

# UNITS OF LEARNING OUTCOMES

Legend:

Aim1.A2.T3 means Aim 1 Activity 2 Task 3 (refer to the job profile)

*This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.*

## UNIT 1: COMMUNICATION AND PROFESSIONAL RELATIONS IN NATIONAL LANGUAGE

### (Aim 1 – Activity 1. Collaborate with the manager(s))

| Tasks   | Competence  | Skills   | Knowledge  |
|---|---|--|--|
| <b>A1.A1.T1. Establish and maintain relations with the manager(s)</b> | Establish a cooperation procedure<br>Anticipate the requirements of the manager(s)<br>Express opinions and proposals<br>Respect confidentiality       | Identify requirements and issues at stake<br>Take the management style and the manager(s)'s culture into account   | <b>Managerial dimension</b><br>Duties of the manager, duties of the assistant.<br>Management styles.<br>Delegation, responsibility, confidentiality.<br><b>Relational dimension</b><br>Interpersonal communication: characteristics, components.<br>Elements in the construction of meaning: content, interests of actors in communication, relationships and interactions, verbal and non-verbal communication.<br>Assistant/manager relationship: <ul style="list-style-type: none"> <li>- status, role, place,</li> <li>- reasoned communication facilitating exchanges,</li> <li>- values, personality, identity,</li> <li>- culture,</li> <li>- role and professional behaviour expected,</li> <li>- active listening, empathy,</li> <li>- verbal intervention in the face-to-face relationship.</li> </ul> <b>Technical dimension</b><br>Professional structuring of notes.<br>Communication material and structure of professional writing: note, e-mail, minutes/report.<br>Functionalities of software for producing and printing documents<br>Functionalities of communication devices |
| <b>A1.A1.T2. Collect work instructions</b>                            | Practice the techniques of active listening<br>Take notes<br>Check and confirm the collected instructions   | Be attentive to other's communication<br>Translate the instructions into actions to be carried out   |  |
| <b>A1.A1.T3. Report, inform, review</b>                               | Listen, observe and remember<br>Deliver an oral presentation<br>Hold a conversation and argue a point<br>Write out notes, minutes/reports and e-mails | Identify and memorize relevant information<br>Analyse the interpersonal communication situation<br>Organise one's comments<br>Make use of the writing, correction and formatting functionalities provided by office software |  |

| Context   | Assessment Criteria   |
|---|---|
| <p>A communication situation in a context characterised by:</p> <ul style="list-style-type: none"> <li>- a relationship of collaboration with one or more managers,</li> <li>- the style of management adopted by the manager(s),</li> <li>- the terms of collaboration,</li> <li>- the assistant's degree of delegation,</li> <li>- cultural and organisational elements and a working atmosphere.</li> </ul> <p>A requirement expressed by one or more managers implying collecting data/facts, presenting solutions and arguing for different points of view.</p> <p>A situation where instructions are taken down as notes.<br/>           Information coming from various sources.<br/>           Document templates and extracts from the house styles.<br/>           A word processor, an e-mail client or web mail.<br/>           Dictionaries and grammatical handbooks (on-line or in book form).</p> | <p>Consideration of the context.<br/>           Relevance and accuracy of the analysis of the cooperation situation.</p> <p>Appropriateness of the adopted behaviour to meet professional efficiency requirements.:</p> <ul style="list-style-type: none"> <li>- Quality of active listening</li> <li>- Clarity and accuracy of instructions obtained.</li> <li>- Structuring of the notes.</li> </ul> <p>Appropriateness of the action(s) undertaken to answer to the instructions collected.</p> <ul style="list-style-type: none"> <li>- Accuracy in reporting facts, discussions and decisions.</li> <li>- Reliability of the information provided.</li> <li>- Clarity of the presentation and relevance of arguments.</li> <li>- Effectiveness of solutions proposed.</li> </ul> <p>Quality of the produced documents assessed through:</p> <ul style="list-style-type: none"> <li>- Compliance with spelling and grammatical rules and rules for the presentation;</li> <li>- Clarity of syntax, accuracy of vocabulary, and their adaptation to those to whom they are addressed.</li> </ul> <p>Appropriate and effective use of available office and communication devices.</p> <p>Compliance with constraints and execution deadlines.</p> |

**(Aim 1 – Activity 2. Contribute to the cohesion of groups)**

| <b>Tasks</b>   | <b>Competence</b>  | <b>Skills</b>   | <b>Knowledge</b>  |
|--|--|---|---|
| <b>A1.A2.T1. Set up the conditions for a favourable work climate</b> | <p>Welcome and integrate participants</p> <p>Encourage informal communication</p> <p>Facilitate interactions</p> <p>Prevent and reduce stress and tension</p> <p>Ease out conflictual situations</p> | <p>Identify the prevailing social norms of the group</p> <p>Take the group intercultural background into account</p> <p>Analyse the phenomena that are particular to the functioning of small groups</p> <p>Anticipate tensions</p> | <p><b>Managerial dimension</b></p> <p>Leadership and styles of leadership.</p> <p>Modes of collaboration (coordination, cooperation, support).</p> <p>Decision-making modes within the group.</p> <p>Health and safety at work (stress at work):</p> <ul style="list-style-type: none"> <li>- stress factors at work,</li> <li>- consequences for the individual and for the organisation,</li> <li>- legislative and regulatory aspects,</li> <li>- prevention of stress at work.</li> </ul> <p><b>Relational dimension</b></p> <p>Typology of groups:</p> <ul style="list-style-type: none"> <li>- small group/organisation,</li> <li>- formal/informal group,</li> </ul> |
| <b>A1.A2.T2. Conduct collaborative work</b>                          | <p>Establish formal communication</p> <p>Encourage others to express themselves</p> <p>Maintain the collaborative activity</p> <p>Ensure the distribution of documents (paper and electronic)</p>    | <p>Situate the collaborative work within the entity's activity</p> <p>Identify the purpose and terms of the collaborative work</p> <p>Use the tools and methods for collaborative work</p>  |   |

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|--|--|--|---|
| <p><b>A1.A2.T3. Manage a meeting</b></p> | <p>Take on and oversee the logistics of the meeting<br/>Write and assemble the documents related to the meeting<br/>Speak in public<br/>Practice the techniques for organising meetings<br/>Practice the techniques of creativity<br/>Give an oral and/or written account of a meeting</p> | <p>Identify the aims of the meeting and the inter-personal and intercultural issues<br/>Use a note-taking method</p> | <ul style="list-style-type: none"> <li>- group to which one belongs/reference group, Functions of group members: production, facilitation, regulation.</li> </ul> <p>Group dynamics:</p> <ul style="list-style-type: none"> <li>- cohesion and motivation factors,</li> <li>- feeling of belonging,</li> <li>- norms and culture of the group, interpersonal environment,</li> <li>- individual attitudes within groups,</li> <li>- cultural background of the members of the group,</li> <li>- the tendency to conform,</li> <li>- influence and role of active minorities.</li> </ul> <p>Conflicts within groups:</p> <ul style="list-style-type: none"> <li>- process of conflict: triggering factors, tension, stress, crisis,</li> <li>- types and sources of conflicts,</li> <li>- attitudes in the conflict</li> <li>- accepted approaches in conflict solving depending on the country/culture,</li> <li>- means of moving on (arbitration, negotiation, mediation),</li> <li>- negotiation (adjustments, concessions, compromise).</li> </ul> <p>Group meetings:</p> <ul style="list-style-type: none"> <li>- types of meeting,</li> <li>- functions of the chairperson,</li> <li>- ways of conducting a meeting.</li> </ul> <p><b>Technical dimension</b></p> <p>Logistics of meetings:</p> <ul style="list-style-type: none"> <li>- organisational aspects: planning, reservation,</li> <li>- communication aspects: invitations, communication material, minutes, etc.</li> </ul> <p>Hardware and software aspects: remote meeting platform, video-projector, computerised presentation software, software for the visual mapping of ideas.</p> |
|--|--|--|---|

