

SPECIALIST QUALIFICATION IN MANAGEMENT

Qualification Requirements

Finnish National Board of Education

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1 COMPETENCE-BASED QUALIFICATIONS

1.1 Organisation of competence tests

The Finnish National Board of Education has set up Qualification Committees, made up of representatives of employers, employees, teachers and, where necessary, independent self-employed people, to organise and monitor competence tests and award qualification certificates. The Qualification Committees conclude contracts for arranging competence tests with education providers and, where necessary, with other associations and foundations. Competence tests may not be arranged without a valid contract signed with a Qualification Committee.

1.2 Completing a competence-based qualification

A competence-based qualification can be completed by demonstrating the competence determined in the Qualification Requirements in competence tests through practical work assignments and functions. Each qualification module must be assessed separately. Assessment shall be carried out in co-operation between representatives of employers, employees and the educational sector. In terms of fields characterised by high rates of self-employment, this party shall also be taken into account when selecting assessors. The final assessment shall be decided by the Qualification Committee. The qualification certificate may be awarded once all modules specified for the qualification have been completed to an acceptable standard.

1.3 Requirements of the Competence-based Qualification

The Qualification Requirements document determines the modules included in the qualification, any possible competence areas made up of different modules, the composition of the qualification, the vocational skills required for each qualification module, the guidelines for assessment (targets and criteria of assessment) and the methods of demonstrating vocational skills.

Each qualification module constitutes a specific occupational area which can be isolated from a natural work process into an independent and assessable component. The vocational skills requirements determined for each qualification module focus on the core functions of the occupation, command of operating processes and the occupational practices of the field in question. These also include skills generally required in working life, such as social skills.

The targets and criteria of assessment have been derived from the vocational skills requirements. The targets of assessment indicate those areas of competence on which special attention is focused during assessment. Determining the targets will also facilitate assessment of vocational skills in the specific function at work. Assessment shall cover all the targets of assessment determined within the Qualification Requirements. The criteria for assessment determine the qualitative and quantitative standard of an acceptable performance.

The methods of demonstrating vocational skills comprise more specific instructions relating to completion of the qualification. As a general rule, vocational skills should be demonstrated through real-life work assignments and functions. The methods of

demonstrating vocational skills may cover instructions for aspects such as how to supplement a test performance, where necessary, in order to comprehensively demonstrate command of all the vocational skills required.

1.4 Individualisation in a competence-based qualification

The Finnish National Board of Education has issued a separate regulation governing individualisation.

1.5 Assessment of vocational skills in competence tests

Assessment of vocational skills shall thoroughly and carefully examine the extent to which candidates have demonstrated their command of what the Qualification Requirements specify for the vocational skills requirements of the module in question. Assessment shall be carried out using the assessment criteria determined in the Qualification Requirements. Assessment shall make diverse use of various, primarily qualitative assessment methods; exclusive use of one method only will not necessarily provide a reliable result. The special characteristics of each field and qualification shall be taken into account in assessment in accordance with the Qualification Requirements. If a candidate produces reliable documentation on previously demonstrated competence, the assessors shall determine whether these conform to the vocational skills requirements set out in the Qualification Requirements. The assessors shall submit a proposal to the relevant Qualification Committee for recognition of such documentation as part of the competence-based qualification. The final decision on recognising previously demonstrated and reliably documented competence shall be made by the Qualification Committee.

Assessment of vocational skills is a process where collection of assessment material and documentation of assessments play a significant role. Representatives of employers, employees and teachers shall carry out a careful and diverse assessment on a tripartite basis. Each candidate shall be clearly informed of the assessment criteria. Each organiser of competence tests shall draw up an assessment record covering performance of the qualification module being assessed and the record shall be signed by the assessors. Feedback subsequently provided for candidates forms part of a good assessment process. The final assessment shall be decided by the Qualification Committee.

