

## **Funeral Director**

### **Level 3 Apprenticeship Standard (ST0584)**

### **Specification**



This guide describes the different types of End-Point Assessment tests, the test rules and who should be involved. Preparing for End-Point Assessment and working with SIAS are also covered.

SIAS is the science industry assessment service. It is part of the Cogent Skills Group. For further information about apprenticeship standards and Trailblazers please contact [info@siasuk.com](mailto:info@siasuk.com).

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## Qualification Objective

The aim of this qualification is to ensure that the apprentice is occupationally competent against the knowledge, skills and behaviours outlined in the assessment plan for this standard.

A funeral director has overall responsibility for the client and the deceased by arranging, conducting and managing the funeral. The funeral director will act as a role model, mentor and coach to the team. They will liaise with a wide range of other organisations and services on behalf of the client to deliver the funeral. On the day of the funeral, a funeral director briefs and leads the team and is the central point of contact, coordination and escalation of feedback. Creating and developing sensitive working relationships with clients and stakeholders such as suppliers, the police, coroners and medical personnel is a key part of the role.

## Prior Learning and Qualifications

Level 2 Funeral team member (Arranger or Operative) or minimum 12 months industry experience.

## Overview

Funeral directors are the first point of contact for colleagues regarding specialist funeral services such as exhumation, bequeathal, repatriation, military funerals, burial at sea and multiple funerals. Day to day operations include planning and coordinating arrangements and resources for funerals; overseeing pre-funeral checks; ensuring the funeral meets the needs of the client; assisting in the preparation and presentation of coffins and the deceased; delivering third party products and services; pre-need and aftercare services. Funeral directors must act as an ambassador by upholding the reputation and professional image of the business and actively develop relationships within the local community. They will converse with local customs and practices (all denominations and faiths) and utilise market data to become the funeral director of choice in the area. Funeral directors will work out-of-hours on a rota basis and cover a variety of roles within the funeral sector both on and off site.

The duration of this apprenticeship is typically 12 months.

The apprenticeship is graded Fail, Pass or Distinction.

## Competence Evaluation

During the apprenticeship, regular evaluation of the competence of the apprentice against the apprenticeship standard will help to ensure that they achieve full occupational competence by the end of their training, and they are ready for End-Point Assessment. Confirmation from the employer that the apprentice is fully competent is needed before End-Point Assessment can take place.

As competence evaluation is an in-programme activity, the process that is used for this has not been mandated. It is for the employer supported by their training provider to decide how they wish to do this. To help with this SIAS has produced the SIAS Competence Tracker.

## Gateway Requirements

Apprentices must complete the gateway requirements and provide evidence to SIAS as detailed below before taking the EPA. On completion of the gateway requirements, the employer must confirm the apprentice as ready for the EPA.

The following must be provided for gateway:

- Achieved English and maths at Level 2.
- The employer is satisfied that the apprentice has achieved full competence.

## Assessment Methods

The apprentice will be assessed to the apprenticeship standard using three complementary assessment methods. The assessment methods are not 'weighted' in percentage terms as they are all important to demonstrating the apprentice's performance. The assessment methods will be carried out by the End-Point Assessor as follows:

1. On Demand Test
2. Simulated Scenario
3. Professional Discussion

## On Demand Test

The apprentice must carry out a knowledge test during the EPA period.

- Apprentice must have 55-minutes to complete the test.
- On-demand multiple-choice test (30 questions, 4 choices per question 1 correct answer = 1-mark, incorrect answers will be assigned 0 marks).
- Externally set and marked by SIAS.
- Undertaken either on the employer's premises or offsite.

The assessment will be an objective on-demand, online test and will be in a multiple-choice format. Questions will cover the knowledge and skills identified below and will be written using the language, tone and style expected for the level of standard. Apprentices taking the tests will be given a proportional sample of these questions which reflect general coverage of the standards to demonstrate competence within the given time constraints.

