elements of this unit and a glossary of terms which appear within the unit and have a specific meaning.

Fundamental to this unit is an understanding of the terms “hazard” and “risk”. They have been defined overleaf, and it is VERY IMPORTANT that they are understood before taking this unit.

Place in the COTC Awards Framework

This is a common unit included within all COTC awards.

Statement on Assessment

In the context of NVQ/SVQ assessment, evidence derived from a candidate’s workplace performance is essential for this unit. Performance evidence must be provided against each of the Performance Standards and show that at least three sources of information have been used, all the workplace health and safety procedures for the areas listed have been checked and at least two types of hazard which could present high risk if controls are not in place have been reported (see glossary).

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Guidance on Assessment for this Unit

To complete this unit you must provide sufficient evidence to demonstrate that *you have, and are able to apply*, the knowledge, understanding and workplace skills & experience to perform the activities described within the standards competently.

To achieve this you must demonstrate that during your normal working activities you are able to competently access, interpret and implement all procedures, other associated guidance and **applicable legislation** concerned with monitoring procedures to control risks to health and safety.

Element 3.1 Check that health and safety procedures are followed

You must demonstrate that you are able to confirm that all information available to you on statutory health and safety regulations is up-to-date and obtained from reliable **information sources**.

You must conduct monitoring of **workplace procedures** at agreed intervals in accordance with workplace requirements, checking regularly that other persons possess current information on health and safety **hazards** and how to deal with **risks** that may arise.

You must confirm that **other persons** have received relevant training on how to deal with health and safety **hazards**, making any recommendations for changes to **workplace procedures**, clearly, to the **responsible person**.

You must brief and obtain comments from **other persons** concerning **workplace procedures** and respond promptly to breaches of **health and safety procedures** in a way which meets workplace and legal requirements.

Finally, you must demonstrate that you check regularly your records relating to health and safety matters and as such comply with legal and workplace requirements, and, ensure that records are accessible to persons authorised to use them.

You may not carry out the work involved yourself, but you must demonstrate that you have direct responsibility for the work carried out and provide the day to day management of the activities described by this element.

Element 3.2 Ensure that risks are controlled safely and effectively

You must show that records kept are accurate and legible relating to workplace **risks** that you report or identify. You must **report** the existence of **hazards** with high **risks** in accordance with **workplace health and safety procedures**, confirming that appropriate precautions to control these **risks** are agreed with the persons responsible for health and safety.

You must demonstrate that the precautions are in accordance with legal and **workplace health and safety procedures**, checking that **other persons** are aware of the **risks** and understand the actions to take to reduce them.

You must show that you review the precautions to ensure those **risks** are minimised and as such are no longer significant. Reports must be made promptly and accurately and any conflicts, which remain between workplace and statutory requirements, reported to the appropriate person.

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Finally, you must ensure that your **reports** contain accurate details about the cause of **hazards** with high **risks**, making recommendations to minimise their re-occurrence.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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UNIT 3 **MONITOR PROCEDURES TO CONTROL RISKS TO HEALTH AND SAFETY** (Employment NTO Unit B)

GLOSSARY OF TERMS

The following terms have a specific meaning in this unit and are highlighted where they appear in the performance standards. In the context of NVQ/SVQ assessment, awarding bodies are required to make sure that a candidate's evidence of performance from the workplace demonstrates that their work is consistent with these terms as defined here.

The Health and Safety Executive (HSE) is the body appointed to support and enforce health and safety law. They have defined two important concepts as follows:

Hazard “ a hazard is something with potential to cause harm”.

Risk “ a risk is the likelihood of the hazard's potential being realised”.

Almost anything may be a hazard, but may or may not become a risk. For example:

1. A trailing electric cable from a piece of equipment is a hazard. If it is trailing across a passageway there is a high risk of someone tripping over it, but if it lies along a wall out of way, the risk is much less.
2. Hazardous wastes are a hazard, and by their nature may present high risk. However, if they are kept in properly designed secure storage areas, and handled by properly trained and equipped people, the risk is much less than if they are left unattended and unmarked on a busy waste management site.
3. A heavy or bulky load is a hazard. It presents a higher risk to someone who lifts it manually than if a mechanical handling device is properly used.

Other persons This phrase refers to everyone covered by the Health and Safety Act including, as relevant to the site, visitors, members of the public, colleagues, contractors, clients, customers.

Personal presentation This includes, personal hygiene; use of personal protection equipment; clothing and accessories suitable to the particular workplace.

Reports Reports will be written and oral.

Responsible persons The person or persons at work to whom you should report any health and safety issues or hazards.

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Risks	Risks resulting from the following hazards: a) the handling or use of hazardous substances b) the use and maintenance of plant, equipment and material c) poor working practices d) unsafe behaviour e) accidental breakages and spillages f) obstructions g) ill-health issues h) condition of the workplace.
Sources of information	Information about statutory health and safety regulations must be from recognised and reliable sources including: a) internal Health and Safety experts b) HSE offices c) relevant industry publications d) external organisations.
Workplace	This refers to the single or multiple areas for which you are responsible.
Working practices	Any activities, procedures, use of materials or equipment and working techniques used in carrying out your job. In this unit it also covers any omissions in good working practice which may pose a threat to health and safety.
Workplace policies	This covers documentation prepared by the employer on the procedures to be followed regarding health and safety matters. It could be the employer's safety policy statement, or general health and safety statements and guidance covering aspects of the workplace that should be drawn to the employees (and "other persons") attention.
Workplace Health and Safety Procedures	These cover: a) the use of safe working methods and equipment b) the safe use of hazardous substances c) smoking, eating, drinking and drugs d) what to do in the event of an emergency.

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Key points regarding Health and Safety legislation and regulations.

"Health and Safety at Work Act 1974"

The Health and Safety at Work Act 1974 is the main piece of legislation under which nearly all the other regulations are made. It is for this reason that only this piece of legislation is specifically referred to in this Unit.

Employers have a legal duty under this Act to ensure, so far as is reasonably practicable, the health, safety and welfare at work of the people for whom they are responsible and the people who may be affected by the work they do.

Under this Act it is also important to remember that all people at work, not just employers, have a responsibility to take reasonable care to avoid harming themselves or others through the work they do.

Risks should be reduced "so far as is reasonably practicable". This term means the duty-holder (in most instances the employer) can balance the cost against the degree of risk although obviously any Health and Safety inspectors would expect that relevant good practice is followed.

According to the Act:

Employers must safeguard so far as is reasonably practicable, the health, safety and welfare at work of all the people who work for them. This applies in particular to the provision and maintenance of safe plant and systems of work, and covers all machinery, equipment and substances used.

People at work also have a duty under the Act to take reasonable care to avoid harm to themselves or to others by their work activities, and to co-operate with employers and others in meeting statutory requirements. The Act also requires employees not to interfere with or misuse anything provided to protect their health, safety or welfare in compliance with the Act.

Other Legislation

There is an array of health and safety regulations and codes of practice which affect people at work. There are regulations for those who, for example, work with electricity, or work on construction projects, as well as regulations covering noise at work, manual handling, working with VDUs, or dealing with substances hazardous to health etc.. The specific requirements for all or any of these can be obtained from HSE local offices.

As many of the regulations are only relevant to certain workplaces or work activities no specific reference has been made in the knowledge and understanding requirements to any of these regulations. The phrase "your responsibilities for health and safety as defined by any specific legislation covering your job role" is intended to relate to those specific pieces of legislation important to your workplace and/or activities which you should be able to find out about.

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UNIT 3 MONITOR PROCEDURES TO CONTROL RISKS TO HEALTH AND SAFETY (Employment NTO Unit B)

THE PERFORMANCE STANDARDS

3.1 Check that health and safety procedures are followed

You must show that you:

1. Confirm that all the information available to you on statutory health and safety regulations is up-to-date and from recognised and reliable **information sources**.

2. Conduct your monitoring of **workplace procedures** at agreed intervals and in accordance with workplace requirements.

3. Check regularly that **other persons** possess:
 - a. up-to-date information about health and safety **hazards**, and
 - b. instructions on how to deal with **risks** which can arise.

4. Confirm **other persons** have received relevant training on how to deal with health and safety **hazards**.

5. Make any recommendations for changes to **workplace procedures**, clearly, to the **responsible person**.

6. Brief and obtain feedback from **other persons** concerning **workplace procedures**.

7. Respond promptly to any breaches of **health and safety procedures** in a way which meets workplace and legal requirements.

8. Check regularly that your records relating to health and safety matters
 - a. comply with legal and workplace requirements, and
 - b. are accessible to those who are authorised to use them.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the '*Glossary of terms*'.

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UNIT 3 MONITOR PROCEDURES TO CONTROL RISKS TO HEALTH AND SAFETY (Employment NTO Unit B)

THE PERFORMANCE STANDARDS

3.2 Ensure that risks are controlled safely and effectively

You must show that you:

1. Keep accurate and legible records of workplace **risks** identified or reported to you.

2. **Report** the existence of **hazards** with high **risks** in accordance with **workplace health and safety procedures**.

3. Confirm that appropriate precautions to control these **risks** have been agreed with the persons responsible for health and safety

4. Confirm that the precautions are in accordance with legal and **workplace health and safety procedures**.

5. Check that **other persons** are
 - a. aware of the **risks**, and
 - b. understand the action to be taken to reduce the **risks** which can arise.

6. Review the precautions to ensure those **risks** are minimised and are no longer significant.

7. Report promptly and accurately any conflicts which still exist between workplace and statutory requirements to the persons responsible for health and safety.

8. Ensure your **reports** contain accurate details about the cause of **hazards** with high **risks** and make suitable recommendations to minimise their reoccurrence.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the *'Glossary of terms'*.

Level 4 in Waste Management Operations: Managing Incineration

UNIT 3 MONITOR PROCEDURES TO CONTROL RISKS TO HEALTH AND SAFETY (Employment NTO Unit B)

KNOWLEDGE AND UNDERSTANDING

To work to the standards set out in this unit, you need to know and understand:

Health and Safety legislation

- i. employers' and employees' legal duties for health and safety in the workplace as defined by the Health and Safety at Work Act 1974
- ii. your responsibilities for health and safety as defined by any specific legislation covering your job role.

Controlling risks to health and safety

- iii. how to keep health and safety records
- iv. effective communication methods
- v. effective methods of monitoring the activities and understanding of other people with respect to health and safety matters
- vi. the difference between a hazard and a risk
- vii. what hazards may exist in your workplace
- viii. the particular health and safety risks which may be present in your own job role and the precautions to take
- ix. the importance of remaining alert to the presence of hazards in the whole workplace
- x. the importance of promptly dealing with or reporting significant risks in the workplace.

Organisational context

- xi. the work areas and people for whom you are responsible
- xii. the scope of your job and your own capabilities with respect to health and safety matters

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xiii.the specific organisational health and safety arrangements covering your job role

xiv.agreed health and safety policies and their procedures at your workplace

xv.agreed intervals for monitoring health and safety compliance

xvi.workplace policies relating to resolving hazards

xvii.workplace procedures for record keeping.

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Evidence Requirements:

Candidates must provide both performance evidence and site specific knowledge evidence to demonstrate managerial competence. The performance evidence must demonstrate that the candidate can manage all the performance criteria consistently. In addition, when the performance evidence does not clearly show the necessary underpinning knowledge, it must be confirmed by questions.

Some examples of evidence:

This is not an exhaustive list of evidence - it is provided to give candidates and assessors guidance on the type of evidence that might be appropriate. The actual evidence will vary greatly according to the type of site and the range of wastes accepted.

Check that health and safety procedures are followed

- observation of monitoring activity
- records of materials availability and issue
- records of safety equipment issued
- permit to work certificates, instructions, and control system

Internal and external audits:

- safety inspection reports
- regulatory agency visit reports (typically the Environment Agency and SEPA)
- QA audits
- safety audits

Application of the company Health and Safety Policy

- policy, organisation and relevant arrangements documents
- COSHH assessments and records
- records of personnel training in the use of PPE and other safety equipment

Communications:

- communications (oral or written) to operatives

Ensure that risks are controlled safely and effectively

- company emergency procedures
- records of related risk assessments
- records of review findings
- records of revisions to procedures
- records of discussions with external bodies
- records of dangerous occurrences

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Internal and external audits:

- observation reports on practices and drills
- monitoring reports on emergency equipment maintenance
- statutory authority visit reports
- QA audits
- safety audits

Application of company Health and Safety policy:

- policy, organisation and relevant arrangements documents
- communications (oral and written) to operatives

Level 4 in Waste Management Operations: Managing Incineration

Commentary for Unit 4INC:

CONTROL SITE OPERATIONS ON A WASTE INCINERATION FACILITY

This unit is for:

people who are responsible for controlling operations, other than the actual incineration process, on a waste incineration site.

This unit is about:

the competence required to control site operations and work activities associated with the incineration of wastes.

This is what you need to show:

- all site operations associated with the incineration of wastes comply with relevant legislation
- all necessary resources are in place to enable site operations to be carried out effectively and safely
- potential hazards to safety, health and the environment are identified and the risks managed appropriately
- all necessary records are complete, accurate and up-to-date
- all personnel on site fully understand and comply with their operational instructions and have the necessary knowledge, skills and material resources to implement them correctly
- work activities and methods are consistent with legal and company requirements.

Unit structure

There are two elements in this unit, each of which has performance standards associated with it.

4INC.1 Control incineration-related operations

4INC.2 Control work activities on a waste incineration site

There are knowledge and understanding requirements which are relevant to the elements of this unit and a glossary of terms which appear within the unit and have a specific meaning.

Place in the COTC Awards Framework

This unit is a facility specific unit within the level 4 COTC award:

Waste Management Operations - Managing Incineration

Statement on Assessment

In the context of NVQ/SVQ assessment, evidence derived from a candidate's workplace performance is essential for this unit. Evidence from simulated activities is not acceptable for this unit.

Level 4 in Waste Management Operations: Managing Incineration

Guidance on Assessment for this Unit

To complete this unit you must provide sufficient evidence to demonstrate that *you have, and are able to apply*, the knowledge, understanding and workplace skills & experience to perform the activities described within the standards competently.

To achieve this you must demonstrate that during your normal working activities you are able to competently access, interpret and implement all procedures, other associated guidance and **applicable legislation** concerned with control of site operations on a waste incineration facility appropriate to your waste management licence or IPPC/PPC permit.

Element 4INC.1 Control incineration-related operations

You must demonstrate that you fully implement procedures to ensure that **incineration-related operations** comply with **applicable legislation** and company operating procedures, and, that the **resources** needed for the operations are available, sufficient and operational.