Assessors

The individuals assessing candidates' vocational skills are required to have good vocational skills in the field of the competence-based qualification in question. The Qualification Committee and the organiser of competence tests shall agree on the assessors as part of the contract for arranging competence tests.

Rectification of assessment

Candidates may request rectification of assessment from the Qualification Committee competent in the field and domain within which the qualification in question falls within the statutory period of time. Written requests shall be addressed to the Qualification Committee, which may, after hearing the assessors, demand a

reassessment. Decisions issued by the Qualification Committee on requests for rectification of assessment are not subject to appeal.

1.6 Certificates

Qualification certificates and certificates for completion of one or more individual qualification modules are awarded by the relevant Qualification Committee. Certificates for participation in preparatory training are awarded by the education provider concerned. The Finnish National Board of Education has issued a regulation on the information to be included on the certificates.

Certificates for completing one or more modules of a competence-based qualification are awarded upon request by candidates. Certificates for competence-based qualifications and for completion of one or more individual qualification modules are signed by a representative of the Qualification Committee and a representative of the competence test organiser.

An entry on a certificate of vocational skills accredited by the Finnish National Board of Education is evidence of completion of a competence-based qualification equivalent to a qualification certificate. The test organiser is responsible for obtaining and signing vocational skills certificates. Vocational skills certificates are available for a fee for those completing competence-based qualifications.

1.7 Preparatory training for competence-based qualifications

It is not allowed to set any preconditions concerning participation in training for participation in competence tests. Nevertheless, the qualifications are mainly completed in connection with preparatory training. Education providers decide on the contents and provision of preparatory training in accordance with the relevant Qualification Requirements. The training and the competence tests included must be structured in accordance with the modules of the qualification concerned. Those participating in preparatory training for competence-based qualifications must be provided with an opportunity to take competence tests and to complete a competence-based qualification as part of the training.

2 COMPOSITION OF THE SPECIALIST QUALIFICATION IN MANAGEMENT

2.1 Competence demonstrated for the Specialist Qualification in Management

Candidates completing the Specialist Qualification in Management must possess solid practical experience in management as well as competence and expertise in their own sector and in their organisation's operations. They must know how to manage and develop their own remit within their organisations and assume responsibility for management of their own unit or remit so as to realise organisational strategies and achieve the specified objectives.

As part of taking the qualification, candidates must demonstrate that they are able to put the organisation's chosen strategy into practice through action taken within their own remit, while also communicating information about the strategy's progress to the organisation's top management. Candidates must know how to manage their own organisation in a changing and networking operating environment, where it is important to commit different people and parties to bring about effective operations.

The key idea of the Specialist Qualification in Management is that management is a holistic activity, where managing operations and leading people combined with developing one's own leadership form an integrated whole. Operations are planned, managed and assessed in a goal-oriented manner and in interaction with other parties. Management entails overall assessment of the remit, planning and management of operations on the basis of the strategy chosen for the organisation, recognition of change needs and areas for improvement, as well as implementation of development measures. Change management forms part of every manager's work and competence. Another essential part of management is motivating people and other parties operating within one's own remit and committing them to operations. The starting point for developing as a manager is recognition of one's own role, strengths and areas for improvement as well as systematic development of one's own leadership.

When completion of the qualification is individualised, competence tests will be planned and implemented taking the characteristics of the organisation concerned into account, such as whether it is a public or private sector organisation.

2.2 Structure, modules and composition of the Specialist Qualification in Management

The Specialist Qualification in Management comprises two qualification modules. Completion of the qualification requires completion of the compulsory qualification module and one optional qualification module.

The compulsory qualification module is:

- 3.1 Working as a manager

The optional qualification modules, of which candidates must choose one, are as follows:

- 3.2 Human resources management
- 3.3 Customer relationship management

- 3.4 Production management
- 3.5 Management of networks

Where a candidate chooses the human resources management module, he or she is an organisational superior of his or her subordinates.