| Context   | Assessment Criteria  |
|---|--|
| <p>The characteristics of a working group: number and cultural background of members, leader, role of the assistant, etc.</p> <p>A professional situation experienced by this group, with possibly: unexpected incidents, disruption, a situation of potential conflict or tensions within the group.</p> <p>A working objective generating collaborative work.</p> <p>Working processes and procedures that may be inappropriate.</p> <p>The access to a collaborative working space.</p> <p>A meeting context or a situation implying that a meeting must be organised.</p> <p>A set of constraints on place, time, costs, etc.</p> <p>A minutes/report template or an extract from the house styles.</p> <p>Computer-assisted presentation software, software for the visual mapping of ideas, and a video-projector.</p> <p>An access to a remote-meeting platform.</p> | <p>Effectiveness of the analysis of influencing phenomena</p> <ul style="list-style-type: none"> <li>- Identification of the factors influencing the group's functioning and productivity.</li> <li>- Identification of each actor interests.</li> <li>- Relevance of the analysis of one's behaviour within the group.</li> <li>- Identification of the types of conflicts at stake and their sources</li> <li>.</li> </ul> <p>Realism of actions designed to improve the group's functioning.</p> <ul style="list-style-type: none"> <li>- Judicious use of means of conflict resolution.</li> <li>- Efficiency in conducting the collaborative work.</li> <li>- Judicious choice of the appropriate tools for collaborative work.</li> </ul> <p>Quality of meeting managing .</p> <ul style="list-style-type: none"> <li>- Identification of the issues covered by the meeting.</li> <li>- Compliance with the constraints</li> <li>- Coherence and effectiveness of the procedure</li> <li>- Provision of appropriate resources (material and informational)</li> <li>- Quality of prepared supporting material.</li> <li>- Quality of meeting conducting</li> <li>.</li> </ul> <p>Effectiveness of note taking.</p> |

**(Aim 1.Activity 3a. Ensure the interface between the manager(s) and the work environment (internal, external) using the national language)**

| Tasks   | Competence   | Skills  | Knowledge  |
|---|--|---|--|
| <b>A1.A3a.T1. Create, maintain and activate a contact network (internally and externally and using the national language)</b> | Create a professional resources network<br>Establish contacts and maintain formal or informal relationships<br>Seek out or bring together expertise<br>Share information   | Identify the roles and skills of actors.  | <b>Managerial dimension</b><br>Types of communication: <ul style="list-style-type: none"> <li>- internal/external communication,</li> <li>- strategic/operational communication,</li> <li>- institutional, global communication,</li> <li>- formal/informal communication.</li> </ul> Corporate image, values and culture.   |
| <b>A1.A3a.T2. Greet and inform in national language</b>   | Communicate with a visitor<br>Direct and guide a visitor<br>Adapt one's communication to an interlocutor<br>Establish informal communication with a visitor<br>Respect the principles, the values and the image of the organisation<br>Filter requests | Identify the values and image of the organisation.<br>Deal with cultural difference.  | <b>Relational dimension</b><br>Network of internal, external and international relationships.<br>Line of argument/manipulation (types of arguments).<br>Verbal communication: <ul style="list-style-type: none"> <li>- inter-cultural communication,</li> <li>- professional inter-personal behaviour,</li> <li>- screening techniques,</li> <li>- assertiveness.</li> <li>- active listening, empathy.</li> </ul>   |
| <b>A1.A3a.T3. Communicate in writing (internally, externally, in national language)</b>                                       | Choose the means of communication<br>Structure, write and format all types of documents (internally or externally)<br>Respect the house styles<br>Check one's own and other's production.  | Identify the purpose and the procedures for communicating<br>Determine the form and structure of a written document<br>Make use of the functionalities for writing, formatting and presentation provided by office software | Written communication: <ul style="list-style-type: none"> <li>- modes, resources and distribution process,</li> <li>- vocabulary, syntax and spelling,</li> <li>- usage of appropriate norms and standards for business communication,</li> <li>- quality-control procedures,</li> <li>- e-mail specific customs and conventions.</li> </ul> Negotiation: <ul style="list-style-type: none"> <li>- types of negotiation,</li> <li>- preparation (leeway, contradictory interests, issues,</li> </ul> |

| <p><b>A1.A3a.T4.</b><br/><b>Negotiate in national language</b></p>   | <p>Prepare the necessary aids for the negotiation<br/>Present one's arguments and handle objections<br/>Seek agreement<br/>Reformulate the terms of the agreement</p> | <p>Take into account the negotiation context (interests of actors, leeway, cultural differences)<br/>Discern potential objections<br/>Detect manipulation techniques</p>   | <p>anticipation of objections),<br/>- representation/discussion, opinions/facts, demonstration,<br/>- evidence,<br/>- terms of agreement (consensus, adjustment, concession, compromise).<br/><b>Technical dimension</b> (in connection with Aim 2)<br/>House styles.<br/>Documents templates.<br/>Functionalities of communication tools:<br/>- telephone,<br/>- fax<br/>- e-mail.<br/>Office-software functionalities for writing, formatting and presentation.</p> |
|--|---|--|---|
| Context  |   | Assessment Criteria  |   |
| <p>A communication situation in a context characterised by:<br/>- the image and the culture of the organisation;<br/>- the interests of the organisation and the actors involved in the communication process;<br/>- internal or external interlocutors having a specific identity and culture;<br/>- the degree of delegation; leeway; communication, information, expertise or cooperation needs;<br/>- interactions between actors characterised by influencing techniques (possibly manipulatory) and implying that an agreement between the different parties/actors involved must be achieved.<br/>Instructions about what to do.</p> <p>Diaries, contact books, directories, organisation charts, internal plans, databases and associated requesters.<br/>A web browser, a message account or web mail, office tools for managing data.<br/>Document templates and extracts from the house styles.<br/>Dictionaries and grammatical handbooks (on-line or in the form of books) for national language.</p> |   | <p>Quality of the analysis of the communication situation</p> <p>Adjustment of behaviour to the professional, inter-personal and inter-cultural context:<br/>- Appropriate dealing with needs/requirements and context<br/>- Quality of active listening<br/>- Pertinence in the use of screening techniques<br/>Appropriateness of the professional network created.</p> <p>Quality of the written communication<br/>- Efficiency in choosing and using the various communication means<br/>- Speech, syntax and type of language conforming to professional use<br/>- Compliance with spelling and grammatical rules<br/>- Compliance with the organisation's standards regarding presentations or house styles</p> <p>Quality of the negotiation<br/>- Relevance of uncovering and discerning influencing methods and potential manipulation.<br/>- Effectiveness of the line of argument and the handling of objections.<br/>- Appropriateness of remediation solutions.<br/>- Accuracy in reformulating the terms of agreement.</p> |   |

