

# National Occupational Standards - Vehicle Parts Operations

## VEHICLE PARTS OPERATIONS NOS SUITE – GLOSSARY OF TERMS

The following key words and phrases apply to this suite of national occupational standards, in the order in which they appear:

**Action:**

Examples include report to an appropriate authority, implement company procedures and make enquiries about unattended items.

**Legislation/Legal requirements:**

Examples could include relevant aspects of contract law, Sale of Goods Act 1979; Supply of Goods and Services Act 1982; Unfair Contract Terms 1977; Consumer Protection Act 1987; Road Traffic Act 1988; Consumer Protection Act 1974; Trade Descriptions Act 1968; Data Protection Act 1998; The Sale and Supply of Goods and Consumer Regulations 2002, and current Financial Services Authority (FSA) legislation.

**Parts:**

These are motor vehicle parts, any accessories and consumables.

**Parts data**

Examples include lead time, contingency stock levels, order levels, parts history, Pareto Principle.

**Reports:**

Examples include stock reports, suppliers reports and discrepancy reports. Both verbal and written.

**Security risks:**

Examples include people in locations they are not authorised to be in, violent and abusive behaviour, handling of goods and materials, handling and placing of items, unattended items or theft.

**Customers:**

These are defined as internal and external customers.

**Difficulties in selecting parts:**

Examples include failure to locate parts, out of stock parts, part number supercessions, parts shown to be in stock but not physically available, failure to identify any suitable part etc.

**Handling and moving parts:**

Manual and/or mechanically assisted lifting and carrying work depending on the size and type of part being handled.

Note: individuals who operate fork lift trucks must:

- have successfully completed an appropriate approved basic training course in fork lift truck operation, and
- hold a certificate of basic training issued by an approved organisation.

**Personal Protective Equipment:**

Examples include overalls, safety shoes, gloves, eye protection and head protection.

**Recording systems:**

Manual and/or computerised recording systems, such as Electric Parts Catalogue (EPC).

**Relevant persons:**

Examples include manager, supervisor, team leader or senior manager.

**Sources of information:**

Parts lists and other relevant parts information stored on manual or computerised parts information systems, including parts identification systems, parts location systems, parts ordering systems. Customer feedback, staff comments, records and reports, your own observations.

**Stock and purchasing records:**

Manual or computerised, depending on the system in use in your organisation.

**Suppliers:**

Examples include manufacturers, factors and other vehicle parts suppliers.

**Conditions applying to orders:**

Examples include minimum order quantities, 'no return' policies, reduced purchase terms (e.g. VOR), 'payment with order only policies', authorisation by a named person only, etc.

**Documentation:**

Examples include manual and/or computerised recording systems for ordering, receipt of goods and any payments.

**Non-stock parts:**

Examples include items normally stocked but currently out of stock and special orders.

**Market information:**

Examples include new contacts, staff changes, competitor 'special offers' and price variations.

**Vehicle maintenance activities:**

Examples include checking and replenishing oil and water levels, tyre checks, indicator and light function checks, vehicle tax checks, reporting any problems to the relevant person and ensuring that they are resolved prior to taking the vehicle on the road.

**Non-cash payments:**

Examples include credit transfers, account payments, credit and debit card payments. Processing payment transactions includes the processing of inter-department balance transfers.

**Known and anticipated demands:**

Examples include seasonal demands, manufacturer's campaigns, organisational promotions.

**Parts data**

Examples include lead time, contingency stock levels, order levels, parts history, Pareto Principle.

**Comments:**

Examples of comments you might make in a report include explanations where relevant facts are known to you, recommendations for further investigations and/or preventative action.

**Discrepancy report:**

Examples of content include part number, shelf life, damage, location and quantity.

**Stock take Resources:**

Examples include time, people, information and any equipment needed to carry out stocktaking. These can vary in scope and size from a major stock take to a check of specific parts items, and in order to meet legal requirements.

**Stocktaking activities:**

Examples include major stock take or perpetual stock take

**Automated checking facilities:**

Facilities provided by the software in use, for example, spell checker, on-line help, sort information, etc.

**Data:**

This is defined as number, text or codes.

**Handling information:**

Examples include 'copy', 'create' a new file, 'search', 'print' or written or spoken communication.

**Information system:**

Examples include databases, internet, intranet, spreadsheets or word processed documents, electronic point of sales systems (EPOS), vehicle manufacturers' or your own sales processing system etc.

**Electronic communication facilities:**

Examples include electronic mail (email), computer generated fax, information services and text.

**Input devices:**

Examples include keyboard, bar code reader, scanner and specialist device.

**Integrity (of Data):**

This covers completeness, accuracy and security (both in terms of unauthorised access and corruption)

**Pre-set data parameters:**

Examples include the set number of lines in the format that appears on screen, other personal details and details of the service required, details of the vehicles, parts or accessories, etc.

**Transmission parameters:**

These are single addressee, multiple addressees, cc, bcc.

**Minimise the conflict:**

Through making use of alternative products or services offered by your organisation making an exception to the service you would normally offer.

**Products and services:**

Examples include parts, accessories, consumables and related support or 'add on' services available as part of the total parts and or sales offer.

**Targets:**

Examples include organisational and personal quantitative and qualitative parts and sales targets, customer service and retention targets.

**Options for resolution:**

These are using formal organisational procedures, involving agreed and or authorised exceptions to usual practice.

**Problems identified:**

These may be identified by you, your colleague or by your customer.

**Problems resulting from:**

These may be defined as resulting from a difference between customer expectations and the products or services of your organisation, system or procedures failure, shortage of resources or human error.

**Changes:**

These can be in products or services offered by your organisation, in how products or services are supplied or in how you and your colleagues behave when delivering products or services.

**Evaluation:**

Examples include how the changes have improved customer service or how your customers have reacted to the changes.

**Promotional activities:**

Examples include distribution of leaflets and/or samples, offers of customer incentives.

**Decision makers:**

Examples include immediate manager, senior management or specialist department.

**Format:**

Examples include written, diagrammatic, pictorial, numerical.

**Information about operations:**

Relating to customers, current performance, products, customer service.

**Information supporting recommendations:**

Examples include the problem/issue and its causes, the benefits of your recommendation, evidence that your proposal would work, the resources which would be needed.

**Operations:**

This is the parts operation in your organisation.

**Potential improvements:**

Examples include improvements in product range and availability, in customer service, in staff performance and training, in stock management, in company systems and procedures.

## **NOS G1 – Contribute to Housekeeping in Motor Vehicle Environments**

### **NOS OVERVIEW**

This NOS is about the routine maintenance of the workplace, carrying out basic, non-specialist checks of work tools and equipment, cleaning the work area and using resources economically.

### **SCOPE OF THIS NOS:**

1. **Equipment maintenance** covers
  - a. routine checks on work tools and equipment
  - b. cleaning work tools and equipment
  - c. replacing minor parts
  - d. visual inspection of electrical equipment
  
2. **Housekeeping activities** cover
  - a. day to day work area cleaning
  - b. clearing away
  - c. dealing with spillages
  - d. disposal of waste, used materials and debris
  
3. **Work tools and equipment** are
  - a. hand
  - b. electrical
  - c. mechanical
  - d. pneumatic
  - e. hydraulic

### **ESSENTIAL KNOWLEDGE**

You need to understand:

#### **Legislative and organisational requirements and procedures**

1. the scope of your job responsibilities for the use and maintenance of hand tools, equipment and your work area.
2. workplace policies and schedules for **housekeeping activities** and **equipment maintenance**.
3. the manufacturer's requirements for the cleaning and general, non-specialist maintenance of the tools and equipment for which you are

- responsible.
4. the regulations and information sources applicable to workshop cleaning and maintenance activities for which you are responsible.
  5. the importance of reporting faults quickly to the relevant person.
  6. the importance of reporting anticipated delays to the relevant person(s) promptly.

### **Equipment maintenance**

7. how to select and use equipment used for basic hand tool maintenance activities.
8. how to store hand tools safely and accessibly.
9. how to report faulty or damaged **work tools and equipment**.
10. how to work safely when cleaning and maintaining **work tools and equipment**.

### **General work area housekeeping**

11. how to select and use cleaning equipment
12. how to use resources economically.
13. how to use work area cleaning materials and agents.
14. how to clean and maintain the **work tools and equipment** and work areas for which you are responsible.
15. how to dispose of unused cleaning agents, materials and debris.
16. the properties and hazards associated with the use of cleaning agents and materials.
17. the importance of wearing personal protective equipment.
18. the importance of using resources economically and for their intended purpose only.

### **PERFORMANCE OBJECTIVES**

To be competent you must:

- a. wear suitable personal protective equipment throughout all **housekeeping and equipment maintenance activities**.
- b. select and use cleaning equipment which is:
  - of the right type
  - suitable for the task.
- c. use resources economically and for their intended purpose only, following manufacturers' instructions and workplace procedures.
- d. follow workplace policies, schedules and manufacturers' instructions when cleaning and maintaining hand tools and equipment.
- e. clean the work area(s), for which you are responsible, at the specified time

- and frequency.
- f. carry out **housekeeping activities** safely and in a way which minimises inconvenience to customers and staff.
  - g. follow the manufacturer's instructions when using cleaning and sanitising agents.
  - h. ensure your **housekeeping activities** keep your work area clean and free from debris and waste materials.
  - i. ensure your **equipment maintenance** activities keep your **work tools and equipment** fit for purpose.
  - j. dispose of used cleaning agents, materials and debris to comply with legal and workplace requirements.
  - k. store your **work tools and equipment** in a safe manner which permits ease of access and identification for use.
  - l. report any faulty or damaged tools and equipment to the relevant person(s) clearly and promptly.
  - m. report any anticipated delays in completion to the relevant person(s) promptly.