You must ensure that appropriate action is taken to identify **hazards**, which minimise **risks** to health, safety and the environment arising from **incineration-related operations**.

Finally, you must ensure that **records** relating to **incineration-related operations** are complete and accurate.

You may not carry out the work involved yourself, but you must demonstrate that you have direct responsibility for the work carried out and provide the day to day management of the activities described by this element.

Element 4INC.2 Control work activities on a waste incineration site

You must ensure that **operational instructions** relating to **incineration-related operations** contain sufficient information for site staff to operate safely and effectively and that a programme of work is established to meet the **standards** required for **incineration-related operations**. This includes the ability to clearly **communicate** work and **operational instructions** to all site staff. You must make sure that staff understand their **operational instructions** and have the necessary **resources** to operate to the required **standard**.

Finally, you must ensure that work activities and methods are consistent with **applicable legislation**, company objectives, priorities and operating procedures.

You may not carry out the work involved yourself, but you must demonstrate that you have direct responsibility for the work carried out and provide the day to day management of the activities described by this element.

Note: Words highlighted within this guidance have a specific meaning in this unit as defined in the '*Glossary of terms*'

Level 4 in Waste Management Operations: Managing Incineration

UNIT 4INC: CONTROL SITE OPERATIONS ON A WASTE INCINERATION FACILITY

GLOSSARY OF TERMS

The following terms have a specific meaning in this unit and are highlighted where they appear in the performance standards. In the context of NVQ/SVQ assessment, awarding bodies are required to make sure that a candidate's evidence of performance from the workplace demonstrates that their work is consistent with these terms as defined here.

Note:

All references to the **waste management licence** cover an **Integrated Pollution Prevention and Control (IPPC) permit, Pollution Prevention and Control (PPC) permit** or **Local Authority authorisation** where applicable to the site.

Applicable legislation This refers to legislative requirements as set out in the waste management licence, site working plan and planning permission, as well other legislation applicable to operations on a waste incineration site.

Communicate Operational instructions will be provided in a format, manner and at a level appropriate to the staff concerned, including choosing an appropriate time and place. Operational instructions will be recorded in writing but may be communicated orally or in writing.

Hazards A hazard is something with potential to cause harm.

Incineration-related operations This refers to the processes and procedures needed to ensure that wastes are ready in time, place and condition for incineration.

Operational Instructions Operational instructions will include:
a) site operational procedures
b) safety and environmental protection procedures
c) safe systems of work
d) hazards likely to be encountered and necessary precautions
e) the standards of work to be achieved.

Records This refers to the documentation required by legislation and by company procedures in relation to the preparation of wastes for incineration. The records may be paper-based or computerised.

Resources The staff, materials, equipment and information needed to carry out incineration-related operations. Staff resources include the technical ability of staff as well as the numbers of people available to do the work.

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Risks	<p>This refers to any risks to safety, health and the environment arising from incineration-related operations, including those associated with the following hazards:</p> <ul style="list-style-type: none">a) wastes difficult to handle;b) mis-description of waste;c) waste presenting an unexpected health risk;d) waste containing disguised materials or unacceptable componentse) equipment failure.
Standards	<p>This refers to the operational requirements and outcomes of work activities which must be achieved to ensure that wastes for incineration comply with the terms of the waste management licence.</p>
Wastes	<p>Wastes are those specified in the waste management licence.</p>

Level 4 in Waste Management Operations: Managing Incineration

UNIT 4INC: CONTROL SITE OPERATIONS ON A WASTE INCINERATION FACILITY

THE PERFORMANCE STANDARDS

4INC.1 Control incineration-related operations

You must show that you:

1. Fully implement procedures to ensure that **incineration-related operations** comply with:
 - a. **applicable legislation**
 - b. company operating procedures.

2. Make sure that the **resources** needed for the operations are available, sufficient and operational.

3. Ensure that appropriate action is taken to identify **hazards** and minimise **risks** to safety, health and the environment arising from **incineration-related operations**.

4. Make sure that **records** relating to **incineration-related operations** are complete and accurate.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

Level 4 in Waste Management Operations: Managing Incineration

UNIT 4INC: CONTROL SITE OPERATIONS ON A WASTE INCINERATION FACILITY

THE PERFORMANCE STANDARDS

4INC.2 Control work activities on a waste incineration site

You must show that you:

1. Ensure that **operational instructions** relating to **incineration-related operations** contain all the information needed for site staff to carry out the process safely and effectively.

2. Ensure that a programme of work is established to achieve the **standards** required for **incineration-related operations**.

3. Clearly **communicate** the programme of work and **operational instructions** to all site staff.

4. Make sure that site staff understand their **operational instructions** and have the necessary **resources** to carry them out to the required **standard**.

5. Ensure that work activities and methods are consistent with:
 - a. **applicable legislation**
 - b. company objectives and priorities
 - c. company operating procedures.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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UNIT 4INC: CONTROL SITE OPERATIONS ON A WASTE INCINERATION FACILITY

KNOWLEDGE AND UNDERSTANDING

To work to the standards set out in this unit, you need to have a working knowledge and understanding of the following as it applies to your site:

- i. relevant legislation, Regulations and Codes of Practice applicable to safety, health and environment
- ii. Waste Management Papers and other guidance appropriate to your waste management licence and site location
- iii. the planning permission, waste management licence and site working plan for your site
- iv. the handling and storage implications of the wastes received on site
- v. the personal protective equipment required for site operations and the procedures for effective care, maintenance and use of this equipment
- vi. your company's objectives and priorities for the incineration of wastes
- vii. your company's procedures for incineration-related operations and the supply and use of the resources required
- viii. the risks to safety, health and the environment arising from site operations and the procedures required to minimise and manage risk
- ix. Control of Substances Hazardous to Health (COSHH) assessment data for all hazardous substances received and used on your site
- x. how to communicate work instructions orally and in writing
- xi. the importance of checking people's understanding of work instructions and how to do this
- xii. the technical skills needed for the incineration-related operations carried out on your site, how to check that relevant staff have the required skills and what to do in response to a perceived skills deficit

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- xiii. site procedures for the proper management control of incineration-related operations carried out on site

- xiv. the records required by legislation and by company procedures in relation to incineration-related site operations.

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Evidence Requirements:

Candidates must provide both performance evidence and site specific knowledge evidence to demonstrate managerial competence. The performance evidence must demonstrate that the candidate can manage all the performance criteria consistently. In addition, when the performance evidence does not clearly show the necessary underpinning knowledge, it must be confirmed by questions.

Some examples of evidence:

This is not an exhaustive list of evidence - it is provided to give candidates and assessors guidance on the type of evidence that might be appropriate. The actual evidence will vary greatly according to the range of wastes accepted.

Controlling incineration-related operations:

- observing site operations
- company operating procedures
- records of site processing
- records or staff and operative training

Internal and external audits:

- safety inspection reports
- statutory authority visit reports
- QA audits
- safety audits

Communications:

- communications (oral and written) to operatives

Control work activities on a waste incineration site

- company work instructions
- records of targets set and instructions given
- records of suggestions from those involved and action taken

Internal and external audits:

- safety inspection reports
- statutory authority visit reports
- QA audit
- safety audits

Communications:

- communications (oral and written) with operatives

Level 4 in Waste Management Operations: Managing Incineration

Commentary for Unit 5:

CONTROL MAINTENANCE AND OTHER ENGINEERING OPERATIONS

This unit is for:

people responsible for controlling maintenance and other engineering operations, including those carried out by contractors, on waste management sites.

This unit is about:

establishing, implementing and monitoring maintenance schedules and ensuring that statutory test certificates for both equipment safety and operator competence are current and valid. It also covers the control and monitoring of contractors used for maintenance and other engineering activities.

This is what you need to show

- that the maintenance schedule complies with company and legal requirements for routine maintenance activities
- the schedule is specified and recorded in accordance with organisational procedures
- clear instructions are provided to those responsible for maintenance and other engineering activities
- people understand their instructions and have the necessary resources, including technical expertise, to carry them out to the required standard
- maintenance and other engineering activities are monitored for compliance with contractual and legal requirements and appropriate action taken to rectify deviations
- operatives comply with agreed procedures for reporting faults and initiating repairs
- appropriate action is taken to reduce or prevent breakdowns
- test certificates and operator certificates are up-to-date
- necessary records in relation to maintenance and other engineering activities are accurate and complete, including those related to contract implementation and completion.

Unit structure

There are two elements in this unit, each of which has performance standards associated with it.

5.1 Establish a maintenance schedule

5.2 Implement and monitor maintenance and other engineering activities

There are knowledge and understanding requirements which are relevant to both elements and a glossary of terms which appear within the unit and have a specific meaning.

Place in the COTC Awards Framework

This is a common unit included within all COTC awards other than the Civic Amenity Site award.

Statement on Assessment

In the context of NVQ/SVQ assessment, evidence derived from a candidate's workplace performance is essential for this unit. However, simulation or questioning may be used to obtain evidence in relation to responding to deviations from contractual or legal requirements.

Level 4 in Waste Management Operations: Managing Incineration

Guidance on Assessment for this Unit

To complete this unit you must provide sufficient evidence to demonstrate that *you have, and are able to apply*, the knowledge, understanding and workplace skills & experience to perform the activities described within the standards competently.

To achieve this you must demonstrate that during your normal working activities you are able to competently access, interpret and implement all procedures, other associated guidance and **applicable legislation** concerned with controlling maintenance and other engineering operations appropriate to your waste management licence or IPPC/PPC permit.

Element 5.1 Establish a maintenance schedule

You must demonstrate that you identify **maintenance requirements** and confirm those maintenance activities required by specifying the most suitable sequence of events and scheduling adequate time and **resources** for maintenance.

You must ensure that the **maintenance schedule** meets all relevant **maintenance requirements** and any potential difficulties are identified and appropriate contingency plans provided. The **maintenance schedule** must comply with all relevant **regulations, guidelines** and organisational procedures and be communicated to those persons involved in its implementation.

You may not carry out the work involved yourself, but you must demonstrate that you have direct responsibility for the work carried out and provide day to day management of the activities described by this element.

Element 5.2 Implement and monitor maintenance and other engineering activities

You must demonstrate that you provide clear and accurate **instructions** to those persons responsible for maintenance and other engineering activities. You must also make sure that they understand their **instructions** and have the necessary **resources** to carry them out to the required standard.

You will show that the procedures to monitor and review the quality, safety and environmental impact of engineering activities are correctly implemented. Furthermore, that you take prompt action to rectify any deviations from contractual or legal requirements, ensuring that in implementing engineering and maintenance activities you comply with all relevant **regulations and guidelines**.

You must demonstrate that operatives on site implement and maintain systems to record faults and initiate repairs, regularly reviewing the frequency, nature and causes of breakdowns and taking appropriate action to prevent further occurrences. Record systems must include procedures to ensure that test certificates and operator certificates are kept up-to-date.

Finally, you must ensure that accurate and up-to-date records are kept of: permits to work; **contract** requirements; communications with contractors; **contract** completion documentation regarding quality and safety of work; test certificates and operator certificates.

You may not carry out the work involved yourself, but you must demonstrate that you have direct responsibility for the work carried out and provide the day to day management of the activities described by this element.

Level 4 in Waste Management Operations: Managing Incineration

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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UNIT 5: CONTROL MAINTENANCE AND OTHER ENGINEERING OPERATIONS

GLOSSARY OF TERMS

The following terms have a specific meaning in this unit and are highlighted where they appear in the performance standards. In the context of NVQ/SVQ assessment, awarding bodies are required to make sure that a candidate's evidence of performance from the workplace demonstrates that their work is consistent with these terms as defined here.

Contract	Legal agreement made with a contractor for: a) site controlled maintenance b) engineering or other contract works.
Instructions	Work instructions will include: a) the nature and content of the work to be carried out b) safety and environmental protection procedures c) safe systems of work d) hazards likely to be encountered and necessary precautions e) the standard of work to be achieved.
Maintenance requirements	The outcomes to be achieved by routine maintenance activities including: a) minimum interruption to site operations b) optimal performance of plant and equipment c) legal requirements for test certificates d) manufacturers' requirements and recommendations e) insurance policy requirements.
Maintenance schedule	A programme of actions that lead to the completion of maintenance requirements for: a) process plant b) mechanical and electrical equipment c) monitoring and control systems d) site infrastructure.
Regulations and guidelines	Requirements and recommendations for maintenance activities as specified by: a) legislation b) regulations c) external bodies (<i>e.g. insurance company, Health and Safety Executive (HSE), trade bodies</i>) d) manufacturers and suppliers e) company procedures.
Resources	The staff, materials, equipment and information needed to carry out the required maintenance and other engineering activities. Staff resources include the technical ability of staff as well as the numbers of people available to do the work.

