

Developed Developing

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|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | A1 Maintain activities to meet requirements |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Maintain work activities to meet requirements |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Maintain healthy, safe and productive working conditions |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Make recommendations for improvements to work activities |
| <input type="checkbox"/> | <input type="checkbox"/> | A2 Management activities to meet requirements |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Implement plans to meet customer requirements |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Maintain a healthy, safe and productive work environment |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Ensure products and services meet quality requirements |
| <input type="checkbox"/> | <input type="checkbox"/> | A3 Manage activities to meet customer requirements |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Agree customer requirements |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Plan activities to meet customer requirements |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Maintain a healthy, safe and productive work environment |
| <input type="checkbox"/> | <input type="checkbox"/> | 4 Ensure products and services meet customer requirements |
| <input type="checkbox"/> | <input type="checkbox"/> | A4 Contribute to work improvements |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Improve work activities |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Recommend improvements to organisational plans |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Maintain a healthy, safe and productive work environment |
| <input type="checkbox"/> | <input type="checkbox"/> | 4 Ensure products and services meet customer requirements |
| <input type="checkbox"/> | <input type="checkbox"/> | A5 Manage change in organisational activities |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Identify opportunities for improvements in activities |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Evaluate proposed changes for benefits and disadvantages |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Plan the implementation of change in activities |
| <input type="checkbox"/> | <input type="checkbox"/> | 4 Agree the introduction of change |
| <input type="checkbox"/> | <input type="checkbox"/> | 5 Implement changes in activities |
| <input type="checkbox"/> | <input type="checkbox"/> | A6 Review external and internal operating environments |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Analyse your organisations external operating environment |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Evaluate competitors and collaborators |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Develop effective relationships with stakeholders |
| <input type="checkbox"/> | <input type="checkbox"/> | 4 Review your organisations structures and systems |
| <input type="checkbox"/> | <input type="checkbox"/> | A7 Establish strategies to guide the work of your organisation |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Create a shared vision and mission to give purpose to your organisation |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Define values and policies to guide the work of your organisation |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Formulate objectives and strategy to guide your organisation |
| <input type="checkbox"/> | <input type="checkbox"/> | 4 Gain support for organisational strategies |
| <input type="checkbox"/> | <input type="checkbox"/> | A8 Evaluate and improve organisational performance |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Develop measures and criteria to evaluate your organisational performance |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Evaluate your organisational performance |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Explain the causes of success and failures in organisational strategies |

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| <input type="checkbox"/> | <input type="checkbox"/> | B1 Manage resources |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Support the efficient use of resources |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Make recommendations for the use of resources |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Contribute to the control of resources |
| <input type="checkbox"/> | <input type="checkbox"/> | B2 Manage the use of physical resources |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Obtain physical resources |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Ensure availability of supplies |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Monitor the use of physical resources |
| <input type="checkbox"/> | <input type="checkbox"/> | B3 Manage the use of financial resources |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Made recommendations for expenditure |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Control expenditure |
| <input type="checkbox"/> | <input type="checkbox"/> | B4 Determine the effective use of resources |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Make proposals for expenditure on programmes of work |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Agree budgets for programmes of work |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Control expenditure and activities against budgets |
| <input type="checkbox"/> | <input type="checkbox"/> | B5 Secure financial resources for your organisation's plans |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Review the generation and allocation of financial resources |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Evaluate proposals for expenditure |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Obtain financial resources for your organisation's activities |

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|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | C1 Manage people |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Manage yourself |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Develop your own skills to improve performance |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Manage your time to meet your objectives |
| <input type="checkbox"/> | <input type="checkbox"/> | C2 Develop your own resources |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Identify personnel requirements |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Select required personnel |
| <input type="checkbox"/> | <input type="checkbox"/> | C3 Enhance your own performance |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Continuously develop your own knowledge and skills |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Optimise your own resources to meet your objectives |
| <input type="checkbox"/> | <input type="checkbox"/> | C4 Create effective working relationships |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Gain the trust and support of colleagues and team members |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Gain the trust and support of your manager |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Minimise conflict in your team |
| <input type="checkbox"/> | <input type="checkbox"/> | C5 Develop productive working relationships |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Develop the trust and support of colleagues and team members |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Develop the trust and support of your manager |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Minimise interpersonal conflict |
| <input type="checkbox"/> | <input type="checkbox"/> | C6 Enhance productive working relationships |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Enhance the trust and support of colleagues |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Enhance the trust and support of those to whom you report |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Provide guidance on values at work |
| <input type="checkbox"/> | <input type="checkbox"/> | C7 Contribute to the selection of personnel for activities |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Contribute to identifying personnel requirements |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Contribute to selecting required personnel |
| <input type="checkbox"/> | <input type="checkbox"/> | C9 Contribute to the development of teams and individuals |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Contribute to the identification of development needs |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Contribute to planning the development of teams and individuals |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Contribute to development activities |
| <input type="checkbox"/> | <input type="checkbox"/> | 4 Contribute to the assessment of people against development objectives |
| <input type="checkbox"/> | <input type="checkbox"/> | C12 Lead the work of teams and individuals to achieve their objectives |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Plan the work of teams and individuals |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Assess the work of teams and individuals |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Provide feedback to teams and individuals on their work |
| <input type="checkbox"/> | <input type="checkbox"/> | C15 Respond to poor performance in the team |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Help team members who have problems affecting their performance |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Contribute to implementing disciplinary and grievance procedures |