The On Demand Test will be graded Fail, Pass or Distinction.

In order to pass the apprentice will achieve the following grade boundaries:

- 0-17 fail,
- 18-24 pass
- 25-30 distinction.

## On Demand Test Knowledge, Skills and Behaviours

Ref	Knowledge, Skills and Behaviours
<b>Knowledge</b>	
<b>K1</b>	How to support team members to establish clients' needs and wishes when dealing with clients during the grieving process
<b>K2</b>	The importance of accurately assessing client needs
<b>K3</b>	The profile of the current client base and the business aims and objectives for client services
<b>K4</b>	The importance of acting on behalf of the client
<b>K5</b>	How to handle client concerns, complaints and compliments which have been escalated to them
<b>K6</b>	How to manage the protection of the business reputation based on business values, vision, aims and behaviours
<b>K9</b>	How technology and applications affect business objectives and reputation
<b>K11</b>	How and why to carry out a team brief / debrief
<b>K12</b>	Team dynamics and different leadership styles
<b>K15</b>	How to support team members during the funeral arrangement process
<b>K16</b>	Limits of own authority within the business and who decision makers/stakeholders are in the business
<b>K17</b>	All legislation relating to the sector, including the roles and responsibilities of external agencies and authorities
<b>K18</b>	Business governance requirements relating to funeral procedures and working with the deceased and the client
<b>K19</b>	The legalities surrounding specialist funeral services
<b>K25</b>	The importance of keeping the team up to date with new and current products and services
<b>K26</b>	How to promote products and services to the team and local community
<b>K29</b>	The importance of managing and avoiding conflict
<b>K31</b>	The principles of operating commercially and ethically (social responsibility)

### Simulated Scenario

The apprentice will be required to demonstrate skills, competence and behaviour in their job role. Due to the highly sensitive nature of the business, this assessment method will be via a simulated scenario.

- 2 scenarios selected by the End-Point Assessor from a bank of scenarios created by SIAS.
- 20-minutes per scenario to plan a verbal response.
- 5-minute response per scenario presented to End-Point Assessor.

- 5-minute follow-up questions per scenario to clarify responses.

The scenarios will test behavioural, analytical and decision-making skills based on the following realistic situations with each scenario covering a sub-set of KSBs: SIAS will pick two scenarios. By completing 2 scenarios, the apprentice will demonstrate all of the required KSBs.

- Team leadership (K27, S1, S3, S4, S8, S13, S19, S20, S21, S22, B9 and B15)
- Customer engagement (to include complaint handling, customer service, communications and conflict resolution) (K27, S1, S3, S4, S6, S8, S20, S21, S22 and B15)
- Business development (to include community engagement) (K27, S4, S6, S8, S13, S19, S20, S21, S22, B9 and B15)

As part of best practice, the assessor will ask a minimum of 3 questions from a bank of suggested questions appropriate to the scenario response to clarify skills and evidence behaviours. Questioning will be conducted at the end of the 5-minute presentation and will be asked within a period not exceeding 5 minutes per scenario. The questions will pertain only to the scenario response and the skills and behaviours being tested in this method.

The End-Point Assessor must document questions and answers. The End-Point Assessor will make their judgement using the criteria for assessment identified from the standard.

The Simulated Scenario is graded Fail, Pass or Distinction.

The apprentice must achieve all Pass grading criteria to receive a Pass.

The apprentice must achieve all Pass and all Distinction grading criteria to achieve a Distinction.