## UNIT 2: COMMUNICATION AND PROFESSIONAL RELATIONS IN FOREIGN LANGUAGES

(Aim 1 - Activity 3b. Ensure the interface between the manager(s) and the work environment at international level)

| Tasks  | Competence  | Skills   | Knowledge   |
|--|---|--|---|
| <b>A1.A3b.T1. Create, maintain and activate an international contact network using foreign languages</b> | Establish contacts and maintain formal or informal relationships<br>Share information   | Identify the intercultural issues at stake   | <p><b>Managerial dimension</b> (in connection with UC1)<br/> <b>Relational dimension</b> (in connection with UC1)</p> <p>Verbal communication:</p> <ul style="list-style-type: none"> <li>- inter-cultural communication,</li> <li>- professional inter-personal behaviour expected (depending on the language/culture concerned),</li> <li>- screening techniques.</li> </ul> <p>Written communication:</p> <ul style="list-style-type: none"> <li>- modes, resources and distribution process,</li> <li>- vocabulary, syntax and spelling,</li> <li>- Specificities in matters of professional writing, including e-mail</li> <li>- quality-control procedures.</li> </ul> <p>Negotiation (:</p> <ul style="list-style-type: none"> <li>- accepted negotiation techniques/practices/styles depending on the cultural background of the interlocutor.</li> </ul> <p><b>Technical dimension</b> (in connection with Aim 2)</p> <p>House styles.<br/>           Document templates.<br/>           Functionalities of communication tools:</p> <ul style="list-style-type: none"> <li>- telephone,</li> <li>- fax</li> <li>- e-mail.</li> </ul> <p>Office-software functionalities for writing, formatting and presentation.</p> |
| <b>A1.A3b.T2. Greet and inform in foreign languages</b>  | Communicate with a foreign visitor<br>Direct and guide a foreign visitor.<br>Adapt one's communication to the cultural background of the interlocutor<br>Establish informal communication with a foreign visitor<br>Respect the principles, the values and the image of the organisation<br>Filter requests<br>Clarify and check understanding and summarise regularly, when in an oral communication situation in a non native speaking language | Identify the values and image of the organisation<br>Deal with cultural difference<br>Identify own cultural references and their effect in behaviour   |   |
| <b>A1.A3b.T3. Communicate in writing in foreign languages</b>  | Choose the means of communication<br>Structure, write and format all types of documents<br>Respect the house styles<br>Check one's own and other's production   | Identify the purpose and the procedures for communicating<br>Determine the form and structure of a written document<br>Make use of the functionalities for writing, formatting and presentation provided by office software<br>Take into account cultural differences and their effects in communication |   |

| <b>A1.A3b.T4. Negotiate in foreign languages</b>  | Prepare the necessary aids for the negotiation<br>Present one's arguments and handle objections<br>Seek agreement<br>Reformulate the terms of the agreement | Take into account the negotiation context (interests of actors, leeway, cultural differences)<br>Discern potential objections<br>Detect manipulation techniques  |  |
|---|---|--|--|
| <b>Context</b>  |   | <b>Assessment Criteria</b>   |  |
| <p>A communication situation in a context characterised by:</p> <ul style="list-style-type: none"> <li>- the image and the culture of the organisation;</li> <li>- the interests of the organisation</li> <li>- the actors involved in the communication process; national and foreigner internal or external interlocutors having a specific identity and culture,</li> <li>- the degree of delegation; leeway; communication, information, expertise or cooperation needs,</li> <li>- interactions between national and foreign actors characterised by influencing techniques (possibly manipulatory) and implying that an agreement between culturally different persons must be achieved.</li> </ul> <p>Instructions about what to do implying communicating in the foreign language concerned.</p> <p>Diaries, contact books, directories, organisation charts, internal plans, databases and associated requesters.</p> <p>A web browser, a message account or web mail, office tools for managing data.</p> <p>Document templates and extracts from the house styles.</p> <p>Dictionaries and grammatical handbooks (on-line or in the form of books) regarding the foreign language concerned.</p> |   | <p>Quality of the analysis of the communication situation, namely the identification of the cultural factors influencing the situation.</p> <p>Adjustment of behaviour to the professional, inter-personal and inter-cultural context:</p> <ul style="list-style-type: none"> <li>- Appropriate dealing with needs/requirements and cultural background of the interlocutors</li> <li>- Quality of active listening</li> <li>- Pertinence in the use of screening techniques taking into consideration cultural differences</li> </ul> <p>Appropriateness of the professional network created.</p> <p>Quality of the written communication</p> <ul style="list-style-type: none"> <li>- Efficiency in choosing and using the various communication means</li> <li>- Speech, syntax and type of language conforming to professional use and cultural background of the interlocutor.</li> <li>- Compliance with spelling and grammatical rules of the foreign language concerned</li> <li>- Compliance with the organisation's standards regarding presentations or house style</li> </ul> <p>Quality of the negotiation</p> <ul style="list-style-type: none"> <li>- Relevance of uncovering and discerning influencing methods and potential manipulation.</li> <li>- Effectiveness of the line of argument and the handling of objections</li> <li>- Appropriateness of remediation solutions</li> <li>- Accuracy in reformulating the terms of agreement.</li> <li>- Appropriate dealing with cultural differences</li> </ul> |  |

## UNIT 3: DECISION-MAKING AID

### (Aim 3 – Activity 1-Activity 2-Activity 3- Identify a problem or a need, propose solutions and follow-up the decision)

| Tasks  | Competence   | Skills   | Knowledge  |
|--|--|--|--|
| <b>A3.A1.T1. Detect a need or a problem</b>  | Have the requirements explained<br>Collect information<br>Prepare a diagnosis  | Detect a problem or a requirement<br>Apply an analysis method<br>Identify the causes of malfunctions   | <p><b>Managerial dimension</b><br/>The management of organisations:<br/>- concept of organisational management,<br/>- forecasting, checking, regulation,<br/>- performance: approaches, evaluation.<br/>Decision-making: decision levels, decision-making process.</p> <p><b>Relational dimension</b><br/>Line of argument.<br/>Report.</p> <p><b>Technical dimension</b><br/>Problem-solving:<br/>- concept of problem, typology,<br/>- problem-solving method,<br/>- tools for defining the problem,<br/>- tools for researching and analysing causes,<br/>- tools for processing and analysing information.</p> <p>Problem resolution:<br/>- research, analysis and presentation of solutions,<br/>- techniques and tools for creativity,<br/>- tools for comparison and simulation,<br/>- spreadsheet/graphing software: method for designing a spreadsheet simulation and analysis of solutions,<br/>- software for the visual mapping of ideas: creation, modification and use of mind maps.<br/>Calculation of costs:<br/>- direct costs, indirect costs,<br/>- full cost, variable cost, direct cost<br/>Methods and tools for organising work:<br/>- task division schedule,<br/>- scheduling: tasks, duration, deadline, precedence,</p> |
| <b>A3.A1.T2. Analyse a problem or a need</b> | Define the goals to reach<br>List the constraints of time, quality and resources<br>List the opportunities and risks | Assess the issues.<br>Prioritise objectives<br>Identify the constraints, opportunities and risks in relation to the objectives   |  |
| <b>A3.A2.T1. Search for solutions</b>        | List the best practices<br>Make an inventory of solutions  | Identify existing solutions.<br>Search for ideas<br>Use techniques of creativity   |  |
| <b>A3.A2.T2. Analyse the solutions</b>       | Compare solutions<br>Evaluate costs<br>Check the likelihood of results   | Define the comparison criteria.<br>Use the methods and tools of simulation<br>Interpret the results  |  |
| <b>A3.A2.T3. Present the solutions</b>       | Substantiate proposed solutions.<br>Draw up an analysis report   | Make use of argumentation techniques   |  |
| <b>A3.A3.T1. Define a plan of action</b>     | Plan tasks<br>Suggest the division of tasks within the group<br>Prepare a budget                                     | Identify stages, deadlines and priorities<br>Identify the skills within the group<br>Use the functionalities for project-management and processing of quantitative information |  |
| <b>A3.A3.T2. Set up a dashboard</b>          | Design an executive summary report<br>Complete an executive summary report   | Define the criteria and the indicators<br>Use the functionalities for calculation and presentation of data   |  |

