

Resource Management Competence Framework



STATEMENTS	LEVEL 1	LEVEL 2	LEVEL 3
COMPLY WITH LEGISLATION	Operate in accordance with agreed safe working procedures.	Communicate agreed safe working procedures.	Develop, implement, communicate and review safe working procedures.
	Work in accordance with organisational procedure to comply with statutory legislation, environmental regulations, practices and procedures including criminal legislation, road traffic legislation and the highway code.	Ensure operations comply with safe working procedures. Implement statutory legislation, regulations, practices and procedures.	Communicate, implement and manage operations and resources to meet current legislation.
STATEMENTS	LEVEL 1	LEVEL 2	LEVEL 3
COMPLY WITH EMERGENCY PROCEDURES	Identify emergency situations.	Communicate emergency procedures for the working area to others.	Understand all legislation, national guidelines, organisational policies and protocols which affect your work practice in relation to managing emergency situations.
	Understand and comply with emergency procedures for the working area.	Understand and contingency plan for workplace emergencies and ensure they are put in place as required.	Develop, implement, communicate and review the emergency procedures.
	Respond to emergency situations/accidents in accordance with approved procedures.	Ensure emergency equipment is tested and/or serviced appropriately.	Record full details of emergency situations in line with protocols and procedures, maintaining confidentiality of information.
	Understand and comply with organisational procedures for reporting accidents, incidents and dangerous occurrences.	Rectify or report any faults. Act as a Fire Marshall on site.	
STATEMENTS	LEVEL 1	LEVEL 2	LEVEL 3
COMPLY WITH ENVIRONMENTAL LEGISLATION	Comply with organisational procedures in accordance with environmental legislation and duty of care relevant to own areas of work.	Understand the relevant sections of environmental licensing regimes and your role within these arrangements.	Understand and implement the current environmental license and policy within contractual obligations.
	Report non-compliance issues within area of responsibility to appropriate person.	Communicate key aspects of environmental regime act to others.	Conduct environmental audits and provide records as per Scottish Environment Protection Agency (SEPA).
	Comply with environmental instructions in area of work.	Ensure operations comply with the relevant environmental licence. Monitor for non-compliance or any environmental issues and resolve where possible or ensure issues are appropriately reported.	Monitor environmental performance and implement remedial action if required.
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MAINTAIN HEALTHY & SAFE ENVIRONMENT	Understand & comply with health & safety and security arrangements relating to the work area within own area of responsibility.	Monitor, maintain and communicate all health & safety and security arrangements within own area of responsibility.	Develop, communicate, implement and manage health and safety policies and procedures and ensure all are adhered to.
	Be aware of and communicate to others the known risks that may be present in and around the work area.	Be able to investigate and report accidents, incidents and dangerous occurrences on site in line with policies and procedures and implement agreed actions.	Monitor, report and review accidents, incidents and dangerous occurrences at site and liaise with external agencies and health and safety department. Have knowledge of RIDDOR regulations.
	Understand hazards and methods to reduce risks and follow all reporting mechanisms.	Manage hazards & risks within area of work, also communicating risks to others.	Develop, communicate, implement and manage site security policies and procedures.
	Follow organisational procedures to comply with Duty of Care regulations. Report/record accidents/incidents/and dangerous occurrences to relevant persons.	Follow Duty of Care and investigate and report on accidents, incidents and dangerous occurrences.	Manage & monitor external contractors.
	Understand health and safety implications in own area of work and work in accordance with organisational procedures to minimise incidents occurring. Understand and be aware of the importance of COSHH assessments in all aspects of work carried out.	Understand requirement for health surveillance & monitoring including those within COSHH assessments and ensure they are undertaken as appropriate.	Develop, implement, communicate and review risk assessments including COSHH assessments for working areas. Ensure compliance with Duty of Care and monitor, report and review accidents, incidents and dangerous occurrences at site and liaise with external agencies and health and safety department. Develop, implement, communicate and review procedures for health surveillance and monitoring.
STATEMENTS	LEVEL 1	LEVEL 2	LEVEL 3
RECEIVING AND PROCESSING WASTE	Understand the different waste classifications, types of waste and the hazards associated with them.	Understand the different waste classifications and types of waste & the hazards associated with them.	Understand the processes for dealing with unacceptable waste.