### Simulated Scenario Grading Descriptors

KSBs	Pass	Distinction
K27 S1 S3 S4 S6 S8 S13 S19 S20 S21 S22 B9 B15	<p><b>P1</b> Demonstrates their ability to lead the team and role model best practice by dealing directly with clients, external stakeholders, community representatives and other team members in accordance with the vision, values and objectives of the business. S1 S4</p> <p><b>P2</b> Supervises and manages day-to-day community involvement by promoting the business within the community and working to support the achievement of agreed financial targets, assisting with fund raising and supporting local community events and activities. S8 S6</p> <p><b>P3</b> Communicates and cascades through the most appropriate channel in a timely manner any relevant business information including but not</p>	<p><b>D1</b> Validates decisions that they have made, giving rationale behind the decision taken along with the information used to support the decision-making process.</p> <p><b>D2</b> Evaluates the impact of their actions and their involvement in local community events and activities by providing examples of how their behaviours and/or actions have affected the reputation of the business within that community.</p> <p><b>D3</b> Formulates ideas and suggestions for business improvements taking the information gathered from customer feedback (positive or negative) and illustrating how these ideas/suggestions have been evaluated and changes implemented resulting in</p>

KSBs	Pass	Distinction
	<p>limited to details and updates around products and services, client and business feedback and decisions taken as a result of client input in accordance with the vision, values and objectives of the business. B9 S19</p> <p><b>P4</b> Demonstrates, monitors and role models, the effective use of communication skills and responses by to cues by handling and resolving client concerns, complaints and compliments to drive the best results for the business. S3 B15 S22 S21 K27</p> <p><b>P5</b> Empowers the team to offer choice to the client, monitoring their effectiveness through observation and delivery of timely feedback to develop their performance. S20</p>	<p>improved performance of individuals, team and the wider business.</p>

Fail – An apprentice will fail where they do not demonstrate all the pass descriptors.

### Simulated Scenario Knowledge, Skills and Behaviours

Ref	Knowledge, Skills and Behaviours
<b>Knowledge</b>	
<b>K27</b>	How to support effective communication, quickly determining the situation and needs of individuals and how to respond in the most appropriate way using a variety of techniques
<b>Skills</b>	
<b>S1</b>	Lead the team to use established strategies when handling grieving clients
<b>S3</b>	Handle and resolve clients' concerns, complaints and compliments
<b>S4</b>	Lead a service, which delivers business vision and values when dealing with clients, colleagues and all stakeholders
<b>S6</b>	Create opportunities to introduce / promote the business at local events, assist with fund raising and support community services
<b>S8</b>	Supervise and manage the day-to-day running of the business
<b>S13</b>	Apply legal requirements for the sector whilst supervising staff working with external agencies and authorities
<b>S19</b>	Cascade up to date information to the team regarding new and current products and services
<b>S20</b>	Empower the team to confidently offer choice to the client



<b>S21</b>	Demonstrate an appropriate response to all forms of communication showing an ability to interpret a range of cues
<b>S22</b>	Monitor the effectiveness of and encourage excellent communications across all operations that achieve the best result for the business
<b>Behaviours</b>	
<b>B9</b>	Share positive feedback, successes and key learnings with the team and stakeholders
<b>B15</b>	Promote the use of effective communication methods

### Professional Discussion

- 75-minute (+10% at the discretion of the End-Point Assessor) discussion between the apprentice and the End-Point Assessor.
- Competency based questions.
- Will cover all KSB assigned to this method below.

The professional discussion will be conducted in a ‘controlled environment.’ The professional discussion may be conducted using technology, as long as fair assessment conditions can be maintained. Acceptable means of remote assessment include video conferencing / video calling and must include a two-way visual and audio link.

The professional discussion will be planned in advance to allow for quality assurance activity in line with sampling requirements and will cover all KSB assigned to this method.

The number of questions asked during the professional discussion will vary according to the breadth and depth of the answers given (and how many follow-on questions are required) but as a minimum there will be 10 questions asked to cover all the criteria requirements and give full opportunity for the apprentice to demonstrate all the requirements for a distinction.

The Professional Discussion is graded Fail, Pass or Distinction.

The apprentice must achieve all Pass grading criteria to receive a Pass.

The apprentice must achieve all Pass and all Distinction grading criteria to achieve a Distinction.