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| <b>A3.A3.T3. Warn and propose corrective measures</b> | Make an alert<br>Give a report<br>Devise corrective measures | Compare forecasts and implementation.<br>Interpret disparities. | - simultaneousness, critical path, margins,<br>project-management software: scheduling, management of tasks, time and documents |
|---|--|---|---|

| <b>Context</b>   | <b>Criteria for assessment</b>  |
|--|---|
| <p>A professional situation in a context which:</p> <ul style="list-style-type: none"> <li>- reveals a requirement, a request or a problem to be solved,</li> <li>- allows identification of constraints and detection of opportunities,</li> <li>- supplies the elements for a decision which requires follow-up.</li> </ul> <p>The quantitative and qualitative information (skills, resources, procedures) necessary for processing the request or the problem.</p> <p>A networked personal computer connected to the Internet, with:</p> <ul style="list-style-type: none"> <li>- an office software package (word processor, spreadsheet),</li> <li>- creativity software,</li> <li>- a graphical or SQL interface allowing access to data in the entity's information system,</li> <li>- a project management software application.</li> </ul> | <p>The pertinence and accuracy of the diagnosis: issues, objectives, constraints, opportunities.</p> <p>Validity of simulations and evaluation of solutions</p> <ul style="list-style-type: none"> <li>- pertinence of methods and tools for simulation and creativity</li> <li>- reliability of results</li> <li>- pertinence of evaluations and comparisons</li> <li>- reliability of estimated costs</li> </ul> <p>Appropriateness of the plan of action in relation to the constraints and opportunities</p> <ul style="list-style-type: none"> <li>- pertinence of criteria, indicators and alerts proposed in the dashboard report and the information emphasized</li> <li>- judicious use of methods and tools for time management and available hardware and software resources</li> </ul> <p>Appropriateness and realism of the corrective measures.</p> <p>Quality of the analysis report or the minutes (argument, expression, readability).</p> |

## UNIT 4: IMPROVEMENT OF THE ORGANISATION OF THE ENTITY

### (Aim 4 - Activity 2. Contribute to the improvement of the organisation of the entity)

| Tasks   | Competence  | Skills   | Knowledge   |
|---|---|--|---|
| <b>A4.A2.T1</b><br><b>Participate in the drawing up and the implementing of administrative procedures</b> | Formalise procedures<br>Implement a document chain<br>Ensure that procedures are well-implemented<br>Suggest improvements to existing procedures<br>Promote the modifications made to working processes | Analyse the work process<br>Conceive the logic for a document chain and its circuit<br>Make use of tools for process formalisation | <b>Managerial dimension</b><br>The organisation's business processes.<br>Internal client/supplier relationships.<br>Administrative efficiency.<br>Total Quality Management.<br>Collaborative work.<br>Project groups. |

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| <p><b>A4.A2.T2</b><br/> <b>Participate in the coordination of activities of entity members</b></p> | <p>Plan tasks<br/>         Define the rules and terms for the distribution of information and make sure they are respected<br/>         Organise the sharing and safekeeping of information and documents<br/>         Create, monitor and provide feedback on a progress report<br/>         Supervise collaborative work</p> | <p>Identify and comply with objectives<br/>         Identify the activities and the requirements for the provision of information to members of the entity<br/>         Identify and manage priorities<br/>         Implement the administrative tools for a collaborative workspace</p> | <p>Collective performance.<br/> <b>Relational dimension</b><br/>         Dynamics of collective action:<br/>         - interaction, interdependency,<br/>         - cooperation and power strategies.<br/>         Production groups within the entity.<br/>         Communication of the collective project: communication management amongst members of the group, reports to stakeholders.<br/> <b>Technical dimension</b><br/>         Methods of observation of professional practices.<br/>         Components of an administrative process<br/>         Process-analysis procedure<br/>         Tools for analysis and representation of an administrative process<br/>         Tools for improvement: causes/solutions table, creativity techniques<br/>         Computerisation of the processes: Integrated management software packages<br/>         Workflow management<br/>         Coordination of activities:<br/>         - Tools for organisation of work<br/>         - Tools for planning and monitoring of activities<br/>         - Organisation of activities<br/>         - Management of shared data (directories, databases, sheets and documents)<br/>         - Technologies serving collaborative work<br/>         - Administration of a collaborative workspace<br/>         The project group:<br/>         - Project preparation: specifications, projected budget, task, organisation chart, scheduling and planning tools<br/>         - Project monitoring: executive summary report for project<br/>         - Project-management software</p> |
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| <b>Context</b>  | <b>Criteria for assessment</b>   |
|---|--|
| <p>A professional context which presents:</p> <ul style="list-style-type: none"> <li>- the description of an administrative work process,</li> <li>- information concerning the completion of various tasks,</li> <li>- the organisation's specific standards and conventions for the graphic formalisation of procedure,</li> <li>- the information relating to the evolution of work processes,</li> <li>- the description of work situations which require coordination of the actors involved,</li> <li>- the constraints (material, human, financial).</li> </ul> <p>A technological environment allowing:</p> <ul style="list-style-type: none"> <li>- access to a web service for collaborative work, facilitating the sharing of documents, information and resources between the members of the entity,</li> <li>- access to databases.</li> </ul> | <p>Analyse of work process</p> <ul style="list-style-type: none"> <li>- Identification of malfunctions or developments</li> <li>- Clarity of the representation of the process or the procedure</li> <li>- Consideration of terms and deadlines</li> </ul> <p>Relevance of corrective actions</p> <ul style="list-style-type: none"> <li>- Checking of compliance with procedures</li> <li>- Consideration of skills and balance in the division of tasks</li> <li>- Appropriate implementation and administration of a collaborative work platform</li> </ul> |

**(Aim 2 – Activity 4. Contribute to the quality of the information system)**

| Tasks  | Competence  | Skills  | Knowledge   |
|--|---|---|---|
| <b>A2.A4.T1. Optimise information management</b>                   | Represent the information circuits<br>Create and improve disseminating procedures<br>Convey and explain the procedures<br>Update circulation lists and directories<br>Monitor the information dissemination process | Identify the information recipients<br>Identify the information circuits  | <p><b>Managerial dimension</b></p> People and information involved: power and risks at stake, leeway.<br>Rules of ethics within the framework of the Assistant's role |
| <b>A2.A4.T2. Take part in developing the information system</b>    | Represent procedures and information flows<br>Suggest improvements and support one's arguments  | Determine one's place within the entity and the processes<br>Identify the needs<br>Analyse the information circuits |   |
| <b>A2.A4.T3. Take part in making the information system secure</b> | Take part in managing rights of access<br>Manage file-saving<br>Verify that information is complete and confidential<br>Draw up proposals for improvement related to workstation and department                     | Take the procedures and means of making the information system secure into account.<br>Detect any malfunction       |   |

| Context  | Criteria for assessment   |
|--|---|
| <p>A situation requiring the organisation of dissemination procedures and specifying :</p> <ul style="list-style-type: none"> <li>- the information flows,</li> <li>- the players concerned,</li> <li>- the rules for access to the information,</li> <li>- the procedures for dissemination of the information.</li> </ul> <p>A networked digital working environment offering office functionalities.<br/>Directories or mailing lists.</p> <p>An administrative situation in which the managers of the information system and the department members question each other on the evolution of the IS.<br/>The situation specifies:</p> <ul style="list-style-type: none"> <li>- the processes analysed and the information system resources concerned,</li> <li>- the application programs and the formalised procedures in force,</li> <li>- the roles and tasks of the department members, and the views and access permissions they have on the data,</li> <li>- the IT manager's constraints and the expectations of users,</li> <li>- the resources and the procedures for securing information and the information system,</li> <li>- the supporting technical and functional architecture.</li> </ul> | <p>Quality of the critical analysis of procedures and current office practice</p> <ul style="list-style-type: none"> <li>- Accuracy of method for analysing the situation</li> <li>- Conformity to administrative or managerial context</li> <li>- Respect of security rules</li> <li>- Compliance with constraints</li> <li>- Location of malfunctions or possibilities for improvement of the procedures used.</li> </ul> <p>Appropriateness of proposals and decisions</p> <ul style="list-style-type: none"> <li>- Circulation and explanation of new procedures</li> <li>- Application of circulation rules (confidentiality, reliability, deadlines)</li> </ul> <p>Effectiveness of using the available Information and Communication Technologies.</p> |