In the management of networks module, candidates will manage or co-ordinate internal or external networks relating to their own organisation's operations. Networks may be subcontracting networks relating to purchases, production or marketing, or networks involved in dealing with outsourced services.

Compulsory qualification module for all candidates			
3.1 WORKING AS A MANAGER			
<ul style="list-style-type: none"> • Planning, management and development of operations within the remit • Development of one's own management style and management competence 			
Optional qualification modules			
3.2 HUMAN RESOURCES MANAGEMENT	3.3 CUSTOMER RELATIONSHIP MANAGEMENT	3.4 PRODUCTION MANAGEMENT	3.5 MANAGEMENT OF NETWORKS
Human resources assessment	Assessment of customer relationships	Assessment of production	Assessment of starting points for networking
Human resources management and development	Management and development of customer relationships	Production management and development	Management of networking
Planning a project concerning human resources management	Planning a project concerning customer relationship management	Planning a project concerning production management	Planning a project concerning management of networking
Managing a project concerning human resources management	Managing a project concerning customer relationship management	Managing a project concerning production management	Managing a project concerning management of networking

3 VOCATIONAL SKILLS REQUIRED IN THE SPECIALIST QUALIFICATION IN MANAGEMENT AND CRITERIA FOR ASSESSMENT

The vocational skills required in the Qualification Requirements shall be demonstrated in authentic management work in accordance with a plan concerning completion of the qualification drawn up for each candidate on the basis of the plan for arranging competence tests for the Specialist Qualification in Management approved by the Qualification Committee, where candidates shall comprehensively demonstrate the management competence required in the Qualification Requirements.

Competence tests shall be arranged in authentic management processes within the world of work. When managing operations within their remit, candidates shall demonstrate their potential and ability to apply their competence in changing situations and operating environments. In addition, they shall demonstrate their abilities to assess and learn from experiences, rethink operating methods and introduce new operating methods. The assessors who have been inducted in their assessment duties shall assess each candidate's vocational skills during competence tests. Assessment of one representative of the tripartite team is sufficient for an individual competence test. Candidates must be provided with an opportunity for self-assessment of their own performances. Assessors shall assess and document each candidate's vocational competence in accordance with the vocational skills requirements and targets and criteria of assessment specified for the qualification. Feedback on the assessment provided for candidates forms part of a good assessment process. Feedback may be provided for a candidate after making a proposal for assessment, for example.

A candidate may be provided with an opportunity to supplement his or her test performances orally in a session attended by one or more assessors as well as the candidate concerned. The assessor shall record the observations made during the discussions on an assessment form. This is to ensure the coverage of test performances and the reliability of assessment. Such an opportunity may be provided as part of completing a qualification module or after all of the qualification modules have been completed.

The Specialist Qualification in Management shall be assessed one qualification module at a time by comparing candidates' vocational skills with the vocational skills requirements of the module in question. The tripartite assessor team shall submit a written proposal to the Qualification Committee for assessment of the qualification module after the test performances have been completed comprehensively, reliably and in accordance with the Qualification Requirements. The members of the tripartite assessor team shall represent employers, employees and teachers.

Vocational skills requirements, targets and criteria of assessment

On the following pages, each specific vocational skills requirement determined for the qualification module concerned on the basis of working life functions and skills areas is presented first in boldface. Below this, the left-hand column shows the targets of assessment derived from the vocational skills requirement, indicating those areas of competence that are essential in terms of vocational skills and receive special attention during assessment. The right-hand column lists details of the assessment criteria, which determine the qualitative and quantitative standard of an acceptable performance. These are used as the basis for assessing whether the test performance

is acceptable. The methods of demonstrating vocational skills are included at the end of each qualification module.