Developed Developing

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| <input type="checkbox"/> | <input type="checkbox"/> | D1 Manage information for action |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Gather required information |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Inform and advise others |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Hold Meetings |
| <input type="checkbox"/> | <input type="checkbox"/> | D2 Facilitate meetings |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Lead meetings |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Make contributions to meetings |
| <input type="checkbox"/> | <input type="checkbox"/> | D3 Chair and participate in meetings |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Chair meetings |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Participate in meetings |
| <input type="checkbox"/> | <input type="checkbox"/> | D4 Provide information to support decision making |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Obtain information for decision making |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Record and store information |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Analyse information to support decision making |
| <input type="checkbox"/> | <input type="checkbox"/> | 4 Advise and inform others |
| <input type="checkbox"/> | <input type="checkbox"/> | D5 Establish information management and communication systems |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Identify information and communication requirements |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Select information management and communication systems |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Implement information management and communication systems |
| <input type="checkbox"/> | <input type="checkbox"/> | 4 Monitor information management and communication systems |
| <input type="checkbox"/> | <input type="checkbox"/> | D6 Use information to take critical decisions |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Obtain the information needed to take critical decisions |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Analyse information for decision making |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Take critical decisions |
| <input type="checkbox"/> | <input type="checkbox"/> | 4 Advise and inform others |

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E1 Identify the scope for improvement in the way the organisation manages energy

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|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Audit the organisation's performance in the way it manages energy |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Identify improvements to the way the organisation manages energy |

E2 Provide advice on the development and implementation of energy policies

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|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Provide advice on the development of policies for the use of energy |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Recommend strategies to implement energy policies |

E3 Promote energy efficiency

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|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Promote energy efficiency throughout the organisation |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Promote the organisation's achievements in energy efficiency |

E4 Monitor and evaluate energy efficiency

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|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Establish systems and processes to monitor and evaluate energy usage |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Obtain, analyse and record information on energy efficiency performance |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Evaluate the organisations energy efficiency practice |

E5 Identify improvements to energy efficiency

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| <input type="checkbox"/> | <input type="checkbox"/> | 1 Identify opportunities to improve energy efficiency |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Recommend improvements to energy efficiency |

E6 Provide advice and support for the development of energy efficient practices

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|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Support the development of a culture of energy awareness |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Provide advice and support for energy practices |

E7 Provide advice/support for development/implementation of systems to measure energy

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| <input type="checkbox"/> | <input type="checkbox"/> | 1 Provide support for the development of systems to measure energy usage |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Provide support for the collection, analysis and recording of information on energy usage |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Provide advice on trends and developments in energy usage |

E8 Provide advice and support for improving energy efficiency

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|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Encourage involvement in energy efficiency activities |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Provide advice on the competencies needed to use energy efficiently |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Provide advice on the training needed to use energy efficiently |

E9 Determine conditions in the market for supplies

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| <input type="checkbox"/> | <input type="checkbox"/> | 1 Establish the organisation's position in the marketplace |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Identify market changes likely to affect supplies |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Determine competitiveness of supplies from the market |
| <input type="checkbox"/> | <input type="checkbox"/> | 4 Identify beneficial developments relating to supplies and sources |