**UNIT 5: ORGANISATION OF THE ACTIVITIES OF THE MANAGER(S)**  
**(Aim 4 – Activity 1. Back up the manager(s) in his/her/their national and international activities)**

| Tasks   | Competence   | Skills  | Knowledge   |
|---|--|---|---|
| <b>A4.A1.T1. Prepare and track the manager's activities</b>     | Take operational decisions<br>Respond to urgencies and unexpected events<br>Anticipate the need for assistance   | Identify the management style<br>Include the issues, the constraints and the priorities<br>Assess the field of one's own responsibilities | <b>Managerial dimension</b><br>Management styles<br>Strategic/operational decisions.<br>Delegation, collaboration.<br><b>Relational dimension</b><br>Status and roles of actors.<br>Mediation.<br>Conflict resolution.<br>Line of argument.<br>Negotiation<br><b>Technical dimension</b><br>The assistant's workstation:<br>- characterisation:<br>- organisational chart, assignments, functions,<br>- hardware aspects,<br>- organisation of the workstation,<br>- resources for monitoring the manager's action.<br>Time management:<br>- priorities, urgencies, interruptions, unexpected incidents,<br>- prioritisation of tasks.<br>Functionalities of electronic diaries.<br>Travel procedure.<br>Preparation and monitoring of travel:<br>- administrative formalities,<br>- service providers,<br>- tools for searching for information relating to travel:<br>search engine, planning services, route calculation, travel (insurance, time difference, visa and immunisation requirements etc)<br>- travel dossier.<br>Financial management of dossier:<br>- components of the cost of travel,<br>- check on expense claims and costs,<br>- currency, foreign-exchange. |
| <b>A4.A1.T2. Keep personal and shared diaries</b>               | Plan activities<br>Manage scheduling conflicts<br>Respond to urgencies and unexpected events<br>Anticipate and monitor events  | Use the functionalities of the electronic, individual or shared diary   |   |
| <b>A4.A1.T3. Organise travel arrangements and accommodation</b> | Create supporting material for collecting information relating to travel.<br>Apply the procedures relative to travel and make sure that others apply them.<br>Optimise costs.<br>Deal with reservations and administrative formalities relating to domestic travel and travel abroad.<br>Negotiate with service providers.<br>Advise the entity travellers.<br>Establish and monitor the travel dossier.<br>Look for information on local cultural business customs<br>Prepare and transmit to travellers a file with local and cultural business customs to be taken into account | Include the requirements and constraints of travel.<br>Identify resources and partners  |   |

| Context   | Criteria for assessment  |
|---|--|
| <p>A professional context which specifies:</p> <ul style="list-style-type: none"> <li>- the manager's or work group assignments, the position of the assistant in the structure, their tasks, the degree of delegation,</li> <li>- the actions to be prepared or being managed,</li> <li>- the type of tasks to be accomplished,</li> <li>- the constraints for deadlines, implementation, quality, resources and costs,</li> <li>- the situation relating to the organisation of travel (habitual or occasional) for the manager, other employees of the entity, or external national or foreign partners,</li> <li>- the existing procedures and the constraints imposed by the organisation (costs, means of travel).</li> </ul> <p>The access to individual or shared electronic diaries.<br/>           Resources available in paper form or online: catalogues, plans, routes, information from embassies, tourist offices, travel agencies, and any kind of transport and accommodation.</p> | <p>Relevance of the analysis of the context</p> <ul style="list-style-type: none"> <li>- Exact location of issues, constraints and priorities</li> <li>- Detection and expression of a requirement for assistance</li> <li>- Respect for the leeway</li> </ul> <p>Relevance of initiatives in terms of assistance when faced with urgencies and unexpected incidents</p> <p>Justified use of time-management tools and efficiency of electronic diaries.</p> <p>Appropriate selection from the various proposals of service providers<br/>           Positive outcome to negotiations with a service provider.</p> <p>Appropriateness of the travel dossier in relation to the traveller's requirements.<br/>           Reliability of the roadmap</p> |

## UNIT 6: MANAGEMENT OF THE OFFICE FACILITIES

### (Aim 5 – Activity 2. Manage the material resources of an administrative department)

| Tasks   | Competence  | Skills   | Knowledge   |
|---|---|--|---|
| <b>A5.A2.T1. Plan organisation of office space</b>                          | Organise the office space<br>Ensure conformity with ergonomic principles                              | Assimilate the regulations concerning working conditions (health, safety, and work-related illnesses)<br>Identify the constraints and objectives | <b>Managerial dimension</b><br>Layout of the workspace: <ul style="list-style-type: none"> <li>- Health and safety at work.</li> <li>- Ergonomic aspects.</li> <li>- Health and safety problems related to administrative work.</li> <li>- Regulations.</li> </ul>  |
| <b>A5.A2.T2. Draw up and monitor the operating budget of the department</b> | Establish and monitor the budget<br>Optimise costs  | Identify and integrate managerial rules in budgetary matters<br>Identify the components of the budget  | Managing purchases of consumables and supplies: <ul style="list-style-type: none"> <li>- Issues in inventory management</li> </ul> Layout types (fixed or movable).<br><b>Relational dimension</b><br>Negotiation with suppliers<br>Relationships with in-house or State labour control and inspection bodies<br>Negotiation and presentation of arguments for the department's operating budget.   |
| <b>A5.A2.T3. Manage the purchases of small items and supplies</b>           | Optimise stocks<br>Obtain offers<br>Negotiate purchase conditions<br>Optimise costs<br>Monitor orders | List stocks requirements<br>Determine the margins for negotiation<br>Identify costs  | <b>Technical dimension</b><br>Inventory monitoring: <ul style="list-style-type: none"> <li>- level of stock, buffer stock,</li> <li>- methods of inventory management,</li> <li>- monitoring procedures.</li> </ul> Supply monitoring: <ul style="list-style-type: none"> <li>- distinction between the purchase of consumables and the acquisition of capital assets,</li> <li>- procedures for the purchase of supplies and consumables,</li> <li>- checking consistency of the document chain: purchase order, delivery slip, invoice,</li> <li>- checking an invoice: obligatory notices, VAT, financial and commercial reductions,</li> <li>- registering an invoice.</li> </ul> Layout of the workspace: sources of information, climate factors<br><br>Preparation and monitoring of the department's operating budget: administrative costs, budget, budget monitoring. |

| Context   | Criteria for assessment   |
|---|---|
| <p>A professional situation in a context with :</p> <ul style="list-style-type: none"> <li>- instructions, legal, organisational and budgetary constraints,</li> <li>- organisational changes within a given space (relocation, new arrival, new equipment, new ergonomic rules),</li> <li>- procedures for budgeting and purchasing supplies,</li> <li>- purchase orders, the list of supplies to manage, the rate of stock output, sources of information concerning suppliers.</li> </ul> <p><i>For all activities:</i><br/>A networked personal computer connected to the Internet:</p> <ul style="list-style-type: none"> <li>- fitted with a web browser, an e-mail client and an office software package,</li> <li>- allowing access to data in the organisation's information system via a means of making requests (graphic or SQL), or via specialised modules provided by professional software programs, or via an intranet.</li> </ul> | <p>Relevance of the analysis of the situation</p> <ul style="list-style-type: none"> <li>- effectiveness of the choices made and their justification</li> <li>- consideration of constraints relating to ergonomic aspects and the observance of hygiene and safety regulations</li> </ul> <p>Coherence of a proposal for sharing and laying out</p> <p>Optimisation of budgeting and purchase conditions</p> <ul style="list-style-type: none"> <li>- Absence of stock outage</li> <li>- Rigour of purchase monitoring</li> <li>- Rigorous checking in supplies reception and associated documents</li> </ul> <p>Correct application of purchase-related data in the information system.</p> |