3.1 Working as a manager

Vocational skills requirements	
Candidates can plan, manage and develop operations within their remit.	
Targets of assessment	Criteria of assessment
Planning and organisation of operations	<p>Candidates</p> <ul style="list-style-type: none"> • plan operations and finances within their remit in co-operation with parties operating within their remit or other relevant parties; • take the organisation's strategic policies and operating environment relevant to their own remit into account when planning operations; • demonstrate their command of comprehensive and advanced knowledge and principles of their field, showing a critical understanding and appraisal of key concepts, methods and principles; • draw conclusions based on relevant key ratios as a foundation for operational planning; • take relevant key customer, partner and network relationships into account in operational planning; • take the lead in planning operational processes within their remit; • determine and allocate the resources required to implement effective operations within their remit; • create conditions and operating models for operations in line with objectives; • create and make use of networks relevant to operations; • ensure that relevant safety considerations are taken into account in operations within their remit; • comply with the requirements of ecologically, economically, socially and culturally sustainable development when planning and managing operations within their remit; • draw up an action plan for their remit in co-operation with individuals carrying out operations; • comply with statutes relevant to their own sector and operations, such as labour legislation and collective agreements, when planning and managing operations.
Operational management	<p>Candidates</p> <ul style="list-style-type: none"> • manage operational processes within their remit

	<p>in accordance with the agreed values, objectives and operational policies and in an interactive manner;</p> <ul style="list-style-type: none"> • demonstrate that they possess the extensive knowledge and practical skills required to make creative solutions and applications necessary within their remit; • solve complex or unpredictable problems within their own area of expertise; • manage finances and customer and partner relationships within their remit in order to achieve effective operations; • function flexibly in a wide variety of networks in order to promote the success of their own organisation and remit, with due consideration for the interests of different parties and the ethical frameworks of operations; • make diverse use of information and communications technology, experts and management methods that they have found efficient when managing operations within their remit; • make decisions in a justifiable and timely manner, even in unpredictable situations and operational changes; • act in a context-sensitive and flexible manner, with due consideration for the diversity of the organisation, people and situations; • solve problems and conflict situations, taking the points of view of different parties into account; • create an encouraging and motivating atmosphere within their remit, while also ensuring staff commitment to carrying out operations; • actively pay attention in interactive situations; • provide and accept feedback constructively; • make use of the strengths of different people within the organisation in their management duties; • ensure that people working within their own remit possess the relevant competence for their respective assignments, taking action as required; • attend to staff's ability to cope with work and their well-being at work within their remit; • communicate about subjects relating to their remit verbally and in writing within their own organisation and to external audiences in Finnish, Swedish or another language used in the organisation clearly and in a manner suitable for the target audience; • communicate independently in demanding situations relating to organisational management
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	in Finnish, Swedish or the organisation's working language, as well as in the other national language and at least one foreign language.
Financial management	<p>Candidates</p> <ul style="list-style-type: none"> • plan finances within their remit in accordance with organisational guidelines, making use of experts as required; • make analyses within their remit based on profit and loss accounts, balance sheets and other financial statements in co-operation with experts; • monitor, steer and develop the cost-effectiveness and performance of operations within their remit.
Assessment and development of operations	<p>Candidates co-operate with people within their remit to manage and critically assess:</p> <ul style="list-style-type: none"> • implementation of the action plan and budget; • operational performance in accordance with the procedures and indicators agreed within the organisation; • the quality of operations and operational processes of their own remit; • effectiveness of customer and partner relationships; • operational development and change needs; <p>and launch and manage the development measures required by these.</p>
Candidates can develop their own management style and management competence.	
Targets of assessment	Criteria of assessment
Functioning in one's own management role	<p>Candidates</p> <ul style="list-style-type: none"> • recognise their own basic task in a management role as well as the related objectives, requirements and expectations; • make use of their own strengths in management work; • build confidence in their own actions both within their own remit and in the entire organisation; • take responsibility for their own decisions; • set an example in compliance with the working community's policies; • recognise their own impact on subordinates and their actions; • act in compliance with the ethical principles required by their management role.

