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## Overview

This Standard is about making improvements and changes to waste resource management systems and operations. With the regenerative approach of the circular economy, waste is increasingly being seen as a resource which is made up of materials with future uses. Change and improvements can be driven by many things including new contracts or business, developments in environmental thinking and practice, shortcomings identified by external audits or improvements to processes and activities suggested by personnel. This could apply to any part of the waste resource management sector.

It includes identifying potential improvements, assessing the potential impact of improvements and changes, planning and implementing them and monitoring and assessing their effectiveness against planned benefits. You will need to have a full understanding of the organisation's policies, objectives and operational processes. It requires a methodical analysis of operations and the use of qualitative, quantitative and financial assessments.

This Standard is for managers in any type of waste resource management facility.

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## Performance criteria

### You must be able to:

1. evaluate systems and operations at appropriate intervals to identify potential improvements
2. maintain a system which personnel can access to make recommendations on improvements
3. evaluate the costs and benefits of potential improvements and change against company objectives and the likelihood of success
4. evaluate the potential impact of any proposed improvements and change on other aspects of site operations
5. prepare project plans for implementing viable proposed improvements and change
6. make contingency arrangements to address any identified problems in achieving expected outcomes
7. get agreement for plans with appropriate internal and external contacts
8. review risk assessments for changed working practices
9. review training records to ensure that all skills needed for changes in systems and operations can be met
10. implement any additional training required to meet changes in systems and operations
11. rectify any staff shortages, equipment deficiencies or external causes that prevent the fulfilment of plans in line with organisational procedures
12. provide clear and sufficient information on plans to enable those responsible for implementation to carry them out
13. monitor and ensure implementation of plans against agreed specifications, schedules and budget
14. identify, evaluate and rectify any problems, obstacles or deviations from plans, specifications, schedules or budget
15. maintain the continuity of business activities during the period of change
16. communicate progress on a regular basis and provide opportunities for people to give feedback
17. evaluate project results against previous performance for expected costs, operational benefits and environmental impact
18. report the results of evaluations in the agreed format and timescale
19. manage all procedures connected with improvements or change to enhance or maintain the quality of the organisation's operations
20. seek advice from appropriate people to resolve situations which are outside your responsibility

## Knowledge and understanding

### You need to know and understand:

1. relevant legislation, regulations, codes of practice and procedures applicable to safety, health and the environment for waste resource management operations
2. the impact that the drivers for change and improvement can have on successful implementation including new contracts or business, developments in environmental thinking and practice, shortcomings identified by external audits and improvements to activities and processes suggested by personnel
3. the procedures for the proper management control of work activities on the site
4. the organisation's objectives and priorities relating to environmental protection, health and safety, profitability, management of operations and quality standards
5. how to interpret and verify process documentation
6. recent developments in technology, environmental thinking and operating procedures that could impact the waste resource management industry
7. how to use information about strengths, weaknesses, opportunities and threats to evaluate improved improvements
8. existing operating costs, and how costs are broken down
9. how to calculate costs of improvements in terms of capital, installation and running costs
10. how to use cost benefit analysis methods and techniques
11. techniques used in preparing proposals
12. the impact of potential improvements on other aspects of activities
13. reporting procedures for project approval, monitoring implementation and evaluation of project outcomes
14. how to monitor implementation of improvement plans, including any problems experienced and the steps that could be taken to respond to these
15. how to monitor implementation of plans against agreed specifications, schedules and budgets
16. how to rectify deviations from plans, specifications, schedules or budgets
17. techniques for evaluating projects, and how to report them
18. the storage, transportation, treatment and handling requirements for the material types handled on site

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