Level 4 in Waste Management Operations: Managing Incineration

UNIT 5: CONTROL MAINTENANCE AND OTHER ENGINEERING OPERATIONS

THE PERFORMANCE STANDARDS

5.1 Establish a maintenance schedule

You must show that you:

1. Confirm the maintenance activities that are required to achieve **maintenance requirements**
2. Identify the most suitable sequence and timing of maintenance activities
3. Schedule the time and **resources** available for undertaking maintenance activities
4. Ensure that the **maintenance schedule** is capable of meeting all relevant **maintenance requirements**
5. Identify potential difficulties and produce appropriate contingency plans
6. Ensure that the **maintenance schedule** complies with all relevant **regulations and guidelines**
7. Clearly specify and record the **maintenance schedule** in accordance with organisational procedures
8. Communicate the **maintenance schedule** to the people involved in implementation of the schedule.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

Level 4 in Waste Management Operations: Managing Incineration

UNIT 5: CONTROL MAINTENANCE AND OTHER ENGINEERING OPERATIONS

THE PERFORMANCE STANDARDS

5.2 Implement and monitor maintenance and other engineering activities

You must show that you:

1. Provide clear and accurate **instructions** to those responsible for maintenance and other engineering activities
2. Make sure that those responsible for maintenance and other engineering activities understand their **instructions** and have the necessary **resources** to carry them out to the required standard
3. Ensure that procedures to monitor and review the quality, safety and environmental impact of maintenance and other engineering activities are correctly implemented
4. Take prompt action to rectify any deviations from contractual or legal requirements
5. Ensure that the implementation of maintenance and other engineering activities complies with all relevant **regulations and guidelines**
6. Ensure that operatives on site implement and maintain agreed systems to record faults and initiate repairs
7. Regularly review the frequency, nature and causes of breakdowns and take appropriate action to prevent breakdowns from occurring
8. Implement procedures to ensure that test certificates and operator certificates are kept up-to-date
9. Maintain accurate and up-to-date records of:
 - a. permits to work
 - b. **contract** requirements
 - c. communications with contractors
 - d. **contract** completion documentation covering quality and safety of work done
 - e. test certificates
 - f. operator certificates.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

Level 4 in Waste Management Operations: Managing Incineration

UNIT 5: CONTROL MAINTENANCE AND OTHER ENGINEERING OPERATIONS

KNOWLEDGE AND UNDERSTANDING

To work to the standards set out in this unit, you need to have a working knowledge and understanding of the following as it applies to your site:

- i. relevant legislation, Regulations, Codes of Practice and guidelines applicable to maintenance and other engineering activities
- ii. the maintenance activities required for the plant, systems, equipment, vehicles, buildings and structures for which you are responsible
- iii. the requirements for statutory testing of equipment and operator certificates
- iv. the time and resources needed for the required maintenance activities
- v. the factors to be taken into account when scheduling maintenance activities, including any insurance company requirements
- vi. what difficulties might occur when implementing maintenance activities and what should be included in contingency plans
- vii. the importance of checking people's understanding of instructions and how to do this
- viii. the technical skills needed for the maintenance and engineering activities carried out on your site, how to check that the people involved have the required skills and what to do in response to a perceived skills deficit
- ix. the system for allocating contracts and permits to work and your role and responsibility in relation to these
- x. the terms and conditions of contracts for which you are responsible, including any insurance policy conditions regarding contract work
- xi. the quality assurance systems that are being used for the maintenance and other engineering activities
- xii. organisational procedures and legal requirements for environmental protection and safe working practices

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- xiii. the importance of enforcing procedures for quality, safety and environmental protection and the actions to take in response to deviations from these

- xiv. organisational or site procedures and requirements for reporting faults and initiating repairs

- xv. the factors that increase the likelihood of breakdowns and action to take to prevent or reduce these, including the relationship between breakdowns and planned maintenance

- xvi. organisational procedures for implementation, control and completion of contracts

- xvii. the recording systems used for maintenance schedules and records, permits to work and other contract information.

Level 4 in Waste Management Operations: Managing Incineration

Evidence Requirements:

Candidates must provide both performance evidence and site specific knowledge evidence to demonstrate managerial competence. The performance evidence must demonstrate that the candidate can manage all the performance criteria consistently. In addition, when the performance evidence does not clearly show the necessary underpinning knowledge, it must be confirmed by questions.

Some examples of evidence:

This is not an exhaustive list of evidence - it is provided to give candidates and assessors guidance on the type of evidence that might be appropriate. The actual evidence will vary greatly according to the type of site and the range of wastes accepted.

Maintenance of plant and e quipment:

- Maintenance schedules
- Maintenance records
- Training records of maintenance operatives
- Accident and breakdown records

Internal and external audits:

- Safety inspection reports
- Statutory authority visit reports
- QA audits

Application of company Health and Safety Policy:

- Organisation and relevant arrangements documents
- COSHH assessments and records
- Operative training in the use of PPE and other safety equipment

Control of contracts and contractors:

- Contract documents and progress reports
- Records of inspections, reviews and discussions
- Safety systems documentation relevant to contract work
- Correspondence with contractors
- Deviations from contract performance and action taken

Internal and external audits:

- Safety inspection reports
- Statutory authority visit reports
- QA audits

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Application of company Health and Safety Policy:

- Organisation and relevant arrangements documents relating to contractors
- COSHH assessments and records
- Contractor operative training in the use of PPE, site specific safety equipment and procedures.

Communications:

- Evidence of communication (oral and written) to operatives and contractors.

Level 4 in Waste Management Operations: Managing Incineration

Commentary for Unit 6INC:

CONTROL THE DISPOSAL OF OUTPUTS AND RESIDUES FROM WASTE INCINERATION OPERATIONS

This unit is for:

people responsible for controlling the safe disposal of operational outputs and residues arising from the incineration of waste.

This unit is about:

the competence required to ensure that disposal operations are carried out safely and effectively in accordance with legislative and company requirements.

This is what you need to show:

- all disposal operations comply with relevant legislation
- appropriate disposal procedures are in place and carried out safely and correctly for all outputs from the incineration process, including operational outputs and residues
- potential hazards to safety, health and the environment are identified and the risks managed appropriately
- all necessary records are complete, accurate and up-to-date
- documentation required for the transport of operational outputs and residues is correct, complete and available when required.

Unit structure

This is a single element unit with performance standards, knowledge and understanding requirements and a glossary of terms which appear within the unit and have a specific meaning.

Place in the COTC Awards Framework

This unit is a facility specific unit within the level 4 COTC award:

Waste Management Operations - Managing Incineration.

Statement on Assessment

In the context of NVQ/SVQ assessment, evidence derived from a candidate's workplace performance is essential for this unit. Evidence from simulated activities is not acceptable.

Level 4 in Waste Management Operations: Managing Incineration

Guidance on Assessment for this Unit

To complete this Unit you must provide sufficient evidence to demonstrate that *you have, and are able to apply*, the knowledge, understanding, workplace skills and experience to perform the activities described within the standards competently.

To achieve this you must demonstrate that during your normal working activities you are able to competently access, interpret and implement all procedures, other associated guidance and **applicable legislation** concerned with controlling the disposal of outputs and residues from waste incineration operations appropriate to your waste management licence or IPPC/PPC permit.

You must demonstrate that you fully implement procedures to ensure that the handling and disposal of **operational outputs** and **residues** from waste incineration operations comply with **applicable legislation** and company procedures.

You must ensure that appropriate action is taken to identify **hazards** and minimise **risks** to health, safety and the environment, which may arise from the disposal of **operational outputs** and **residues** from the incineration of waste. Furthermore, all **records** relating to the disposal of the **operational outputs** and **residues** must be complete, accurate and up-to-date.

Finally, you must ensure that transportation documentation is completed correctly and complies with the **applicable legislation** and company requirements.

You may not carry out the work involved yourself, but you must demonstrate that you have direct responsibility for the work carried out and provide the day to day management of the activities described by this unit.

Note: Words highlighted within this guidance have a specific meaning in this unit as defined in the '*Glossary of terms*'

Level 4 in Waste Management Operations: Managing Incineration

UNIT 6INC: CONTROL THE DISPOSAL OF OUTPUTS AND RESIDUES FROM WASTE INCINERATION OPERATIONS

GLOSSARY OF TERMS

The following terms have a specific meaning in this unit and are highlighted where they appear in the performance standards. In the context of NVQ/SVQ assessment, awarding bodies are required to make sure that a candidate's evidence of performance from the workplace demonstrates that their work is consistent with these terms as defined here.

Note:

All references to the **waste management licence** cover an **Integrated Pollution Prevention and Control (IPPC) permit** or **Pollution Prevention and Control (PPC) permit** or **Local Authority authorisation** where applicable to the site.

Applicable legislation	This refers to legislative requirements as set out in the waste management licence, site working plan and planning permission, as well as health and safety, road transport and other legislation applicable to the disposal of operational outputs and residues from a waste incineration facility.
Hazards	A hazard is something with potential to cause harm.
Operational outputs	The incinerated wastes, and any re-useable and re-cyclable materials, arising from incineration and associated activities.
Records	This refers to the documentation required by legislation and by company procedures in relation to the disposal of operational outputs and residues from the incineration of waste. The records may be paper-based or computerised.
Residues	Any substances, other than operational outputs, arising from the incineration of wastes and associated activities that are disposed of as waste products, e.g. packaging, sewer discharge.
Risks	This refers to any risks to safety, health and the environment arising from the disposal of operational outputs and residues, including those associated with the following hazards: a) any operational outputs and residues that are difficult to handle b) any operational outputs and residues that present an unexpected health risk.
Wastes	Wastes are those specified in the waste management licence.

Level 4 in Waste Management Operations: Managing Incineration

UNIT 6INC: CONTROL THE DISPOSAL OF OUTPUTS AND RESIDUES FROM WASTE INCINERATION OPERATIONS

THE PERFORMANCE STANDARDS

You must show that you:

1. Fully implement procedures to ensure the disposal of **operational outputs** and **residues** from the incineration of **wastes** comply with **applicable legislation** and company procedures.
2. Make sure that **operational outputs** and **residues** are handled correctly in accordance with **applicable legislation** and company operational procedures.
3. Ensure that appropriate action is taken to identify **hazards** and minimise **risks** to safety, health and the environment arising from the disposal of **operational outputs** and **residues** from the incineration of **wastes**
4. Make sure that **records** relating to the disposal of **operational outputs** and **residues** are complete, accurate and up-to-date
5. Ensure that transportation documentation is completed correctly and complies with **applicable legislation** and company requirements.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

Level 4 in Waste Management Operations: Managing Incineration

UNIT 6INC: CONTROL THE DISPOSAL OF OUTPUTS AND RESIDUES FROM WASTE INCINERATION OPERATIONS

KNOWLEDGE AND UNDERSTANDING

To work to the standards set out in this unit, you need to have a working knowledge and understanding of the following as it applies to your site:

- i. relevant legislation, Regulations and Codes of Practice applicable to safety, health and environment
- ii. relevant road transport legislation, Regulations and Codes of Practice
- iii. Waste Management Papers and other guidance appropriate to your waste management licence
- iv. the planning permission, waste management licence and site working plan for your site
- v. the range and nature of operational outputs and residues produced from the incineration of wastes dealt with on site
- vi. the handling implications of the operational outputs and residues arising from incineration and associated operations
- vii. your site procedures for disposal of the operational outputs and residues from incineration and associated operations
- viii. the personal protective equipment required for operatives handling the operational outputs and residues, and the procedures for effective care, maintenance and use of this equipment
- ix. the risks to the environment and human health arising from the disposal of operational outputs and residues from incineration and associated operations and the procedures required to minimise and manage risk
- x. Control of Substances Hazardous to Health (COSHH) assessment data for all hazardous substances received and used on your site
- xi. the records required by legislation and by company procedures relating to the disposal of operational outputs and residues arising from the incineration of waste.

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Evidence Requirements:

Candidates must provide both performance evidence and site specific knowledge evidence to demonstrate managerial competence. The performance evidence must demonstrate that the candidate can manage all the performance criteria consistently. In addition, when the performance evidence does not clearly show the necessary underpinning knowledge, it must be confirmed by questions.

Some examples of evidence:

This is not an exhaustive list of evidence - it is provided to give candidates and assessors guidance on the type of evidence that might be appropriate. The actual evidence will vary greatly according to the type of site and the range of wastes accepted.

Controlling the disposal of outputs and residues:

- observing site operations
- company operating procedures
- records of staff and operative training
- records of the disposal of outputs/residues

Internal and external audits:

- safety inspection reports
- statutory authority visit reports
- QA audits
- safety audits

Communications:

- communications (oral and written) to operatives

Level 4 in Waste Management Operations: Managing Incineration

Commentary for Unit 7:

CONTROL IMPROVEMENTS TO WASTE MANAGEMENT OPERATIONS

This unit is for:

people responsible for identifying and implementing improvements to waste management operations.

This unit is about:

the competence required to develop and justify recommendations for improvements and to implement and evaluate improvement projects and plans.

This is what you need to show

- operations are monitored on a regular basis to identify potential improvements
- the views and suggestions of others are taken into account in developing recommendations for improvements
- proposals for improvements are supported by a cost benefit analysis and submitted for approval in accordance with company procedures
- an action plan is established and shared with those responsible for implementing agreed improvement projects
- implementation is monitored against the plan and appropriate action taken to rectify deviations and resolve problems
- project results are evaluated against expected costs and benefits and communicated to appropriate people.

Unit structure

There are two elements in this unit, each of which has performance standards associated with it.

7.1 Identify improvements to waste management operations

7.2 Implement and evaluate improvements to waste management operations

There are knowledge and understanding requirements which are relevant to both elements of this unit and a glossary of terms which appear within the unit and have a specific meaning.

Place in the COTC Awards Framework

This is a common unit included within all COTC awards other than the Civic Amenity Site and Closed Landfill awards.

Statement on Assessment

In the context of NVQ/SVQ assessment, evidence derived from a candidate's workplace performance is essential for this unit. However, simulation or questioning may be used to obtain evidence in relation to rectifying deviations from the project plan and responding to problems.

Level 4 in Waste Management Operations: Managing Incineration

Guidance on Assessment for this Unit

To complete this unit you must provide sufficient evidence to demonstrate that *you have, and are able to apply*, the knowledge, understanding and workplace skills & experience to perform the activities described within the standards competently.

To achieve this you must demonstrate that during your normal working activities you are able to competently access, interpret and implement all procedures, other associated guidance and **applicable legislation** concerned with controlling **improvements** to waste management operations appropriate to your waste management licence or IPPC/PPC permit.

Element 7.1 Identify improvements to waste management operations

You must demonstrate that you **monitor** operations at intervals as appropriate to identify potential **improvements** and give **relevant people** the opportunity to make recommendations for **improvements** to operations.

You must show that you evaluate the **costs** and **benefits** of the proposed **improvements** against the **company objectives** and identify possible impacts of proposed **improvements** on other aspects of operations on site.

You must present your recommendations for **improvements** to the **relevant people** at an appropriate time and prepare a project action **plan** for implementing the agreed **improvements**.

You may not carry out the work involved yourself, but you must demonstrate that you have direct responsibility for the work carried out and provide day to day management of the activities described by this element.

Element 7.2 Implement and evaluate improvements to waste management operations

You must demonstrate that you provide clear and sufficient information to those persons responsible for implementing the **improvement plan**. Furthermore, that you **monitor** the implementation of the **plan** against the agreed specifications, schedules and budget. You must show that prompt action is taken to rectify any deviations from the **plan**, specifications, schedules or budget, ensuring that any problems in achieving the planned outcomes are identified and resolved.

You must evaluate project results against previous performance and expected **costs, benefits** and impact; reporting the results of your evaluation to the appropriate **relevant people** in the agreed format and time-scale.

Note: Words highlighted within this guidance have a specific meaning in this unit as defined in the '*Glossary of terms*'

Level 4 in Waste Management Operations: Managing Incineration

UNIT 7: CONTROL IMPROVEMENTS TO WASTE MANAGEMENT OPERATIONS

GLOSSARY OF TERMS

The following terms have a specific meaning in this unit and are highlighted where they appear in the performance standards. In the context of NVQ/SVQ assessment, awarding bodies are required to make sure that a candidate's evidence of performance from the workplace demonstrates that their work is consistent with these terms as defined here.

