

PRA Standards and Standard Statements

	Licentiate Level 4	Affiliate Level 5	Graduate Level 6	Membership Level 7
1	Commitment to professional standards			
0.1.1	Apply professional standards to own working practice	Monitor compliance of self and others with professional standards and propose areas for improvement	Take responsibility for promoting, monitoring and maintaining compliance of self and others with professional standards	Use research to assess the extent to which professional standards are implemented in the organisation or own area of responsibility, making informed judgements on findings and taking the appropriate action
0.1.2	Support others to comply with professional standards	Develop and implement measures for reducing the risk of non-compliance of professional standards within own area of responsibility	Assess complex information and evidence to inform risk management	Establish an environment and culture that assures and promotes compliance with professional standards
0.1.3	Identify and manage the risks and issues of non-compliance in own area of responsibility	Make informed judgements to manage a situation where there may have been a breach of professional standards	Evaluate, make judgements and select the necessary actions to take when issues of non-compliance with professional standards occur	Take responsibility for action when there are issues of non-compliance with professional standards and reflect on the outcomes to foster a culture of continuous improvement
0.1.4	Manage a situation where professional standards may have been breached	Develop strategies that promote relevant professional standards in own area of responsibility which fosters a culture of continuous improvement		
0.1.5	Complete documentation and/or reports relevant to professional standards			
2	Communication and information management			
0.2.1	Respond to the needs of a target audience by communicating in a form and manner which is appropriate to the task	Respond to the needs of a target audience by implementing an effective communication strategy	Use informed judgement and understanding of different perspectives and contextual factors to establish, lead and maintain communication with people regarding complex matters	Represent the organisation to communicate on matters of importance and sensitivity
0.2.2	Manage barriers to communication constructively	Evaluate relevant complex information, draw conclusions and communicate findings to others in a manner that is consistent with relevant legislation, policies and procedures	Use informed judgement to constructively manage barriers to effective communication and respond in a considered way	Critically appraise communication styles, channels and media to develop a communication strategy for the organisation or area of responsibility which is consistent with legislation, policies and procedures
0.2.3	Apply relevant legislation, organisational policies and procedures when communicating with others	Manage barriers to effective communication constructively, recognising and taking action to resolve personal and (where appropriate) team conflict	Critically appraise the way information is communicated, recorded, shared and stored by self and others in line with relevant legislation, policies and procedures and make recommendation for improvement	Evaluate and where appropriate, establish robust methods and systems for managing information in line with organisational and legislative requirements
0.2.4	Manage information in line with relevant legislation, organisational policies and procedures	Analyse the way information is recorded, shared and stored and make recommendations for improvement		
3	Leadership			
0.3.1	Display appropriate leadership skills in own area of responsibility	Demonstrate clear, positive and motivational leadership skills	Take responsibility for achieving organisational objectives through clear and focussed leadership	Promote and champion the organisation's values and objectives and take responsibility for their realisation through strong leadership
0.3.2	Lead others by example in meeting own performance targets, promoting good practice, innovation and working within the remit of their role	Anticipate, plan and lead change in own area of responsibility	Manage a programme of substantial change or development	Articulate a vision for the future of the organisation or own area of responsibility
0.3.3	Plan for the achievement of goals by identifying and managing barriers to success	Develop performance targets for self and others based on the needs of the organisation, knowledge or resource requirements and operational capacity	Take responsibility for identifying and managing resources to meet organisational objectives	Display an in depth understanding of resources in their own area of responsibility and manage these to meet organisational objectives

0.3.4	Identify and manage resources to meet outcomes	Consistently meet challenging outcome by managing resources in a timely manner	Promote innovation and generate ideas for improvement which are compatible with organisational values	Take responsibility for leading the organisation or own area of responsibility through complex change
0.3.5	Manage a project or task to achieve set outcomes in a timely manner	Develop ideas to promote best practice and continuous improvement		
4	Professional development			
0.4.1	Analyse own performance and identify areas for improvement	Evaluate own performance to develop a plan to address own development needs	Critically evaluate own performance to assess competency to meet current and emerging work demands	Critically appraise own ability to lead the organisation or own area of responsibility and identify areas for ongoing professional development
0.4.2	Develop a plan to improve own knowledge and skills	Take responsibility for identifying and accessing learning opportunities to meet development needs	Use research to prepare a plan to meet personal and organisational objectives	Use informed judgements to critically evaluate the impact of professional development undertaken by self and others in supporting strategic objectives
0.4.3	Access opportunities for professional development	Evaluate the impact of professional development undertaken	Evaluate the impact of professional development on self and the organisation	Champion professional development within the organisation or own area of responsibility which will enable personal, professional and organisational goals to be met
0.4.4	Evaluate the effectiveness of professional development undertaken			
0.4.5	Maintain a record of professional development			
5	Working with others			
0.5.1	Constructively work with others to achieve set goals	Set direction, gain commitment and inspire others to work together to achieve challenging outcomes	Create a culture of mutual support and cohesion when working with others	Critically evaluate the effectiveness of teamwork and organisational partnerships and agree objectives for improvement
0.5.2	Give explicit encouragement, share expertise and motivate others within the work environment	Actively contribute to the development of others by offering own expertise and guidance to enable them to realise their goals	Respond to the organisation or project needs by taking responsibility for motivating, delegating and empowering others to achieve challenging outcomes	Establish clarity of direction and parameters for others within the organisation
0.5.3	Develop effective interpersonal skills to overcome conflict or differences in opinion which may impact on working relationships	Evaluate different perspectives and make judgements to address complex problems which may occur when working with others	Make informed judgements on the effectiveness of collaborative work within the organisation or own area of responsibility to determine how improvements may be made	Establish a culture of mutual support and cohesion which values the contribution of others and recognises success
0.5.4				Use evidence based judgement to address performance issues and establish an environment which fosters continuous improvement
6	Managing customer expectation			
0.6.1	Assess who the customer is and what the customer expects	Determine a benchmark for customer service based on customer expectation, operational capacity and organisation objectives	Use research to develop and implement standards for customer service in own area of responsibility	Establish a strategy for putting the customer at the centre of the organisation or own area of responsibility
0.6.2	Develop and maintain good customer relationships	Evaluate the levels of customer satisfaction in own area of responsibility and implement a strategy to improve customer service	Develop and implement appropriate methods to assess customer satisfaction	Establish robust standards for customer service
0.6.3	Collect and analyse information to measure customer expectations	Develop and maintain good customer relationships and take action to resolve complaints in line with organisational and legal guidelines	Evaluate customer feedback to inform service level improvements and shape future developments within the organisation or own level of responsibility	Establish a structure to respond to compliments and complaints in accord with organisational and legal guidelines which facilitates continual improvement
0.6.4	Identify and manage the implementation of improvements to customer service		Act decisively to manage customer complaints or changes in levels of customer satisfaction	Evaluate levels of customer feedback to inform the future direction of the organisation or own area of responsibility
0.6.5	Manage customer complaints within own area of responsibility and in line with organisational and legal guidelines		Establish a customer focussed ethos in area of responsibility by responding to the needs of actual and potential customers	