### Professional Discussion Grading Descriptors

KSBs	Pass	Distinction
K7 K8 K10 K13 K14 K20 K21 K22 K23 K24 K28 K30 K32	<p><b>P1</b> Organises, supervises and briefs the team, managing day-to-day activities of the business in line with its vision, values and guidelines, demonstrating the ability to lead the team in meeting the needs of individual clients, the local community and the business. K8 K13 S2 S9 S14 B1 B3 B5 B11 B14</p> <p><b>P2</b> Describes their business’s reputation and current position in the local market and demonstrates the</p>	<p><b>D1</b> Validates decisions that they have made, explaining the reasoning behind their decisions.</p> <p><b>D2</b> Explains the improvements that they have made to the business and the impact of their actions to the local community.</p> <p><b>D3</b> Evaluates their individual and team performance demonstrating how</p>

KSBs	Pass	Distinction
K33 K34 K35 S2 S5 S7 S9 S10 S11 S12 S14 S15 S16 S17 S18 S23 S24 S25 S26 B1 B2 B3 B4 B5 B6 B7 B8 B9 B10 B11 B12 B13 B14 B16 B17	<p>importance of knowing who local competitors are and how they are performing. Can suggest ways to improve business performance and profitability and build/maintain relationships with local competitors. K7 S5 B4</p> <p><b>P3</b> Uses, manages and monitors the use of a variety of technologies to access and communicate information, products and services internally and externally. Contributes to the efficient, ethical running of the business, achieving business objectives and future growth K10 K24 K28 K32 S7 S23 B6</p> <p><b>P4</b> Recognises the importance of continuous development and sources information and feedback, which helps their own and colleague’s development, influencing business growth and improved performance. K20 K21 K22 K33 S16 S17 S18 S25 B9 B12 B13</p> <p><b>P5</b> Makes decisions within the limits of their own authority, escalating where necessary. Creates and implements contingency plans and leads the team in a harmonious, inclusive and safe environment. K14 K23 S10 S11 S12 S24 B1 B2 B7 B8 B10</p> <p><b>P6</b> Demonstrates ethical operating and supervision of business administration and financial procedures K30 B16</p> <p><b>P7</b> Carries out pre-funeral checks, manages and conducts routine and specialist funerals with both respect and dignity whilst meeting the individual needs of the clients and those of the business. K34 K35 S2 S15 S26 B1 B17</p>	<p>feedback has been analysed and changes implemented.</p> <p><b>D4</b> Assembles examples of solutions which have been applied to customer, team and business problems.</p>

Fail – An apprentice will fail where they do not demonstrate all the pass descriptors.

## Professional Discussion Knowledge, Skills and Behaviours

Ref	Knowledge, Skills and Behaviours
<b>Knowledge</b>	
K7	The market share of the business and the competition
K8	The local demographic/community and how to use it to cultivate a positive reputation of the business
K10	How to organise the team on a daily basis to achieve short- and long-term objectives
K13	How to lead by example and the importance of doing so
K14	The importance of and how and when to make contingency plans
K20	The importance of and how to develop self and team
K21	How development impacts both business and team objectives
K22	Where and how to source development activities for self and team
K23	The importance of acting as a role model, mentor and coach for your team
K24	Industry product and service developments and where to access information regarding these
K28	The way that technology is used to communicate internally and externally according to business guidelines
K30	The business operating procedures for example the processing and security of donations and debt management
K32	Future client markets to help grow the business
K33	The need to gather feedback, analyse it and how it contributes to business improvements
K34	The importance of and how to monitor pre-funeral checks in accordance with business needs
K35	How to plan, resource and conduct a funeral in accordance with the client's wishes
<b>Skills</b>	
S2	Build a rapport with clients anticipating their requirements and providing excellent service
S5	Work to improve the profitability and reputation of the business whilst being respectful to competitors
S7	Manage and monitor the appropriate use of technologies meeting business objectives
S9	Carry out briefings and debriefings to organise the team to meet business objectives