Note:

All references to the **waste management licence** cover an **Integrated Pollution Prevention and Control (IPPC) permit, Pollution Prevention and Control (PPC) permit** or **Local Authority authorisation** where applicable to the site.

Benefits The advantages to the company of implementing improvements including:
a) financial
b) environmental
c) customer-related
d) employee-related.

Company objectives Clearly defined and measurable results which your organisation should achieve, including the required operational outcomes which may be specified in the waste management licence, and the operational requirements specified by the site management.

Costs The financial implications of making improvements including:
a) capital costs
b) installation costs
c) running costs.

Improvements Changes designed to improve efficiency or effectiveness in one or more of the following areas:
a) operating procedures
b) quality of service
c) working practices
d) use of technology
e) safety systems
f) environmental protection.

Monitoring Reviewing activities in order to identify improvements or modifications which need to be made. Monitoring may be carried out by:
a) direct observation
b) considering oral information
c) considering written information.

Level 4 in Waste Management Operations: Managing Incineration

- Plan** A written or oral plan which describes the work to be carried out, when, by whom, to what standard and with what resources, in order that requirements and objectives can be met.
- Relevant people** People with an interest in improvements to site operations, including:
- a) customers
 - b) management
 - c) site staff
 - d) colleagues
 - e) specialists
 - f) regulatory authorities.

Level 4 in Waste Management Operations: Managing Incineration

UNIT 7: CONTROL IMPROVEMENTS TO WASTE MANAGEMENT OPERATIONS

THE PERFORMANCE STANDARDS

7.1 Identify improvements to waste management operations

You must show that you:

1. **Monitor** operations at intervals most likely to identify potential **improvements**
2. Give opportunities to **relevant people** to make recommendations for **improvements** to operations
3. Evaluate the **costs** and **benefits** of proposed **improvements** against **company objectives**
4. Identify the possible impact of proposed **improvements** on other aspects of site operations
5. Present your recommendations for **improvements** to **relevant people** at an appropriate time
6. Prepare a project action **plan** for implementing the agreed **improvement** proposal and agree this with **relevant people**.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

Level 4 in Waste Management Operations: Managing Incineration

UNIT 7: CONTROL IMPROVEMENTS TO WASTE MANAGEMENT OPERATIONS

THE PERFORMANCE STANDARDS

7.2 Implement and evaluate improvements to waste management operations

You must show that you:

1. Provide clear and sufficient information to those responsible for implementing the **improvement plan**
2. **Monitor** implementation of the **plan** against the agreed specifications, schedules and budget
3. Take prompt and effective action to rectify any deviations from the **plan**, specifications, schedules or budget
4. Ensure that any problems in achieving the expected project outcomes are identified and resolved promptly
5. Evaluate project results against previous performance and expected **costs, benefits** and impact
6. Report the results of your evaluation to **relevant people** in the agreed format and timescale.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

Level 4 in Waste Management Operations: Managing Incineration

UNIT 7: CONTROL IMPROVEMENTS TO WASTE MANAGEMENT OPERATIONS

KNOWLEDGE AND UNDERSTANDING

To work to the standards set out in this unit, you need to have a working knowledge and understanding of the following as it applies to your site:

- i. relevant legislation, Regulations and Codes of Practice applicable to safety, health and environment
- ii. Waste Management Papers and other guidance appropriate to your waste management licence
- iii. the planning permission, waste management licence and site working plan for your site
- iv. company objectives relating to environmental protection, health and safety, profitability, operational outcomes and quality standards
- v. recent developments in technology and operating procedures within the waste management industry
- vi. current operating costs within your area of responsibility
- vii. the capital, installation and running costs of proposed improvements
- viii. cost benefit analysis methods and techniques
- ix. the importance of assessing the impact of potential improvements on other aspects of site operations
- x. reporting lines and procedures in relation to project approval, monitoring and evaluation
- xi. the importance of monitoring implementation of an improvement plan and how to do this problems that might be experienced when implementing an improvement plan and actions that could be taken in response to these.

Level 4 in Waste Management Operations: Managing Incineration

Evidence Requirements:

Candidates must provide both performance evidence and site specific knowledge evidence to demonstrate managerial competence. The performance evidence must demonstrate that the candidate can manage all the performance criteria consistently. In addition, when the performance evidence does not clearly show the necessary underpinning knowledge, it must be confirmed by questions.

Some examples of evidence:

This is not an exhaustive list of evidence - it is provided to give candidates and assessors guidance on the type of evidence that might be appropriate. The actual evidence will vary greatly according to the type of site and the range of wastes managed.

Identification of potential improvement areas:

- review of operations with potential areas identified, and reasons for improvement
- feedback from people affected

Proposals for improvement:

- technological aspects
- details of proposed improvements
- cost/benefit analysis
- proposal and notes on its reception, any necessary amendments
- action plan with details and timing

Internal and external audits:

- internal inspections, quality assessment, safety inspections
- regulatory agency visit reports (typically the Environment Agency or SEPA) or notes on consultation
- QA audits

Implementation:

- information passed to those involved
- monitoring results, deviations identified and reasons
- rectification, action and results

Evaluation:

- evaluation of project results
- comparison of results with expectations and previous performance
- identified shortfalls and reasons
- modifications to project and results
- final project evaluation report

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Internal and external audits:

- internal inspections, audits
- Environment Agency/SEPA visit reports
- QA audits

Level 4 in Waste Management Operations: Managing Incineration

Commentary for Unit 8H:

ENSURE PROTECTION OF THE ENVIRONMENT ON HAZARDOUS WASTE TREATMENT OR TRANSFER SITES

This unit is for:

people responsible for ensuring effective implementation of procedures to protect the environment on hazardous waste treatment or transfer sites.

This unit is about:

the competence required to identify environmental hazards and manage risks arising from the treatment or transfer of hazardous wastes.

This is what you need to show:

- environmental hazards are identified and the risks managed appropriately
- environmental monitoring and control systems are in place and operating effectively
- appropriate action is taken to deal with potential or actual harm to the environment, including giving advice and guidance to staff
- improvements to environmental protection systems are made in light of your own and others' experience of dealing with environmental hazards
- environmental procedures are established and communicated to site staff
- staff understand and are committed to environmental procedures and have the necessary training to implement them correctly
- environmental procedures are monitored to identify instances of non-compliance and appropriate corrective actions taken when required
- all necessary records are complete, accurate and up-to-date.

Unit structure

There are two elements in this unit, each of which has performance standards associated with it.

8H.1 Develop and maintain environmental control measures on hazardous waste treatment or transfer sites

8H.2 Minimise risks to the environment arising from the treatment or transfer of hazardous waste

There are knowledge and understanding requirements which are relevant to the elements of this unit and a glossary of terms which appear within the unit and have a specific meaning.

Place in the COTC Awards Framework

This unit is a facility and waste specific unit within the following level 4 COTC awards:

Waste Management Operations - Managing Treatment, Hazardous Waste

Waste Management Operations - Managing Transfer, Hazardous Waste

Statement on Assessment

In the context of NVQ/SVQ assessment, evidence derived from a candidate's workplace performance is essential for this unit. However, simulation or questioning may be used to obtain evidence in relation to responding to actual or potential harm to the environment, reporting hazards that you are unable or unauthorised to deal with, and responding to instances of non-compliance with environmental procedures.

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Guidance on Assessment for this Unit

To complete this unit you must provide sufficient evidence to demonstrate that *you have, and are able to apply*, the knowledge, understanding and workplace skills & experience to perform the activities described within the standards competently.

To achieve this you must demonstrate that during your normal working activities you are able to competently access, interpret and implement all procedures, other associated guidance and **applicable legislation** concerned with ensuring protection of the environment on hazardous waste treatment or transfer sites appropriate to your waste management licence or IPPC/PPC permit.

Element 8H.1 Develop and maintain environmental control measures on hazardous waste treatment or transfer sites

You must demonstrate that you identify the working practices, materials, products or equipment, which could cause harm to the environment and ensure that the **systems to monitor impacts** on the environment are established and fully implemented. You must promptly and accurately report any **hazards**, which present high **risks** to the environment that you are unable or unauthorised to deal with, to the **relevant people**.

You must demonstrate that the **control systems**, which prevent harm to the environment, are installed and used correctly. You must show that you promptly identify when **monitoring data** shows deviations from expected norms, and that you take prompt and effective preventative and/or corrective action in protecting the environment. This includes providing prompt advice and guidance to site personnel, when needed, to limit and control potential or actual harm to the environment.

You must ensure that **records** are accurate and up-to-date of any situations that present potential and/or actual harm to the environment and that actions are taken to limit and control harm.

Finally you must show that you use your own and others' experience of dealing with environmental **hazards** to improve environmental protection **control systems** and procedures.

You may not carry out the work involved yourself, but you must demonstrate that you have direct responsibility for the work carried out and provide day to day management of the activities described by this element.

Element 8H.2 Minimise risks to the environment arising from the treatment or transfer of hazardous waste

You must show that you ensure that **environmental procedures** are established for all site operations, making sure that these procedures are consistent with **applicable legislation** as well as the company environmental policy and procedures.

You must clearly **communicate** and ensure that all site staff understand the **environmental procedures** and are committed to them. You must ensure that staff have received relevant training on how to implement these procedures appropriately, taking prompt and effective corrective action in response to instances of non-compliance.

You may not carry out the work involved yourself, but you must demonstrate that you have direct responsibility for the work carried out and provide day to day management of the activities described by this element.

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Note: Words highlighted within this guidance have a specific meaning in this unit as defined in the '*Glossary of terms*'

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UNIT 8H: ENSURE PROTECTION OF THE ENVIRONMENT ON HAZARDOUS WASTE TREATMENT OR TRANSFER SITES

GLOSSARY OF TERMS

The following terms have a specific meaning in this unit and are highlighted where they appear in the performance standards. In the context of NVQ/SVQ assessment, awarding bodies are required to make sure that a candidate's evidence of performance from the workplace demonstrates that their work is consistent with these terms as defined here.

Note:

All references to the **waste management licence** cover an **Integrated Pollution Prevention and Control (IPPC) permit, Pollution Prevention and Control (PPC) permit** or **Local Authority authorisation** where applicable to the site.

Applicable legislation This refers to legislative requirements as set out in the waste management licence, site working plan and planning permission, as well as other legislation applicable to protection of the environment on a hazardous waste treatment or transfer site.

Communicate Environmental procedures will be recorded in writing but may be communicated to site staff orally or in writing.

Control systems Systems set up to prevent harm to the environment from the release of environmentally damaging materials and statutory nuisances, *e.g. fumes, dust, effluent discharge.*

The specific instructions or details for site operations, including:

- a) the use of environmentally safe working methods and equipment
- b) what to do in the event of an emergency involving environmental hazards
- c) authorisation for handling, storing, using or disposing of hazardous materials, products or equipment.

Hazardous waste Hazardous waste means any waste which is covered by Article 1(4) of Council Directive 91/689/EEC on hazardous waste.

Hazards A hazard is something with potential to cause harm.

Monitoring data Information from monitoring and control systems which allow control over a process that protects the environment and check for the release of environmentally damaging materials.

Others People within and outside the organisation who have experience and/or specialist knowledge of environmental protection on hazardous waste treatment or transfer sites.

Records This refers to the documentation required by legislation and by company procedures in relation to protection of the environment and

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incident reporting. The records may be paper-based or computerised.

Relevant people The person or persons at work to whom you should report any matter or hazard relating to the environment.

Risks This refers to the risks to the environment arising from:
a) the handling and storage of hazardous waste
b) site operations for the treatment or transfer of hazardous waste
c) emission of harmful liquids, gases, fumes or dust
d) other statutory nuisances.

Systems to monitor impact Procedures and equipment designed to monitor impacts on the environment including:
a) visual inspections
b) automatic recorders and sensors
c) sampling and analysis.

Wastes Wastes are those specified in the waste management licence.

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UNIT 8H: ENSURE PROTECTION OF THE ENVIRONMENT ON HAZARDOUS WASTE TREATMENT OR TRANSFER SITES

THE PERFORMANCE STANDARDS

8H.1 Develop and maintain environmental control measures on hazardous waste treatment or transfer sites

You must show that you:

1. Identify the working practices, materials, products or equipment which could cause harm to the environment
2. Ensure that **systems to monitor impacts** on the environment are established and fully implemented
3. Promptly and accurately report any **hazards** which present high **risks** to the environment that you are unable or unauthorised to deal with to the **relevant people**
4. Make sure that **control systems** to prevent harm to the environment are designed and used correctly
5. Promptly identify when **monitoring data** shows deviations from expected norms and take prompt and effective preventative and/or corrective action to protect the environment
6. Provide prompt advice and guidance to site personnel when needed to limit and control potential or actual harm to the environment
7. Maintain accurate and up-to-date **records** of potential and actual harm to the environment and the actions taken to limit and control these
8. Use your own and **others'** experience of dealing with environmental **hazards** to improve environmental protection **control systems** and procedures

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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UNIT 8H: ENSURE PROTECTION OF THE ENVIRONMENT ON HAZARDOUS WASTE TREATMENT OR TRANSFER SITES

THE PERFORMANCE STANDARDS

8H.2 Minimise risks to the environment arising from the treatment or transfer of hazardous waste

You must show that you:

1. Ensure that **environmental procedures** are established for all site operations
2. Make sure that the **environmental procedures** are consistent with **applicable legislation** and the company's environmental policy and procedures
3. Clearly **communicate** the **environmental procedures** to all site staff
4. Ensure that staff understand the **environmental procedures** and are committed to them
5. Confirm that staff have received relevant training on how to implement the **environmental procedures**
6. Monitor implementation of **environmental procedures** and take prompt action to investigate and correct instances of non-compliance.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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UNIT 8H: ENSURE PROTECTION OF THE ENVIRONMENT ON HAZARDOUS WASTE TREATMENT OR TRANSFER SITES

KNOWLEDGE AND UNDERSTANDING

To work to the standards set out in this unit, you need to have a working knowledge and understanding of the following as it applies to your site:

- i. relevant legislation, Regulations and Codes of Practice applicable to safety, health and the environment
- ii. Waste Management Papers and other guidance appropriate to your waste management licence
- iii. the planning permission, waste management licence and site working plan for your site
- iv. regulations applicable to the storage and use of hazardous substances
- v. your company environmental policy and procedures
- vi. the hazards to the environment arising from the operations carried out on site and the procedures required to minimise and manage risk
- vii. the importance of remaining alert to the presence of hazards to the environment in the whole workplace
- viii. your own responsibility for controlling hazards to the environment
- ix. risk identification methods, techniques and monitoring systems suitable for a site that handles hazardous waste
- x. environmental control systems required for operations carried out on your site
- xi. methods for controlling statutory nuisances
- xii. the actions you are authorised to take in response to hazards which present risks to the environment and those you should refer to someone else to deal with
- xiii. legal and workplace requirements for reporting potential and actual harm to the environment

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- xiv. Control of Substances Hazardous to Health (COSHH) assessment data for all hazardous substances received and used on your site

- xv. how to communicate workplace environmental procedures orally and in writing

- xvi. the importance of checking people's understanding of procedures to be followed and how to do this

- xvii. legal and company requirements for staff training in relation to environmental protection and company procedures for ensuring staff receive the necessary training

- xviii. the records required by legislation and company procedures in relation to environmental procedures and incident reporting.