## **NOS G2 – Reduce Risks to Health and Safety in the Motor Vehicle Environment**

### **NOS OVERVIEW**

This NOS covers the basic, legally required health and safety duties of everyone in the workplace. It describes the competence required to ensure that:

- our own actions do not create any health and safety risks
- you do not ignore significant risks in your workplace, and
- you take sensible action to put things right, including reporting situations which pose a danger to people in the workplace, and seeking advice from others

This NOS does **not** require you to undertake a full Risk Assessment. It is about having an appreciation of significant risks in the workplace and knowing how to identify them and deal with them.

When you have completed this NOS, you will have proved you can:

1. Identify hazards and evaluate risks in your workplace
2. Reduce the risks to health and safety in your workplace

### **SCOPE OF THIS NOS:**

#### **1. Risks resulting from**

- a. the use and maintenance of machinery or equipment
- b. the use of materials or substances
- c. working practices which do not conform to laid down policies
- d. unsafe behaviour
- e. accidental breakages and spillages
- f. environmental factors
- g. working at height
- h. lifting operations and manual handling
- i. incorrect use of personal protective equipment

#### **2. Workplace policies covering**

- 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

- e. personal presentation
- f. personal protective equipment
- g. lifting operations and manual handling
- h. working at height
- i. mobile phones and personal stereo equipment

## ESSENTIAL KNOWLEDGE

You need to understand:

### Health and Safety Legislation and Workplace Policies

1. your legal duties for health and safety in the workplace as required by the Health and Safety at Work Act 1974, and any other policies or procedures that govern your working practices.
2. your duties for health and safety as defined by any specific legislation covering your job role.
3. **agreed workplace policies relating to controlling risks to health and safety.**
4. responsibilities for health and safety in your job description.
5. the responsible persons to whom you report health and safety matters.

### Risks to Health and Safety

6. what hazards may exist in your workplace, (eg. Slips, trips and falls).
7. health and safety risks which may be present in your own job role and the precautions you must take.
8. the importance of remaining alert to the presence of hazards in the whole workplace.
9. how to deal with and report risks.
10. the importance of dealing with or promptly reporting risks.
11. the requirements and guidance on the precautions.
12. the specific workplace policies covering your job role.
13. suppliers' and manufacturers' instructions for the safe use of equipment, materials and products.
14. safe working practices for your own job role.
15. the importance of personal presentation in maintaining health and safety in the workplace.
16. the importance of personal conduct in maintaining the health and safety of yourself and others.
17. the importance of personal protective equipment, when and where it should be used and the importance of maintaining it correctly.
18. your scope and responsibility for rectifying risks.
19. workplace procedures for handling risks which you are unable to deal with.

## PERFORMANCE OBJECTIVES

To be competent you must:

### Identify the hazards and evaluate the risks

- a. name correctly and locate the persons responsible for health and safety in the workplace.
- b. identify correctly **all** workplace policies relevant to your working practices.
- c. identify working practices in your job role which could harm yourself or other persons.
- d. identify those aspects of the workplace which could harm yourself or other persons.
- e. evaluate which of the potentially harmful working practices and the potentially harmful aspects of the workplace pose the highest **risk** to yourself or to others.
- f. report those hazards which present a high **risk** to the persons responsible for health and safety in the workplace.
- g. identify and deal with low **risk** hazards in accordance with workplace policies and legal requirements.

### Reduce the risks to health & safety in your workplace:

To be competent you must:

- a. carry out your working practices in accordance with legal requirements.
- b. identify the correct personal and vehicle protective equipment required to correctly carry out your workplace practices.
- c. carry out your workplace practices using the correct personal protective equipment.
- d. follow the most recent **workplace policies** for your job role.
- e. rectify health and safety **risks** that are within your capability and scope of your job responsibilities.
- f. pass on any suggestions for reducing **risks** to health and safety within your job role to the responsible persons.
- g. ensure your personal conduct in the workplace does not endanger the health and safety of yourself or other persons.
- h. follow the **workplace policies** and suppliers' or manufacturers' instructions for the safe use of equipment, materials and products.
- i. report any differences between **workplace policies** and suppliers' or manufacturers' instructions as appropriate.
- j. ensure your personal presentation at work:
  - ensures the health and safety of yourself and others,
  - meets any legal duties, and
  - is in accordance with workplace policies

## **NOS G3 – Maintain Working Relationships in the Motor Vehicle Environment**

### **NOS OVERVIEW**

This NOS is about maintaining good working relationships with all colleagues in the working environment by using effective communication and support skills.

### **SCOPE OF THIS NOS:**

1. **Colleagues** are
  - a. immediate work colleagues
  - b. supervisors and managers
2. **Requests for assistance** covering
  - a. technical assistance
  - b. personal assistance

### **ESSENTIAL KNOWLEDGE**

You need to understand:

#### **Your responsibilities and constraints**

1. your own and your colleague's job role and limits of responsibility for giving advice and support.
2. the operational constraints which may affect interaction with colleagues.
3. lines of communication within your workplace.

#### **Communication skills and working relationships**

4. how to use suitable and effective spoken communication skills when responding to and interacting with others.
5. how to adapt written and spoken communication methods to satisfy the needs of colleagues.
6. how to report problems using written and spoken methods of communication.
7. the importance of developing positive working relationships with colleagues – the effect on morale, productivity, and company image.
8. the importance of accepting other peoples' views and opinions.
9. the importance of making and honouring realistic commitments to colleagues.

## PERFORMANCE OBJECTIVES

To be competent you must:

- a. contribute actively to team working by initiating ideas and co-operating with colleagues.
- b. respond promptly and willingly to requests for assistance from **colleagues** which fall within the limits of your own job responsibilities and capabilities.
- c. where requests fall outside your responsibility and capability, refer colleagues to the relevant person(s).
- d. give colleagues sufficient, accurate information and support to meet their work needs.
- e. make **requests for assistance to colleagues** clearly and courteously.
- f. use methods of communication which meet the needs of colleagues.
- g. treat colleagues in a way which shows respect for their views and opinions and promotes goodwill.
- h. make and keep achievable commitments to **colleagues**
- i.. inform colleagues promptly of any problems or information likely to affect their own work.

## **NOS G6 – Enable Learning Through Demonstration and Instruction (Imported ENTO unit L11)**

### **NOS OVERVIEW**

This NOS is about demonstrating skills and methods to learners and instructing learners in procedures and processes.

These include; demonstrating how equipment is used, showing a learner how to do something, giving learners instructions on what to do or how to carry out a particular activity, deciding when you should use demonstration or instruction to encourage learning, reviewing the potential use of technology-based learning, checking on the progress of learners and giving feedback to learners.

### **ESSENTIAL KNOWLEDGE**

You need to understand:

#### **The nature and role of demonstrations and instruction**

1. the separate areas of demonstrations which encourage learning.
2. which types of learning are best achieved and supported through demonstrations.
3. how to identify and use different learning opportunities.
4. how to structure demonstrations and instruction sessions.
5. how to choose from a range of demonstration techniques.

#### **Principles and concepts**

6. how to put learners at their ease and encourage them to take part.
7. how to choose between demonstration and instruction as learning methods.
8. how to identify individual learning needs.
9. which factors are likely to prevent learning and how to overcome them
10. how to check learners' understanding and progress.
11. how to put information in order and decide whether the language you will be using is appropriate.
12. how to choose and prepare appropriate materials, including technology based materials.
13. the separate areas of instructional techniques which encourage learning
14. which types of learning are best achieved and supported through instruction.

## **External factors influencing human resource development**

15. how to make sure everybody acts in line with health, safety and environmental protection I legislation and best practice.
16. how to analyse and use developments in learning and new ways of delivery, including technology-based learning.

## **PERFORMANCE OBJECTIVES**

### **Demonstrate skills and methods to learners**

To be competent you must:

- a. base the demonstration on an analysis of the skills needed and the order they must be learned in.
- b. ensure that the demonstration is accurate and realistic.
- c. structure the demonstration so the learner can get the most out of it.
- d. encourage learners to ask questions and get explanation at appropriate stages in the demonstration.
- e. give learners the opportunities to practise the skill being demonstrated and give them positive feedback.
- f. give extra demonstrations of the skills being taught to reinforce learning.
- g. ensure that demonstrations take place in a safe environment and allow learners to see the demonstration clearly.
- h. respond to the needs of learners during the demonstration.
- i. reduce distractions and disruptions as much as possible.

### **Instruct learners**

To be competent you must:

- a. match instruction to the needs of the learners.
- b. identify which learning outcomes will be achieved through instruction.
- c. ensure that the manner, level and speed of the instruction encourages learners to take part.
- d. regularly check that learners understand and adapt instruction as appropriate.
- e. give learners positive feedback on the learning experience and the outcomes achieved.
- f. identify anything that prevents learning and review this with the learners.

## **NOS G11 – Supervisory Skills (Imported from MSC - Unit D6)**

### **NOS OVERVIEW**

This NOS is about ensuring that the work required in your area of responsibility is effectively planned and fairly allocated to individuals and/or teams. It also involves monitoring the progress and quality of the work of individuals and/or teams to ensure that the required level or standard of performance is being met and reviewing and updating plans of work in the light of developments.