Self-management	<p>Candidates</p> <ul style="list-style-type: none"> • focus their own time on matters that are relevant in terms of management and achievement of operational objectives; • function in their own role in an active and determined manner, aiming at the objectives that they have set and taking account of the resources available for operations; • also act in a controlled and consistent manner when under pressure; • look after their own well-being; • act and behave as required by their own management role.
Development of one's own management operations and competence	<p>Candidates</p> <ul style="list-style-type: none"> • critically assess their own actions and competence both as managers and as experts in their field; • make use of feedback provided by different parties on their actions and management style, taking it constructively; • recognise their own strengths and areas for improvement; • determine development targets and objectives for their leadership and carry out any required measures accordingly; • develop their own leadership and expertise in a continuous, persistent and systematic manner.

Methods of demonstrating vocational skills

Candidates demonstrate their vocational skills while managing operations within their remit, as they:

- plan operations for their own remit based on their organisation's strategy and draw up a written action plan;
- organise and manage operations within their remit;
- assess implementation of operations and draw conclusions to develop operations;
- develop their own leadership systematically.

The competence tests included in the Specialist Qualification in Management shall be extensive functional modules, such as operational planning, functioning in networks, and financial or process management.

The assessment material shall comprise the written assessments of the competence tests specified in the plan concerning completion of the qualification drawn up for a candidate, completed with the assessed action plan for the candidate's remit. Candidates may supplement their test performances with other justified documents relating to the process that they have produced during the process. Once assessed, these shall be attached to the assessment material.

3.2 Human resources management

Vocational skills requirements	
Candidates can assess, manage and develop human resources within their remit.	
Targets of assessment	Criteria of assessment
Human resources assessment	<p>Candidates</p> <ul style="list-style-type: none"> • assess the structure, number, tasks, division of work, responsibilities and competencies of staff within their unit or remit in relation to the objectives specified in the strategy; • make use of information obtained through key ratios or indicators concerning human resources in their assessment; • take the objectives specified in the organisational strategy into account when managing human resources within their remit; • assess the competencies of their staff in relation to the organisation's strategies and the objectives of their remit.
Human resources management and development	<p>Candidates</p> <ul style="list-style-type: none"> • organise human resources efficiently in terms of the tasks, division of work, responsibilities and competencies required in the remit; • attend to recruitment processes as required in line with the practices agreed within the organisation; • comply with statutes, private or public sector collective agreements and organisational practices when dealing with employment affairs; • manage their staff's competence development in a systematic and goal-oriented manner; • make use of various reward procedures agreed within the organisation in an equitable and consistent manner; • attend to staff's well-being at work within their own remit in ways agreed within the organisation; • make use of expert services as required.
Planning a project concerning human resources management	<p>Candidates</p> <ul style="list-style-type: none"> • choose a project closely related to human resources management, justifying their choice, with due consideration for the entire organisation's strategic objectives; • build co-operation networks relevant to the

	<p>project and determine tasks for different parties;</p> <ul style="list-style-type: none"> • draw up a feasible project plan, including schedules, objectives, resources and cost estimates; • make use of expert services in planning the project as required.
<p>Managing a project concerning human resources management</p>	<p>Candidates</p> <ul style="list-style-type: none"> • organise and launch a development project; • communicate about the project and its progress and effects within their own organisation and networks; • manage project implementation and take corrective action as required; • make use of experts as required; • critically assess implementation of the development project and opportunities to make use of its results; • determine any possible needs for further development; • ensure that new operating methods are put into practice.

Methods of demonstrating vocational skills

Candidates demonstrate their vocational skills included in the qualification module, as they:

- assess, manage and develop human resources within their remit;
- plan and manage a development project relating to human resources management.

The competence tests shall be extensive functional modules, such as human resources management, or development of staff competence or reward systems.