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Evidence Requirements:

Candidates must provide both performance evidence and site specific knowledge evidence to demonstrate managerial competence. The performance evidence must demonstrate that the candidate can manage all the performance criteria consistently. In addition, when the performance evidence does not clearly show the necessary underpinning knowledge, it must be confirmed by questions.

Some examples of evidence:

This is not an exhaustive list of evidence - it is provided to give candidates and assessors guidance on the type of evidence that might be appropriate. The actual evidence will vary greatly according to the type of site and the range of wastes managed.

Identifying potential threats to the environment and developing control systems:

- list of threats identified
- details of related control and monitoring systems
- records of implementation of control systems

Dealing with actual environmental harm:

- documented procedures for dealing with harm
- records showing correct implementation

Improving controls systems and procedures from experience:

- details of specific experiences resulting in improvements.

Operation of quality assurance check system:

- detail of system
- system records properly completed
- deviations from normal operating identified
- investigation and action taken

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Commentary for Unit 9:

SUPPORT THE EFFICIENT USE OF RESOURCES

(Unit B1 of the Management Standards)

This unit is for:

people who are responsible for identifying resource needs and contributing to the control of resources on waste management sites.

This unit is about:

the efficient management of resources for which you have authority and responsibility. It covers recommending the resources you and your team need to meet your objectives, as well as monitoring and controlling the way in which resources are used.

This is what you need to show:

- relevant people are consulted about resource needs
- your recommendations for the use of resources take account of previous resource use and trends and developments in both your organisation and the waste management industry
- your recommendations are consistent with team objectives and organisational policies
- the benefits which your recommendations may bring are clearly identified
- your recommendations are presented in an appropriate and timely manner
- people are encouraged to take responsibility for the way they use resources
- resources are used efficiently and in ways which take account of potential impact on the environment and maintain the quality of services and products
- you identify problems with the use of resources and make recommendations to correct these problems
- all records of resources used are accurate and complete.

Unit structure

There are two elements in this unit, each of which has performance standards associated with it.

9.1 Make recommendations for the use of resources

9.2 Contribute to the control of resources

There are knowledge and understanding requirements which are relevant to the elements of this unit and a glossary of terms which appear within the unit and have a specific meaning.

Place in the COTC Awards Framework

This a common unit included within every COTC award.

Statement on Assessment

In the context of NVQ/SVQ assessment, evidence derived from a candidate's workplace performance is essential for this unit. Evidence from simulated activities is not acceptable.

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Guidance on Assessment for this Unit

To complete this unit you must provide sufficient evidence to demonstrate that *you have, and are able to apply*, the knowledge, understanding and workplace skills & experience to perform the activities described within the standards competently.

To achieve this you must demonstrate that during your normal working activities you are able to competently access, interpret and implement all procedures, other associated guidance and **applicable legislation** concerned with supporting the efficient use of resources appropriate to your waste management licence or IPPC/PPC permit.

Element 9.1 Make recommendations for the use of resources

You must demonstrate that you give **relevant people** the opportunity to provide information on the **resources** your team needs and that you take account of relevant past experience when making **recommendations** for the use of **resources**.

You must ensure that you take account of **trends and developments, which are likely to affect the use of resources**, and that **recommendations** are consistent with **team objectives** and organisational **policies**.

Finally, you must clearly indicate the potential **benefits** that you expect from the planned use of **resources** in your **recommendations**, presenting these to **relevant people** in an appropriate and timely manner.

You may not carry out the work involved yourself, but you must demonstrate that you have direct responsibility for the work carried out and provide day to day management of the activities described by this element.

Element 9.2 Contribute to the control of resources

You must show that you give **relevant people** opportunities to take individual responsibility for the efficient use of **resources** and that you **monitor** the use of these **resources** under your control at appropriate intervals.

You must ensure the use of **resources** by your team is efficient and takes into account the potential **impact on the environment**. In addition, you must monitor the quality of the **resources** continuously and **ensure consistency in product and service delivery**.

Any problems with **resources** must be identified promptly and you must make **recommendations** for **corrective action** to the **relevant people** as soon as possible. Making **recommendations** for improving the use of **resources** to **relevant people** must be carried out in an appropriate and timely manner.

Finally, you must demonstrate that you ensure your records relating to the use of **resources** are complete, accurate and available to authorised people only.

You may not carry out the work involved yourself, but you must demonstrate that you have direct responsibility for the work carried out and provide day to day management of the activities described by this element.

Note: Words highlighted within this guidance have a specific meaning in this unit as defined in the '*Glossary of terms*'

Level 4 in Waste Management Operations: Managing Incineration

UNIT 9 SUPPORT THE EFFICIENT USE OF RESOURCES (Unit B1 of the Management Standards)

GLOSSARY OF TERMS

The following terms have a specific meaning in this unit and are highlighted where they appear in the performance standards. In the context of NVQ/SVQ assessment, awarding bodies are required to make sure that a candidate's evidence of performance from the workplace demonstrates that their work is consistent with these terms as defined here.

Please note that words shown in italics refer to the range requirements of the management standards. Candidates must provide evidence of competence across the range as specified by these terms.

Benefits	Positive results from the use of resources, for example, improved effectiveness and efficiency, reduced risk to the environment.
Corrective action	Action taken to match actual expenditure to budget, including: <i>a) altering activities</i> <i>b) modifying the use of resources</i> <i>c) re-negotiating the allocation of resources.</i>
Ensuring consistency in product and service delivery	Making sure that the products and services for which you are responsible continuously meet the standards agreed in your organisation and with your customers.
Impact on the environment	Positive or negative effects on the environment which may result from the use of resources.
Monitoring	Keeping a close eye on how resources are used and comparing this with plans or budgets.
Policies	Rules which govern the use of resources, for example, planning policies, policies governing the supply of equipment and materials, health and safety policies, environmental policies.
Recommendations	Requesting budget allocations or proposing the supply of resources your team needs to achieve its objectives; suggesting new methods of using available resources to improve your team's effectiveness and efficiency. Recommendations will be: <i>a) short term</i> <i>b) medium term.</i>

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Relevant people	People with whom you work, including: <i>a) team members</i> <i>b) colleagues working at the same level as yourself</i> <i>c) higher level managers or sponsors.</i>
Resources	The equipment, materials, services, supplies, finance, energy and time your team needs to achieve its objectives.
Team members	People who work with you as part of a functional or project team; team members may report to you either as their line manager or as the manager in charge of a specific project or activity on which they are working.
Team objectives	Clearly specified results which your team needs to achieve.
Trends and developments	Changes in your team, organisation and market, for example, new skills and working methods, efficiency drives, new products and services, changes in customer requirements.

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UNIT 9 SUPPORT THE EFFICIENT USE OF RESOURCES (Unit B1 of the Management Standards)

THE PERFORMANCE STANDARDS

9.1 Make recommendations for the use of resources

You must show that you:

1. Give **relevant people** the opportunity to provide information on the **resources** your team needs
2. Take account of relevant past experience when making **recommendations** for the use of **resources**
3. Take account of **trends and developments** which are likely to affect the use of **resources**
4. Ensure that **recommendations** are consistent with **team objectives** and organisational **policies**
5. Clearly indicate the potential **benefits** you expect from the planned use of **resources** in your **recommendations**
6. Present your **recommendations** to **relevant people** in an appropriate and timely manner.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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UNIT 9 SUPPORT THE EFFICIENT USE OF RESOURCES (Unit B1 of the Management Standards)

THE PERFORMANCE STANDARDS

9.2 Contribute to the control of resources

You must show that you:

1. Give **relevant people** opportunities to take individual responsibility for the efficient use of **resources**
2. **Monitor** the use of **resources** under your control at appropriate intervals
3. Ensure the use of **resources** by your team is efficient and takes into account the potential **impact on the environment**
4. Monitor the quality of **resources** continuously and **ensure consistency in product and service delivery**
5. Identify problems with **resources** promptly, and make **recommendations** for **corrective action** to the **relevant people** as soon as possible
6. Make **recommendations** for improving the use of **resources** to **relevant people** in an appropriate and timely manner
7. Ensure that your records relating to the use of **resources** are complete, accurate and available to authorised people only.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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UNIT 9 **SUPPORT THE EFFICIENT USE OF RESOURCES** (Unit B1 of the Management Standards)

KNOWLEDGE AND UNDERSTANDING

You need to know and understand:

Analytical techniques

- i. how to analyse the use of resources in the past, and utilise the results to make recommendations on more effective use of resources in the future

Communication

- ii. how to communicate effectively with team members, colleagues and line managers

- iii. how to develop and argue an effective case for changes in the management of resources

Involvement and motivation

- iv. how to enable people to identify and communicate the resources they need

- v. how to encourage others to take responsibility for the control of resources in their own area of work

Organisational context

- vi. team objectives and organisational policies regarding the use of resources

- vii. organisational procedures for making recommendations on the use of resources

- viii. the trends and developments which may influence the future use of resources and how to plan for these

- ix. the potential environmental impact of the resources being used

- x. the problems which may occur with resources and how you can deal with these

Resource management

- xi. the importance of effective management of resources to organisational performance

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xii. the principles underpinning the effective and efficient management of resources

*xiii.*how to monitor and control the use of resources to maximise efficiency, whilst maintaining the quality of products and services

*xiv.*the importance of keeping accurate records on the use of resources.

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Evidence Requirements:

Candidates must provide both performance evidence and site specific knowledge evidence to demonstrate managerial competence. The performance evidence must demonstrate that the candidate can manage all the performance criteria consistently. In addition, when the performance evidence does not clearly show the necessary underpinning knowledge, it must be confirmed by questions.

Some examples of evidence:

This is not an exhaustive list of evidence - it is provided to give candidates and assessors guidance on the type of evidence that might be appropriate. The actual evidence will vary greatly according to the type of site and the range of wastes managed.

Preparing recommendations for expenditure:

- existing cost data on operation
- description of recommendation and costs
- cost benefit analysis
- final presentation of proposals

Identified contributions of individuals to cost and resource control:

- named individuals, their areas where costs can be controlled, the way this was communicated to them

Expenditure:

- budgets and budgetary control data for the last financial period
- expenditure records
- analysed cost data

Monitoring the use of resources:

- assessment of cost data
- comparison and explanation of budgets against actuals
- identified symptoms of loss of control
- action taken and results achieved

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Commentary for Unit 11:

CREATE EFFECTIVE WORKING RELATIONSHIPS

(Unit C4 of the Management Standards)

This unit is for:

people who need to create effective working relationships with a range of contacts internal and external to their organisation.

This unit is about:

creating and maintaining effective working relationships with your manager and others to whom you report, team members and other colleagues within and external to your organisation. It also involves minimising the potential for conflict in your team and dealing with conflicts as they arise.

This is what you need to show

- that you consult colleagues and team members on proposed activities, keeping them informed about your work and offering them appropriate support when needed
- you treat colleagues and team members with respect, keep your promises to them and discuss issues with them frankly and openly
- you keep your manager, and others to whom you report, informed about your activities, plans and any problems, threats or opportunities which arise
- you consult the appropriate person for clarification on policies and ways of working which you are unsure about, and resolve any disagreements in a constructive way
- you make sure that team members understand the standards of work and behaviour expected from them
- you make yourself available to discuss and deal with problems as soon as they arise in ways which minimise disruption and bad feelings
- where appropriate, you keep a careful record of conflict situations and how you resolved them.

Unit structure

There are three elements in this unit, each of which has performance standards associated with it.

11.1 Gain the trust and support of colleagues and team members

11.2 Gain the trust and support of your manager

11.3 Minimise conflict in your team

There are knowledge and understanding requirements which are relevant to the elements of this unit and a glossary of terms which appear within the unit and have a specific meaning.

Place in the COTC Awards Framework

This a common unit included within every COTC award.

Statement on Assessment

In the context of NVQ/SVQ assessment, evidence derived from a candidate's workplace performance is essential for this unit. Evidence from simulated activities is only acceptable for demonstrating how you would resolve disagreements with your manager (Performance Standard 6 in 11.2) and how you would deal with conflict between team members (Performance Standards 3 to 6 in 11.3).

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Guidance on Assessment for this Unit

To complete this unit you must provide sufficient evidence to demonstrate that *you have, and are able to apply*, the knowledge, understanding and workplace skills & experience to perform the activities described within the standards competently.

To achieve this you must demonstrate that during your normal working activities you are able to competently access, interpret and implement all procedures, other associated guidance and **applicable legislation** concerned with creating effective working relationships appropriate to your waste management licence or IPPC/PPC permit.

Element 11.1 Gain the trust and support of colleagues and team members

You must show that you **consult** with **colleagues** and **team members** about proposed activities at appropriate times and in a manner, which encourages open and frank discussion. You will show that you keep **colleagues** and **team members** informed about organisational plans and activities, and honour the commitments you make.

You will demonstrate that you treat **colleagues** and **team members** in a manner, which shows your **respect for individuals** and the need for **confidentiality**. Furthermore, you will demonstrate that you give **colleagues** and **team members** sufficient **support** for them to achieve their work objectives. Finally, you will discuss your **evaluation** of their work and behaviour directly with the **colleagues** and **team members** concerned.

You may not carry out the work involved yourself, but you must demonstrate that you have direct responsibility for the work carried out and provide day to day management of the activities described by this element.

Element 11.2 Gain the trust and support of your manager

You must demonstrate that you give your **manager** timely and accurate reports on activities, progress results and achievements and that information about emerging **threats** and **opportunities** are clear, accurate and timely.

You must show that you **consult** your **manager** about **organisational policies** and ways of working at appropriate times, whilst ensuring your proposals for action are clear and realistic. Proposals should be presented for action at appropriate times.

Finally, you must show that you make constructive efforts to resolve any disagreements you may have with your **manager**.