The 'area of responsibility' may be, for example, a branch or department or functional area or an operating site within an organisation.

### **Who is the unit for?**

The NOS is recommended for first line managers and middle managers.

### **Skills**

Listed below are the main generic 'skills' which need to be applied in allocating and monitoring the progress and quality of work in your area of responsibility. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Communicating
- Consulting
- Decision making
- Delegating
- Information management
- Leadership
- Managing conflict
- Monitoring
- Motivating
- Planning
- Problem solving
- Providing feedback
- Prioritising
- Reviewing
- Setting objectives
- Stress management
- Valuing and supporting others.

## PERFORMANCE OBJECTIVES

### Outcomes of effective performance

You must be able to do the following:

- a. confirm the work required in your area of responsibility with your manager and seek clarification, where necessary, on any outstanding points and issues.
- b. plan how the work will be undertaken, seeking views from people in your area of responsibility, identifying any priorities or critical activities and making best use of the available resources.
- c. ensure that work is allocated to individuals and/or teams on a fair basis taking account of skills, knowledge and understanding, experience and workloads and the opportunity for development.
- d. ensure that individuals and/or teams are briefed on allocated work, showing how it fits with the vision and objectives for the area and the overall organisation, and the standard or level of expected performance.
- e. recognise and seek to find out about differences in expectations and working methods of any team members from a different country or culture and promote ways of working that take account of their expectations and maximise productivity.
- f. encourage individuals and/or team members to ask questions, make suggestions and seek clarification in relation to allocated work.
- g. monitor the progress and quality of the work of individuals and/or teams on a regular and fair basis against the standard or level of expected performance and provide prompt and constructive feedback.
- h. support individuals and/or teams in identifying and dealing with problems and unforeseen events.
- i. motivate individual and/or teams to complete the work they have been allocated and provide, where requested and where possible, any additional support and/or resources to help completion.
- j. monitor your area for conflict, identifying the cause(s) when it occurs and dealing with it promptly and effectively.
- k. identify unacceptable or poor performance, discuss the cause(s) and agree ways of improving performance with individuals and/or teams.
- l. recognise successful completion of significant pieces of work or work activities by individuals and/or teams.
- m. use information collected on the performance of individuals and/or teams in any formal appraisals of performance.



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- n. review and update plans of work for your area, clearly communicating any changes to those affected.

## **Behaviours which underpin effective performance**

1. You recognise changes in circumstances promptly and adjust plans and activities accordingly.
2. You prioritise objectives and plan work to make best use of time and resources.
3. You make time available to support others.
4. You take personal responsibility for making things happen.
5. You show an awareness of your own values, motivations and emotions.
6. You show integrity, fairness and consistency in decision-making.
7. You clearly agree what is expected of others and hold them to account.
8. You seek to understand people's needs and motivations.
9. You take pride in delivering high quality work.
10. You are vigilant for possible risks and hazards.
11. You encourage and support others to make the best use of their abilities.
12. You use a range of leadership styles appropriate to different people and situations.

## **ESSENTIAL KNOWLEDGE**

You need to know and understand the following:

### **General knowledge and understanding**

- a. how to select and successfully apply different methods for communicating with people across an area of responsibility.
- b. the importance of confirming/clarifying the work required in your area of responsibility with your manager and how to do this effectively.
- c. how to identify and take due account of health and safety issues in the planning, allocation and monitoring of work.
- d. how to produce a plan of work for your area of responsibility, including how to identify any priorities or critical activities and the available resources.
- e. how to identify sustainable resources and ensure their effective use when planning the work for your area of responsibility.
- f. the importance of seeking views from people working in your area and how to take account of their views in producing the plan of work.

- g. the values, ethics, beliefs, faith, cultural conventions, perceptions and expectations of any team members from a different country or culture and how your own values, ethics, beliefs, faith, cultural conventions, perceptions, expectations, use of language, tone of voice and body language may appear to them.
- h. why it is important to allocate work to individuals and/or teams on a fair basis and how to do so effectively.
- i. why it is important that individuals and/or teams are briefed on allocated work and the standard or level of expected performance and how to do so effectively.
- j. the importance of showing individuals and/or teams how their work fits with the vision and objectives of the area and those of the organisation.
- k. ways of encouraging individuals and/or teams to ask questions and/or seek clarification in relation to the work which they have been allocated.
- l. effective ways of regularly and fairly monitoring the progress and quality of work of individuals and/or teams against the standards or level of expected performance.
- m. how to provide prompt and constructive feedback to individuals and/or teams.
- n. why it is important to monitor your area for conflict and how to identify the cause(s) of conflict when it occurs and deal with it promptly and effectively.

## **NOS G12 – Developing Staff (Imported MSC unit D8)**

### **NOS OVERVIEW**

This NOS is about helping members of your team address problems affecting their performance. These may be work-related problems or problems arising from their personal circumstances.

The unit involves identifying problems affecting people's performance and discussing these in a timely way with the team members concerned to help them find a suitable solution to their problem. Sometimes you may need to refer the team member to specialist support services.

### **Who is the unit for?**

The NOS is recommended particularly for first line managers and middle managers.

### **Skills**

Listed below are the main generic 'skills' which need to be applied in helping team members address problems affecting their performance. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Acting assertively
- Communicating
- Consulting
- Decision-making
- Empathising
- Information management
- Managing conflict
- Monitoring
- Problem solving
- Providing feedback
- Reviewing
- Setting objectives

### **PERFORMANCE CRITERIA**

#### **Outcomes of effective performance**

You must be able to do the following:

1. give team members opportunities to approach you with problems affecting their performance.
2. identify performance issues and bring these promptly to the attention of the team members concerned.
3. discuss problems with team members at a time and place appropriate to the type, seriousness and complexity of the problem.

4. gather and check information to accurately identify the problem and its cause.
5. discuss the range of alternative courses of action and agree with the team member a timely and effective way of dealing with the problem.
6. refer the team member to support services or specialists, where necessary.
7. keep a confidential record of your discussions with team members about problems affecting their performance.
8. ensure your actions are in line with your organisation's policies for managing people.

### **Behaviours which underpin effective performance**

1. You find practical ways to overcome barriers.
2. You show empathy with others' needs, feelings and motivations and take an active interest in their concerns.
3. You make time available to support others.
4. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.
5. You show integrity, fairness and consistency in decision-making.
6. You confront performance issues and resolve them directly with the people involved.
7. You keep confidential information secure.
8. You check the validity and reliability of information.
9. You identify the implications or consequences of a situation.
10. You take timely decisions that are realistic for the situation.

### **ESSENTIAL KNOWLEDGE**

You need to know and understand the following:

#### **General knowledge and understanding**

- a. the importance in giving team members opportunities to approach you with problems affecting their performance.
- b. how to encourage team members to approach you with problems affecting their performance.
- c. the importance of identifying performance issues and bringing these promptly to the attention of the team members concerned.

- d. the importance of discussing problems with team members at a time and place appropriate to the type, seriousness and complexity of the problem.
- e. how to gather and check the information you need to identify the problem and its cause.
- f. the importance of identifying the problem accurately.
- g. the range of alternative courses of action to deal with the problem.
- h. the importance of discussing and agreeing with the team member a timely and effective way of dealing with the problem.
- i. when to refer the team member to support services or specialists.
- j. the importance of keeping a confidential record of your discussions with team members about problems affecting their performance, and how to do so.
- k. the importance of ensuring your actions are in line with your organisation's policies for managing people and their performance.

**Industry/sector specific knowledge and understanding**

- l. industry/sector requirements for helping team members address problems affecting their performance.

**Context specific knowledge and understanding**

- m. the types of problems that your team members may encounter which can affect their performance.
- n. your role, responsibilities and limits of authority when dealing with team members' problems.
- o. the range of support services or specialists that exist inside and outside your organisation.
- p. your organisation's policies for managing people and their performance

## **NOS G13 – Business Management (Imported from MSC - Unit F3)**

### **NOS OVERVIEW**

This NOS is about managing business processes to make sure the organisation delivers outputs that meet customers' needs and stakeholders' needs, and organisational and legal requirements.

#### **Who is the unit for?**

The NOS is recommended for middle managers.

#### **Skills**

Listed below are the main generic 'skills' which need to be applied in managing business processes. These skills are explicit/implicit in the detailed content of the NOS and are listed here as additional information.

- Communicating
- Information management
- Analysing
- Assessing
- Presenting information
- Influencing
- Persuading
- Negotiating
- Problem solving
- Prioritising
- Thinking systematically
- Thinking creatively
- Reviewing

### **PERFORMANCE OBJECTIVES**

#### **Outcomes of effective performance**

You must be able to do the following:

1. design processes that deliver outcomes based on organisational goals and aims.
2. ensure processes and resources are sustainable and effective in their use.
3. identify and provide the resources you need.
4. take account of influences that may affect and shape how processes work.
5. link processes so that they interact across the organisation to form a complete system.

6. provide information and support for staff and other stakeholders involved.
7. define process responsibilities.
8. develop process measures that are affordable and provide enough information for people to decide how to manage the process.
9. establish and use effective methods to review and improve the process.

