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SWITCH Competence Assessment Tool User Guide

March 2017

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.



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

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.

SWITCH Competence Framework Assessment Tool - Level 1			
Format as Table		David Smith	
			
Please read the requirements for each of the competencies shown below that are applicable to your job role			
For each requirement rate yourself using the following descriptors and select either 1, 2, 3 or n/a from the drop down menu next to each requirement			
COMPETENCE RATING DESCRIPTIONS:	1	I have very little knowledge or experience of this and would need some guidance or further training to achieve it	
	2	I have enough skill and /or knowledge to do this confidently on a regular basis without any support	
	3	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	
	n/a	Competence not required for my job role	
19. MENTORING AND COACHING	19.1	Describe the purpose and benefits of a work place mentor in achieving personal development in my job role	N/A
	19.2	Identify personal goals for development and understand what is required to achieve them	N/A
	19.3	Prepare and agree with others a plan of activities to achieve the development goals set	N/A
	19.4	Understand the importance of maintaining basic records of the goals achieved for review at the mentoring sessions	N/A
	19.5	Encourage learners to discuss ideas and concerns and provide information and guidance to enable them to look at issues from an unbiased point of view to help them make informed choices	N/A
	19.6	Give learners opportunities to gain experience in the workplace and develop their knowledge and skills	N/A
	19.7	Understand the principles of mentoring others and know how to motivate and encourage learners, ask questions, actively listen and provide feedback	N/A
	19.8	Understand when it is necessary to refer learners to other persons for development and the organisational procedures for achieving this	N/A
	19.9	Understand and comply with the organisational procedures and statutory requirements in relation to Health and Safety, Environmental Protection and the confidentiality of information when mentoring learners	N/A
20. RISK ASSESSMENT	20.1	Understand the organisational requirements and the process for carrying out risk assessments	2
	20.2	Understand the difference between risks and hazards and can communicate these to others	2
	20.3	Assess the level of risk and use techniques to eliminate or control hazards which could result in serious harm	2
	20.4	Identify and report hazards that cannot be eliminated or controlled satisfactorily to the appropriate person	2
	20.5	Record findings of conducted risk assessments using approved organisational procedures and documentation	2
	20.6	Carry out a dynamic risk assessment and review and update control measures where necessary	2

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																					
COMPETENCE LEVEL:		1	Limited - training required																		
		2	Competent																		
		3	Able to support/ develop others																		
		n/a	Not applicable																		
Reference Number	Employee Name	Competencies																			
		1. COMPLY WITH LEGISLATION	2. COMPLY WITH EMERGENCY PROCEDURES	3. COMPLY WITH ENVIRONMENTAL	4. MAINTAIN HEALTHY & SAFE ENVIRONMENT	5. RECEIVING AND PROCESSING WASTE	6. WORK WITH OTHER PEOPLE	7. MANUAL HANDLING 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
Required Competence Level		2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	n/a	2	2
Average Competence Level		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		

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.

SWITCH Competence Framework Assessment Tool - Level 1	
EMPLOYEE NAME:	Paul Cooper
Please read the requirements for each of the competencies shown below that are applicable to your job role For each requirement rate yourself using the following descriptors and select either 1, 2, 3 or n/a from the drop down menu next to each requirement	

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

JOB ROLE:	MRF - HWRC - COLLECTION - DRIVING - MANUAL STREET - MACHINE	Select your rating below	Average rating
COMPETENCE:	I am able to:		
1. COMPLY WITH LEGISLATION	1.1 Operate in accordance with the organisation's safe working practices and procedures	2	2
	1.2 Comply with statutory legislation and regulations including environmental, criminal and highways legislation	2	

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".

