SWITCh



SWITCH Competence Assessment Tool User Guide

March 2017

Purpose



This Competency Assessment tool is for Managers, Supervisors and Team Leaders within the waste and resource management environment to assess their team members against a range of specified competences and skills applicable to their job roles. The questions in the suite of assessment tools are based on the Competence Framework designed by members of the SWITCH Forum involving wide consultation with the industry.



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Scope



This tool applies to the following job categories:

- Materials Recycling Facility
- Household Waste Recycling Centre
- Collection Crew
- Driving
- Manual Street Cleaning
- Machine Operators.

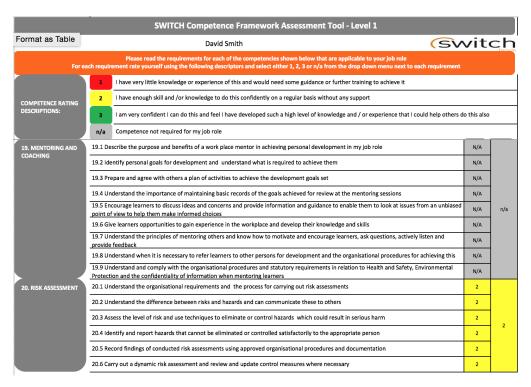
The areas being assessed are based on the following competences:

Compliance with Waste Legislation	Mechanically Handling Waste
Compliance with Emergency Procedures	Manual Street Cleansing
Compliance with Environmental Legislation	Loading A Waste Transport Vehicle
Maintain a Healthy & Safe Environment	Transportation of Waste
Receiving and Processing Waste	Operation of Plant & Machinery
Working with Other People	Controlling Vehicle Movement
Manual Handling and Lifting	Reporting & Recording Information
Providing Customer Service	Supervision of Operations
Working at Height	Mentoring & Coaching
Manual Collection of Waste	Risk Assessment

Structure



The assessment tools are comprised of 20 individual employee questionnaires labelled in tabs 'Employee 1' to 'Employee 20'. Please note each employee should have their own separate questionnaire tab and you can add their name at the top of each questionnaire. Please do not edit the name of the tab.



The tool also has a Team Dashboard tab where you can see the questionnaire results of your whole team together in one place. The names entered on the questionnaire tabs will automatically pull through to the Team Dashboard tab.

SWITCH Competence Framework Assessment Tool Level 1 - Team Dashboard																					
		1	Limite	d - tra	ining r	equire	d														
			Comp	etent																	
COMPETENC	3	Able t	o supp	ort/ d	evelop	othe	's														
		n/a																			
											Comp	etencie	S								
Reference Number		1. COMPLY WITH LEGISLATION	2. COMPLY WITH EMERGENCY PROCEDURES	3. COMPLY WITH ENVIRONMENTAL	4. MAINTAIN HEALTHY & SAFE ENVIRONMENT	S. RECEIVING AND PROCESSING WASTE	6. WORK WITH OTHER PEOPLE	7. MANUAL HANDUNG AND LIFTING	8. PROVIDE CUSTOMER SERVICE	9. WORKING AT HEIGHT	10. MANUAL COLLECTION OF WASTE	11. MECHANICALLY HANDLE WASTE	12. MANUAL STREET CLEANSING	13. LOADING WASTE TRANSPORT VEHICLES	14. TRANSPORTATION OF WASTE	15. OPERATION OF PLANT & MACHINERY	16. CONTROLLING VEHICLE MOVEMENT	17. REPORTING & RECORDING OF INFORMATION	18. SUPERVISION OF OPERATIONS	19. MENTORING AND COACHING	20. RISK ASSESSMENT
Require	Required Competence Level			2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	n/a	2	2
Averag	2	1	2	1	2	2	2	2	2	2	1	2	1	2	1	1	1	n/a	1	1	
Employee 1	David Smith	2	2	2	1	2	3	2	3	2	2	1	2	2	2	2	2	2	n/a	n/a	2
Employee 2	Sarah Jones	2	2	2	2	2	2	2	3	2	2	2	2	1	2	1	2	1	n/a	2	2
Employee 3	Paul Cooper	2	1	2	1	2	1	2	1	2	2	2	2	1	2	2	1	1	n/a	1	1
Employee 4																			n/a		
Employee 5																			n/a		
Employee 6																			n/a		
Employee 7																			n/a		

Assessment Approach



The questionnaire is based on assessment. One approach would be to provide **each employee with a copy of the questionnaire** and ask them to rate themselves against each competence, either prior to a one-to-one meeting with their Manager, Supervisor or Team Leader or during the meeting. If this isn't possible for whatever reason, then the line relevant manager should arrange to complete this with the staff member individually.