## UNIT 7: ORGANISATION OF AN EVENT

### (Aim 5 - Activity 3. Organise an event)

| Tasks  | Competence  | Skills   | Knowledge  |
|--|---|--|--|
| <b>A5.A3.T1. Ensure the logistics</b>                                | Construct the sequencing for the event<br>Organise the material conditions<br>Set up monitoring procedures  | Identify the requirements relating to the event<br>Take constraints into account<br>Select internal and/or external resources  | <b>Managerial dimension</b><br>- Stakes of an event<br><br><b>Relational dimension</b><br>- Negotiation and line of argument<br>- Communication about the event<br>- Relationship with the media.<br><br><b>Technical dimension</b><br>Characteristics of an event<br>Logistics of the event<br>Communication related to the event:<br>- The outsourced production of communication material<br>- Internal information: notes, posters<br>- Writing press-releases<br>- News release<br>- Means of dissemination<br>Costs related to the event<br>Assessment of results:<br>- Dashboard (Key Performance Indicators) on an event<br>- Results indicators |
| <b>A5.A3.T2. Ensure the national and international communication</b> | Inform actors<br>Design appropriate communication material, or have it designed<br>Provide a reception service<br>Manage the relationship with the speakers, the public and the press | Assess the issues relating to the event<br>Define the communication targets<br>Select the dissemination modes<br>Identify the speakers and partners for the event<br>Identify company and usual protocol rules |  |
| <b>A5.A3.T3. Plan and manage the costs</b>                           | Optimise the costs<br>Establish and negotiate the budget<br>Monitor the budget  | Identify and integrate managerial rules in budgetary matters<br>Identify the components of the budget  |  |
| <b>A5.A3.T4. Assess the results</b>                                  | Prepare a dashboard<br>Monitor the results  | Identify relevant indicators<br>Analyse the results  |  |

| Context  | Criteria for assessment   |
|--|---|
| <p>A professional situation in a context in which an event must be organised:</p> <ul style="list-style-type: none"> <li>- target concerned and objectives to be reached. (commercial, corporate culture, etc),</li> <li>- organisational, budgetary and legal constraints (security, authorisations, declarations, etc.),</li> <li>- elements of the corporate identity guidelines,</li> <li>- document templates.</li> </ul> <p>A networked personal computer connected to the Internet:</p> <ul style="list-style-type: none"> <li>- fitted with a web browser, an e-mail client and an office software package,</li> <li>- giving access to the administration of a dynamic publication space on the Web.</li> </ul> | <p>Quality of the analysis</p> <ul style="list-style-type: none"> <li>- accuracy of the requirements and resources inventory</li> <li>- coherence between the objectives, targets and resources</li> <li>- consideration of company culture, professional customs, the nature of the event and the target</li> </ul> <p>Organisational proposal including</p> <ul style="list-style-type: none"> <li>- appropriate tools, respecting agendas and deadlines</li> <li>- effectiveness of control procedures</li> <li>- relevance and effectiveness of the information given to players</li> <li>- compliance with constraints and with company identity guidelines</li> <li>- appropriateness of the means of disseminating information</li> </ul> <p>Critical analysis of results in terms of quality and quantity</p> <ul style="list-style-type: none"> <li>- relevance of the chosen indicators</li> <li>- rigour of budget preparation, monitoring and justification.</li> </ul> <p>Appropriateness of improvement proposals</p> |

## UNIT 8: ADMINISTRATION OF HUMAN RESOURCES

### (Aim 5 – Activity 1. Manage the administration of the entity human resources)

| Tasks   | Competence   | Skills  | Knowledge  |
|---|--|---|--|
| <b>A5.A1.T1. Participate in the recruitment process (at home and abroad)</b>                            | Assist in designing the advertisement<br>Contribute to the candidate selection process<br>Facilitate integration                   | Identify the expected skills<br>Select the communication means                          | <p><b>Managerial dimension</b><br/>The administrative management of personnel as part of Human Resources Management.<br/>The process of personnel management: actors, flows, information<br/>The Human Resources information system<br/>Regulatory watch<br/>The ethical and regulatory rules for the protection of personal data.</p> <p><b>Relational dimension</b><br/>Specificities of communication as part of a recruitment process<br/>Annual holidays and management of employee absences: negotiation, line of argument, conflict management.</p> <p><b>Technical dimension</b><br/>- Recruitment requirements: qualification, classification and job description.<br/>The recruitment process.<br/>Sources of internal/external prospecting.<br/>Means of pre-selection of candidates.<br/>Integration of the employee: issues, resources, administrative formalities for employment.<br/>Personnel databases.<br/>- Training:<br/>Organisation and monitoring of training: annual activity interview, training plan, means of monitoring training.<br/>Evaluation of training: tools for evaluation of training, immediate and from a distance evaluation.<br/>- Annual holidays and management of absences:<br/>Procedures for requesting, planning and monitoring holidays/absences.<br/>Organisation of replacement<br/>- Social management indicators and social dashboard (KPI).<br/>Social information concerning the workplace.<br/>Confidentiality of individual information.</p> |
| <b>A5.A1.T2. Prepare and monitor training sessions</b>  | Organise training actions<br>Provide administrative and financial follow-up<br>Assess actions carried out                          | Identify requirements<br>Establish priorities   |  |
| <b>A5.A1.T3. Ensure the monitoring of annual leave</b>  | Collect constraints and preferences<br>Organise service continuity   | Locate the issues and the constraints related to the requirement for service continuity |  |
| <b>A5.A1.T4. Manage absences</b>  | Make sure that absences are monitored<br>Suggest solutions for replacement<br>Alert the hierarchical superior                      | Identify the priorities<br>Identify the available skills                                |  |
| <b>A5.A1.T5. Participate in informing the members of the entity concerning work-related legislation</b> | Collect information concerning the employee/employer relationship<br>Optimise the distribution of information<br>Explain<br>Advise | Identify information sources<br>Select the information                                  |  |
| <b>A5.A1.T6. Update administrative data of the personnel</b>  | Respect deadlines<br>Ensure the reliability of administrative data   | Situate one's activities in relation to the Human Resources                             |  |



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|  |   |   |  |
|--|---|---|--|
|  | Respect the confidentiality of transmitted or collected information | Department<br>Identify data relating to the employee/employer relationship, and its processing<br>Identify the confidential character of an item of information | Management of data relating to employees:<br>- organisation of administrative monitoring,<br>- main processes for administrative data for personnel: legal constraints and formalities, data needed, processing produced.<br>- keeping of personnel dossiers, social agenda. |
|--|---|---|--|