JOB ROLE:	MRF - HWRC - COLLECTION - DRIVING - MANUAL STREET - MACHINE	Select your rating below	Average rating
COMPETENCE:	I am able to:		
1. COMPLY WITH LEGISLATION	1.1 Operate in accordance with the organisation's safe working practices and procedures	2	2
	1.2 Comply with statutory legislation and regulations including environmental, criminal and highways legislation	2	
2. COMPLY WITH EMERGENCY PROCEDURES	2.1 Identify and respond to emergency situations/accidents in accordance with approved organisational procedure	2	1
	2.2 Understand and comply with the organisational procedures for reporting accidents, incidents and dangerous occurrences	1	
3. COMPLY WITH ENVIRONMENTAL LEGISLATION	3.1 Understand and comply with the environmental legislation and instructions relevant to my own areas of work	2	2
	3.2 Report issues of environmental non-compliance within my area of responsibility to the appropriate person	2	
4. MAINTAIN HEALTHY & SAFE ENVIRONMENT	4.1 Understand and comply with my responsibilities in relation to the health, safety and security arrangements for my area of work	2	1
	4.2 Understand hazards in and around the work area and understand the procedures for reporting known risks to others	2	
	4.3 Understand how to use different methods to reduce risks for any hazards identified in my area of work	2	
	4.4 Comply with the Duty of Care regulations and understand how to report/record any accidents/incidents/and dangerous occurrences to relevant persons	1	
	4.5 Understand the purpose and importance of COSHH assessments in all aspects of my work	1	

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

COMPETENCE RATING DESCRIPTIONS:	1	I have very little knowledge or experience of this and would need some guidance or further training to achieve it
	2	I have enough skill and /or knowledge to do this confidently on a regular basis without any support
	3	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
	n/a	Competence not required for my 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.)

SWITCH Competence Framework Assessment Tool - Level 1			
EMPLOYEE NAME:		David Smith	
Please read the requirements for each of the competencies shown below that are applicable to your job role For each requirement rate yourself using the following descriptors and select either 1, 2, 3 or n/a from the drop down menu next to each requirement			
COMPETENCE RATING DESCRIPTIONS:	1	I have very little knowledge or experience of this and would need some guidance or further training to achieve it	
	2	I have enough skill and /or knowledge to do this confidently on a regular basis without any support	
	3	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	
	n/a	Competence not required for my job role	
JOB ROLE:		MRF - HWRC - COLLECTION - DRIVING - MANUAL STREET - MACHINE	
COMPETENCE:		I am able to:	
1. COMPLY WITH LEGISLATION	1.1 Operate in accordance with the organisation's safe working practices and procedures	3	1
	1.2 Comply with statutory legislation and regulations including environmental, criminal and highways legislation	1	
2. COMPLY WITH EMERGENCY PROCEDURES	2.1 Identify and respond to emergency situations/accidents in accordance with approved organisational procedure	2	2
	2.2 Understand and comply with the organisational procedures for reporting accidents, incidents and dangerous occurrences	2	
3. COMPLY WITH ENVIRONMENTAL LEGISLATION	3.1 Understand and comply with the environmental legislation and instructions relevant to my own areas of work	2	2
	3.2 Report issues of environmental non-compliance within my area of responsibility to the appropriate person	2	
4. MAINTAIN HEALTHY & SAFE ENVIRONMENT	4.1 Understand and comply with my responsibilities in relation to the health, safety and security arrangements for my area of work	2	1
	4.2 Understand hazards in and around the work area and understand the procedures for reporting known risks to others	2	
	4.3 Understand how to use different methods to reduce risks for any hazards identified in my area of work	2	
	4.4 Comply with the Duty of Care regulations and understand how to report/record any accidents/incidents/and dangerous occurrences to relevant persons	2	
	4.5 Understand the purpose and importance of COSHH assessments in all aspects of my work	1	

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.

JOB ROLE:		MRF - HWRC - COLLECTION - DRIVING - MANUAL STREET - MACHINE	
COMPETENCE:		I am able to:	
1. COMPLY WITH LEGISLATION	1.1 Operate in accordance with the organisation's safe working practices and procedures	3	1
	1.2 Comply with statutory legislation and regulations including environmental, criminal and highways legislation	1	