### **Behaviours which underpin effective performance**

1. You keep people informed of plans and developments.
2. You clearly agree what is expected of others and hold them to account.
3. You take repeated or different actions to overcome obstacles and respond positively and creatively to setbacks.
4. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.
5. You monitor the quality of work and progress against plans and take appropriate corrective action, where necessary.
6. You focus personal attention on specific details that are critical to achieving successful results.
7. You identify systemic issues and trends and recognise their impact upon current and future work.
8. You take opportunities when they arise to achieve longer-term aims

### **ESSENTIAL KNOWLEDGE**

You need to know and understand the following:

#### **General knowledge and understanding**

- a. principles and models of effective process management.
- b. how to define business processes.
- c. types of business process measures and how to assess their suitability.
- d. how to ensure processes and resources are sustainable and effective in their

- use, and the importance of doing so.
- e. the difference between process outputs and outcomes.
  - f. how to assess process changes for risk and reward against their potential investment cost.
  - g. how to carry out cost and benefit analysis.
  - h. types of analytical and problem-solving tools that you can use when developing business processes.
  - i. how to measure the effect of changes in the business process.

**Industry/sector specific knowledge and understanding**

- j. the sector and market in which your organisation works.
- k. relevant sector trends, developments and competitor performance that affect your business processes.

**Context specific knowledge and understanding**

- l. your organisation's aims and goals.
- m. your organisation's structure, values and culture.
- n. how your organisation adds value through delivering its products, services and processes.
- o. the needs of your actual and potential customers and other key stakeholders.
- p. your organisation's products, services and processes and the interdependencies between them.
- q. measures of process performance that are relevant to your organisation.

## **NOS VP01 – Give Vehicle Parts Operations Customers a Positive Impression of Yourself and your Organisation**

### **NOS OVERVIEW**

This unit is about communicating and dealing with vehicle parts operations customers in a positive, effective and polite manner. By doing this you will be giving a positive impression of yourself and of your organisation.

### **ESSENTIAL KNOWLEDGE**

You must know and understand -

1. how to communicate in a clear, polite, confident way and why this is important.
2. how to recognise when a customer is angry and or confused.
3. what your customers' rights are and how these rights limit what you are able to do for your customer.
4. the specific aspects of:
  - health and safety
  - data protection
  - equal opportunities
  - disability discrimination
  - **legislation** and regulations that affect the way the products or services you deal with can be delivered to your customers.
5. industry, organisational and professional codes of practice and ethical standards that affect the way the products or services you deal with can be delivered to your customers.
6. any contractual agreements that your customers have with your organisation.
7. the products or services of your organisation relevant to your customer service role.
8. the guidelines laid down by your organisation that limit what you can do within your job.
9. the limits of your own authority and when you need to seek agreement with or permission from others.
10. any organisational targets relevant to your job, your role in meeting them and the implications for your organisation if those targets are not met.
11. your organisation's standards for appearance and behaviour.
12. your organisation's guidelines for recognising customers' needs and expectations

and responding positively to them.

13. the rules and procedures regarding the methods of communications you use.

### PERFORMANCE OBJECTIVES

You must be able to -

- a. meet your organisation's standards for appearance and behaviour.
- b. greet **customers** in a way that is appropriate to their needs.
- c. **communicate** with customers in a way that makes them feel valued and respected.
- d. identify and confirm the needs and expectations of your customers.
- e. treat customers courteously and helpfully even when you are working under pressure.
- f. maintain communication with customers to ensure that they are kept informed and reassured.
- g. adapt your behaviour to respond effectively to different customer behaviour.
- h. respond appropriately to customers who indicate that they need or want your attention.
- i. select appropriate ways of communication with customers to suit their needs.
- j. respond promptly and positively to customers' questions and comments.
- k. allow customers time to consider your response and give further explanation when appropriate.
- l. check with customers that you have fully understood their needs and expectations.
- m. quickly locate information that will help customers.
- n. give customers all information they need about the products or services offered by your organisation that they are interested in.
- o. explain clearly and concisely any information that customers might find complicated.
- p. manage the expectations of the customers so that they do not feel that you over promise and under deliver.
- q. refer to guidance when you can not resolve or adequately meet the customer needs by yourself and know who to refer to for guidance.

- r. deal with all customers in a timely fashion.

## **NOS VP02 – Follow Procedures and Identify and Report Security Risks Within a Vehicle Parts Environment**

### **NOS OVERVIEW**

This unit is about keeping the premises secure by being alert to security risks and following procedures for dealing with and reporting security risks.

### **ESSENTIAL KNOWLEDGE**

You must know and understand -

#### **Legislative and organisational requirements and procedures**

1. current relevant legislation, regulations, codes of practice and guidelines relating to identifying and reporting security risks.
2. the types of security risk that can arise in your workplace.
3. company policy and procedures for dealing with **security risks** in your workplace.
4. how much authority and responsibility you have to deal with security risks, including your legal rights and duties.
5. the approved procedures and techniques for protecting your personal safety when security risks arise.
6. how to prevent or stop violent behaviour safely and legally.
7. how and when **stock** could be stolen or deliberately damaged.
8. how and when cash could be stolen.
9. what the procedures are for keeping stock, premises and cash secure.
10. who to **report** security risks to, and how to contact them.
11. when to ask for help when a security risk arises.
12. who to ask for help when a security risk arises.
13. who to tell about your suspicions.
14. the legal definition of theft.
15. what to do if you see someone stealing.
16. company policies and procedures for maintaining security while you work.
17. company policies and procedures for making sure that security will be maintained

- when you go on your breaks and when you finish work.
18. company policy on when the Police should be involved.
  19. company policy on the type of security systems used to protect the premises.
  20. company policy on the use of CCTV.

## PERFORMANCE OBJECTIVES

You must be able to -

- a. follow procedures for securing premises, stock and cash.
- b. notice when unlocked or unattended areas or items pose a security risk.
- c. tell the **relevant person** about the security risk promptly.
- d. check how people are behaving and you follow procedures when their behaviour is a risk to you, the premises or others.
- e. note where theft may have occurred and report it to the relevant person.
- f. notice security risks and report them to the appropriate person promptly.
- g. take **action** within your area of responsibility to minimise risk and maximise protection.
- h. complete reports, where required of any incidents that you have noticed.
- i. make sure reports of incidents are accurate and clear.
- j. act within the boundaries of the law when dealing with suspected thieves.

## NOS VP03 – Correctly Select and Issue Motor Vehicle Parts

### NOS OVERVIEW

This unit is about the correct identification, location, selection and issuing of motor vehicle parts to internal and external customers in order to meet their needs. The accurate completion of relevant documentation is also required.

### ESSENTIAL KNOWLEDGE

You must know and understand -

1. current relevant legislation, regulations, codes of practice and guidelines relating to the **selection and issue of parts**.
2. the requirements for and importance of, wearing **personal protective equipment** when selecting and issuing **parts**.
3. parts terminology and any variations in terminology.
4. your organisation's systems and procedures for:
  - parts identification system used in your organisation
  - parts storage, rotation and management
  - handling damaged parts
  - documentation completion and keeping records
  - the storage and collection of picked orders.

### Technical information

5. the types of vehicle systems (e.g. braking, suspension, steering and transmission) to be found in a vehicle; their layout and basic function and the location of parts within each system.
6. how to gather information from the customer to enable correct identification of vehicle make, model, year and variant.
7. how to use technical information to correctly identify the parts required.
8. how to use EPC **systems** to identify parts required.
9. how to identify superseded parts and what action should be taken.
10. how to identify any associated parts that a customer may require for the parts that you have looked up.
11. what action should be taken when the correct part cannot be identified.
12. what action should be taken when the correct part is not in stock.

### Parts Handling

13. the parts numbering system for the makes and types of parts you deal with.
14. how to locate where parts are stored using the appropriate parts location information systems used in your organisation.
15. how to **handle and move** parts safely.
16. how to use the mechanical handling equipment available.
17. the implications of failing to select and allocate orders correctly.

### PERFORMANCE OBJECTIVES

You must be able to -

- a. wear suitable personal protective equipment when selecting and issuing parts, where relevant.
- b. access and use suitable **sources** of parts information to identify accurately the part(s) required by your **customer**.
- c. ensure the part identified is correct and legal for the vehicle.
- d. ensure the part identified is suitable for your customer's needs and purpose.
- e. locate and select part(s) accurately using the parts information system(s) available.
- f. handle and move all parts:
  - following your workplace procedures
  - to meet health and safety requirements
  - in a way that minimises the risk of damage to the part, storage system, surrounding fittings and components.
- g. store any orders to be collected at a later time safely and securely in the designated area.
- h. report any apparent low levels of stock to the **relevant person** promptly.
- i. report any parts in poor condition to the relevant person promptly.
- j. present the correct part(s) to your customer promptly.
- k. present parts in good condition with no obvious faults and damage.
- l. confirm the acceptability of parts with your customer prior to completing any documentation.
- m. seek assistance from the relevant person(s) promptly when you experience

- difficulties in selecting and issuing parts.
- n. ensure your parts issue documentation and records are accurate, complete and passed to the relevant person(s) promptly in the required format.

**Behaviours underpinning effective performance**

1. You identify customer's information needs.
2. You display a positive disposition when communicating with others.
3. You constantly seek to improve performance.
4. You realise how the efficient selection and issuing of parts contributes to the productivity of the organisation you are working for.

## NOS VP04 – Receive and Store Motor Vehicle Parts

### NOS OVERVIEW

This unit is about taking responsibility for ensuring incoming vehicle parts are checked, handled and stored effectively. It includes organising storage facilities, allocating work roles, keeping reliable stock records and monitoring the quality of parts and the way they are stored.

