

Assessment Form

STAGE 1 - Provides front line services to the public and/or supports colleagues with administration and processes

QUALIFICATIONS	
Parking qualifications held	
Other relevant qualifications	



	KNOWLEDGE & SKILLS area	Description	Level of competence			Outline of development needs	Comments
			Not met	Partially met	Fully met		
1	Parking sector knowledge	Understands the role and importance of good parking management					
2	Information & knowledge management	Collects information to support the organisation					
3	Parking management strategy	Understands the purpose of a strategy and carries out operational tasks as directed					
4	Parking management policy	Understands the purpose of policies and carries out operational tasks as directed					
5	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					
6	Planning & project management	Understands their role within projects/tasks, plans their tasks effectively. May support project management activities as directed					
7	Managing yourself and others	Manages own performance, takes corrective action where necessary. Supports the achievement of team objectives					
8	Prioritising work & time management	Prioritises personal tasks and responsibilities, differentiating between urgency and importance, managing interruptions to meet objectives					
9	Managing change	Supports the implementation of change positively					
10	Risk management	Follows procedures for health and safety, incident management and business continuity					
11	Compliance	Understands the impact of legal, statutory and regulatory requirements within their role and the wider organisation					
12	Service innovation	Is able to identify opportunities for continuous improvement and feed these back to their manager for consideration					
13	Managing service delivery	Delivers services to agreed standards					
14	Customer service	Understands the need for good customer service and meets agreed standards in carrying out tasks					
15	Stakeholder relationships	Maintains productive working relationships with colleagues, stakeholders, the public and/or customers					
16	Quality management	Meets agreed quality standards in their area of work					
17	Financial management	Is unlikely to be involved in financial management at this stage					
18	Information technology	Uses IT resources efficiently					
19	Procurement	Is unlikely to be involved in procurement activities at this stage					
20	Contract management	Understands the need for good contract management and carries out activities as directed					
21	Communicating with others	Is able to communicate effectively (verbal, written and digital)					

Assessment Form

STAGE 2 - Provides first line management / day to day supervisory support to an individual or a team



QUALIFICATIONS	
Parking qualifications held	
Other relevant qualifications	

KNOWLEDGE & SKILLS area	Description	Level of competence			Outline of development needs	Comments
		Not met	Partially met	Fully met		
1	Parking sector knowledge	Understands and promotes the role and importance of good parking management				
2	Information & knowledge management	Uses information to support parking management operations				
3	Parking management strategy	Monitors operational performance, reporting on progress and recommending improvements to processes and procedures				
4	Parking management policy	Contributes to the implementation of parking management policies and procedures				
5	Corporate and social responsibility	Complies with corporate social responsibility and sustainability policies in parking management activities				
6	Planning & project management	Contributes to the delivery of a parking management project				
7	Managing yourself and others	Supervises and develops individuals to achieve team objectives. Sets individual objectives				
8	Prioritising work & time management	Prioritises team tasks by differentiating between urgency and importance				
9	Managing change	Monitors the impact of the implementation of change to parking services				
10	Risk management	Monitors and reports on health and safety, incident management and business continuity risk within their area of responsibility				
11	Compliance	Ensures that all operational tasks are carried out in compliance with all legislative, statutory and regulatory requirements				
12	Service innovation	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				
13	Managing service delivery	Supervises the delivery of and monitors operational performance within their area of responsibility				
14	Customer service	Supervises the delivery of a customer-centric parking management service				
15	Stakeholder relationships	Maintains productive working relationships with colleagues, stakeholders and customers				
16	Quality management	Applies the quality management principles to the delivery of parking services				
17	Financial management	Understands the need for good financial management and carries out activities as directed, investigating and recommending action to address variances as directed				
18	Information technology	Supports the use of IT to achieve efficiency in service delivery				
19	Procurement	Understands the need for good procurement practices and carries out activities as directed. Raises purchase orders for products, services and supplies				
20	Contract management	Monitors contractors to ensure effective delivery of contracts				
21	Communicating with others	Delivers clear accurate information and checks that this has been understood				

Assessment Form

STAGE 3 - Manages or leads a function or professional 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

QUALIFICATIONS	
Parking qualifications held	
Other relevant qualifications	



KNOWLEDGE & SKILLS area	Description	Level of competence			Outline of development needs	Comments
		Not met	Partially met	Fully met		
1	Parking sector knowledge	Promotes the role, diversity and contribution of good parking management in the wider environment				
2	Information & knowledge management	Analyses and interprets information to make business decisions				
3	Parking management strategy	Implements and evaluates a parking management strategy, recommending adaptations to meet changing circumstances				
4	Parking management policy	Implements parking management policies and procedures				
5	Corporate and social responsibility	Optimises opportunities to promote and integrate sustainable and socially responsible parking management activities into business practice				
6	Planning & project management	Develops realistic project plans identifying likely risks and developing plans to mitigate these. Reports on progress and performance				
7	Managing yourself and others	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				
8	Prioritising work & time management	Implements operational/team plans and manage resources and approaches to managing change within the team				
9	Managing change	Manages the implementation of change plans, supporting and influencing others to accept change positively				
10	Risk management	Implements processes and monitors risk in compliance with an organisation's risk strategy. Able to adapt to change, identifying challenges and solutions				
11	Compliance	Manages the implementation of parking management policies and procedures that meet compliance requirements				
12	Service innovation	Identifies ways of adding value to existing and planned parking management services and promotes services to existing and potential clients				
13	Managing service delivery	Manages and reviews the delivery of a range of parking management services				
14	Customer service	Evaluates performance against customers' quality requirements				
15	Stakeholder relationships	Develops and manages productive relationships with stakeholders				
16	Quality management	Manages and evaluates operational performance to achieve quality standards and encourage continuous improvement				
17	Financial management	Monitors the delivery of objectives against cashflow limits and budgets, reporting variances and preparing business cases				
18	Information technology	Manages the use of IT to ensure effective service delivery and encourages the adoption of new technologies				
19	Procurement	Manages the procurement of products or services				
20	Contract management	Agrees client requirements and manages contracts and performance				
21	Communicating with others	Knows how to chair meetings, hold challenging conversations, provide constructive feedback and understand how to raise concerns				