Ref	Knowledge, Skills and Behaviours
<b>S10</b>	Lead the team effectively responding positively to different group dynamics and personalities
<b>S11</b>	Design and manage contingencies according to own role and business needs
<b>S12</b>	Act within limits of own authority making decisions and escalating to business decision makers/stakeholders when necessary
<b>S14</b>	Supervise operations according to the business' governance, policies and procedures
<b>S15</b>	Organise and support colleagues to co-ordinate specialist funeral services within legal requirements
<b>S16</b>	Facilitate continuous professional development activities and use newly acquired skills and knowledge to improve business, self and others
<b>S17</b>	Research, source and implement development activities
<b>S18</b>	Identify training needs with team members, arrange and/or deliver development activities to others
<b>S23</b>	Manage business information systems and procedures
<b>S24</b>	Demonstrate ethical practices to support profitability and maintain own business social responsibilities
<b>S25</b>	Analyse management information and suggest ways to improve business performance
<b>S26</b>	Demonstrate the ability to take control and ownership of events on the day of the funeral
<b>Behaviours</b>	
<b>B1</b>	Lead the team to use empathy and sensitivity during all interactions with clients from first call through to final contact
<b>B2</b>	Act as a role model remaining calm, managing concerns, complaints and compliments and seeking resolutions in a timely manner
<b>B3</b>	Be an ambassador and lead by example to create a positive impression of the business at all times
<b>B4</b>	Analyse information to keep informed of reputation, market share and competitors
<b>B5</b>	Organise events in the local community utilising the skills of the team
<b>B6</b>	Create opportunities to use technology in responsible and innovative ways
<b>B7</b>	Adopt a leadership style that contributes to a harmonious, inclusive and safe work environment
<b>B8</b>	Respond positively and calmly using own initiative to create solutions and seek assistance when necessary

Ref	Knowledge, Skills and Behaviours
<b>B9</b>	Share positive feedback, successes and key learnings with the team and stakeholders
<b>B10</b>	Lead by example working safely, honestly and with integrity and respect at all times
<b>B11</b>	Promote good working practices in line with all relevant legislation
<b>B12</b>	Positively challenge and manage performance of self and others identifying strengths and areas for development
<b>B13</b>	Inspire and motivate others through coaching and mentoring
<b>B14</b>	Use own knowledge of products and services to ethically promote own business and improve profitability
<b>B16</b>	Work ethically when operating and supervising administrative and financial duties
<b>B17</b>	Lead by example and manage funeral services in a calm and respectful way, handling conflict when necessary

### Final Grade

Apprentices who fail to demonstrate competence against the standard for the on-demand test, simulated scenario or the professional discussion will be considered to have failed that assessment method and as a result will fail overall.

On Demand Test	Simulated Scenario	Professional Discussion	Overall Grading
Fail	Any Grade	Any Grade	Fail
Any Grade	Fail	Any Grade	Fail
Any Grade	Any Grade	Fail	Fail
Pass	Pass	Pass	Pass
Distinction	Pass	Pass	Pass
Pass	Distinction	Pass	Pass
Pass	Pass	Distinction	Pass
Distinction	Distinction	Pass	Pass
Distinction	Pass	Distinction	Pass
Pass	Distinction	Distinction	Pass
Distinction	Distinction	Distinction	Distinction

### Moderation

Assessment organisations will undertake moderation of End-Point Assessor decisions through observations and examination of documentation on a risk sampling basis. Results cannot be confirmed until moderation has been completed.

### Re-takes / re-sits.

Apprentices who fail one or more assessment method will be offered the opportunity to take a re-sit/re-take. A re-sit does not require further learning, whereas a re-take does.

Apprentices should have a supportive action plan to prepare for the re-sit/re-take. The apprentice’s employer will need to agree that a re-sit/re-take is an appropriate course of action.