	Identify in accordance with organisation documentation the type and quantity of materials required	Provide guidance & monitor operators with regard to defining acceptable & unacceptable waste.	Communicate, implement & review systems & procedures for the reception, validation & removal of waste.
	Handle materials safely and in accordance with Safe Systems of Work & statutory requirements. Report appropriately any non-conformance.	Ensure reporting & recording processes for dealing with unacceptable waste are being followed.	Know the waste inspection & identification procedures & handling requirements for materials being worked with.
	Be able to identify compliant and non-compliant waste in accordance with organisation documentation and report instances to the appropriate person	Know how to process unacceptable loads.	Implement security procedures for the prevention of unauthorised removal of waste.
	Understand and comply with traffic management systems and procedures.	Understand traffic procedures and relevant legislation, communicate to others and monitor compliance.	Establish systems to control vehicle movement.
	Use appropriate methods to communicate directions to drivers of vehicles.	Ensure drivers of vehicles comply with approved procedures.	
	Understand the processes for dealing with non-conforming waste.	Manage the separation process.	Understand and ensure compliance with specific legislative requirements for permits, transfer notes and other legal documentation for the transfer and movement of waste.
	Sort & prepare materials for processing in accordance with standard operating procedures and health and safety requirements.	Know the acceptable storage containers, their capacities & loading methods.	
Follow organisational procedures to identify appropriate containers; determine capacity and storage requirements for different types of wastes and materials.	Check containers are loaded to optimum capacity.		
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WORK WITH OTHER PEOPLE	Recognise behaviours in individuals that could lead to conflict and know how to avoid or diffuse potential situations.	Recognise behaviours in individuals that could lead to conflict, resolve issues and be able to diffuse potential situations.	Set standards for behaviour of individuals in the workplace and manage conflict within the workforce.
	Notify supervisor of any potential difficulties that may arise from carrying out planned work	Plan and agree the division of work with others.	Allocate work to others. Ensure appropriate procedures are in place to manage and review grievances and disciplinary processes.
	Work constructively with others in the workplace, with consideration to the requirements of peer group; managers and the public or other persons relating to work related matters	Monitor and prevent disagreements from disrupting work.	Allocate work in a fair and consistent manner.
	Know when and how to seek advice from appropriate persons on work related matters.	Support colleagues where required. Identify when others require advice and provide support or direction.	Encourage others to seek advice from more experienced colleagues on work-related matters and promote a culture of mentoring within the organisation.
STATEMENTS	LEVEL 1	LEVEL 2	LEVEL 3

MANUAL HANDLING AND LIFTING	Understand legal and organisational requirements whilst performing tasks which require manual handling and lifting.	Understand legal and organisational requirements for tasks which require manual handling.	Develop, implement, communicate and review manual handling policies and procedures.	
	Understand and comply with all manual handling and lifting techniques.	Monitor compliance with the principles of all manual handling activities.	Arrange appropriate resource and costs to ensure compliance with manual handling requirements.	
	Understand how to identify weight of load; assess and plan lifting techniques and when help may be required to aid manual handling and lifting procedures.	Identify shortfalls and implement corrective actions when addressing manual handling activities.	Ensure, where required, manual handling risk assessments have been completed and implemented.	
	Apply safe lifting techniques and use manual handling aids when available (and if trained to operate).	Be proactive regarding the development and reviewing of any manual handling risk assessments.		
	Understand company guidelines to determine how to recognise if a load is too heavy to lift safely.			
	Know how using unsafe techniques for lifting and handling can affect you, the people lifting with you, and others close by.			
Understand the acceptable principles and techniques required for either dual or team lifting.				
STATEMENTS	LEVEL 1	LEVEL 2	LEVEL 3	
PROVIDE CUSTOMER SERVICE	Understand customer service policy/ charter and behaviours expected.	Understand customer service policy/charter and behaviours expected and monitor compliance.	Develop, communicate, implement and review customer service charter	
	Treat customers and clients in line with current customer care organisational standards and procedures.	Ensure customers are treated in line with current customer care organisational standards and procedures, providing feedback where standards are not being met.	Manage customer complaints and feedback	
	Identify ways in which customer service might be improved and make suggestions to supervisor.	Gather public feedback and use information to advise and develop customer improvements.		
	Report customer feedback to appropriate person.	Give feedback to customers.	Manage relations with external clients.	
	Understand the importance of creating a positive impression on others.	Promote a positive image of the waste industry.	Promote a positive image of the waste industry.	