We recommend that a copy of the questionnaire is printed or they are provided with a **blank electronic copy** of the questionnaire to complete.

If the employee has rated themselves, their Manager should review and discuss each of the ratings with them and record a final copy of the results on the Manager's master copy of the tool. Should the Manager disagree with any employee's self-assessed rating, this is an opportunity to discuss potential training needs.

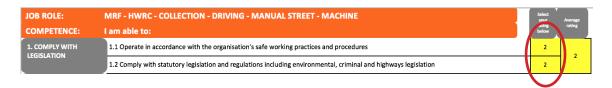
User Instructions



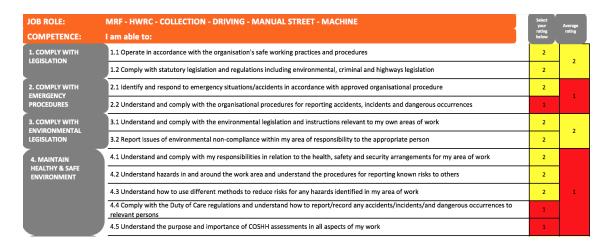
- 1. Read the instructions at the top of the questionnaire and add your, or your employee's, full name.
- 2. Complete the questionnaire by adding a rating against each competence relevant to your, or your employee's, job role.



Please note: the questions are clustered by type of job role, which are detailed within the orange sections of the questionnaire.

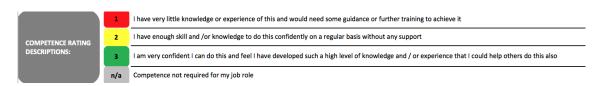


- 3. Using the drop down menu next to each question, please select your competence level as 1, 2 or 3:
 - 1: means that "I have very little knowledge or experience of this and would need some guidance or further training to achieve it"
 - 2: means that "I have enough skill and /or knowledge to do this confidently on a regular basis without any support"
 - 3: means that "I am very confident I can do this and feel I have developed such a high level of knowledge and / or experience that I could help others do this also".





You can also add a rating of 'n/a' if the competency is not related to your job role.



4. When considering the rating you should choose, try to be as honest as possible as this tool is to support your development and that of the team you operate within.

The usual rating for a competence area should be "2" for most people.

If you are considering using a rating of "3" for a competence area, consider the following questions:

- Would you feel confident to train others to a high standard in this area?
- Would you feel confident to support, mentor, coach others to a high standard in this area?
- Are you often consulted by others for advice / guidance in this area
- Do you consider yourself to have a deeper knowledge / competence level in this area than your colleagues?

If you do not feel confident that you can answer 'yes' to all these questions, you should choose a rating of "2" for this competence area.

If you are still confident that your rating in this area should be "3", think of and record examples where you believe you have demonstrated or can evidence strong performance to support discussions, with your line manager. Another way of demonstrating this is providing evidence that a formal qualification that has been completed.

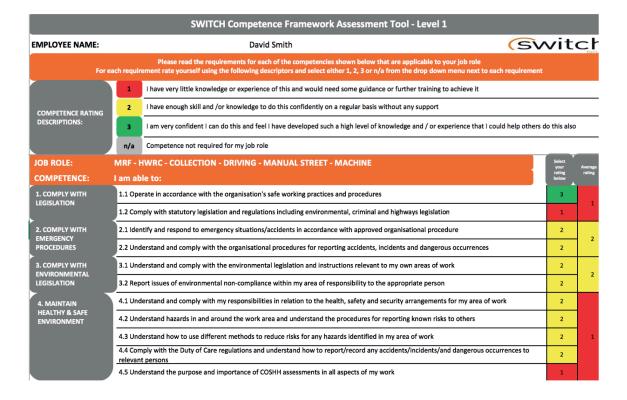
5. Once you've completed the questionnaire please return it to your line manager ready for your one-to-one review.

Supervisor and Manager Instructions



1. If your team members have completed the assessment questionnaires on their own initially, populate your Master copy of the tool with the final ratings agreed with you, one tab for each employee. For efficiency, we recommend you **populate this within the one-to-one review** with each employee as you discuss each competence.

Please do not edit the name of the tab (Employee 1, 2, 3 etc.)