| Context   | Criteria for assessment   |
|---|---|
| <p><i>For all activities:</i><br/>A networked personal computer connected to the Internet, with:</p> <ul style="list-style-type: none"> <li>- a web browser,</li> <li>- an e-mail client,</li> <li>- an office software package</li> <li>- a graphical or SQL interface allowing access to data in the Human Resources organisation information system.</li> </ul> <p>Access to data in the personnel-management field via specialised modules provided by professional software applications, and a portal.<br/>The legal framework.<br/>The organisational and financial constraints and the existing procedures.</p> <p>A professional situation in a context characterised by:</p> <ul style="list-style-type: none"> <li>- a recruitment request,</li> <li>- instructions specifying the assistant's role in the procedure,</li> <li>- information relating to the vacant position,</li> <li>- a situation of welcoming a new employee.</li> </ul> <p>A professional situation in a context characterised by:</p> <ul style="list-style-type: none"> <li>- the annual training plan and individual requests for training,</li> <li>- instructions,</li> <li>- the internal and external training resources.</li> </ul> <p>A professional situation which specifies:</p> <ul style="list-style-type: none"> <li>- constraints involving the requirement to provide a continuous service,</li> <li>- the preferences of the personnel.</li> </ul> <p>A professional situation in the context of the expected or unexpected absence of a member of the entity specifying:</p> <ul style="list-style-type: none"> <li>- constraints linked to continuing activity,</li> <li>- replacement possibilities, either internally or by calling on to service providers.</li> </ul> <p>A professional situation which supplies:</p> <ul style="list-style-type: none"> <li>- information designed to trigger individual or collective action</li> <li>- or a request by an employee for explanations or advice on their rights and obligations.</li> </ul> <p>A professional situation in a context which supplies information allowing personnel data to be updated.</p> | <p>Recruitment</p> <ul style="list-style-type: none"> <li>- Effectiveness of the analysis of the recruitment request</li> <li>- Compliance with procedures and the constraints company culture</li> <li>- Appropriateness of the choice of communication means</li> <li>- Quality of the advertisement (structure, content, form).</li> </ul> <p>Training</p> <ul style="list-style-type: none"> <li>- Appropriate prioritization (criteria determining selection of training, trainees and organizations)</li> <li>- Effectiveness of the proposed monitoring tools</li> </ul> <p>Annual holidays and absences</p> <ul style="list-style-type: none"> <li>- Appropriateness of the compromise between company requirements and the employees expectations</li> <li>- Appropriateness of replacement choices (internally or by using external personnel).</li> </ul> <p>Social information</p> <ul style="list-style-type: none"> <li>- Accuracy and reliability in discerning the events generating a requirement for information on the employee/employer relationship</li> <li>- Relevance of the information collected and supplied</li> <li>- Appropriateness of the choice of the means of disseminating information on the employee/employer relationship.</li> </ul> <p>Update administrative data</p> <ul style="list-style-type: none"> <li>- Effectiveness of procedures implemented for monitoring and updating information on the employee/employer relationship</li> <li>- Compliance with social obligations and due dates (official declarations to State agencies, declarations of employment).</li> </ul> |

## UNIT 9: TAKE RESPONSIBILITY FOR A SPECIALISED CASE

### (Aim 5 – Activity 4. Take responsibility for a specialised case)

| Tasks   | Competence  | Skills  | Knowledge  |
|---|---|---|--|
| <b>A5.A4.T1. Gather information specific to the specialised field</b>         | Mobilise the necessary resources.   | Identify the requirements for information.<br>Identify helpful sources<br>Select and validate information | <b>Possible areas of specialisation: international trade, marketing, human resources, communication, legal field, etc.</b><br><b>Technical dimension</b><br>The assistant's specialised areas (type, assignments, and professions).  |
| <b>A5.A4.T2. Implement the work methods specific to the specialised field</b> | Use the appropriate terminology.<br>Apply existing procedures.<br>Implement effective methods | Identify the language, methods and tools specific to the field<br>Use the specific software or modules    | Analysis of the department or business-process:<br>- the internal organisation of the department,<br>- the external interlocutors and service providers,<br>- the place of the dossier in the processing chain.<br>The specific legal framework:<br>- the referenced texts,<br>- the obligatory formalities and documents.   |
| <b>A5.A4.T3. Assess one's performance</b>                                     | Verify compliance with deadlines and costs<br>Evaluate the results obtained<br>Give a report  | Compare the results with the objectives<br>Analyse the results<br>Regulate one's action                   | Documentary resources:<br>- internal resources<br>- public and professional resources<br>Professional language:<br>- role, sources<br>- professional customs, professional culture<br>The information system:<br>- business process: definition, information system and computer technology,<br>- business applications: Enterprise Resource Planning (ERP), customer relationship management (CRM), hosted applications (ASP), synergy between business applications and IT office tools.<br>Individual performance:<br>- criteria for individual performance: effectiveness, efficiency, respect for deadlines, administrative quality,<br>- checking and self-checking: issues, details, tools,<br>- the cost of poor quality,<br>- diagnostic tools. |

| Context   | Criteria for assessment   |
|---|---|
| <p>A situation in a context of a department characterised by:</p> <ul style="list-style-type: none"> <li>- a specialisation of activities (HR, Communication, Legal, Marketing, etc.),</li> <li>- the delegation of a specialised dossier to the assistant,</li> </ul> <p>The role of the various actors in the organisation and the division of tasks,<br/> The field in which the assistant may carry out assignments (limits and objectives).<br/> The description of the department's work processes (procedures, actors, resources, production).</p> <p>A networked personal computer connected to the Internet, with:</p> <ul style="list-style-type: none"> <li>- a web browser, an e-mail client and of office software package</li> <li>- a graphical or SQL interface giving access to data in the speciality area</li> </ul> | <p>Quality of the analysis of the context</p> <ul style="list-style-type: none"> <li>- compliance with constraints</li> <li>- appropriateness of the analysis of the work process</li> <li>- identification of information resources relating to the speciality area</li> <li>- identification of skills specific to the department</li> </ul> <p>Pertinence of the collected information</p> <ul style="list-style-type: none"> <li>- coherence of the choice of methods and tools</li> <li>- evaluation of the collected information</li> </ul> <p>Effectiveness of the action</p> <ul style="list-style-type: none"> <li>- identification and use of a specialised vocabulary</li> <li>- pertinent use of specific tools and working methods</li> <li>- clarity and reliability of the report.</li> </ul> <p>Effectiveness of regulatory proposals and self-evaluation</p> |

## UNIT 10: OFFICE APPLICATIONS AND INFORMATION SUPPORT

### (Aim 2 - Activity 1. Search for information at a national and international level)

| Tasks   | Competence  | Skills  | Knowledge   |
|---|---|---|---|
| <b>A2.A1.T1. Ensure an information search</b> | Anticipate and evaluate the information needs<br>Carry out research<br>Carry out a survey   | Identify explicit and implicit requirements for information<br>Identify internal and external information sources<br>Use methods and means for inquiry<br>Select and confirm information<br>Analyse one's contribution to keep the manager informed | <p><b>Managerial dimension</b><br/>Information: definition, type, form, status, qualities and costs, functions.</p> <p><b>Technical dimension</b><br/>Search for information:<br/>- internal and external sources of information and their characteristics,<br/>- search tools and methods (search engines, directories by subject, meta-engines, newsgroups),<br/>- criteria for information validation.</p> <p>Information watch: issues, types of watch, subjects to watch, method.</p> <p>Surveys:<br/>- methodology, design of questionnaires, administration modes, analysis, straightforward and cross-referenced sorting,<br/>- survey software.</p> <p>Relational databases:<br/>- relational model (data, relationships, integrity constraints, relational operators for querying).<br/>- database schema (table, record, field, primary key, foreign key),<br/>- the query language<br/>- management of users, groups of users<br/>- access rights to data (reading, writing, creation, deletion).</p> |
| <b>A2.A1.T2. Keep an information watch</b>    | Establish a method for monitoring<br>Create index for reference sources<br>Highlight the selected information<br>Inform the manager of significant changes and developments | Identify the fields under watch<br>Monitor significant changes and developments   |   |
| <b>A2.A1.T3 Share knowledge</b>               | Circulate information to people concerned<br>Respect confidentiality  | Be aware of the entity's need for specific information<br>Identify the relevant information   |   |