### ESSENTIAL KNOWLEDGE

You must know and understand -

1. the **legislation**, including health and safety legislation, relevant to the receiving and storing of **parts**.
2. the requirements for and importance of, wearing **personal protective equipment** when receiving and storing of parts.
3. manual **handling** techniques and weights that can be moved without assistance.
4. your organisation's systems and procedures for:
  - receiving and accepting parts
  - storing and moving parts stock, including maintaining the quality of stock susceptible to damage and/or deterioration
  - dealing with discrepancies and late deliveries
  - record keeping, documentation and parts stock control
  - health, safety and security requirements when receiving and moving parts
  - checking stock condition and the storage of stock.
5. the importance of checking incoming parts stock against requirements, stock orders and stock inventory promptly after unloading or receiving parts.
6. your organisation's systems and procedures for:
  - parts identification system used in your organisation
  - parts storage, rotation and management
  - handling damaged parts
  - documentation completion and keeping records
  - the receiving into stock of new parts.
7. the implications of failing to receive parts into stock correctly.
8. the business and customer satisfaction related factors governing why:
  - deliveries should be checked promptly
  - shortfalls rectified promptly
  - accurate purchasing records are maintained.
9. your organisation's legal rights as a consumer.

10. who in your organisation you report to for:
  - stock order discrepancies
  - incorrect supply of parts
  - damaged parts.

### **Parts Handling**

11. the parts numbering system for the makes and types of parts you deal with.
12. locate where parts are stored using the appropriate parts location information **systems** used in your organisation.
13. how to issue parts locations to new parts that have been added to the “standard” stock list.
14. how to handle and move parts safely.
15. how to use the mechanical handling equipment available.
16. the implications of failing to select and allocate bin locations correctly.

### **PERFORMANCE OBJECTIVES**

You must be able to:

- a. wear suitable personal protective equipment when receiving and storing parts.
- b. ensure the goods inwards area is clear and that there is sufficient storage space before the arrival of expected deliveries.
- c. ensure deliveries are unloaded safely and securely, observing all manual handling requirements.
- d. ensure the parts received are checked against requirements / stock orders promptly.
- e. ensure that delivery documentation is complete, accurate and processed promptly.
- f. check delivery records promptly to ensure your organisation's requirements have been met by your individual **suppliers**.
- g. place parts into storage correctly in the time allowed according to relevant stock rotation requirements.
- h. ensure that parts can be accessed easily.
- i. organise storage facilities to take account of:
  - known operational needs
  - safety requirements

- the need to preserve the condition of parts
  - legal requirements
- j. maintain a routine for checking stock condition and storage and carry out spot checks at regular intervals.
- k. maintain a routine for checking the movement of stock to ensure that health and safety and other organisational requirements are being met.
- l. take prompt remedial action to resolve any parts receipt and storage problems.
- m. keep complete, accurate and up-to-date stock records that can be accessed by everyone who needs them.
- n. provide accurate, up-to-date parts receipt and storage information to **relevant people** promptly, when necessary.
- o. update stock records accurately upon receipt of stock orders.
- p. report any discrepancies identified during receipt of stock orders to the relevant person(s) promptly.

## NOS VP05 Process Orders for Non-Stock Motor Vehicle Parts

### NOS OVERVIEW

This unit is about fulfilling customer requirements by ordering out-of-stock or 'special order' motor vehicle items. Progress chasing the order and handling all relevant documentation is also included.

### ESSENTIAL KNOWLEDGE

You must know and understand -

1. how to identify and access potential suppliers.
2. how to operate the **parts** identification and order system used in your organisation.
3. how to check the 'stock on order' situation.
4. how to identify and calculate the price of **customer** orders.
5. how to process and complete **documentation** for orders.
6. how to record and report lost sales.
7. how to update stock records on receipt of goods.
8. how to communicate clearly, politely and accurately with customers and suppliers.
9. the company procedure to input ordered parts into stock for re-sale.
10. the types of vehicle and systems that your company supply parts for.
11. the sources of vehicle parts supply.
12. the **conditions applying to orders** and the importance of informing customers and gaining their agreement to such conditions.
13. which items must always be paid for in full prior to ordering.
14. your organisations systems and procedures for:
  - the ordering of **non-stock parts**
  - stock control
  - taking payments
  - mark up
  - gross profit / gross margin
  - discount

- booking purchases to customer accounts
  - reporting and recording lost sales
  - organising delivery and collection of parts from local suppliers.
15. the person to whom you should report any problems or difficulties in meeting customer needs.
  16. suitable time scales and methods for progressing orders.
  17. cost implications of special orders.
  18. the importance of keeping customers informed of the progress of their order.
  19. the order value you are able to accept without reference to your line manager.

### PERFORMANCE OBJECTIVES

You must be able to -

- a. check existing orders for delivery lead time prior to placing any new orders.
- b. identify suppliers that
  - can supply the parts your customer requires
  - can specify the delivery time
- c. confirm your customer's understanding of any conditions applying to their order and gain their agreement prior to raising the order.
- d. gain your customer's agreement on price, discount and delivery dates and any necessary authorisation prior to placing an order.
- e. gain authorisation for accepting and processing orders when the value exceeds the limit you are able to process, when necessary.
- f. only place additional orders for part(s) not already on order.
- g. gain the appropriate payment, or the necessary authorisation for special items, prior to accepting your customer's order.
- h. keep customers informed if there are any anticipated delays in delivery accurately and promptly.
- i. offer customers suitable alternatives where applicable, if their original requirements cannot be met.
- j. record and report the reasons for any lost sales to the **relevant person(s)** accurately and promptly.
- k. follow up your customer's orders with suppliers when required.
- l. report any difficulties in supplying customer orders to the relevant person(s)

- promptly if required.
- m. update order records accurately upon receipt of customers order requirements.
  - n. inform customers of the arrival of their order promptly.
  - o. ensure documentation is accurate, complete and forwarded to the relevant person(s) in the required format promptly.

## NOS VP06 Process Returned Goods and Materials in a Vehicle Parts Environment

### NOS OVERVIEW

The unit is about returned goods and materials, including surcharged motor vehicle parts and dealing with old units, motor vehicle parts warranty, informing customers what you can do to help them and taking suitable action (refund, credit note or replacement goods etc).

### ESSENTIAL KNOWLEDGE

You must know and understand –

1. current relevant legislation, regulations, codes of practice and guidelines relating to processing the return of goods.
2. the main reasons **customers** might have for returning goods.
3. the customer's legal rights to replacements and refunds.
4. company policies and procedures for replacements and refunds, including proof of purchase.
5. how much authority you have to agree to replacements and refunds.
6. who to ask for help when you need authorisation.
7. how customers should return unwanted goods.
8. where to find replacement goods.
9. any charges that apply when your company is not at fault.
10. who can raise credit notes and refund payments, and the information they need.
11. your company procedures for preparing replacement goods for sending out.
12. how to update the stock control system accurately and fully when goods are returned and why you should do so promptly.
13. how to label goods for return to the supplier or manufacturer.
14. where to place returned goods that cannot be re-sold.
15. where to place returned goods that can be re-sold.

## PERFORMANCE OBJECTIVES

You must be able to -

- a. check clearly and politely with the customer what goods they want to return and their reasons.
- b. apologise promptly if your company appears to be at fault.
- c. follow legal and company requirements for offering replacements and refunds, and explain these to the customer clearly and politely.
- d. explain to the customer clearly and politely the action you are going to take, and any charges that apply.
- e. pick out accurately the replacement goods and follow company procedures for preparing them to be sent out.
- f. explain to the customer accurately, clearly and politely the arrangements for returning the unwanted goods.
- g. check accurately the type, quantity and condition of returned goods.
- h. give accurate and complete information to the person who can raise a credit note or refund the payment.
- i. update the stock control system promptly, accurately and fully.
- j. label clearly any goods that are to be returned to the supplier or manufacturer.
- k. move returned goods to the correct place and position.
- l. separate unsalable goods from sales stock.

## NOS VP07 –Deliver Motor Vehicle Parts to Customers

### NOS OVERVIEW

This unit is about the delivery of orders for motor vehicle parts direct to customers. It involves aspects of loading small delivery vehicles, safety and security, planning and making deliveries to meet agreed timescales and providing feedback on market information to the relevant people at your place of work.

### ESSENTIAL KNOWLEDGE

You must know and understand -

1. current relevant legislation, regulations, codes of practice and guidelines relating to the delivery of parts (for example, Road Traffic Act).
2. how to handle loads safely.
3. how to protect parts from damage during transit.
4. how to visually check parts for damage.
5. how to plan deliveries to take account of local conditions.
6. how to distribute loads correctly.
7. how to pack parts for delivery.
8. how to complete documentation accurately.
9. the importance of not mixing customer orders.
10. the importance of loading a vehicle in a sequence to match deliveries and weight distribution.
11. the implications of delivering incorrect and damaged parts.
12. the legal requirements for vehicle roadworthiness.
13. your personal responsibilities for delivery **vehicle maintenance**.
14. how to plan delivery routes to enable parts to be delivered in a cost and time efficient manner.
15. your organisation's procedures for:
  - health and safety
  - checking your vehicle
  - dealing with accidents
  - reporting delivery problems

- vehicle and payment security
  - payment for goods
  - completing and returning documentation.
16. the type of customer and competitor information which should be reported and who to report to.