Any assessment method re-sit/re-take must be taken during the three-month EPA period; otherwise, the entire EPA must be retaken, unless in the opinion of SIAS exceptional circumstances apply outside the control of the apprentice.

Re-sits/re-takes are not offered to apprentices wishing to move from pass to distinction. Where any assessment method has to be re-sat/re-taken, the apprentice may not be awarded a distinction, unless SIAS determines there are exceptional circumstances requiring a re-sit/re-take.

### Certification

The outcomes from the End-Point Assessment will be reviewed and a grade conferred by SIAS in accordance with SIAS QA procedures, which are available from SIAS. SIAS will notify the employer of the outcome of each of the assessments.

SIAS will apply for the apprentice’s certificate, which will be sent by ESFA. The certificate confirms that the apprentice has passed the End-Point Assessment, has demonstrated full competency across the standard and is job-ready.

### Assessment Specification

The assessment specification can be found in the published assessment plan for the standard. Details of which elements of the apprenticeship standard will be tested by each test are given in the Mapping knowledge, skills, and behaviours section of this guide.

### Mapping of knowledge, skills, and behaviours

Key:	
On Demand Multiple Choice Test	MCT
Simulated Scenario	SS
Professional Discussion	PD

Ref	KSB to be assessed	Assessment Method
<b>Knowledge</b>		
K1	How to support team members to establish clients’ needs and wishes when dealing with clients during the grieving process	MCT
K2	The importance of accurately assessing client needs	MCT
K3	The profile of the current client base and the business aims and objectives for client services	MCT

Ref	KSB to be assessed	Assessment Method
K4	The importance of acting on behalf of the client	MCT
K5	How to handle client concerns, complaints and compliments which have been escalated to them	MCT
K6	How to manage the protection of the business reputation based on business values, vision, aims and behaviours	MCT
K7	The market share of the business and the competition	PD
K8	The local demographic/community and how to use it to cultivate a positive reputation of the business	PD
K9	How technology and applications affect business objectives and reputation	MCT
K10	How to organise the team on a daily basis to achieve short- and long-term objectives	PD
K11	How and why to carry out a team brief / debrief	MCT
K12	Team dynamics and different leadership styles	MCT
K13	How to lead by example and the importance of doing so	PD
K14	The importance of and how and when to make contingency plans	PD
K15	How to support team members during the funeral arrangement process	MCT
K16	Limits of own authority within the business and who decision makers / stakeholders are in the business	MCT
K17	All legislation relating to the sector, including the roles and responsibilities of external agencies and authorities	MCT
K18	Business governance requirements relating to funeral procedures and working with the deceased and the client	MCT
K19	The legalities surrounding specialist funeral services	MCT
K20	The importance of and how to develop self and team	PD
K21	How development impacts both business and team objectives	PD
K22	Where and how to source development activities for self and team	PD
K23	The importance of acting as a role model, mentor and coach for your team	PD
K24	Industry product and service developments and where to access information regarding these	PD
K25	The importance of keeping the team up to date with new and current products and services	MCT

Ref	KSB to be assessed	Assessment Method
K26	How to promote products and services to the team and local community	MCT
K27	How to support effective communication, quickly determining the situation and needs of individuals and how to respond in the most appropriate way using a variety of techniques	SS
K28	The way that technology is used to communicate internally and externally according to business guidelines	PD
K29	The importance of managing and avoiding conflict	MCT
K30	The business operating procedures for example the processing and security of donations and debt management	PD
K31	The principles of operating commercially and ethically (social responsibility)	MCT
K32	Future client markets to help grow the business	PD
K33	The need to gather feedback, analyse it and how it contributes to business improvements	PD
K34	The importance of and how to monitor pre-funeral checks in accordance with business needs	PD
K35	How to plan, resource and conduct a funeral in accordance with the client's wishes	PD
<b>Skills</b>		
S1	Lead the team to use established strategies when handling grieving clients	SS
S2	Build a rapport with clients anticipating their requirements and providing excellent service	PD
S3	Handle and resolve clients' concerns, complaints and compliments	SS
S4	Lead a service, which delivers business vision and values when dealing with clients, colleagues and all stakeholders	SS
S5	Work to improve the profitability and reputation of the business whilst being respectful to competitors	PD
S6	Create opportunities to introduce / promote the business at local events, assist with fund raising and support community services	SS
S7	Manage and monitor the appropriate use of technologies meeting business objectives	PD
S8	Supervise and manage the day-to-day running of the business	SS
S9	Carry out briefings and debriefings to organise the team to meet business objectives	PD



