

## Knowledge & Skills indicators document

BPA MEMBERSHIP GRADE	ASSOCIATE		MEMBER OR FELLOW		
	Operational		Management		Strategic
	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Career stage descriptions	Provides front line services to the public and/or supports colleagues with administration and processes	Provides first line management / day to day supervisory support to an individual or a team	Manages or leads a function or sectoral area, addresses key challenges at an organisational level for the medium and long-term area OR provides specialist technical knowledge and expertise in a particular area	Manages or leads one or more functions, departments, or sectoral areas at a senior level within the organisation, addresses key challenges at an organisational level for the long-term	Provides senior leadership to a sectoral area(s) and/or the organisation. Responsible for developing long term strategies
Example job roles	<i>Civil Enforcement Officer, Clerical Assistant, Vehicle Immobiliser, Notice Processor</i>	<i>CEO Supervisor, Appeals Officer, Customer Service Supervisor, Team Leader</i>	<i>Parking Manager, Debt Recovery Manager, Business Development Manager, Technical Support Officer, Maintenance Technician</i>	<i>Area Manager, Head of Operations</i>	<i>Director, Managing Director, Senior Executive, Director of Service</i>
Areas of knowledge					
Parking sector knowledge	Understands the role and importance of good parking management	Understands and promotes the role and importance of good parking management	Promotes the role, diversity and contribution of good parking management in the wider environment	Understands the changing role, scope and impact of good parking management and influences developments and trends	Influences and promotes good parking management within and beyond the sector both nationally and internationally
Information & knowledge management	Collects information to support the organisation	Uses information to support parking management operations	Analyses and interprets information to make business decisions	Manages the use of information and implements information systems to improve business performance	Develops knowledge management strategies and systems to support an organisation's strategic parking management vision
Parking management strategy	Understands the purpose of a strategy and carries out operational tasks as directed	Monitors operational performance, reporting on progress and recommending improvements to processes and procedures	Implements and evaluates a parking management strategy, recommending adaptations to meet changing circumstances	Establishes processes and procedures that enable the implementation of a parking management strategy	Leads the development of a parking management strategy that enables a business to achieve its overall strategic objectives
Parking management policy	Understands the purpose of policies and carries out operational tasks as directed	Contributes to the implementation of parking management policies and procedures	Implements parking management policies and procedures	Develops, manages and reviews parking management policies	Evaluates the coherence and fitness for purpose of parking management policies to deliver the strategy and meet legislative requirements
Corporate and social responsibility	Understands the need for responsible and sustainable parking management practices and how that fits in with their role and the wider organisation	Complies with corporate social responsibility and sustainability policies in parking management activities	Optimises opportunities to promote and integrate sustainable and socially responsible parking management activities into business practice	Analyses the scope and impact of corporate social responsibility and sustainability, developing policies that optimise business opportunities	Influences the development of a corporate social responsibility and sustainability strategy
Planning & project management	Understands their role within projects/tasks, plans their tasks effectively. May support project management activities as directed	Contributes to the delivery of a parking management project	Develops realistic project plans identifying likely risks and developing plans to mitigate these. Reports on progress and performance	Articulates organisational goals and projects ensuring that they can be converted into deliverable project plans. Defines and plans parking management projects, building project teams and controlling project delivery to budget	Directs and sponsors multiple parking management projects, managing project relationships, interdependencies and risks
Managing yourself and others	Manages own performance, takes corrective action where necessary. Supports the achievement of team objectives	Supervises and develops individuals to achieve team objectives. Sets individual objectives.	Resources, develops and motivates teams to achieve objectives that contribute to the delivery of an organisation's strategy. Monitors teams progress and performance and gives timely feedback	Plans and motivates the parking management workforce to meet organisational objectives and encourage innovation. Converts vision and strategy into meaningful and clearly understood set of goals and objectives	Provides strategic motivational leadership to people development and influence corporate culture, values and behaviour
Prioritising work & time management	Prioritises personal tasks and responsibilities, differentiating between urgency and importance, managing interruptions to meet objectives	Prioritises team tasks by differentiating between urgency and importance	Implements operational/team plans and manage resources and approaches to managing change within the team	Creates an annual plan for their area with achievable milestones and objectives. Clearly communicates priorities to team	Sets the organisations over-arching priorities, regularly reviews progress to achieve organisational goals
Managing change	Supports the implementation of change positively	Monitors the impact of the implementation of change to parking services	Manages the implementation of change plans, supporting and influencing others to accept change positively	Plans organisational change, ensuring the continuing coherence of parking management policies and processes	Promotes the vision and leads strategic change and manages the impact on the business