The assessment material shall comprise the written assessments of the competence tests specified in the plan concerning completion of the qualification drawn up for a candidate, complete with the assessed plans relating to human resources management within the remit, such as a human resources development plan and a plan to develop reward systems. In addition, the assessed development project plan, written assessments of project management and reports of putting new operating methods into practice and further development needs shall be attached to the assessment material. Candidates may also supplement their test performances with other justified documents relating to the process that they have produced during the process. Once assessed, these shall be attached to the assessment material.

3.3 Customer relationship management

Vocational skills requirements	
Candidates can assess, manage and develop customer relationships within their remit.	
Targets of assessment	Criteria of assessment
Assessment of customer relationships	<p>Candidates</p> <ul style="list-style-type: none"> • assess development of products or services and operations within their remit from the perspectives of customer needs and requirements set by customer relationships; • make use of market, customer, product and competitor analyses in assessment of customer relationships; • make use of key ratios concerning customer relationships and sales in assessment; • assess key stakeholder and network relationships and the significance of these to their remit.
Management and development of customer relationships	<p>Candidates</p> <ul style="list-style-type: none"> • take their own organisation's competitive advantages and success factors into account in development of customer relationships; • take the requirements set by the strategy drawn up for the organisation into account in development of customer relationships; • set objectives for customer relationship development in line with the strategy and in co-operation with their staff; • communicate information about the status of sales and customer relationships to organisational management and other relevant parties; • maintain and develop customer relationships in order to create and retain customer loyalty and commitment.
Planning a project concerning customer relationship management	<p>Candidates</p> <ul style="list-style-type: none"> • choose a project closely related to customer relationship management, justifying their choice, with due consideration for the entire organisation's strategic objectives; • build co-operation networks relevant to the project and determine tasks for different parties; • draw up a feasible project plan, including schedules, objectives, resources and cost estimates;

	<ul style="list-style-type: none"> • make use of expert services in planning the project as required.
Managing a project concerning customer relationship management	<p>Candidates</p> <ul style="list-style-type: none"> • organise and launch a development project; • communicate about the project and its progress and effects within their own organisation; • manage project implementation and take corrective action as required; • make use of experts in project implementation as required; • critically assess implementation of the development project and opportunities to make use of its results; • determine any possible needs for further development; • ensure that new operating methods are put into practice.

Methods of demonstrating vocational skills

Candidates demonstrate their vocational skills included in the qualification module, as they:

- assess and manage operations and customer relationships within their remit;
- plan and manage a development project relating to customer relationship management.

The competence tests shall be extensive functional modules, such as a customer relationship assessment or development process.

The assessment material shall comprise the written assessments of the competence tests specified in the plan concerning completion of the qualification drawn up for a candidate, complete with the assessed plans relating to customer relationship management and development. In addition, the assessed development project plan, written assessments of project management and reports of putting new operating methods into practice and further development needs shall be attached to the assessment material. Candidates may also supplement their test performances with other justified documents relating to the process that they have produced during the process. Once assessed, these shall be attached to the assessment material.

3.4 Production management

Vocational skills requirements	
Candidates can to assess, manage and develop production operations within their remit.	
Targets of assessment	Criteria of assessment
Assessment of production	<p>Candidates</p> <ul style="list-style-type: none"> • assess the efficiency of one or more production processes within their own remit; • make use of various reports and key ratios in assessment of the production process(es); • assess the critical points of the production process in terms of operations within their remit.
Production management and development	<p>Candidates</p> <ul style="list-style-type: none"> • set objectives for development of production processes in line with the strategy and in co-operation with their staff; • manage implementation and development of their unit's production processes in order to achieve the specified objectives; • draw up a plan to develop production processes based on the assessments conducted; • budget the time and costs required for development and assess the effects of development on production.
Planning a project concerning production management	<p>Candidates</p> <ul style="list-style-type: none"> • choose a project closely related to production management, justifying their choice, with due consideration for the entire organisation's strategic objectives; • build co-operation networks relevant to the project and determine tasks for different parties; • draw up a feasible project plan, including schedules, objectives, resources and cost estimates; • make use of expert services in planning the project as required.
Managing a project concerning production management	<p>Candidates</p> <ul style="list-style-type: none"> • organise and launch a development project; • communicate about the project and its progress and effects within their own organisation; • manage project implementation and take

	corrective action as required; <ul style="list-style-type: none"> • critically assess implementation of the development project and opportunities to make use of its results; • determine any possible needs for further development; • ensure that new operating methods are put into practice.
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Methods of demonstrating vocational skills