	Understand procedures for dealing with and reporting acts of bullying, aggression, abusive behaviour and violence to the appropriate person	Evaluate change and revise if required.		
STATEMENTS	LEVEL 1	LEVEL 2	LEVEL 3	
WORKING AT HEIGHT	Understand legal, personal and organisational requirements for working at height including legislation, procedures, risk assessments and safe systems of work.	Understand legal, individual and organisational requirements for working at height including legislation, procedures, risk assessments and safe systems of work.	Understand legal, individual and organisational requirements for working at height including legislation, procedures, risk assessments and safe systems of work.	
	Know how to use appropriate equipment for working at height in accordance with job function and company training received.	Communicate companies organisational policies for working at height including PPE and safe storage.	Devise, implement, communicate and review working at height polices and procedures.	
	Ensure safety equipment and devices are set up in accordance with organisational safe operating procedures before commencing work at height.	Monitor performance to ensure all required safety standards are being followed.	Allocate work to others using their expertise in this particular field.	
	Carry out all work at height by following agreed plans.	Advise and assist individuals undertaking work at heights when required.		
	Conduct, in accordance with organisation procedures, all pre-checks before commencing work at height. Ensure appropriate organisational safe-rescue plans are operational prior to work when required.	Give feedback if shortfalls are found and be proactive in remedial actions		
	Ensure methods of communication are maintained with identified colleague during working at height.			
STATEMENTS	LEVEL 1	LEVEL 2	LEVEL 3	
MANUAL COLLECTION OF WASTE	Understand organisational procedures regarding health and safety hazards and risk assessments associated with manual collection of waste materials.	Monitor daily performance for manual collection of waste materials.	Develop, communicate, implement and review SSOW and risk assessments associated with manual collection of waste materials.	
	Follow safe systems of work for all manual collection tasks ensuring own safety; safety of others including workmates and members of the public from items such as: sharps, broken glass. Have full awareness to check for colleagues; members of the public who may have entered waste containers or other associated equipment.	Advise on risks both to safety and health.		
	Be able to operate task specific equipment in accordance with safe systems of work and training received.	Be proactive in the protection of all parties in relation to manual collection. Provide PPE and tools to carry out collection to safe systems of work.		
	STATEMENTS	LEVEL 1		LEVEL 2
MECHANICALLY HANDLE WASTE	Complete daily checks and confirm equipment is working in accordance with operating procedures. Carry out risk assessment as required.	Ensure daily checks take place in line with organisation's requirements including risk assessments.	Develop, communicate, implement and review SSOW and risk assessments associated with mechanical equipment.	
	Follow safe systems of work for all manual collection ensuring own, workmates and public safety (i.e. sharps, broken glass, colleagues/members of the public in containers, etc.)			
	Operate equipment as per training and Safe Systems of Work	Monitor operator performance to ensure it complies with safe systems of work.		Identify and arrange for any required training for all operators.
	Understand hazards associated with operation of equipment to self; colleagues and other persons as may be in the vicinity	Resolve issues with equipment.		
STATEMENTS	LEVEL 1	LEVEL 2	LEVEL 3	
MANUAL STREET CLEANSING	Understand and follow organisation approved procedures when carrying out street cleansing activities.	Encourage / monitor cleansing operations to ensure compliance with safe systems of work.	Develop, communicate, implement and review safe systems of work and working procedures for the safe and environmentally friendly control for street cleansing.	
	At all times ensure that organisation instructions and safe systems of work are followed.	Encourage / monitor cleansing operations to ensure they comply with work instructions and safe systems of work.		
	Make sure you are aware of the locations and the standard of cleaning that is required.			
	Select and use the appropriate tools and operate in accordance with organisational procedures for the types of litter, debris or detritus being cleaned.			
STATEMENTS	LEVEL 1	LEVEL 2	LEVEL 3	
LOAD A WASTE TRANSPORT VEHICLE	Understand and comply with the organisational procedures relating to the regulations associated with the carriage of goods including hazardous and non-hazardous materials.	Understand the regulations and organisational procedures relating to the carriage of goods including hazardous and non-hazardous materials.	Understand the regulations relating to the carriage of goods including hazardous and non-hazardous materials.	
	Understand organisation documentation intended to resolve discrepancies.	Communicate procedures where required.	Ensure operational procedures are in place for safely loading/unloading vehicles.	