Assessment Form

STAGE 4 - Manages or leads one or more functions, departments, or professional areas at a senior level within the organisation, addresses key challenges at an organisational level for the long-term



QUALIFICATIONS	
Parking qualifications held	
Other relevant qualifications	

KNOWLEDGE & SKILLS area	Description	Level of competence			Outline of development needs	Comments
		Not met	Partially met	Fully met		
1 Parking sector knowledge	Understands the changing role, scope and impact of good parking management and influences developments and trends					
2 Information & knowledge management	Manages the use of information and implements information systems to improve business performance					
3 Parking management strategy	Establishes processes and procedures that enable the implementation of a parking management strategy					
4 Parking management policy	Develops, manages and reviews parking management policies					
5 Corporate and social responsibility	Analyses the scope and impact of corporate social responsibility and sustainability, developing policies that optimise business opportunities					
6 Planning & project management	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					
7 Managing yourself and others	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					
8 Prioritising work & time management	Creates an annual plan for their area with achievable milestones and objectives. Clearly communicates priorities to their team					
9 Managing change	Plans organisational change, ensuring the continuing coherence of parking management policies and processes					
10 Risk management	Develops parking management risk monitoring systems and processes					
11 Compliance	Develops and reviews parking management processes and procedures that meet compliance requirements					
12 Service innovation	Identifies and exploits value-creating opportunities for innovation in parking management products and services					
13 Managing service delivery	Creates an operational plan to manage the delivery of a portfolio of parking management services					
14 Customer service	Develops, implements and evaluates a parking management customer service strategy					
15 Stakeholder relationships	Influences and enhances relationships with stakeholders for mutual benefit					
16 Quality management	Develops a quality-driven strategy for the delivery of parking services					
17 Financial management	Informs the strategic business planning process and evaluates performance against budgets					
18 Information technology	Manages the implementation of IT solutions and evaluates their impact on service delivery					
19 Procurement	Leads bidding and tendering processes and evaluates the effectiveness of a procurement strategy					
20 Contract management	Evaluates the effectiveness of suppliers and ensures value for money from contracts					
21 Communicating with others	Designs communication strategies to ensure that all employees receive relevant timely information					

Assessment Form

STAGE 5 - Provides senior leadership to a professional area(s) and/or the organisation. Responsible for developing long term strategies



QUALIFICATIONS	
Parking qualifications held	
Other relevant qualifications	

KNOWLEDGE & SKILLS area	Description	Level of competence			Outline of development needs	Comments
		Not met	Partially met	Fully met		
1	Parking sector knowledge	Influences and promotes good parking management within and beyond the sector both nationally and internationally				
2	Information & knowledge management	Develops knowledge management strategies and systems to support an organisation's strategic parking management vision				
3	Parking management strategy	Leads the development of a parking management strategy that enables a business to achieve its overall strategic objectives				
4	Parking management policy	Evaluates the coherence and fitness for purpose of parking management policies to deliver the strategy and meet legislative requirements				
5	Corporate and social responsibility	Influences the development of a corporate social responsibility and sustainability strategy				
6	Planning & project management	Directs and sponsors multiple parking management projects, managing project relationships, interdependencies and risks				
7	Managing yourself and others	Provides strategic motivational leadership to people development and influence corporate culture, values and behaviour				
8	Prioritising work & time management	Sets the organisations over-arching priorities, regularly reviews progress to achieve organisational goals				
9	Managing change	Promotes the vision and leads strategic change and manages the impact on the business				
10	Risk management	Develops and evaluates the effectiveness of a parking management risk strategy in context of an organisation's risk profile				
11	Compliance	Develops and evaluates the effectiveness of parking management policies to meet corporate governance obligations to comply with all legislative, statutory and regulatory requirements				
12	Service innovation	Forecasts trends and parking management market opportunities, encouraging creativity and embedding innovation within service provision				
13	Managing service delivery	Develops parking management service delivery strategy and evaluates the effectiveness of alternative delivery models and their resourcing implications				
14	Customer service	Leads the development of a customer-centric parking management service/ organisation				
15	Stakeholder relationships	Creates and evaluates relationships with stakeholders, negotiating and resolving conflict				
16	Quality management	Embeds a culture of quality into organisational processes				
17	Financial management	Ensures financial probity and effective corporate governance, evaluates investment and income generating opportunities				
18	Information technology	Uses knowledge of developments in technology to influence the parking management aspects of an IT strategy				
19	Procurement	Develops a procurement strategy and policies				
20	Contract management	Develops a contract management policy, criteria and supplier performance management framework				
21	Communicating with others	Inspires a shared vision – describes a compelling image of what the future could be like. Urges, influences and convinces and others				