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## Overview

This standard is about obtaining the physical resources (equipment, materials, premises, services and energy supplies) required to carry out planned activities in your area of responsibility.

This standard is relevant to all managers and leaders who are responsible for obtaining the physical resources in their area of responsibility.

This standard is the precursor to CFAM&LEB3 Manage physical resources and links to the other standards in key area *EB Manage physical and technical resources*.

**Performance  
criteria**

- You must be able to:*
- P1 Engage those who use resources in identifying and obtaining the resources required.
  - P2 Evaluate past patterns of resource use and trends and developments likely to affect future demand for resources.
  - P3 Prepare specifications for the resources required.
  - P4 Identify the range and quantity of resources required for the planned activities in your area of responsibility, including likely contingencies.
  - P5 Identify sustainable resources and ensure their effectiveness and efficiency.
  - P6 Make the business case for the resources required, clearly showing the costs involved and the expected benefits.
  - P7 Agree appropriate adjustments to your planned activities, where the required resources cannot be obtained in full.
  - P8 Work with suppliers to ensure they deliver resources of the required quality on time.
  - P9 Negotiate with colleagues over the use of shared resources, taking into account the needs of the different parties involved and the overall objectives of your organisation.

## Knowledge and understanding

*You need to know and understand:*

### General knowledge and understanding

- K1 Why it is important to engage those who use resources in identifying and obtaining resources, and how to do so.
- K2 How to identify the range and calculate the quantity of resources required to carry out planned activities.
- K3 The importance of using sustainable resources and how to identify such resources and ensure their effectiveness and efficiency.
- K4 How to carry out cost-benefit analyses.
- K5 How to make a business case.
- K6 How to develop an operational plan and make adjustments to the plan if required resources cannot be obtained in full.
- K7 How work with suppliers to ensure they deliver resources of the required quality on time.
- K8 How to negotiate the use of shared resources with colleagues to optimise resource use for all concerned.
- K9 The potential impact of resource use on the environment and actions you can take to minimise any adverse impact.
- K10 Risks associated with the types of resources used and actions you can take to ensure resources are secure and used safely.

### Industry/sector specific knowledge and understanding

*You need to know and understand:*

- K11 Industry/sector requirements for managing physical resources.

### Context specific knowledge and understanding

*You need to know and understand:*

- K12 Past patterns of resource use in your area of responsibility and how to access this information.
- K13 Trends and developments that affect future demand for resources in your area of responsibility and how to evaluate the likely impact of these.
- K14 The planned activities in your area of activity and possible contingencies.
- K15 Actual and potential suppliers of the resources you need.

## Behaviours

*When performing to this standard, you are likely to demonstrate the following behaviours:*

- 1 Recognise changes in circumstances promptly and adjust plans and activities accordingly
- 2 Find practical ways to overcome obstacles
- 3 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 4 Act within the limits of your authority
- 5 Prioritise objectives and plan work to make the effective use of time and resources
- 6 Accurately calculate risks, and make provision so that unexpected events do not impede the achievement of objectives
- 7 Make effective use of existing sources of information
- 8 Check the accuracy and validity of information
- 9 Seek to understand people's needs and motivations
- 10 Create a sense of common purpose
- 11 Communicate clearly the value and benefits of a proposed course of action
- 12 Work towards win-win solutions
- 13 Identify the range of elements in a situation and how they relate to each other
- 14 Identify the implications or consequences of a situation
- 15 Take timely decisions that are realistic for the situation

## Skills

*When performing to this standard, you are likely to demonstrate the following skills:*

- Analysing
- Communicating
- Contingency planning
- Evaluating
- Forecasting
- Information management
- Involving others
- Negotiating
- Planning
- Presenting information
- Prioritising
- Problem solving
- Reviewing
- Risk management

## CFAM&LEB2

### Obtain physical resources

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