Candidates demonstrate their vocational skills included in the qualification module, as they:

- assess and manage production operations within their remit;
- plan and manage a development project relating to production management.

The competence tests shall be extensive functional modules, such as production planning and assessment of critical points or development of production processes.

The assessment material shall comprise the written assessments of the competence tests specified in the plan concerning completion of the qualification drawn up for a candidate, complete with the assessed plans relating to production management and development, which may concern topics such as management or development of processes or rationalisation of production. In addition, the assessed development project plan, written assessments of project management and reports of putting new operating methods into practice and further development needs shall be attached to the assessment material. Candidates may also supplement their test performances with other justified documents relating to the process that they have produced during the process. Once assessed, these shall be attached to the assessment material.

3.5 Management of networks

Vocational skills requirements	
Candidates can assess, manage and develop networking.	
Targets of assessment	Criteria of assessment
Assessment of starting points for networking	Candidates <ul style="list-style-type: none"> • promote building a network to support implementation of the organisation's strategy; • assess the benefits provided by networking in relation to their own organisation's strategies; • recognise the roles, strengths and weaknesses of different network participants, as well as the benefits obtained through the participants and any potential risks for their own organisation; • forge contacts within the network and possibly with other necessary partners, or create contacts to bring new partners into the network.

<p>Management and development of networking</p>	<p>Candidates</p> <ul style="list-style-type: none"> • monitor that a network complies with specified agreements and ground rules and take action as required; • implement the organisational strategy by means of networks; • make decisions concerning networking in keeping with their powers; • monitor and ensure the efficiency and effectiveness of networking and take action as required; • ensure the effective flow of information; • communicate information concerning networking to organisational management; • maintain and develop network relationships and network operations in order to strengthen trust, motivation and commitment.
<p>Planning a project concerning management of networking</p>	<p>Candidates</p> <ul style="list-style-type: none"> • choose a project closely related to network management, justifying their choice, with due consideration for the entire organisation's strategic objectives; • build co-operation networks relevant to the project and determine tasks for different parties; • draw up a feasible project plan, including schedules, objectives, resources and cost estimates; • make use of expert services in planning the project as required.
<p>Managing a project concerning management of networking</p>	<p>Candidates</p> <ul style="list-style-type: none"> • organise and launch a development project; • communicate about the project and its progress and effects within their own organisation and networks; • manage project implementation and take corrective action as required; • make use of experts as required; • critically assess implementation of the development project and opportunities to make use of its results; • determine any possible needs for further development; • ensure that new operating methods are put into practice.

Methods of demonstrating vocational skills

Candidates demonstrate their vocational skills included in the qualification module, as they:

- assess and manage networking;
- plan and manage a development project relating to management and development of networking.

The competence tests shall be extensive functional modules, such as forging contacts with network partners, monitoring the efficiency and effectiveness of networking, or maintaining and developing network relationships.

The assessment material shall comprise the written assessments of the competence tests specified in the plan concerning completion of the qualification drawn up for a candidate, complete with the assessed plans relating to network management, such as a partnership management or development plan. In addition, the assessed development project plan, written assessments of situations relating to project management and reports of putting new operating methods into practice and further development needs shall be attached to the assessment material. Candidates may also supplement their test performances with other justified documents relating to the process that they have produced during the process. Once assessed, these shall be attached to the assessment material.