You may not carry out the work involved yourself, but you must demonstrate that you have direct responsibility for the work carried out and provide day to day management of the activities described by this element.

Element 11.3 Minimise conflict in your team

You must show that you inform **team members** of the **standards of work and behaviour** you expect, in a manner and at a level and pace appropriate to the **individuals** concerned. Furthermore, you must provide appropriate opportunities for **team members** to discuss **problems, which** directly or indirectly affect their work.

You will ensure that you act promptly to deal with conflict between **team members** and inform relevant people about conflicts outside your area of responsibility.

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You will show that you resolve conflict in a way that minimises disruption to work and discord between **team members** ensuring your records of conflict and their outcomes are accurate and comply with requirements for **confidentiality** and other **organisational policies**.

You may not carry out the work involved yourself, but you must demonstrate that you have direct responsibility for the work carried out and provide day to day management of the activities described by this element.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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UNIT 11 CREATE EFFECTIVE WORKING RELATIONSHIPS

(Unit C4 of the Management Standards)

GLOSSARY OF TERMS

The following terms have a specific meaning in this unit and are highlighted where they appear in the performance standards. In the context of NVQ/SVQ assessment, awarding bodies are required to make sure that a candidate's evidence of performance from the workplace demonstrates that their work is consistent with these terms as defined here.

Please note that words shown in italics refer to the range requirements of the management standards. Candidates must provide evidence of competence across the range as specified by these terms.

Colleagues	People, either in your organisation or in other organisations with whom you have a working relationship, including: <i>a) those working at the same level as you</i> <i>b) those working at a higher level than you</i> <i>c) those working at a lower level than you.</i>
Confidentiality	Only providing information to those who are authorised to have it.
Consultation	Asking others for their views and involving them openly in decision-making.
Evaluation	A balanced assessment of people's work and behaviour.
Individuals	Colleagues or team members with whom you work.
Manager	Your manager will be either: <i>a) the person(s) to whom you report, or</i> <i>b) the organisation or authority to which you report.</i>
Opportunities	Developments, either inside or outside your organisation, which could have a positive impact on your work or plans if you take appropriate action.
Organisational policies	The policies of your organisation relevant to work activities.
Problems	Problems which affect individuals' performance at work which may be either: <i>a) work-related, or</i> <i>b) personal.</i>

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UNIT 11 CREATE EFFECTIVE WORKING RELATIONSHIPS (Unit C4 of the Management Standards)

THE PERFORMANCE STANDARDS

11.1 Gain the trust and support of colleagues and team members

You must show that you:

1. **Consult** with **colleagues** and **team members** about proposed activities at appropriate times and in a manner which encourages open, frank discussion
2. Keep **colleagues** and **team members** informed about organisational plans and activities
3. Honour the commitments you make to **colleagues** and **team members**
4. Treat **colleagues** and **team members** in a manner which shows your **respect for individuals** and the need for **confidentiality**
5. Give **colleagues** and **team members** sufficient **support** for them to achieve their work objectives
6. Discuss your **evaluation** of their work and behaviour directly with the **colleagues** and **team members** concerned.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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UNIT 11 CREATE EFFECTIVE WORKING RELATIONSHIPS (Unit C4 of the Management Standards)

THE PERFORMANCE STANDARDS

11.2 Gain the trust and support of your manager

You must show that you:

1. Give your **manager** timely and accurate reports on activities, progress results and achievements
2. Give your **manager** clear, accurate and timely information about emerging **threats** and **opportunities**
3. **Consult** your **manager** about **organisational policies** and ways of working at appropriate times
4. Ensure your proposals for action are clear and realistic
5. Present your proposals for action to your **manager** at appropriate times
6. Make constructive efforts to resolve any disagreements you may have with your **manager**.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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UNIT 11 CREATE EFFECTIVE WORKING RELATIONSHIPS (Unit C4 of the Management Standards)

THE PERFORMANCE STANDARDS

11.3 Minimise conflict in your team

You must show that you:

1. Inform **team members** of the **standards of work and behaviour** you expect, in a manner and at a level and pace appropriate to the **individuals** concerned
2. Provide appropriate opportunities for **team members** to discuss **problems** which directly or indirectly affect their work
3. Take action promptly to deal with conflict between **team members**
4. Inform relevant people about conflicts outside your area of responsibility
5. Resolve conflict in a way that minimises disruption to work and discord between **team members**
6. Ensure your records of conflict and their outcomes are accurate and comply with requirements for **confidentiality** and other **organisational policies**.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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UNIT 11 **CREATE EFFECTIVE WORKING RELATIONSHIPS** (Unit C4 of the Management Standards)

KNOWLEDGE AND UNDERSTANDING

You need to know and understand:

Communication

- i. how to consult with colleagues in a way which encourages open and frank discussions
- ii. how to select communication methods appropriate to the issues and contexts
- iii. the importance of effective communication methods to productive working relationships
- iv. the importance of discussing evaluations of output and behaviour at work promptly and directly with those concerned
- v. how to provide feedback in a way which will lead to a constructive outcome
- vi. the importance of keeping your manager informed of activities, progress, results and achievements and how to do this
- vii. how to develop and present proposals in ways which are realistic, clear and likely to influence your manager positively

Information handling

- viii. the types of information concerning colleagues which you need to treat confidentially, and procedures to follow
- ix. the importance of maintaining accurate records of conflicts and their outcomes
- x. the information regarding conflicts which must be treated confidentially and the people who may and may not be informed

Organisational context

- xi. the organisational plans and activities, emerging threats and opportunities, which are relevant to the work of colleagues and about which they need to be informed
- xii. the management structures, line of accountability and control in your organisation

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- xiii. the types of emerging threats and opportunities about which your manager needs to be informed
- xiv. the types of organisational policies and ways of working about which you need to consult with your manager and how to do this
- xv. the people to inform when conflicts are outside your area of responsibility
- xvi. the organisational requirements regarding the handling of conflict and its resolution

Providing support

- xvii. the support colleagues may require to achieve their objectives and how to provide this support

Working relationships

- xviii. how people work in groups
- xix. strategies and styles of working which encourage effective working relationships
- xx. the importance of honouring commitments to colleagues
- xxi. the importance of showing respect for colleagues and how to do this
- xxii. methods of handling disagreements with your manager in a constructive manner
- xxiii. situations, behaviour and interactions between people which encourages conflict
- xxiv. how to minimise conflict between people at work
- xxv. the importance of keeping people regularly informed of expected standards of work and behaviour
- xxvi. how to inform people of the standards and behaviour you expect of them
- xxvii. the importance of giving people opportunities to discuss problems affecting their work and how to provide such opportunities

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- xxviii. how to identify potential conflict between individuals in your organisation

- xxix. types of conflict which may occur between people at work and action to take in response to these which will minimise disruption at work.

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Evidence Requirements:

Candidates must provide both performance evidence and site specific knowledge evidence to demonstrate managerial competence. The performance evidence must demonstrate that the candidate can manage all the performance criteria consistently. In addition, when the performance evidence does not clearly show the necessary underpinning knowledge, it must be confirmed by questions.

Some examples of evidence:

This is not an exhaustive list of evidence - it is provided to give candidates and assessors guidance on the type of evidence that might be appropriate. The actual evidence will vary greatly according to the type of site, its size and persons involved.

Observed performance:

- discussions with colleagues on work activities and patterns
- agreeing actions and meeting commitments
- offering and supplying support to colleagues
- identifying and providing essential information to colleagues
- adapting methods of communication and support to suit the individual needs of colleagues
- identifying behavioural or environmental issues which affect working relationships, and taking appropriate action
- co-ordinating own work with that of colleagues
- identifying inadequate quality products or performance, and seeking solutions with those concerned
- safeguarding the security and confidentiality of information
- recording discussions
- discussions with external contacts on work related matters by telecommunications or face to face
- corresponding with contacts on work related matters
- seeking and exchanging work related information
- adapting the method of communication to suit the individual needs of external contacts
- co-ordinating own work with that of external contacts
- identifying behavioural or environmental issues which affect working relationships, and taking appropriate action
- identifying inadequate quality products, services, or performance, and seeking solutions
- safeguarding the security and confidentiality of information

Products of work:

- internal memoranda
- work plans
- records of meetings
- records of discussions
- copies of letters
- copies of agreements

Authenticated testimonies from relevant witnesses.

Personal accounts of competence.

Responses to questions.

Other sources of evidence to prove knowledge and understanding where it is not apparent from performance.

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Commentary for Unit 12:

PROVIDE INFORMATION TO SUPPORT DECISION MAKING ON A WASTE MANAGEMENT SITE

This unit is for:

people who are responsible for ensuring that valid and reliable information is available to support decisions about the management and conduct of operations on waste management sites.

This unit is about:

the efficient management of information within your area of responsibility. It covers gathering the information you need and providing information and advice to others.

This is what you need to show

- that you collect information which is relevant to your work and make sure it is accurate and fit for purpose
- your sources of information are reliable and cost effective
- you make contact with potential providers of useful information
- you deal effectively with any problems you may have in gathering information
- information is recorded and stored for ease of access when required
- you provide information and advice in ways which meet the needs of the recipients
- you make sure the information and advice is accurate, up-to-date and in line with your organisation's policies and procedures
- you check that information is understood by the recipients
- you seek and use feedback from recipients to improve the usefulness of information and advice you provide.

Unit structure

There are two elements in this unit, each of which has performance standards associated with it.

12.1 Obtain information to support decision making

12.2 Inform and advise others

There are knowledge and understanding requirements which are relevant to the elements of this unit and a glossary of terms which appear within the unit and have a specific meaning.

Place in the COTC Awards Framework

This is a common unit included within all COTC awards.

Statement on Assessment

In the context of NVQ/SVQ assessment, evidence derived from a candidate's workplace performance is essential for this unit. Evidence from simulated activities is not acceptable.

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Guidance on Assessment for this Unit

To complete this unit you must provide sufficient evidence to demonstrate that *you have, and are able to apply*, the knowledge, understanding and workplace skills & experience to perform the activities described within the standards competently.

To achieve this you must demonstrate that during your normal working activities you are able to competently access, interpret and implement all procedures, other associated guidance and **applicable legislation** concerned with providing information to support decision making on a waste management site appropriate to your waste management licence or IPPC/PPC permit.

Element 12.1 Obtain information to support decision making

You must demonstrate that you obtain **information** that is accurate, sufficient and relevant to the purpose for which it is needed. Furthermore, that you regularly review your **sources of information** to ensure that they remain useful, reliable and cost effective.

You must show that you establish **contacts** with potential providers of useful **information** and evaluate this for its validity and reliability.

You must take prompt and effective action to overcome problems in gathering relevant **information**, which you ensure is recorded and stored according to your organisations, **systems and procedures**. Finally, you ensure that this **information** is accessible in the required format to authorised people only.

You may not carry out the work involved yourself, but you must demonstrate that you have direct responsibility for the work carried out and provide day to day management of the activities described by this element.

Element 12.2 Inform and advise others

You must demonstrate that you give **information** and advice at a time and place, and in a form and manner appropriate to the needs of the **recipients**. You will ensure that the **information** you give is accurate, current, relevant and sufficient.

You must show that advice you give is consistent with your **organisation's policy, procedures and resource constraints**, using reasoned arguments and appropriate evidence to support your advice given. You must demonstrate that you check and confirm the **recipient's** understanding of the **information** and the advice you have given.

You must ensure that **confidentiality** is maintained according to your organisation's requirements. Finally, you must demonstrate that you seek feedback from the **recipients** about the **information** and advice that you provide and show that you use this feedback to improve the ways in which you give **information** and advice.

You may not carry out the work involved yourself, but you must demonstrate that you have direct responsibility for the work carried out and provide day to day management of the activities described by this element.

Note: Words highlighted within this guidance have a specific meaning in this unit as defined in the '*Glossary of terms*'

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UNIT 12 PROVIDE INFORMATION TO SUPPORT DECISION MAKING ON A WASTE MANAGEMENT SITE

GLOSSARY OF TERMS

The following terms have a specific meaning in this unit and are highlighted where they appear in the performance standards. In the context of NVQ/SVQ assessment, awarding bodies are required to make sure that a candidate's evidence of performance from the workplace demonstrates that their work is consistent with these terms as defined here.

Confidentiality	Only providing information to those who are authorised to have it.
Contacts	People who may be able to provide you with useful information, including: a) professional contacts, e.g. colleagues, line manager, trade association officers b) customers c) suppliers d) carriers e) regulatory authority officers f) manufacturers.
Information	What you and other people need to know to carry out your work effectively, including information related to: a) past, present and future site operations b) technology c) working methods d) legislative requirements e) market requirements f) quality.
Organisational policy and procedures	The policies and procedures which affect any information or advice you provide.
Recipients	The people who receive the information and advice you provide, including: a) team members b) colleagues working at the same level c) higher-level managers d) people external to the organisation, e.g. regulatory authority officers, suppliers.
Resource constraints	Limitations on the amount of time, effort and materials you can give to providing others with information and advice

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- Sources of information** Where relevant information can be obtained from, including:
- a) personal contacts
 - b) technical and general media
 - c) present and past operating records
 - d) written and oral communications with regulatory authority officers
 - e) professional meetings/conferences/exhibitions.
- Systems and procedures for recording and storing information** The methods of recording and filing information for future use which your organisation requires. Systems and procedures can be formal or informal.