## PERFORMANCE OBJECTIVES

You must be able to -

- a. ensure the type and quantity of parts to be delivered match those listed on your documentation.
- b. make sure that your delivery vehicle complies with company and legal regulations at all times.
- c. plan an effective delivery route that takes into account all local conditions and is time and cost efficient.
- d. load and deliver only those parts that are in a visibly saleable condition.
- e. load your delivery vehicle:
  - using safe handling techniques
  - in a way that prevents damage to goods, vehicle and yourself
  - in a sequence relevant to the delivery schedule
  - to meet weight distribution requirements
  - does not exceed vehicle weight requirements.
- f. ensure your load is secure prior to the vehicle moving off.
- g. make sure that all deliveries comply with legal and organisational safety and security requirements at all times.
- h. make sure that all parts orders are delivered meeting the timescales agreed with customers.
- i. report any anticipated delays and/or problems in making deliveries to the relevant person(s) promptly.
- j. store safely and securely any payments collected from customers.
- k. ensure your delivery records are accurate, complete and passed to the relevant person promptly on your return.
- l. pass any relevant **market information** gained to the relevant person(s) promptly.

## NOS VP08 – Process Payment Transactions Within a Vehicle Parts Environment

### NOS OVERVIEW

This unit is about the calculation of the cost of parts and processing both cash and other forms of payment , including credit and debit card payments, account payments and credit transfers. You are expected to be able to use the relevant point of sale equipment and be aware of and able to deal with, instances of potential fraud.

### ESSENTIAL KNOWLEDGE

You must know and understand -

1. current relevant legislation, regulations, codes of practice and guidelines relating to processing payment transactions.
2. how to identify and check prices in your own **parts** operation.
3. how to get information and advice to deal with pricing problems.
4. how to identify current discounts and special offers (e.g. campaigns and promotions).
5. how to keep cash and other payments safe and secure.
6. how to check for and identify counterfeit payments.
7. how to check for stolen credit cards, charge cards or debit cards.
8. how to deal with customers offering suspect tender or **non-cash payments**.
9. how to balance giving the correct amount of attention to individual customers whilst maintaining a responsibility towards other customers in busy trading periods.
10. how to deal with customers when authorisation cannot be obtained for their non-cash payments.
11. common methods of calculating payments, including the use of point of sale equipment and manual calculations.
12. the types of payment you are able to receive and accept.
13. your organisation's systems and procedures for:
  - authorising non-cash and credit account transactions
  - verifying account holders
  - calculating and taking payments

- booking purchases to customer accounts
  - dealing with suspected fraud.
14. the value and importance of customer service to effective trading operations.
  15. the features of any current parts campaigns and promotions.
  16. the limits of your authority for processing payments.
  17. the types of transaction errors that can occur and the consequences of failure to report errors.
  18. relevant security issues surrounding payment transactions.

### PERFORMANCE OBJECTIVES

You must be able to -

- a. identify the price of items accurately.
- b. resolve any problems in pricing parts promptly by using the **sources of information** at your disposal.
- c. calculate the total price of the transaction correctly.
- d. inform customers of the amount due clearly and accurately.
- e. confirm the cash amount given by your customer and the change you give them, if relevant.
- f. verify the identity of account holders following your organisation's procedures prior to debiting their account.
- g. gain authorisation for accepting non-cash payments and processing account debits when the value of the order exceeds the limit you are able to authorise.
- h. inform the customer in a suitable manner when authorisation for payment cannot be obtained for non-cash transactions.
- i. complete and process all documentation required clearly and accurately.
- j. store payments securely and protect them from theft.
- k. ensure you are courteous to customers at all times.
- l. balance the need to give attention to individual customers whilst ensuring that others are not left without attention.

## NOS VP09 – Stock Control Within a Vehicle Parts Operation

### NOS OVERVIEW

This unit is about the control of parts for stock including analysing stock records to identify parts to be purchased, buying at the most advantageous terms, following up orders, monitoring the performance of suppliers and maintaining accurate purchasing records, as well as identifying when to carry out stock cleansing procedures.

### ESSENTIAL KNOWLEDGE

You must know and understand -

#### Legislative and organisational requirements and procedures

1. how **parts stock data** is used to produce a **report**.
2. how to use part stock data to produce part stock reports.
3. how to use and analyse parts stock reports.
4. how to analyse 'lost sales' to identify potential demand for new product lines.
5. how to make recommendations with clear, supporting information to justify them.
6. how to evaluate the viability of **supplier** terms of business in order to achieve maximum business advantage to your own organisation.
7. how to communicate with suppliers assertively.
8. how to place and follow up orders using the system in your organisation.
9. how to monitor and give feedback on, supplier performance.
10. how to complete necessary **purchasing records**.
11. what types of parts your organisation normally requires and stocks.
12. your suppliers' terms of business and order systems.
13. the importance of using supplier special offers and bulk purchase terms to maximise the business advantage to your organisation wherever possible.
14. your organisation's systems and procedures for purchasing parts and stock ordering parameters.
15. the factors that can influence customer demand for parts and their impact on the ordering process.
16. the business and customer satisfaction related factors governing why:

- deliveries should be checked promptly
  - shortfalls rectified promptly
  - supplier performance is formally evaluated
  - accurate purchasing records are maintained.
17. your organisation's legal rights as a consumer.
18. what records your organisation keeps about suppliers' performance and how to access and interpret them.
19. who should receive feedback on supplier performance and when.

### PERFORMANCE OBJECTIVES

You must be able to -

- a. ensure your analysis of parts **stock records** correctly identifies the types and quantities of items that need replenishing.
- b. ensure your analysis of 'lost sales' records correctly identifies any possibilities for stocking new product lines.
- c. make justifiable recommendations for stocking new product lines to the relevant person, when appropriate.
- d. establish parts availability and lead times with suppliers accurately when placing an order.
- e. source and order parts in accordance with company policy and legal restrictions to meet **known and anticipated customer demands**.
- f. order quantities to maximise supplier discounts and special offers, when appropriate.
- g. place orders with suppliers in a way and at a time to achieve maximum business advantage for your own organisation.
- h. place orders at times which enable your supplier to pick and deliver your requirements in line with their own systems and procedures, when appropriate.
- i. follow up all outstanding orders promptly in a way that maintains goodwill and positive working relationships with your suppliers.
- j. ensure your purchasing records are complete, accurate and up-to-date and can be accessed by other people who need to use them.

## **NOS VP10 – Participate in Motor Vehicle Parts Stocktaking Activities**

### **NOS OVERVIEW**

This unit is about the reporting on checks of vehicle parts stock levels and stock inventories by physically counting stock and checking the amount held against the amounts recorded in the parts stock inventory.

### **ESSENTIAL KNOWLEDGE**

You must know and understand -

#### **Legislative and organisational requirements and procedures**

1. how to interpret information in the stock inventory and correct mistakes in the inventory.
2. how to determine when assistance from others will be required.
3. how to choose suitable people required to assist with the stock take.
4. what the responsibilities are during the stock check.
5. how to monitor and check on the progress of a major stock take.
6. how to investigate **discrepancies** revealed by the results of the stock take.
7. what action to take when discrepancies are identified.
8. how to report on the results of stocktaking and the type of reports used.
9. why it is important to check stock levels and stock inventories.
10. what you are checking for when carrying out checks on stock levels and stock inventories (inc. damage and condition).
11. how often stock takes are required by your organisation.
12. the reason(s) that a stock check is required.
13. how stock checks are audited and by whom.
14. what information is held in the stock inventory and how to access it (if required for a full stock check).
15. what an inventory can be used for.
16. the types of situations that can make it difficult to carry out an effective stock take

- in the time available, and how to anticipate and prevent them.
17. what preparations will be required before a stock check can be carried out.
  18. what **resources** you need to be able to carry out a full stock take.
  19. when and how to tell colleagues that a full stock take is to take place and how it is likely to affect colleague's work.
  20. your organisations procedures for reporting the results of stocktaking including when and who to give your report to.

## PERFORMANCE OBJECTIVES

You must be able to -

- a. wear suitable personal protective equipment throughout all **stocktaking activities**.
- b. confirm when you are required to carry out a stock take, its scope and purpose and who requires the report on its outcomes.
- c. find out what format the report should be in and the level of detail required.
- d. confirm what resources are available to carry out the stock take.
- e. anticipate any problems that are likely to prevent completing the stock take effectively in the time available.
- f. check on the stocktaking progress at appropriate intervals and help resolve any difficulties as appropriate.
- g. record and identify any damaged, old, obsolete or **parts** not fit for sale, and the type of damage, as applicable.
- h. collate your findings in the required format with discrepancies suitably highlighted.
- i. investigate discrepancies and resolve them as far as you can within the scope of your responsibilities.
- j. help to prepare the final report in the format required, including **comments** on any remaining discrepancies.
- k. pass the completed valuation report to the people who need to see it.
- l. make sure the reports are completed and distributed to the appropriate persons on time.
- m. report anticipated delays in the completion of the stock check to the appropriate persons.

## NOS VP11 – Enter and Find Data Using Information Technology Within a Vehicle Parts Environment

### NOS OVERVIEW

This unit is about the operations and techniques required for entering and finding data using information technology with a given, pre-set system operating in a vehicle parts operation. For example, this system could be about entering and finding vehicle and vehicle parts information or processing sales and orders.