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| <input type="checkbox"/> | <input type="checkbox"/> | F1 Promote the improvements and benefits of quality |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Promote the improvements of quality in the organisations strategy |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Promote quality throughout the organisation and its customer and supplier network |
| | | F2 Provide advice/support for the development/implementation of quality policies |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Provide advice and support for the development of quality policies |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Provide advice and support for the development of strategies to implement quality policies |
| | | F3 Manage continuous quality improvements |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Develop and implement systems to monitor and evaluate organisational performance |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Promote continuous quality improvements for products, services and processes |
| | | F4 Implement quality assurance systems |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Establish quality assurance systems |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Maintain quality assurance systems |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Recommend improvements to quality assurance systems |
| | | F5 Manage quality |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Provide advice/support for the development and implementation of quality systems |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Provide advice/support for the assessment of processes and working environments |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Provide advice for the development of plans to improve quality systems |
| <input type="checkbox"/> | <input type="checkbox"/> | 4 Provide advice and support for the development of measurement systems |
| <input type="checkbox"/> | <input type="checkbox"/> | 5 Provide advice/support for the collection, analysis and documentation of information |
| | | F6 Monitor compliance with quality systems |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Plan to audit |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Implement the audit plan |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Report on compliance with quality systems |
| | | F7 Carry out quality audits |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Audit compliance with quality systems |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Follow up quality audits |

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| <input type="checkbox"/> | <input type="checkbox"/> | G1 Contribute to project planning and preparation |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Clarify the projects scope and definition |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Provide plans to achieve the projects goals |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Contribute to project preparation |
| <input type="checkbox"/> | <input type="checkbox"/> | G2 Co-ordinate the running of projects |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Support the project plan |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Co-ordinate activities, resources and plans |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Keep stakeholders informed of project progress |
| <input type="checkbox"/> | <input type="checkbox"/> | G3 Contribute to project closure |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Complete project activities |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Contribute to the evaluation of project planning and implementation |
| <input type="checkbox"/> | <input type="checkbox"/> | G4 Plan and prepare projects |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Agree the projects scope and definition with the sponsor |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Develop plans to achieve the projects goals |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Establish the projects resourcing and control methods |
| <input type="checkbox"/> | <input type="checkbox"/> | G5 Manage the running of projects |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Lead the project team |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Monitor and adjust activities, resources and plans |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Develop solutions to project problems |
| <input type="checkbox"/> | <input type="checkbox"/> | 4 Maintain communication with project stakeholders |
| <input type="checkbox"/> | <input type="checkbox"/> | G6 Complete projects |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Ensure the completion of projects |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Evaluate the effectiveness of project planning and implementation |

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| <input type="checkbox"/> | <input type="checkbox"/> | A6 Review external and internal operating environments |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Analyse your organisations external operating environment |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Evaluate competitors and collaborators |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Develop effective relationships with stakeholders |
| <input type="checkbox"/> | <input type="checkbox"/> | 4 Review your organisations structures and systems |
| <input type="checkbox"/> | <input type="checkbox"/> | A7 Establish strategies to guide the work of your organisation |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Create a shared vision and mission to give purpose to your organisation |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Define values and policies to guide the work of your organisation |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Formulate objectives and strategy to guide your organisation |
| <input type="checkbox"/> | <input type="checkbox"/> | 4 Gain support for organisational strategies |
| <input type="checkbox"/> | <input type="checkbox"/> | A8 Evaluate and improve organisational performance |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Develop measures and criteria to evaluate your organisational performance |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Evaluate your organisational performance |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Explain the causes of success and failure in organisational strategies |
| <input type="checkbox"/> | <input type="checkbox"/> | B5 Secure financial resources for your organisation's plans |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Review the generation and allocation of financial resources |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Evaluate proposals for expenditure |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Obtain financial resources for your organisation's activities |
| <input type="checkbox"/> | <input type="checkbox"/> | C3 Enhance your own performance |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Continuously develop your own knowledge and skills |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Optimise your own resources to meet your objectives |
| <input type="checkbox"/> | <input type="checkbox"/> | C6 Enhance productive working relationships |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Enhance the trust and support of colleagues |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Enhance the trust and support of those to whom you report |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Provide guidance on values at work |
| <input type="checkbox"/> | <input type="checkbox"/> | C11 Develop management teams |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Assess the effectiveness of management teams |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Improve the effective performance of management teams |
| <input type="checkbox"/> | <input type="checkbox"/> | C14 Delegate work to others |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Delegate responsibility and authority to others |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Agree targets for delegated work |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Provide advice and support for delegated work |
| <input type="checkbox"/> | <input type="checkbox"/> | 4 Promote and protect delegated work and those who carry it out |
| <input type="checkbox"/> | <input type="checkbox"/> | D3 Chair and participate in meetings |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Chair meetings |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Participate in meetings |
| <input type="checkbox"/> | <input type="checkbox"/> | D6 Use information to take critical decisions |
| <input type="checkbox"/> | <input type="checkbox"/> | 1 Obtain the information needed to take critical decisions |
| <input type="checkbox"/> | <input type="checkbox"/> | 2 Analyse the information for decision making |
| <input type="checkbox"/> | <input type="checkbox"/> | 3 Take critical decisions |
| <input type="checkbox"/> | <input type="checkbox"/> | 4 Advise and inform others |