	Complete documentation associated with job on completion of tasks	Monitor compliance and provide feedback on areas where standards, policies and/or procedures are not being met.	Ensure equipment required in the process is available and suitable for the task.	
	Load or unload vehicles in accordance with organisation procedures			
	Be able to operate loading equipment integral and external to the vehicle in accordance with training and organisation procedures.			
Be able to report any situations that prevent safe loading or unloading techniques including any defects in the vehicle or loading equipment.				
STATEMENTS	LEVEL 1	LEVEL 2	LEVEL 3	
	Understand and follow all organisation procedures associated with the statutory legislation relating to the transportation of waste.	Ensure systems and procedures for the transfer and transport of waste are followed.	Develop, implement, communicate and review procedures for the transfer and transport of waste.	
	Complete all daily checks in accordance with organisation procedures and associated legislation	Advise relevant people of any accidents, incident or defects.	Develop, implement, communicate and review procedures for risks assessments.	

TRANSPORT WASTE	Continue to monitor vehicle and associated load whilst transporting waste in accordance with organisation procedures.	Conduct communications for the transport, transfer of waste including implementation of procedures, waste regulations and legislation.	Develop, implement, communicate and review procedures for the safe loading of waste.
	Ensure vehicle is suitable for load to be transported and ensure stability of load is maintained	Ensure inspection procedures for the acceptance or refusal of waste are adequate and followed.	Manage the reporting of accidents, incidents and dangerous occurrences.
	Drive and operate the vehicle in accordance with legal obligations.	Ensure all waste is loaded safely and in accordance with regulations and organisation procedures.	Ensure quality procedures are in place for the inspection, acceptance and rejection of waste types.
	In the event of vehicle breakdown follow organisation procedures and inform appropriate persons.		
Understand how to check, complete and record instances that may arise using documentation in accordance with organisation procedures.			
STATEMENTS	LEVEL 1	LEVEL 2	LEVEL 3
OPERATION OF PLANT & MACHINERY	Understand procedures and instructions for use, maintenance and cleaning of any plant & equipment used.	Ensure all plant & machinery are used, maintained and cleaned in line with both manufacturing and organisational procedures.	Ensure all operators are trained and competent to use plant & machinery. Provide suitable plant & machinery for specific tasks.
	Operate plant & equipment in accordance with training received, organisation procedures and safe systems of work. Know how to clean & store all plant and equipment in accordance with organisation procedures.	When breakdowns occur ensure that reporting and recording mechanisms are followed for the safe repair of machinery and plant.	Ensure maintenance contracts are in place.
STATEMENTS	LEVEL 1	LEVEL 2	LEVEL 3
CONTROLLING VEHICLE MOVEMENT	Understand and follow organisation procedures for vehicle loading and unloading and other vehicle related duties as trained; such as 'Banksman' as required.	Understand, communicate and ensure others understand/follow all legal and organisational requirements in relation to vehicles/vehicle movement in the workplace.	Develop, implement, communicate and review transport plans ensuring they cover all legal legislation including codes of practice.
	Work with other persons involved with vehicle movements, including driver; crew members and others as appropriate, to ensure organisation procedures are complied with whilst vehicle manoeuvres.	Communicate and ensure transport plans for loading / unloading and vehicle movement are followed.	Evaluate performance in relation to the plan and where required improve performance.
	Understand and work in accordance with specific organisation procedures to meet requirements of different work locations.		Continually monitor legal requirements for legislative change and introduce into plans when applicable.
	In accordance with training received and organisation procedures, direct and assist drivers to loading and unloading area.		Ensure provision of resource and costs for competence of all vehicle competency requirements for staff.
STATEMENTS	LEVEL 1	LEVEL 2	LEVEL 3
REPORTING & RECORDING OF INFORMATION	Understand the importance of the organisation's recording and reporting systems. Know how to comply with organisation procedures to record and report information.	Ensure compliance with recording and reporting procedures. Monitor, review and act on information received. Provide feedback to different groups within areas of responsibility. Record & report defects as per organisational procedures.	Give information and instructions to customers and staff relating to organisational procedures and practices. Understand all recording and reporting mechanisms required by both legislative and organisational requirements. Know when and where to seek expert advice.
STATEMENTS	LEVEL 1	LEVEL 2	LEVEL 3
SUPERVISION OF OPERATIONS	Not applicable.	Report & record any defects in line with legislation & organisational policies.	Understand all statutory legislation, codes of practice etc. appropriate to the workplace.