### ESSENTIAL KNOWLEDGE

You must know and understand -

1. current relevant legislation, regulations, codes of practice and guidelines relating to entering data using information technology.
2. how to select and use the appropriate **input device**.
3. how to use **automated checking facilities** effectively.
4. how to use on-line help.
5. how to alter **pre-set data parameters** to enable **data** entry.
6. how to enter data on the system in use.
7. how to save data, if required.
8. how to comply with your organisation's procedures.
9. how to interpret and access your **customer's** needs.
10. how to use the available information technology system.
11. how to locate and find the information.
12. how to **handle the information** to satisfy your customer's needs.
13. how to gain authority from the **relevant person** to access data and the **information system**.
14. the limits of your own responsibility for data entry.
15. the reasons why access authority is required for certain data.
16. the factors influencing the selection of data input device.
17. the facilities available for altering pre-set data parameters.

18. the importance of checking data.
19. the facilities available for automated checking.
20. the different methods of checking data.
21. the importance of conforming to your organisation's procedures.
22. the importance of meeting your customer's needs.
23. the relevant content of applicable regulations specified in the range.
24. the importance of checking the information.
25. the importance of correctly handling the information.

## PERFORMANCE OBJECTIVES

You must be able to -

- a. obtain any necessary authority to access data.
- b. use input devices correctly to enter data effectively.
- c. enter data correctly in the required sequence when necessary.
- d. report any problems with data entry to the relevant person(s) promptly when necessary.
- e. confirm data entered is accurate, complete and meets your customer's needs.
- f. enter any data not fitting with pre-set data parameters correctly, when necessary.
- g. minimise the occurrence of errors by the effective use of available checking facilities.
- h. use on-line help effectively, when necessary.
- i. save any data to preserve its **integrity** and to comply with your organisation's procedures.
- j. obtain any necessary authority to access the information system.
- k. access the information system to comply with regulations.
- l. locate the information needed by the customer accurately.
- m. resolve any problems in accessing information with the relevant person(s) promptly.



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- n. check the information found is correct, up-to-date and meets your customer's needs.
- o. handle the information in a way which meets your customer's needs.

## NOS VP12 – Communicate Information Electronically Within a Vehicle Parts Environment

### NOS OVERVIEW

This unit is about the skills involved in using information technology to communicate electronically with others within vehicle parts operations. It covers the techniques required for transmitting and retrieving messages electronically and accessing and retrieving information via an electronic information service.

### ESSENTIAL KNOWLEDGE

You must know and understand -

1. current relevant legislation, regulations, codes of practice and guidelines relating to communication using information technology.
2. how to interpret and apply your **customer's** requirements.
3. how to select and use the **electronic communication facilities**.
4. how to use the available communication software to meet requirements.
5. how to use on-line help.
6. how to transmit attachments with messages for the system in use.
7. how to use **automated checking facilities**.
8. how to check successful transmission.
9. how to follow your organisation's requirements when saving files.
10. how to use software to receive electronic messages.
11. how to **process** messages to meet customer's requirements.
12. how to follow your organisation's requirements when saving received messages.
13. how to use the available electronic **information system**.
14. how to locate and retrieve information.
15. how to process the retrieved information.
16. the person(s) from whom to gain authority to access the electronic communication facilities and system.
17. the importance of meeting your customer's requirements.

18. the importance of checking data.
19. the relevant content of applicable **regulations**.
20. the importance of conforming to your organisation's requirements.
21. the importance of regularly checking for incoming messages.
22. the importance of checking messages are complete.
23. your organisation's requirements for message saving.
24. the person to whom you report any problems.
25. the person(s) from whom to gain authority to access the information system.
26. the reason why access authority may be required.
27. the importance of checking the information received.
28. the costs which may be involved when accessing remote information systems.

## PERFORMANCE OBJECTIVES

You must be able to -

- a. obtain any necessary authority to use the electronic communication facilities.
- b. ensure the electronic communication facility you use for transmitting messages meets your customer's requirements.
- c. seek guidance from the **relevant person(s)** promptly, when necessary.
- d. minimise the occurrence of errors to your message by effective use of available automated checking facilities.
- e. use on-line help effectively, when necessary.
- f. identify and attach the required file(s) correctly.
- g. enter the **transmission parameters** correctly to meet your customer's requirements.
- h. ensure the message is complete and meets your customer's requirements.
- i. ensure messages have been successfully transmitted and comply with regulations.
- j. save messages to comply with your organisation's requirements.

- k. ensure the required electronic communication facility is ready to receive messages.
- l. check the correct location regularly for incoming messages throughout each working day.
- m. ensure the received messages are complete.
- n. report any messages received in error to the relevant person(s) promptly.
- o. process received messages correctly to comply with regulations.
- p. save messages to comply with the organisation's requirements.
- q. obtain any necessary authority to access remote information systems.
- r. access remote information systems to comply with regulations.
- s. raise any queries during the retrieving of the required information with the relevant person(s) promptly.
- t. locate and retrieve the information required by the customer correctly in a cost effective manner.
- u. ensure the retrieved information is correct, up-to-date and meets customer's needs.
- v. process the retrieved information to meet customer requirements.

## NOS VP13 – Develop Customer Relationships Within a Vehicle Parts Environment

### NOS OVERVIEW

This unit is about developing customer relationships in vehicle parts operations with both external and internal customers. Such relationships with external customers seek to encourage and build customer loyalty. Relationships with internal customers seek to build better relationships in order to improve the efficiency of the organisation and the way different parts of it work together.

### ESSENTIAL KNOWLEDGE

You must know and understand -

1. how to communicate in a clear, polite, confident way and why this is important.
2. how to behave assertively and professionally in time of conflict.
3. how to diffuse potentially stressful situations.
4. what your **customer's** rights are and how these rights limit what you are able to do for your customer.
5. the specific aspects of:
  - health and safety
  - data protection
  - equal opportunities
  - disability discrimination
  - legislation and regulations that affect the way the **products or services** you deal with can be delivered to your customers.
6. industry, organisational and professional codes of practice and ethical standards that affect the way the products or services you deal with can be delivered to you customers.
7. any contractual agreements that your customers have with your organisation.
8. the products or services of your organisation relevant to your customer service role.
9. the guidelines laid down by your organisation that limit what you can do within your job.
10. the limits of you own authority and when you need to seek agreement with or permission from others.
11. any organisational **targets** relevant to your job, your role in meeting them and the implications for your organisation if those targets are not met.

12. how your behaviour will affect the behaviour of your customer.
13. the limitations of what you are able to offer your customer.
14. how your customer's needs and expectations may change as they deal with your organisation.
15. the implications to your organisation in terms of resources and cost when you meet your customers' needs.
16. who you will need to negotiate with to find a solution.

### PERFORMANCE OBJECTIVES

You must be able to -

- a. deal with all customers promptly and politely.
- b. communicate with customers in a way that provides confidence and reassurance in their dealings with your organisation.
- c. manage the time taken to deal with customers in accordance with organisation guidelines.
- d. reassure customers that you are doing everything possible to keep the commitments made by your organisation.
- e. operate within the limits of your own authority in attempting to meet customers' and your organisation's needs.
- f. recognise when there may be a conflict between the needs of customers and your organisation.
- g. take all reasonable actions to **minimise the conflict** between customers' needs and the products and services offered by your organisation.
- h. work effectively with others to resolve difficulties in meeting the needs of customers and your organisation.
- i. give additional help and information to customers in response to their questions and comments about the products or services your organisation provides.
- j. discuss expectations with customers and explain how these compare with the products or services that your organisation can provide.
- k. advise others of feedback received from customers.
- l. identify new ways of helping customers based on the feedback they have given you.

## NOS VP14 – Monitor and Solve Customer Service Problems Within a Vehicle Parts Environment

### NOS OVERVIEW

This unit is about solving immediate customer service problems effectively and about changing systems to avoid repeated customer service problems within vehicle parts operations.

### ESSENTIAL KNOWLEDGE

You must know and understand -

1. how to communicate in a clear, polite, confident way and why this is important.
2. how to negotiate with and reassure **customers** whilst their **problems** are being solved.
3. what your customer's rights are and how these rights limit what you are able to do for your customer.
4. the specific aspects of:
  - health and safety
  - data protection
  - equal opportunities
  - disability discrimination
  - legislation and regulations that affect the way the products or services you deal with can be delivered to your customers.
5. industry, organisational and professional codes of practice and ethical standards that affect the way the products or services you deal with can be delivered to you customers.
6. any contractual agreements that your customers have with your organisation.
7. the products or services of your organisation relevant to your customer service role.
8. the guidelines laid down by your organisation that limit what you can do within your job.
9. the limits of your own authority and when you need to seek agreement with or permission from others.
10. any organisational targets relevant to your job, your role in meeting them and the implications for your organisation if those targets are not met.
11. organisational procedures and **systems** for dealing with customer service

problems.

12. how the successful resolution of customer service problems contributes to customer loyalty with the external customer and improved working relationships with the internal customer.

## PERFORMANCE OBJECTIVES

You must be able to -

- a. respond positively to customers' problems according to organisational guidelines.
- b. solve customer problems when it is within your own area of authority.
- c. work with others to solve customer's problems.
- d. keep customers informed of the action being taken.
- e. check with customers that they are satisfied with the action taken.
- f. solve problems within service systems and procedures which might affect customers before they come aware of them.
- g. inform the **relevant person** and colleagues of the steps taken to solve specific problems.
- h. work individually or with colleagues to identify repeated customer service problems.
- i. identify the **options** for dealing with repeated problems and consider the **advantages and disadvantages** of each option.
- j. work with others to determine an agreed way forward for solving repeated problems.
- k. select the best option for customers and your organisation.
- l. negotiate with the relevant person changes to customer service systems and procedures that will reduce the change of problems being repeated.
- m. action your agreed solution.
- n. keep customers informed in a positive and clear manner of steps being taken to solve any service problems.
- o. monitor the solutions you have implemented and make any suitable changes to ensure that no further problems occur.
- p. action changes to customer service systems and procedures brought in by your organisation.