Ref	KSB to be assessed	Assessment Method
S10	Lead the team effectively responding positively to different group dynamics and personalities	PD
S11	Design and manage contingencies according to own role and business needs	PD
S12	Act within limits of own authority making decisions and escalating to business decision makers/stakeholders when necessary	PD
S13	Apply legal requirements for the sector whilst supervising staff working with external agencies and authorities	SS
S14	Supervise operations according to the business' governance, policies and procedures	PD
S15	Organise and support colleagues to co-ordinate specialist funeral services within legal requirements	PD
S16	Facilitate continuous professional development activities and use newly acquired skills and knowledge to improve business, self and others	PD
S17	Research, source and implement development activities	PD
S18	Identify training needs with team members, arrange and/or deliver development activities to others	PD
S19	Cascade up to date information to the team regarding new and current products and services	SS
S20	Empower the team to confidently offer choice to the client	SS
S21	Demonstrate an appropriate response to all forms of communication showing an ability to interpret a range of cues	SS
S22	Monitor the effectiveness of and encourage excellent communications across all operations that achieve the best result for the business	SS
S23	Manage business information systems and procedures	PD
S24	Demonstrate ethical practices to support profitability and maintain own business social responsibilities	PD
S25	Analyse management information and suggest ways to improve business performance	PD
S26	Demonstrate the ability to take control and ownership of events on the day of the funeral	PD
<b>Behaviours</b>		
B1	Lead the team to use empathy and sensitivity during all interactions with clients from first call through to final contact	PD

Ref	KSB to be assessed	Assessment Method
<b>B2</b>	Act as a role model remaining calm, managing concerns, complaints and compliments and seeking resolutions in a timely manner	PD
<b>B3</b>	Be an ambassador and lead by example to create a positive impression of the business at all times	PD
<b>B4</b>	Analyse information to keep informed of reputation, market share and competitors	PD
<b>B5</b>	Organise events in the local community utilising the skills of the team	PD
<b>B6</b>	Create opportunities to use technology in responsible and innovative ways	PD
<b>B7</b>	Adopt a leadership style that contributes to a harmonious, inclusive and safe work environment	PD
<b>B8</b>	Respond positively and calmly using own initiative to create solutions and seek assistance when necessary	PD
<b>B9</b>	Share positive feedback, successes and key learnings with the team and stakeholders	SS / PD
<b>B10</b>	Lead by example working safely, honestly and with integrity and respect at all times	PD
<b>B11</b>	Promote good working practices in line with all relevant legislation	PD
<b>B12</b>	Positively challenge and manage performance of self and others identifying strengths and areas for development	PD
<b>B13</b>	Inspire and motivate others through coaching and mentoring	PD
<b>B14</b>	Use own knowledge of products and services to ethically promote own business and improve profitability	PD
<b>B15</b>	Promote the use of effective communication methods	SS
<b>B16</b>	Work ethically when operating and supervising administrative and financial duties	PD
<b>B17</b>	Lead by example and manage funeral services in a calm and respectful way, handling conflict when necessary	PD

### Further Information

For information about SIAS policies, quality assurance, re-sits, appeals, complaints and general enquiries please see our website: [www.siasuk.com](http://www.siasuk.com)

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