Risk management	Follows procedures for health and safety, incident management and business continuity	Monitors and reports on health and safety, incident management and business continuity risk within their area of responsibility	Implements processes and monitors risk in compliance with an organisation's risk strategy. Able to adapt to change, identifying challenges and solutions	Develops parking management risk monitoring systems and processes	Develops and evaluates the effectiveness of a parking management risk strategy in context of an organisation's risk profile
Compliance	Understands the impact of legal, statutory and regulatory requirements within their role and the wider organisation	Ensures that all operational tasks are carried out in compliance with all legislative, statutory and regulatory requirements	Manages the implementation of parking management policies and procedures that meet compliance requirements	Develops and reviews parking management processes and procedures that meet compliance requirements	Develops and evaluates the effectiveness of parking management policies to meet corporate governance obligations to comply with all legislative, statutory and regulatory requirements
Service innovation	Is able to identify opportunities for continuous improvement and feed these back to their manager for consideration	Identifies opportunities for continuous improvement. Collects ideas, making suggestions for improvements to services or products. Collects ideas and customer feedback on service delivery, making suggestions for improvements to services or products	Identifies ways of adding value to existing and planned parking management services and promotes services to existing and potential clients	Identifies and exploits value-creating opportunities for innovation in parking management products and services	Forecasts trends and parking management market opportunities, encouraging creativity and embedding innovation within service provision
Managing service delivery	Delivers services to agreed standards	Supervises the delivery of and monitors operational performance within their area of responsibility	Manages and reviews the delivery of a range of parking management services	Creates an operational plan to manage the delivery of a portfolio of parking management services	Develops parking management service delivery strategy and evaluates the effectiveness of alternative delivery models and their resourcing implications
Customer service	Understands the need for good customer service and meets agreed standards in carrying out tasks	Supervises the delivery of a customer-centric parking management service	Evaluates performance against customers' quality requirements	Develops, implements and evaluates a parking management customer service strategy	Leads the development of a customer-centric parking management service/organisation
Stakeholder relationships	Maintains productive working relationships with colleagues, stakeholders, the public and/or customers	Maintains productive working relationships with colleagues, stakeholders and customers	Develops and manages productive relationships with stakeholders	Influences and enhances relationships with stakeholders for mutual benefit	Creates and evaluates relationships with stakeholders, negotiating and resolving conflict
Quality management	Meets agreed quality standards in their area of work	Applies the quality management principles to the delivery of parking services	Manages and evaluates operational performance to achieve quality standards and encourage continuous improvement	Develops a quality-driven strategy for the delivery of parking services	Embeds a culture of quality into organisational processes
Financial management	Is unlikely to be involved in financial management at this stage	Understands the need for good financial management and carries out activities as directed, investigating and recommending action to address variances as directed.	Monitors the delivery of objectives against cashflow limits and budgets, reporting variances and preparing business cases	Informs the strategic business planning process and evaluates performance against budgets	Ensures financial probity and effective corporate governance, evaluates investment and income generating opportunities
Information technology	Uses IT resources efficiently	Supports the use of IT to achieve efficiency in service delivery	Manages the use of IT to ensure effective service delivery and encourages the adoption of new technologies	Manages the implementation of IT solutions, and evaluates their impact on service delivery	Uses knowledge of developments in technology to influence the parking management aspects of an IT strategy
Procurement	Is unlikely to be involved in procurement activities at this stage	Understands the need for good procurement practices and carries out activities as directed. Raises purchase orders for products, services and supplies	Manages the procurement of products or services	Leads bidding and tendering processes and evaluates the effectiveness of a procurement strategy	Develops a procurement strategy and policies
Contract management	Understands the need for good contract management and carries out activities as directed	Monitors contractors to ensure effective delivery of contracts	Agrees client requirements and manages contracts and performance	Evaluates the effectiveness of suppliers and ensures value for money from contracts	Develops a contract management policy, criteria and supplier performance management framework
Communicating with others	Is able to communicate effectively (verbal, written and digital)	Delivers clear accurate information and checks that this has been understood	Knows how to chair meetings, hold challenging conversations, provide constructive feedback and understand how to raise concerns	Designs communication strategies to ensure that all employees receive relevant timely information.	Inspires a shared vision – describes a compelling image of what the future could be like. Urges, influences and convinces and others