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UNIT 12 PROVIDE INFORMATION TO SUPPORT DECISION MAKING ON A WASTE MANAGEMENT SITE

THE PERFORMANCE STANDARDS

12.1 Obtain information to support decision making

You must show that you:

1. Obtain **information** that is accurate, sufficient and relevant to the purpose for which it is needed
2. Regularly review your **sources of information** to ensure that they remain useful, reliable and cost effective
3. Establish **contacts** with potential providers of useful **information**
4. Evaluate **information** for its validity and reliability
5. Take prompt and effective action to overcome problems in gathering relevant **information**
6. Ensure **information** is recorded and stored according to your organisation's **systems and procedures**
7. Ensure **information** is accessible in the required format to authorised people only

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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UNIT 12 PROVIDE INFORMATION TO SUPPORT DECISION MAKING ON A WASTE MANAGEMENT SITE

THE PERFORMANCE STANDARDS

12.2 Inform and advise others

You must show that you:

1. Give **information** and advice at a time and place, and in a form and manner, appropriate to the needs of **recipients**
2. Ensure that the **information** you give is accurate, current, relevant and sufficient
3. Ensure that the advice you give is consistent with your **organisation's policy, procedures** and **resource constraints**
4. Use reasoned arguments and appropriate evidence to support your advice
5. Check and confirm **recipients'** understanding of the **information** and advice you have given them
6. Maintain **confidentiality** according to your organisation's requirements
7. Seek feedback from **recipients** about the **information** and advice you provide, and use this feedback to improve the ways in which you give **information** and advice.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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UNIT 12 PROVIDE INFORMATION TO SUPPORT DECISION MAKING ON A WASTE MANAGEMENT SITE

KNOWLEDGE AND UNDERSTANDING

You need to know and understand:

Communication

- i. how to give information and advice effectively both orally and in writing
- ii. how to develop and present a reasoned case when providing advice to others
- iii. the importance of confirming the recipient's understanding of the information and advice you have provided and how to do this
- iv. the importance of seeking feedback on the quality and relevance of the advice and information you provided, and how to encourage and enable such feedback

Information handling

- v. the importance of gathering, validating and analysing information to team and organisational effectiveness and your role and responsibility in relation to this
- vi. the types of qualitative and quantitative information which are essential to your role and responsibilities
- vii. how to gather the information you need for your job
- viii. the types of problems which may occur when gathering information and how to overcome these
- ix. how to record and store the information you need
- x. the importance of providing information and advice to others and your role and responsibility in relation to this
- xi. the types of information and advice which other people may require
- xii. the importance of checking the validity of information and advice provided to others and how to do this

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xiii.the principles of confidentiality when handling information and advice - the types of information and advice which may be provided to different people

Organisational context

xiv.organisational policies, procedures and resource constraints which may affect advice and information you give to others.

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Evidence Requirements:

Candidates must provide both performance evidence and site specific knowledge evidence to demonstrate managerial competence. The performance evidence must demonstrate that the candidate can manage all the performance criteria consistently. In addition, when the performance evidence does not clearly show the necessary underpinning knowledge, it must be confirmed by questions.

Some examples of evidence:

This is not an exhaustive list of evidence - it is provided to give candidates and assessors guidance on the type of evidence that might be appropriate. The actual evidence will vary greatly according to the type of site and the range of wastes managed.

Gathering information:

- Sources regularly consulted
- Examples of information collected and how validated
- Personal contacts and nature of information available
- Examples of clarification and expansion of information

Using information:

- Information to support decision making
- Conclusions drawn from information, their rationale, confirmation or otherwise

Information storage:

- Examples of information checked for accuracy, completeness and legibility/availability
- Description of storage formats used with examples
- Methods of recording and storing which have been considered for use and rationale behind decisions taken

Information Use:

- Methods of cataloguing and retrieval
- Examples of information retrieved for specific purposes

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OPTIONAL UNITS

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Commentary for Unit 10a:

CONTRIBUTE TO THE SELECTION OF PERSONNEL FOR ACTIVITIES

(Unit C7 of the Management Standards)

This unit is for:

people who contribute to the selection of personnel for activities on a waste management site.

This unit is about:

making a significant contribution to selecting the people needed to carry out site activities. It applies to both the external and internal recruitment of people for permanent, temporary or project work on a full or part time basis.

This is what you need to show

- that you consider a range of information about your work plans and targets, staff availability, financial resources available, your organisation's values and policies and regulatory requirements when identifying personnel requirements
- your suggestions for personnel requirements comply with legal and organisational requirements
- you assist with the assessment of applicants against agreed selection criteria
- your suggestions for selection are based on a fair and objective evaluation of all the information available
- you communicate effectively with applicants and colleagues
- you keep accurate records of your contribution to the selection process and comply with confidentiality requirements.

Unit structure

There are two elements in this unit, each of which has performance standards associated with it.

10a.1 Contribute to identifying personnel requirements

10a.2 Contribute to selecting required personnel

There are knowledge and understanding requirements which are relevant to the elements of this unit and a glossary of terms which appear within the unit and have a specific meaning.

Place in the COTC Awards Framework

This is a common unit included within all COTC awards other than the Closed Landfill award.

Statement on Assessment

In the context of NVQ/SVQ assessment, evidence derived from a candidate's workplace performance is essential for this unit. Evidence from simulated activities is not acceptable.

Level 4 in Waste Management Operations: Managing Incineration

Guidance on Assessment for this Unit

To complete this unit you must provide sufficient evidence to demonstrate that *you have, and are able to apply*, the knowledge, understanding and workplace skills & experience to perform the activities described within the standards competently.

To achieve this you must demonstrate that during your normal working activities you are able to competently access, interpret and implement all procedures, other associated guidance and **applicable legislation** concerned with contributing to the selection of personnel for activities appropriate to your waste management licence or IPPC/PPC permit.

Element 10a.1 Contribute to identifying personnel requirements

You must demonstrate that you base your contributions to identifying **personnel requirements** on current, valid and reliable information and that your contributions take account of **work objectives and constraints**.

You must show that your suggestions for **personnel requirements** meet the **organisations needs and legal requirements** and that you present your contributions to relevant people in the agreed format, at the agreed time.

You may not carry out the work involved yourself, but you must demonstrate that you have direct responsibility for the work carried out and provide day to day management of the activities described by this element.

Element 10a.2 Contribute to selecting required personnel

You must show that you use **methods** to assess and select **personnel** that meet organisational requirements and provide complete and accurate information, which supports the fair assessment of **personnel**.

Suggestions for selecting **personnel** must be based on objective assessments of the information against the agreed **selection criteria**. As such, you must demonstrate that your suggestions for selection of personnel are clear, accurate and available only to **authorised people**.

You must ensure that you handle your communications with **personnel** in a manner and at a level and pace appropriate with their needs.

Finally, your records, which relate to your contribution to the selection process, must be clear, accurate and complete, and meet the organisational requirements.

You may not carry out the work involved yourself, but you must demonstrate that you have direct responsibility for the work carried out and provide day to day management of the activities described by this element.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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Unit 10a: **CONTRIBUTE TO THE SELECTION OF PERSONNEL FOR ACTIVITIES**
(Unit C7 of the Management Standards)

GLOSSARY OF TERMS

The following terms have a specific meaning in this unit and are highlighted where they appear in the performance standards. In the context of NVQ/SVQ assessment, awarding bodies are required to make sure that a candidate's evidence of performance from the workplace demonstrates that their work is consistent with these terms as defined here.

Please note that words shown in italics refer to the range requirements of the management standards. Candidates must provide evidence of competence across the range as specified by these terms.

Assessment of candidates	Using various techniques such as looking at curricula vitae, helping with interviews, work tests, aptitude tests and checking references to measure each candidate against agreed criteria.
Authorised people	People authorised to receive information about the selection of personnel, including: <i>a) colleagues working at the same level as yourself</i> <i>b) higher level managers</i> <i>c) personnel specialists</i> <i>d) members of selection teams or boards.</i>
Confidentiality	Only providing information to those who are authorised to have it.
Job specifications	Job descriptions and person specifications, covering the key purpose of the job, the roles and responsibilities of individuals and the team in which they work, the skills and knowledge required by individuals and the team and other details specific to your organisation.
Methods	The ways in which candidates are assessed and selected, including: <i>a) analysis of written applications</i> <i>b) interviews</i> <i>c) tests of work skills.</i>
Organisational and legal requirements	The policies, guidelines and procedures of your organisation and the laws, such as contract law and equal opportunities legislation, which you must observe when recruiting personnel.
Personnel	All of the people working within your area of responsibility, including those who are: <i>a) internal</i> <i>b) external</i> <i>c) permanent</i> <i>d) temporary</i> <i>e) full-time</i> <i>f) part-time</i> <i>g) paid</i> <i>h) voluntary.</i>

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Requirements	The attributes of people needed for site activities, including: <i>a) skills</i> <i>b) knowledge</i> <i>c) personal attributes.</i>
Selection criteria	Criteria, derived from the job specification, against which to assess candidates in a fair and objective way.
Work objectives and constraints	Aspects that need to be taken into account when defining personnel requirements, including: <i>a) work plans, targets and commitments</i> <i>b) staff availability</i> <i>c) organisational values and policies</i> <i>d) financial considerations</i> <i>e) industry-specific requirements.</i>

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Unit 10a: **CONTRIBUTE TO THE SELECTION OF PERSONNEL FOR ACTIVITIES**
(Unit C7 of the Management Standards)

THE PERFORMANCE STANDARDS

10a.1 Contribute to identifying personnel requirements

You must show that you:

1. Base your contributions to identifying **personnel requirements** on current, valid and reliable information
2. Ensure that your contributions take account of **work objectives and constraints**
3. Suggest **personnel requirements** which meet **organisational needs and legal requirements**
4. Present your contributions to relevant people in the agreed format at the agreed time.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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Unit 10a: **CONTRIBUTE TO THE SELECTION OF PERSONNEL FOR ACTIVITIES**
(Unit C7 of the Management Standards)

THE PERFORMANCE STANDARDS

10a.2 Contribute to selecting required personnel

You must show that you:

1. Use **methods** to assess and select **personnel** that meet organisational requirements
2. Provide complete and accurate information which supports the fair assessment of **personnel**
3. Base your suggestions for the selection of **personnel** on objective assessments of the information against agreed **selection criteria**
4. Make suggestions for selection which are clear and accurate
5. Make your suggestions available only to **authorised people**
6. Handle your communications with **personnel** in a manner and at a level and pace appropriate to their needs
7. Keep records of your contribution to the selection process which are complete, accurate, clear and meet organisational requirements.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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Unit 10a: CONTRIBUTE TO THE SELECTION OF PERSONNEL FOR ACTIVITIES
(Unit C7 of the Management Standards)

KNOWLEDGE AND UNDERSTANDING

You need to know and understand:

Communication

- i. how to make a case for additional personnel needs in a way which is likely to influence decision makers positively
- ii. how to present suggestions for selection effectively
- iii. how to communicate effectively with the range of personnel involved

Information handling

- iv. how to collect and check the validity of the information necessary to contribute to personnel requirements
- v. the importance of confidentiality during selection processes - what kinds of information may be made known to which staff
- vi. the importance to keeping accurate, complete and clear records of your contributions to the selection process

Legal requirements

- vii. the legal requirements for the identification of personnel specifications
- viii. the legal requirements for the selection of personnel

Organisational context

- ix. the organisational requirements for identifying personnel needs
- x. the organisational requirements for the selection of personnel

Recruitment and selection

- xi. how to identify and interpret the work objectives and constraints which are relevant to identifying your personnel needs

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- xii. how to help specify the job roles, competences and attributes required to meet these needs

- xiii. the range of methods which may be used for the assessment and selection of staff and the relative advantages and disadvantages of these for your team

- xiv. the contributions you can make to the assessment and selection of staff

- xv. how to make fair and objective assessments against criteria during the selection process.

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Evidence Requirements:

Candidates must provide both performance evidence and site specific knowledge evidence to demonstrate managerial competence. The performance evidence must demonstrate that the candidate can manage all the performance criteria consistently. In addition, when the performance evidence does not clearly show the necessary underpinning knowledge, it must be confirmed by questions.

Some examples of evidence:

This is not an exhaustive list of evidence - it is provided to give candidates and assessors guidance on the type of evidence that might be appropriate. The actual evidence will vary greatly according to the type of site, its size and persons involved.

Preparing the requirements:

- Present competencies of individuals and make up of work teams
- Company staffing objectives and constraints to staffing levels
- Estimates including calculations and rationale
- Final personal requirements report and circulation list

Assessing information provided by potential recruits:

- Potential recruit information, further information needed
- Selection criteria against which the recruits will be judged

Selecting Personnel:

- Selection recommendations
- Reasons for choice
- Personnel records covering the selection process.

Assessing information provided by potential recruits:

- Potential recruit information, further information needed
- Selection criteria against which the recruits will be judged

Selecting Personnel:

- Company staffing objectives and constraints to staffing levels
- Estimates including calculations and rationale
- Final personal requirements report and circulation list
- Present competencies of individuals and make up of work teams
- Selection recommendations
- Reasons for choice
- Personnel records covering the selection process.

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Commentary for Unit 10b:

REVIEW THE PERFORMANCE OF TEAMS AND INDIVIDUALS

This unit is for:

people responsible for monitoring and maintaining the effective performance of staff working on a waste management site.

This unit is about:

assessing the work of teams and individuals and providing feedback to maintain and improve their performance.

This is what you need to show

- that you make it clear why you are assessing the work of teams and individuals and get team members to assess their own work wherever possible
- you obtain sufficient, reliable information to be able to assess their work against clear, agreed criteria
- you provide regular feedback based on objective assessments of work performance
- you acknowledge achievements and provide constructive suggestions and encouragement for improving work
- you show respect for confidentiality and for the individuals concerned
- you encourage staff to respond to feedback and make their own suggestions about how they could improve their work in the future
- you comply with company procedures for carrying out and recording performance reviews and assessments.

Unit structure

There are two elements in this unit, each of which has performance standards associated with it.

10b.1 Assess the work of teams and individuals

10b.2 Provide feedback to teams and individuals on their work

There are knowledge and understanding requirements which are relevant to the elements of this unit and a glossary of terms which appear within the unit and have a specific meaning.

Place in the COTC Awards Framework

This is a common unit included within all COTC awards other than the Closed Landfill award.

Statement on Assessment

In the context of NVQ/SVQ assessment, evidence derived from a candidate's workplace performance is essential for this unit. Evidence from simulated activities is not acceptable.

Level 4 in Waste Management Operations: Managing Incineration

Guidance on Assessment for this Unit

To complete this unit you must provide sufficient evidence to demonstrate that *you have, and are able to apply*, the knowledge, understanding and workplace skills & experience to perform the activities described within the standards competently.

To achieve this you must demonstrate that during your normal working activities you are able to competently access, interpret and implement all procedures, other associated guidance and **applicable legislation** concerned with reviewing the performance of teams and individuals appropriate to your waste management licence or IPPC/PPC permit.

Element 10b.1 Assess the work of teams and individuals

You must demonstrate that you explain the **purpose of assessment** clearly to those persons involved and that you give opportunities for **team members** to assess their own work.

You must ensure that your **assessment** of work takes place at a time most likely to maintain and improve effective performance or as required by company procedures. All **assessments** must be based on sufficient, valid and reliable **information**.

Your **assessments** must be made objectively against clear and agreed criteria and you must show that you comply with company procedures in recording **assessments**, including **confidentiality** requirements.

You may not carry out the work involved yourself, but you must demonstrate that you have direct responsibility for the work carried out and provide day to day management of the activities described by this element.

Element 10b.2 Provide feedback to teams and individuals on their work

You must demonstrate that you provide **feedback** to your **team members** in a **situation** and form and manner, which is likely to maintain and improve their performance. **Feedback** must be clear and based on an objective **assessment** of your **team members'** work.