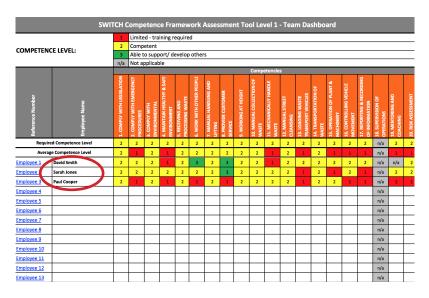


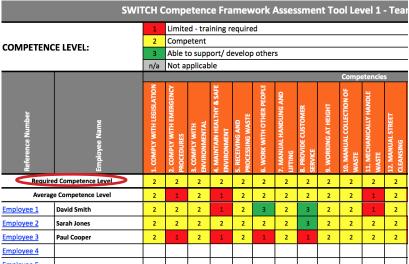
2. It is important to note that any individual question rated as 1 will produce an average score of 1 for that competence category - this is to ensure that the area is flagged as a potential training requirement even if all other ratings are above 1. All other averages will 'round down' to the nearest whole number.





3. The employee names and ratings will automatically transfer from each individual questionnaire tab - 'Employee 1' to 'Employee 20' - to the Team Dashboard.





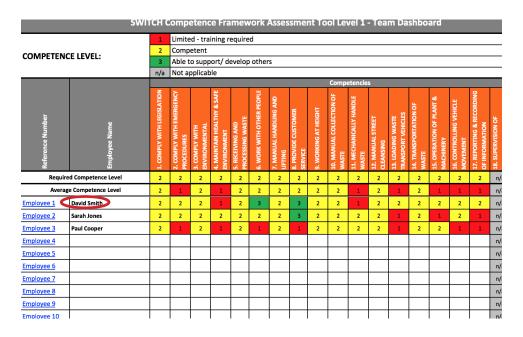
4. On the Team Dashboard - ensure that you have entered what level you expect employees to meet in Row 8, 'Required Competence Level'



5. Row 9 in the Team Dashboard will show the average score across your whole team for each competence.

SWITCH Competence Framework Assessment Tool Level 1 - Team Dashboard																			
			Limite	ed - tra	ining r	equire	d												
COMPETENCE LEVEL		2	Comp	etent															
COMPETENCE LEVEL:			Able 1	to supp	ort/ d	evelop	other	'S											
		n/a	Not a	pplicat	ole														
											Comp	etencie	s						
Reference Number	Employee Name	1. COMPLY WITH LEGISLATION	2. COMPLY WITH EMERGENCY PROCEDURES	2. COMPLY WITH EMERGENCY PROCEDURES 3. COMPLY WITH ENVIRONMENTAL 4. MAINTAIN HEALTHY & SAFE ENVIRONMENT 5. RECEIVING AND			6. WORK WITH OTHER PEOPLE	7. MANUAL HANDUNG AND UFTING	8. PROVIDE CUSTOMER SERVICE	9. WORKING AT HEIGHT	10. MANUAL COLLECTION OF WASTE	11. MECHANICALLY HANDLE WASTE	12. MANUAL STREET CLEANSING	13. LOADING WASTE TRANSPORT VEHICLES	14. TRANSPORTATION OF WASTE	15. OPERATION OF PLANT & MACHINERY	16. CONTROLLING VEHICLE MOVEMENT	17. REPORTING & RECORDING OF INFORMATION	18. SUPERVISION OF OPERATIONS
Require	d Competence Level	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	n/a
Average	e Competence Level	ñ	1	2	1	2	2	2	2	2	2	1	2	1	2	1	1	1	n/a
Employee 1	David Smith	2	2	2	1	2	3	2	3	2	2	1	2	2	2	2	2	2	n/a
Employee 2	Sarah Jones	2	2	2	2	2	2	2	3	2	2	2	2	1	2	1	2	1	n/a
Employee 3	Paul Cooper	2	1	2	1	2	1	2	1	2	2	2	2	1	2	2	1	1	n/a
Employee 4																			n/a
Employee 5																			n/a
Employee 6	_																		n/a
Employee 7																			n/a
Employee 8																			n/a
Employee 9																			n/a
Employee 10											l								n/a

6. Clicking on the links in column A, 'Employee 1' to 'Employee 20', will automatically take you to that individual's questionnaire



Further Information on SWITCH

The SWITCH Website hosted by Chartered Institute of Wastes Management (CIWM) http://www.ciwm.co.uk/ciwm/communities/centres/scotland_centre/switch-forum.aspx

The tool can also be downloaded at zerowastescotland.com

SWITCH Network

The SWITCH Network is free to join for anyone working in the resource management sector. It is open to frontline, supervisory and senior level staff, and to individuals or organisations with an interest in health and safety, education, training and competence of the resource management industry.

As a member of the SWITCH Network you will have easy access to health and safety guidance, case studies, articles and publications and you will receive regular updates on the latest developments and industry events.

Email: switch@zerowastescotland.org.uk