**(Aim 2 – Activity 2 – Activity 3. Produce and manage the entity's documents)**

| Tasks   | Competence   | Skills   | Knowledge   |
|---|--|--|---|
| <p><b>A2.A2.T1. Create and model an administrative document</b></p> | <p>Produce a document of an administrative nature<br/>Produce, use and maintain generic documents of an administrative nature<br/>Assign a reference to a document<br/>Elaborate and communicate the terms of documents' use</p> | <p>Identify the purpose of the document<br/>Select information<br/>Determine the document template (structure and form)<br/>Determine the content of the administrative document</p> | <p><b>Linked with linguistic knowledge</b><br/><b>Managerial dimension</b><br/>The document as a means of communication (interlocutors, message, support).<br/>The document as a means of storing and transmitting information (position document, liaison document).<br/>Legal framework.<br/><b>Technical dimension</b><br/><i>The document:</i><br/>- concept, typology, role of document,<br/>- structure, data, presentation,<br/>- traceability and circulation of document,<br/>- history of a document: version management, revision mode,<br/>- protecting and securing documents: by password, by encryption<br/><i>The rules for the production and standardisation of documents:</i><br/>Documentation standardisation with office IT at:<br/>- documentation chains (documents interacting as part of a business process),<br/>- model letters, books of standard paragraphs, forms, style sheets, etc.<br/>- description languages: HTML, XML,<br/>- house styles,<br/>- document reference system,<br/>Standardisation of procedures using an Enterprise Resource Planning : functions, advantages, applications.<br/>Documentation standardisation in the context of inter-company exchanges: the exchange of computerised data: definition, standardisation, uses.</p> |

| Tasks  | Competence   | Skills   | Knowledge   |
|--|--|--|---|
| <b>A2.A2.T2. Set up a documentary, accounting file or press review</b> | Read selectively and quickly<br>Structure the file or the press review<br>Organise access to information   | Select and prioritize information<br>Analyse the summary accounting information<br>Summarise the information                 | <i>Financial accountancy:</i><br>Regulations in force.<br>The objective of the true image.<br>The construction process, from accounts booking to summary documents.<br>Contributions for decision-makers and partners.<br>Summary accounting information:<br>- the balance sheet and its structure (assets, liabilities, items),<br>- the income statement and its structure (expenses, income, items).<br>Accounting analysis:<br>- the intermediate management balances,<br>- the ability to self-finance,<br>- the functional balance sheet: items, the relationship between working capital, the working capital requirement, and cash.<br>Details of the press review:<br>Summary, table of contents, pagination, hypertext links, management of annexes and enclosures. |
| <b>A2.A3.T1. Carry out the digitalisation of a document</b>            | Scan documents<br>Convert the format of a document<br>Compress a digital document<br>Index a document  | Assign a format to the document (image or content)<br>Identify the indexation criterion                                      | <b>Managerial dimension</b><br>Functions and issues in document management.<br>The relationships between processing and management of documents.  |
| <b>A2.A3.T2. Sort, file and archive the entity's documents</b>         | Design procedures for classification and searching<br>Classify the documents<br>Suggest an archiving solution<br>Archive the documents<br>Clear out the documentation and the archives | Identify uses, constraints and requirements<br>Apply classification criteria<br>Apply criteria for archiving and destruction | <b>Technical dimension</b><br>The electronic management of office documents:<br>- functions (acquisition, classification, archiving),<br>- document acquisition (importing, downloading or scanning) and optical recognition,<br>- document formats and denomination,<br>- indexing and indexing criteria (properties and dictionary of key words) for documents.<br>Procedures for classification and archiving:<br>- material, technical and financial resources,<br>- organisation of archives,<br>- life cycle of the document,<br>- legal obligations.   |

**(Aim 4 – Activity 2. Contribute to the improvement of the organisation of the entity)**

| Tasks  | Competence  | Skills  | Knowledge/   |
|--|---|---|--|
| <p><b>A4.A2.T3. Supply assistance in the use of information and communication technologies</b></p> | <p>Respond to a one-off request for help and assistance<br/>Direct those concerned towards resources and training<br/>Train the users in the customs, practices and tools applied</p> | <p>Keep one's knowledge up to date in the field of information and communication technologies<br/>Acquire knowledge by e-learning<br/>Support the deployment of Information Technology applications to users<br/>Position oneself as a user in the information system.<br/>Optimise practices<br/>Appreciate significant evolutions</p> | <p><b>Managerial dimension</b><br/>Information and communication technologies: contributions and issues.</p> <p><b>Technical dimension</b><br/>The Assistant's working environment:</p> <ul style="list-style-type: none"> <li>- Aims: production, documentation, coordination, communication,</li> <li>- the workstation (hardware architecture of personal computer, peripherals, software),</li> <li>- ergonomic aspects of the workstation: hardware, software (including the user interface),</li> <li>- first-level responses,</li> <li>- IT support (notices, on-line help),</li> <li>- the collection, storage and archiving of documents..</li> </ul> |

| Context   | Criteria for assessment   |
|---|---|
| <p><b>A situation in a context characterised by:</b></p> <ul style="list-style-type: none"> <li>- an implicit or explicit information requirement from management,</li> <li>- the necessity of informational monitoring for which the objectives are specified,</li> <li>- a number of constraints (deadlines, costs, etc.).</li> </ul> <p><b>A situation which, in particular, specifies:</b></p> <ul style="list-style-type: none"> <li>- the users and uses of documents,</li> <li>- documents circulation procedures and means of distribution,</li> <li>- the function of the document dossier and terms for its access,</li> <li>- the users of the dossier and the press review,</li> <li>- the constraints concerning volume, time and cost.</li> </ul> <p><b>An administrative situation</b> in a context of managing the department's documents characterised by:</p> <ul style="list-style-type: none"> <li>- the current organisation of document management,</li> <li>- the resources used,</li> <li>- the constraints (legal, economic, material, etc.),</li> <li>- the sources and uses of documentation</li> </ul> <p><b>A professional administrative context</b> which allows :</p> <ul style="list-style-type: none"> <li>- location of requirements or requests from users of information and communication technologies</li> <li>- reference manuals for the software used and the operating system</li> <li>- access to online help</li> <li>- training catalogues</li> </ul> | <p>Pertinence of the analysis</p> <ul style="list-style-type: none"> <li>- consideration of the proposed administrative or managerial context</li> <li>- compliance with constraints and information requirements</li> <li>- definition of the field to be monitored</li> </ul> <p>Relevance of the sources and information selected</p> <ul style="list-style-type: none"> <li>- pertinence of the choice and use of enquiry sources and methods</li> <li>- implementation of monitoring procedures</li> <li>- the effectiveness of using the available Information and Communication Technologies (ICT)</li> </ul> <p>Adaptation of technologies to document templates and archiving</p> <ul style="list-style-type: none"> <li>- effectiveness of the analysis of procedures and office practice</li> <li>- adequacy of documents with their usage requirements</li> <li>- document conformity to set objectives, office practice and house styles</li> <li>- pertinence and validity of the references assigned to a document</li> <li>- relevant design of methods and procedures for classification and archiving.</li> </ul> <p>Pertinence of the assistance</p> <ul style="list-style-type: none"> <li>- Accuracy of identification of the requirement for assistance</li> <li>- adaptation of the response to the request</li> <li>- accuracy of operating procedures</li> </ul> |



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**A technological environment, possibly shared over a network, offering functions for :**

- production, formatting and creation of document templates
- scanning, optical character recognition and indexing documents
- standards and guidelines including house styles
- searching, processing and formatting information
- internal and external means for information searching, external to the organisation
- e-learning

**A work station or personal computer connected to the internet with:**

- a web browser and an e-mail account,
- an office and communications software package
- (digital) dictionaries
- software for survey analysis,
- a means of transcribing requests into the databases supporting the organisation's information system