		Agree targets with team members in line with organisational requirements.	Develop, implement, communicate and review policies & procedures to ensure compliance.
		Continually monitor performance for both positive & negative behaviours, encouraging improvement where required.	Develop, build, manage & monitor relationships with external agencies.
		Treat everyone fairly and with respect.	Implement, manage & review contract management processes.
		Collect & manage information effectively & efficiently, affecting change when required.	Implement, manage & review people management processes.
		Ensure team members are trained and competent for the tasks assigned to them.	Implement, manage and review financial & budgetary processes.
		Continually monitor for opportunities for training & development of team.	Demonstrate positive behaviours & strive to improve performance through continuous improvement.
STATEMENTS	LEVEL 1	LEVEL 2	LEVEL 3
MENTORING AND COACHING	Understand what a mentor is and be able to explain the activities that appropriate people involved will perform.	Explain and discuss the purpose and roles and responsibilities of a workplace coach/mentor.	Develop, implement, communicate and review mentoring and coaching policies & procedures.
	Identify, in accordance with your role in the mentoring process, the facilities, resources and sources of information required.	Explain and manage a coaching/mentoring process, agreeing goals and following a simple coaching/mentoring model.	Provide support to mentors and coaches in the workplace.
	Plan, discuss and agree in accordance with organisation procedures, where and how often mentoring sessions should be arranged to ensure the environment and conditions are right for mentoring.	Explain the range of tools and techniques that can be used to support coaching and mentoring.	Ensure resources are in place for effective mentoring and coaching activities.
	Prepare and plan the mentoring session, agreeing goals, and agreeing activities to support learners in the early stages of mentoring.	Explain the importance of maintaining basic records of the coaching and mentoring activity and what should be contained in them.	
	Encourage learners to discuss ideas and concerns and provide information and guidance to enable them to look at issues from an unbiased point of view to help them make informed choices.	Maintain appropriate records of the workplace coaching/mentoring activity to include progress towards goals and impact on role.	
	Give learners opportunities to gain experience in the workplace and develop their knowledge and skills.	Collect feedback from coaching/mentoring clients and reflect and review own coaching/mentoring activity including identification of strengths and weaknesses.	
	Know how to identify and apply the organisation's procedure for mentoring.	Develop a personal development plan based on own self-assessment.	
	Know how to ask questions, actively listen and provide feedback and negotiate whilst remaining non-judgmental of views of others.	Identify when the coaching/mentoring process needs to change or has come to a natural end and review the process with the learner.	
	Know how to motivate and encourage learners.	Know what is entailed in the coaching/mentoring process and how to identify opportunities to develop skills and knowledge and increase confidence in operating in the workplace (for e.g. shadowing, changing work roles, specific tasks).	
	Know how and when to refer learners to other persons and the procedures for doing so.	Know how to realistically assess the technical and personal skills needed in acting as a coach/mentor to a learner.	
Follow organisation procedures in relation to: Health and Safety, Environmental Protection and ensure confidentiality of information whilst mentoring individuals.			
Follow organisation procedures to identify and act within the requirements of the organisations mentoring scheme.			
STATEMENTS	LEVEL 1	LEVEL 2	LEVEL 3
RISK ASSESSMENT	Understand the requirements and importance of risk assessment. Know how to carry out a dynamic risk assessment and your own responsibilities and those of the organisation.	Understand the requirements, importance, purpose, legal implications of carrying out risk assessments, including own responsibilities and those of the organisation.	Understand all statutory legislation, codes of practice etc. relating to health and safety and in particular risk assessments in the workplace.
	Know how to identify a hazard, how to assess and control risks.	Ensure all risk assessments are carried out and recorded within own area of responsibility.	Develop, implement, communicate and review risk assessment documentation and policies & procedures.
	Assess the level of risk and eliminate where possible, prioritising hazards which could result in serious harm.	Ensure that all risks are communicated to others.	Manage recording and reporting procedures for risk assessments.
	Identify and report those hazards that cannot be eliminated to the appropriate person.	Understand the risk assessment procedure and recording and reporting procedure.	
Record findings of risk assessment using approved documentation.	Be able to carry out and review a risk assessment in the workplace.		

	Review the dynamic risk assessment, updating where required.	Make sure that controls are put in place for managing risk and review controls to make sure they remain effective.	
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