You must show that you recognise the achievements of **team members'** in the **feedback** that you provide and offer constructive suggestions and encouragement for improving their work. **Feedback** should remain confidential and be provided in a way that shows respect for the individuals involved.

You must demonstrate that you give **team members** opportunities to respond to **feedback** and recommend how they could improve their work.

Finally, you must show that you maintain appropriate records of **feedback** provided in accordance with company procedures and **confidentiality** requirements.

You may not carry out the work involved yourself, but you must demonstrate that you have direct responsibility for the work carried out and provide day to day management of the activities described by this element.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

Level 4 in Waste Management Operations: Managing Incineration

Unit 10b: REVIEW THE PERFORMANCE OF TEAMS AND INDIVIDUALS

GLOSSARY OF TERMS

The following terms have a specific meaning in this unit and are highlighted where they appear in the performance standards. In the context of NVQ/SVQ assessment, awarding bodies are required to make sure that a candidate's evidence of performance from the workplace demonstrates that their work is consistent with these terms as defined here.

Assessment	A measurement of the extent to which performance is meeting agreed objectives. This can be in relation to one activity or objective, or to the overall performance of the team or individual.
Confidentiality	Only providing information to those who are authorised to have it.
Feedback on performance	Spoken and written information you give to team members on how well they are performing against the objectives which have been agreed. Feedback will be both positive and negative.
Information	The evidence on which assessments will be based. Information should be sufficient, valid and reliable and will be both qualitative and quantitative.
Purpose of assessment	The reason for assessing performance, including: a) to check that objectives have been met b) for quality assurance c) for team or individual performance reviews d) for recognising competent performance and achievement.
Situation	The circumstances when you would give feedback to teams or individuals, including: a) during normal day-to-day activities b) when required to maintain motivation, morale and effectiveness c) during formal appraisals d) at team meetings and briefings e) during confidential discussions at work.
Team members	People for whom you are responsible as part of a functional or project team; team members may report to you either as the person who normally supervises their work, or as the person in charge of a specific project or activity on which they are working.

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Unit 10b: REVIEW THE PERFORMANCE OF TEAMS AND INDIVIDUALS

THE PERFORMANCE STANDARDS

10b.1 Assess the work of teams and individuals

You must show that you:

1. Explain the **purpose of assessment** clearly to all involved
2. Give opportunities to **team members** to assess their own work
3. Ensure your **assessment** of work takes place at times most likely to maintain and improve effective performance or as required by company procedures
4. Base your **assessments** on sufficient, valid and reliable **information**
5. Make your **assessments** objectively against clear and agreed criteria
6. Comply with company procedures for recording **assessments**, including **confidentiality** requirements.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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Unit 10b: REVIEW THE PERFORMANCE OF TEAMS AND INDIVIDUALS

THE PERFORMANCE STANDARDS

10b.2 Provide feedback to teams and individuals on their work

You must show that you:

1. Provide **feedback** to your **team members** in a **situation** and in a form and manner most likely to maintain and improve their performance
2. Provide **feedback** that is clear and based on an objective **assessment** of your **team members'** work
3. Recognise **team members'** achievements in the **feedback** you provide and offer constructive suggestions and encouragement for improving their work
4. Give **feedback** in a way that shows respect for the individuals involved
5. Treat all **feedback** to individuals and teams **confidentially**
6. Give opportunities to **team members** to respond to **feedback** and recommend how they could improve their work
7. Maintain appropriate records of **feedback** provided in accordance with company procedures and **confidentiality** requirements.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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Unit 10b: REVIEW THE PERFORMANCE OF TEAMS AND INDIVIDUALS

KNOWLEDGE AND UNDERSTANDING

You need to know and understand:

Communication

- i. the importance of being clear yourself about the purpose of assessment and of communicating this effectively to those involved
- ii. the importance of good communication skills when providing feedback
- iii. how to provide both positive and negative feedback to team members on their performance
- iv. how to choose an appropriate time and a place to give feedback to teams and individuals
- v. how to provide feedback in a way which encourages your team members to feel that you respect them

Continuous improvement

- vi. the importance of assessing the ongoing work of teams and individuals and your role and responsibilities in relation to this
- vii. the importance of providing clear and accurate feedback to your team members on their performance and your role and responsibilities in relation to this

Information handling

- viii. how to gather and evaluate the information you need to assess the work of teams and individuals
- ix. the principles of confidentiality when providing feedback - which people should receive which pieces of information

Involvement and motivation

- x. the importance of providing opportunities to your team members to assess their own work and how you can encourage and enable this involvement
- xi. how to motivate team members and gain their commitment by providing feedback
- xii. the importance of being encouraging when providing feedback to team members and showing respect for those involved

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- xiii. why it is important to provide constructive suggestions on how performance can be improved
- xiv. the importance of giving those involved the opportunity to provide suggestions on how to improve their work

Monitoring and evaluation

- xv. the range of purposes of work assessment, why work assessment may play a role in an organisation and how they apply to your own situation
- xvi. how to assess the work of teams and individuals, and processes in the workplace which can support such assessment
- xvii. the principles of fair and objective assessment of work and how to ensure this is achieved.

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Evidence Requirements:

Candidates must provide both performance evidence and site specific knowledge evidence to demonstrate managerial competence. The performance evidence must demonstrate that the candidate can manage all the performance criteria consistently. In addition, when the performance evidence does not clearly show the necessary underpinning knowledge, it must be confirmed by questions.

Some examples of evidence:

This is not an exhaustive list of evidence - it is provided to give candidates and assessors guidance on the type of evidence that might be appropriate. The actual evidence will vary greatly according to the type of site, its size and persons involved.

Observed performance:

- discussions with colleagues on work activities and patterns
- agreeing actions and meeting commitments
- offering and supplying support to colleagues
- identifying and providing essential information to colleagues
- adapting methods of communication and support to suit the individual needs of colleagues
- identifying behavioural or environmental issues which affect working relationships, and taking appropriate action
- co-ordinating own work with that of colleagues
- identifying inadequate quality products or performance, and seeking solutions with those concerned
- safeguarding the security and confidentiality of information
- recording discussions

Products of work:

- internal memoranda
- work plans
- records of meetings
- records of discussions

Authenticated testimonies from relevant witnesses.

Personal accounts of competence.

Responses to questions.

Other sources of evidence to prove knowledge and understanding where it is not apparent from performance.

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**Level 4 in Waste Management Operations:
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ADDITIONAL UNIT

Level 4 in Waste Management Operations: Managing Incineration

Level 4 in Waste Management Operations: Managing Incineration

Commentary for Unit 13:

REVIEW AND DEVELOP YOUR PERFORMANCE AT WORK

This unit is for:

people who want to demonstrate their ability to review and improve their performance at work.

This unit is about:

the competence required for systematic continuous professional development in relation to current job requirements and career progression plans.

This is what you need to show:

- that you understand the requirements and expectations of the job role and actively seek feedback from others in respect of how well you fulfil these
- you compare your own practices against relevant models of good practice and any changing expectations about your role
- you form realistic judgements about how well your working practices match requirements and expectations and identify appropriate, realistic and achievable personal development objectives
- you identify and use appropriate development activities to achieve your objectives
- you review progress made on a regular basis taking account of feedback provided by others
- you update your development objectives on a regular basis to reflect progress made and any new or changing expectations about your role.

Unit structure

There are two elements in this unit, each of which has performance standards associated with it.

13.1 Review your performance at work

13.2 Develop your performance at work

There are knowledge and understanding requirements which are relevant to the elements of this unit and a glossary of terms which appear within the unit and have a specific meaning.

Place in the COTC Awards Framework

This is an additional unit attached to all COTC awards. As such it is not required for completion of any award but may be taken in addition to the required units of competence to demonstrate your commitment to continuing professional development.

Statement on Assessment

In the context of NVQ/SVQ assessment, evidence derived from a candidate's workplace performance is essential for this unit. Evidence from simulated activities is not acceptable.

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Guidance on Assessment for this Unit

To complete this unit you must provide sufficient evidence to demonstrate that *you have, and are able to apply*, the knowledge, understanding and workplace skills & experience to perform the activities described within the standards competently.

To achieve this you must demonstrate that during your normal working activities you are able to competently access, interpret and implement all procedures, other associated guidance and applicable legislation concerned with reviewing and developing your performance at work.

Element 13.1 Review your performance at work

You must demonstrate that you identify the skills and knowledge you need for effective performance within the work role and that you recognise the different ways in which the work role contributes to achieving organisational objectives.

You must demonstrate that you maintain an understanding of the requirements of the work role and any **new and changing expectations** which may raise **development needs**, regularly comparing your own practice against **models of performance** relevant to the work role.

You must ensure that you seek and take account of constructive feedback about your performance from **relevant people**, forming realistic judgements about how well your own practice matches expectations about competent performance in all **aspects** of your work role.

Finally, you must show that you identify realistic and achievable personal development objectives.

Element 13.2 Develop your performance at work

You must show that you identify suitable **development activities** for achieving your development objectives and schedule these activities into a **development plan** with realistic and achievable timescales.

You must demonstrate that you consult with **relevant people** about your proposed **development plan** and take account of feedback received. You must ensure that you allocate sufficient and realistic amounts of resources and time to the **development activities** within known **constraints**.

Personal development objectives must be reviewed and updated on a regular basis to reflect progress made and any **new and changing expectations** about your role.

Finally, you must demonstrate that you seek feedback from **relevant people** on competence development and use this to enhance further development.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

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UNIT 13: REVIEW AND DEVELOP YOUR PERFORMANCE AT WORK

GLOSSARY OF TERMS

The following terms have a specific meaning in this unit and are highlighted where they appear in the performance standards. In the context of NVQ/SVQ assessment, awarding bodies are required to make sure that a candidate's evidence of performance from the workplace demonstrates that their work is consistent with these terms as defined here.

Aspects of the work role	The types of skills and expertise you need to carry out your current and any possible future work role, including: a) technical b) managerial c) interpersonal.
Constraints	The factors which restrict or limit your ability to access development activities, including: a) budget b) availability of activities c) workload commitments d) organisational requirements.
Development activities	Ways of developing your knowledge and skills including: a) formal education or training programmes b) self study materials, e.g. journals, books, computer based learning programmes c) work-based projects or assignments d) conferences, exhibitions and/or other networking opportunities.
Development needs	The gap between the demands of your current and possible future job roles and your current level of performance, knowledge and skills.
Development plan	A plan which identifies your desired level of performance and the activities you are going to undertake in order to reach this level, with a timescale.
Models of performance	Benchmarks of expected performance as defined by: a) national occupational standards b) professional bodies c) job specifications.

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New and changing expectations

Planned and anticipated changes which will or may affect your job role (both now and in the foreseeable future), including changes related to:

- a) legislation and regulatory frameworks
- b) the use of technology
- c) working practices
- d) organisational plans, objectives and priorities
- e) your career development plans and aspirations.

Relevant people

People who can comment on your performance including:

- a) line manager
- b) peers
- c) external professional contacts.

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UNIT 13: REVIEW AND DEVELOP YOUR PERFORMANCE AT WORK

THE PERFORMANCE STANDARDS

13.1 Review your performance at work

You must show that you:

1. Identify the skills and knowledge you need for effective performance within the work role
2. Recognise the different ways in which the work role contributes to achieving organisational objectives
3. Maintain an understanding of the requirements of the work role and any **new and changing expectations** which may raise **development needs**
4. Regularly compare your own practice against **models of performance** relevant to the work role
5. Seek and take account of constructive feedback about your performance from **relevant people**
6. Form realistic judgements about how well your own practice matches expectations about competent performance in all **aspects** of the work role
7. Identify realistic and achievable personal development objectives.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

Level 4 in Waste Management Operations: Managing Incineration

UNIT 13: REVIEW AND DEVELOP YOUR PERFORMANCE AT WORK

THE PERFORMANCE STANDARDS

13.2 Develop your performance at work

You must show that you:

1. Identify suitable **development activities** for achieving your development objectives
2. Schedule activities into a **development plan** with realistic and achievable timescales
3. Consult **relevant people** about your proposed **development plan** and take account of feedback received
4. Allocate sufficient and realistic amounts of resources and time to the **development activities** within known **constraints**
5. Review and update your personal development objectives on a regular basis to reflect progress made and any **new and changing expectations** about your role
6. Seek feedback from **relevant people** on competence development and use this to enhance further development.

Note: Words highlighted within the Performance Standards have a specific meaning in this unit as defined in the glossary of terms.

Level 4 in Waste Management Operations: Managing Incineration

UNIT 13: REVIEW AND DEVELOP YOUR PERFORMANCE AT WORK

KNOWLEDGE AND UNDERSTANDING

To work to the standards set out in this unit, you need to have a working knowledge and understanding of:

- i. Current site operations for which you are responsible and any plans for change or development of these
- ii. The technical knowledge and skills required to control site operations for which you are or may become responsible
- iii. The principal skills required for effective managerial performance
- iv. The types of interpersonal skills required for effective performance in your current and any possible future job role
- v. Current legislation, regulations and codes of practice applicable to site operations
- vi. Possible changes to legislation, regulations and codes of practice and their potential impact on your current and any possible future job roles
- vii. Relevant models of performance including national occupational standards
- viii. Organisational expectations and requirements for the job role
- ix. People who may be able to offer help and feedback and how to encourage, enable and use such feedback in a constructive manner
- x. Principles of self-assessment and how to apply these to your own working practices and achievements
- xi. The development opportunities available to you, how to access these and the nature of any constraints on their use
- xii. How to assess your progress and update your development plan accordingly.

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Evidence Requirements:

Candidates must provide both performance evidence and site specific knowledge evidence to demonstrate managerial competence. The performance evidence must demonstrate that the candidate can manage all the performance criteria consistently. In addition, when the performance evidence does not clearly show the necessary underpinning knowledge, it must be confirmed by questions.

Some examples of evidence:

This is not an exhaustive list of evidence - it is provided to give candidates and assessors guidance on the type of evidence that might be appropriate. The actual evidence will vary greatly according to the job role and performance requirements.

Gathering information:

- Sources regularly consulted
- Examples of information collected and how validated
- Personal contacts and nature of information available
- Examples of clarification and expansion of information

Using information:

- Information to support decision making
- Conclusions drawn from information, their rationale, confirmation or otherwise
- Examples of information checked for accuracy, completeness and legibility/availability
- Information considered for use with rationale supporting decisions taken
- Methods of cataloguing and retrieval
- Examples of information retrieved for specific purposes