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

SWITCH Competence Framework Assessment Tool Level 1 - Team Dashboard																						
COMPETENCE LEVEL:		1	Limited - training required																			
		2	Competent																			
		3	Able to support/ develop others																			
		n/a	Not applicable																			
Reference Number	Employee Name	Competencies																				
		1. COMPLY WITH LEGISLATION	2. COMPLY WITH EMERGENCY PROCEDURES	3. COMPLY WITH ENVIRONMENTAL	4. MAINTAIN HEALTHY & SAFE ENVIRONMENT	5. RECEIVING AND PROCESSING WASTE	6. WORK WITH OTHER PEOPLE	7. MANUAL HANDLING 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	
Required Competence Level		2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	n/a	2	2	
Average Competence Level		2	1	2	1	2	2	2	2	2	2	1	2	1	2	1	1	1	n/a	2	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	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			
Employee 8																			n/a			
Employee 9																			n/a			
Employee 10																			n/a			
Employee 11																			n/a			
Employee 12																			n/a			
Employee 13																			n/a			

SWITCH Competence Framework Assessment Tool Level 1 - Team																	
COMPETENCE LEVEL:		1	Limited - training required														
		2	Competent														
		3	Able to support/ develop others														
		n/a	Not applicable														
Reference Number	Employee Name	Competencies															
		1. COMPLY WITH LEGISLATION	2. COMPLY WITH EMERGENCY PROCEDURES	3. COMPLY WITH ENVIRONMENTAL	4. MAINTAIN HEALTHY & SAFE ENVIRONMENT	5. RECEIVING AND PROCESSING WASTE	6. WORK WITH OTHER PEOPLE	7. MANUAL HANDLING AND LIFTING	8. PROVIDE CUSTOMER SERVICE	9. WORKING AT HEIGHT	10. MANUAL COLLECTION OF WASTE	11. MECHANICALLY HANDLE WASTE	12. MANUAL STREET CLEANSING				
Required Competence Level		2	2	2	2	2	2	2	2	2	2	2	2	2	2		
Average Competence Level		2	1	2	1	2	2	2	2	2	2	1	2	2	2		
Employee 1	David Smith	2	2	2	1	2	3	2	3	2	2	1	2	2	2		
Employee 2	Sarah Jones	2	2	2	2	2	2	2	3	2	2	2	2	2	2		
Employee 3	Paul Cooper	2	1	2	1	2	1	2	1	2	2	2	2	2	2		
Employee 4																	
Employee 5																	

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																				
COMPETENCE LEVEL:		1	Limited - training required																	
		2	Competent																	
		3	Able to support/ develop others																	
		n/a	Not applicable																	
Reference Number	Employee Name	Competences																		
		1. COMPLY WITH LEGISLATION	2. COMPLY WITH EMERGENCY PROCEDURES	3. COMPLY WITH ENVIRONMENTAL	4. MAINTAIN HEALTHY & SAFE ENVIRONMENT	5. RECEIVING AND PROCESSING WASTE	6. WORK WITH OTHER PEOPLE	7. MANUAL HANDLING 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	
Required Competence Level		2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	n/	
Average Competence Level		2	1	2	1	2	2	2	2	2	2	1	2	1	2	1	1	1	n/	
Employee 1	David Smith	2	2	2	1	2	3	2	3	2	2	1	2	2	2	2	2	2	n/	
Employee 2	Sarah Jones	2	2	2	2	2	2	2	3	2	2	2	2	1	2	2	1	2	n/	
Employee 3	Paul Cooper	2	1	2	1	2	1	2	1	2	2	2	2	1	2	2	1	1	n/	
Employee 4																			n/	
Employee 5																			n/	
Employee 6																			n/	
Employee 7																			n/	
Employee 8																			n/	
Employee 9																			n/	
Employee 10																			n/	

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

SWITCH Competence Framework Assessment Tool Level 1 - Team Dashboard																				
COMPETENCE LEVEL:		1	Limited - training required																	
		2	Competent																	
		3	Able to support/ develop others																	
		n/a	Not applicable																	
Reference Number	Employee Name	Competencies																		
		1. COMPLY WITH LEGISLATION	2. COMPLY WITH EMERGENCY PROCEDURES	3. COMPLY WITH ENVIRONMENTAL	4. MAINTAIN HEALTHY & SAFE ENVIRONMENT	5. RECEIVING AND PROCESSING WASTE	6. WORK WITH OTHER PEOPLE	7. MANUAL HANDLING 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	
Required Competence Level		2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	n/a	
Average Competence Level		2	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	2	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																			n/a	

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