## NOS VP15 – Support Customer Service Improvements Within a Vehicle Parts Environment

### NOS OVERVIEW

This unit is about making a contribution to improving customer service within vehicle parts operations by gathering and using customer feedback to identify improvements, making suggestions for and carrying out changes to customer service systems and assisting with the evaluation of changes to customer service.

### ESSENTIAL KNOWLEDGE

You must know and understand -

1. how to communicate in a clear, polite, confident way and why this is important.
2. how to work with others to identify and support **change** in the way in which service is delivered.
3. what your **customer's** rights are and how these rights limit what you are able to do for your customer.
4. the specific aspects of:
  - health and safety
  - data protection
  - equal opportunities
  - disability discrimination
  - legislation and regulations that affect the way the products or services you deal with can be delivered to your customers.
5. industry, organisational and professional codes of practice and ethical standards that affect the way the products or services you deal with can be delivered to your customers.
6. any contractual agreements that your customers have with your organisation.
7. the products or services of your organisation relevant to your customer service role.
8. the guidelines laid down by your organisation that limit what you can do within your job.
9. the limits of your own authority and when you need to seek agreement with or permission from others.
10. any organisational targets relevant to your job, your role in meeting them and the implications for your organisation if those targets are not met.

11. how the customer experience is influenced by the way service is delivered.
12. how customer feedback from customers is obtained.

## PERFORMANCE OBJECTIVES

You must be able to -

- a. gather informal feedback from your customers when you deal with them.
- b. use agreed customer feedback procedures to obtain information from your customers on their needs and expectations.
- c. use the information obtained from your customers to develop a better understanding of their needs and expectations.
- d. identify ways the service you give your customers could be improved based on the information you have gathered.
- e. discuss your ideas for improving customer service with others.
- f. identify a possible change that could be made to improve the service you give to your customers.
- g. present your idea for improving the service you give to the **relevant person**.
- h. carry out changes to customer service systems or procedures either based on your own idea or proposed by your organisation.
- i. keep your customers informed of changes to customer service in accordance with organisational guidelines.
- j. work positively with others to support the changes made by your organisation.
- k. discuss with others how changes to customer service are working.
- l. work with others to identify the negative aspects of changes and how these can be resolved.

## NOS VP16 – Help Customers to Choose Motor Vehicle Parts

### NOS OVERVIEW

This unit is about providing information to vehicle parts operations customers in order to sell products that are suitable for their needs.

### ESSENTIAL KNOWLEDGE

You must know and understand -

1. how to identify the features of **parts**, including the use of **reference materials**.
2. how to talk to different types of **customers** and help them to understand the information you provide.
3. how to recognise buying signals from customers.
4. how to handle objections and queries effectively.
5. the difference between the features of a part and the benefits of a part.
6. the features, advantages and benefits of different parts.
7. the methods for comparing and contrasting the features, advantages and benefits of parts to help customers make decisions about which parts to buy.
8. what product information is available.
9. how to identify the different options that are available and how to access information about those options.
10. how to use questioning techniques to clarify and confirm customer's buying needs.
11. techniques for closing the sale.
12. the importance of customer confidence and loyalty to the organisation and how you contribute towards them.
13. legal rights and obligations of retailers and customers, including the Sale of Goods Act.
14. acceptable methods of payment and the payment process including customer credit checks.

## PERFORMANCE OBJECTIVES

You be able to -

- a. show courtesy to customers and promote sales and goodwill through the way you talk with them.
- b. find out accurately what the customer is looking for from the information they give you.
- c. give clear explanations and suggestions about alternatives if you decide the customer's requirements are unrealistic.
- d. check whether the parts most likely to meet the customer's requirements are available.
- e. give accurate advice on other courses of action when the customer's preferred part is not available.
- f. promote the alternatives that give the best match between the customer's requirements and the need to make sales.
- g. make sure you help each customer to understand the features and benefits of the parts you tell them about.
- h. explain accurately the features and benefits of parts and how they meet the customer's requirements.
- i. demonstrate the features of parts where it is necessary.
- j. spend enough time with customers whilst making sure that the parts operation is not ignored.
- k. give opportunities to customers to find out enough about parts in order to make a buying decision.
- l. provide customers with enough time to ask questions, seek clarification and make buying decisions.
- m. handle objections and queries in a way that promotes sales and keeps the customer's confidence.
- n. identify and take opportunities for selling associated or additional parts.
- o. clearly acknowledge the customer's buying decisions.
- p. clearly explain any after sales service and customer rights that apply.
- q. process payments promptly and, where it is applicable, offer facilities for packing and transporting purchases.

## NOS VP17 – Maximise Product Sales in a Vehicle Parts

### NOS OVERVIEW

This unit is about identifying opportunities to increase sales of a particular part(s) and carrying out promotional activity which increases sales of the product and retains goodwill. The promotional activity must be a definite campaign that is planned beforehand and evaluated afterwards - it does not mean merely promoting products as a part of normal vehicle parts sales transactions.

### ESSENTIAL KNOWLEDGE

You must know and understand -

1. current relevant legislation, regulations, codes of practice and guidelines relating to product sales.
2. how to identify and assess sales **opportunities**.
3. how to promote the features and benefits of products.
4. how to promote products in ways that gain and build customer interest.
5. how to evaluate the effectiveness of **promotional activities**.
6. the difference between a feature of a product and a benefit of a product.
7. how seasonal trends affect opportunities for sales.

## PERFORMANCE OBJECTIVES

You must be able to -

- a. identify selling opportunities and assess their potential to increase the customer base.
- b. identify opportunities which offer the greatest potential to increase sales.
- c. communicate essential features and benefits of products and services to customers in a manner which promotes a buying decision and retains goodwill.
- d. report sales opportunities accurately to the **relevant person**.
- e. complete the relevant documentation fully and accurately.
- f. provide customers with information about promotions in a manner which maximises their value in increasing sales.
- g. identify and carry out **actions** which offer the greatest potential for converting promotional sales into orders.
- h. report relevant information on the effectiveness of promotions in enhancing sales to the relevant person.
- i. record the outcomes of promotional activities accurately.

## NOS VP18 – Contribute to the Continuous Improvement of Operations Within a Vehicle Parts Environment

### NOS OVERVIEW

This unit is about helping your organisation to improve the way its motor vehicle parts operation works, so that sales targets and standards of service can be achieved or exceeded. It involves identifying opportunities for solving problems and improving parts operations, making recommendations and contributing to implementing operational improvements.

### ESSENTIAL KNOWLEDGE

You must know and understand -

1. current relevant legislation, regulations, codes of practice and guidelines relating to parts operations.
2. how to identify aspects of customer service and sales which could be improved.
3. how to generate ideas for making improvement to customer service and sales.
4. how to evaluate the benefits and urgency of **potential improvements**.
5. how to work out what resources would be needed to implement the improvements you wish to make.
6. how to weigh the costs of your improvements against the benefits.
7. how to present your recommendations to management clearly, concisely and in a suitable **format**.
8. how to identify implementation problems and who to ask for advice and support.
9. your organisation's standards for customer service.
10. the sales targets your parts operation is expected to reach.
11. your organisation's policies, procedures and computerised **systems** within your areas of responsibility.
12. the key characteristics of your organisation's customer base and products or services.
13. different sources of facts and opinions about operational performance and the relative usefulness of each one.
14. common causes of failure to achieve quality standards and sales targets.

15. the types of queries and concerns management are likely to have when considering your recommendations, and how to handle these.
16. why it is important to encourage staff and colleagues to suggest ideas for improvement and why it is important to ensure they get the credit if their ideas are implemented.
17. why it is important for staff to understand the purpose and intended benefits of improvements.
18. different ways of explaining implementation plans to staff and how to decide which one to use.
19. how your manner and behaviour whilst explaining improvements can affect your staff's response to implementation plans.
20. why it is important to show enthusiasm and lead by example when implementing improvements.
21. how and why the needs of individuals for support, encouragement, advice and training can vary in relation to the changes being implemented.

## PERFORMANCE OBJECTIVES

You must be able to -

- a. obtain accurate, up-to-date **information about operations** within your own area of responsibility from relevant sources.
- b. identify the causes of the problems accurately where **operations** are not meeting quality standards or sales targets.
- c. identify the scope for further development clearly and accurately where operations are not achieving quality standards and sales targets.
- d. assess potential improvements for their relevance, practicality, consistency with company policy and style and ease of implementation.
- e. select ideas which can be suggested for implementation which offer the greatest benefits for your organisation and its customers.
- f. offer recommendations to management clearly and concisely in a suitable format and supported by relevant information.
- g. acknowledge clearly and honestly recommendations based on suggestions made by other people.
- h. explain the benefits the recommended improvements could bring and the resources needed to implement them clearly.
- i. discuss recommendations with the relevant **decision makers**.

- j. explain plans to the relevant individuals in a manner which encourages understanding and effective implementation.
- k. give appropriate support, encouragement, advice and training to individuals for as long as necessary to achieve effective implementation.
- l. seek information, advice and support as soon as possible where specific implementation problems come to light.
- m. demonstrate your commitment to achieving the benefits of the improvement by your behaviour.