



Level 4 NVQ Diploma in
Business Administration (RQF)

603/3836/2

FOCUS AWARDS 

Key Information

Level: 4

Sector: Business Management

Qualification type: Occupational Qualification

Total Qualification time: 570

Credit Value: 57

Guided Learning Hours: 296-389

Status: Available to Learners

Methods of Assessment: Portfolio of Evidence

Minimum age: 18

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Focus Awards Level 4 NVQ Diploma in Business Administration (RQF)

QAN: 601/7650/7

TQT: 570

GLH: 296 - 389

Credit: 57

Qualification Purpose:

The Focus Awards Level 4 NVQ Diploma in Business Administration (RQF) is aimed at learners in administrative roles, whether that involves working in a team environment or as a personal assistant. The qualification is also aimed at those learners working in a supervisory role or for those who may develop administrative systems as well as those in a customer facing role. It will provide learners with the skills, knowledge, understanding and competence to work in a business and administration environment.

Learners undertaking this qualification will gain an understanding of business communication, management of personal and professional development, administration, business and communication principles. Learners will also study business performance, negotiation, business skills, business document production, administrative support for businesses, equality and diversity, management and leadership, HR, and marketing.

Age Ranges

Entry is at the discretion of the centres; however learners should be at least 18 to undertake this qualification.

Geographical Coverage

This qualification has been accredited for use in England and Northern Ireland.

Learner Entry Requirements

There are no specific entry requirements for this qualification. It is recommended that learners have subject knowledge at level 2 or above however this is not essential.

Reasonable Adjustments and Special Considerations

Please refer to the Focus Awards 'Reasonable Adjustments and Special Considerations Policy'. A copy is available for download from the Focus Awards website at the following url:

<https://www.focusawards.org.uk/wp-content/uploads/2016/08/Reasonable-Adjustments.pdf>

Assessment Methods

internally assessed and externally assured by Focus Awards.

Each learner is required to create a portfolio of evidence which demonstrates achievement of all the learning outcomes and the assessment criteria associated with each unit.

The main pieces of evidence for the portfolio could include:

- Assessor observation - completed observational checklists on related action plans
- Witness testimony
- Learner product
- Worksheets
- Assignments/projects/reports
- Record of oral and written questioning
- Learner and peer reports
- Recognition of prior learning (RPL)

Evidence may be drawn from actual or simulated situations where appropriate and where permitted by the relevant Sector Skills Council or Sector Skills Body.

Progression Routes

Learners who wish to progress from this qualification may use this qualification as a basis for employment or alternatively may progress on to:

- Qualifications in management and/or leadership at level 4 or above;
- Qualifications in customer service at level 4 or above.

Supporting Material and Useful Websites

- <https://focusawards.org.uk/supportingmaterials>
- <https://ofqual.gov.uk>

Qualification Structure

To achieve the Focus Awards Level 4 NVQ Diploma in Business Administration (RQF), learners must achieve a minimum of 57 credits. The credits must be achieved in accordance with the criteria set out below

- 8 Credits from mandatory group
- 26 Credits from optional group a
- 13 Credits from optional group b

A minimum of 30 credits must be achieved through completing units at level 4 or above.

Mandatory Units:

Unit Title	Unit reference	Level	Credit	Guided Learning Hours
Resolve administrative problems	D/506/1956	4	6	56
Manage the work of an administrative function	T/506/1946	4	5	27
Communicate in a business environment	Y/506/1910	3	4	24
Manage personal and professional development	T/506/2952	3	3	12

Optional Group A:

Unit Title	Unit reference	Level	Credit	Guided Learning Hours
Contribute to the design and development of an information system	A/506/1950	4	5	23
Manage information systems	F/506/1951	4	6	30
Prepare specifications for contracts	H/506/1957	4	4	23
Manage events	M/506/1959	4	6	49
Support environmental sustainability in a business environment	R/506/1954	4	4	38
Contribute to the improvement of business performance	D/506/1911	3	6	33
Monitor information systems	F/506/1917	3	8	43
Negotiate in a business environment	H/506/1912	3	4	18
Evaluate the provision of business travel or accommodation	J/506/1918	3	5	30
Develop a presentation	K/506/1913	3	3	11
Manage an office facility	K/506/1944	3	4	21
Deliver a presentation	M/506/1914	3	3	17
Analyse and present business data	M/506/1945	3	6	24
Create bespoke business documents	T/506/1915	3	4	23

Optional Group B:

Unit Title	Unit reference	Level	Credit	Guided Learning Hours
Manage a budget	A/506/1995	4	4	26
Manage knowledge in an organisation	A/506/2032	4	5	34
Develop working relationships with stakeholders	F/506/1982	4	4	20
Recruitment, selection and induction practice	R/506/2909	4	6	33
Develop and maintain professional networks	J/506/1949	4	3	15
Manage physical resources	K/506/1989	4	4	26
Prepare for and support quality audits	K/506/1992	4	3	17
Manage business risk	L/506/2004	4	6	27
Encourage learning and development	M/506/1962	4	3	16
Manage a project	R/506/1999	4	7	38
Initiate and implement operational change	T/506/1980	4	4	19
Conduct quality audits	T/506/1994	4	3	21
Develop and implement an operational plan	Y/506/1955	4	5	24
Design business processes	D/506/2055	5	5	23

Optimise the use of technology	F/506/2064	5	6	29
Establish business risk management processes	J/506/2048	5	5	29
Promote equality of opportunity, diversity and inclusion	R/506/2053	5	5	26
Manage team performance	A/506/1821	3	4	21
Manage individuals' performance	J/506/1921	3	4	20
Manage conflict within a team	K/506/1927	3	5	25
Implement and maintain business continuity plans and processes	K/506/1930	3	4	25
Procure products and/or services	M/506/1928	3	5	35
Collaborate with other departments	M/506/1931	3	3	14
Chair and lead meetings	Y/506/1924	3	3	10
Encourage innovation	J/506/2292	3	4	14
Manage the impact of work activities on the environment	H/506/1991	4	4	30

Units

Unit Title:	Resolve administrative problems		
Unit No:	D/506/1956		
Level:	4		
GLH:	56		
Credit:	6		
Unit details: This unit aims to develop the knowledge and skills required to understand the principles that underpin the resolution of administrative problems and to be able to identify administrative problems.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the principles underpinning the resolution of administrative problems	1.1	Evaluate the effectiveness of different types of information on an administrative function
		1.2	Explain the basis for selecting tools, techniques and strategies to analyse administrative functions
		1.3	Explain the constraints attached to the use of resources needed to resolve administrative problems
		1.4	Explain how to apply risk assessment and management techniques to identify and resolve administrative problems
		1.5	Analyse the effectiveness of different techniques used to resolve administrative problems
2	Be able to identify administrative problems	2.1	Collect information relevant to the administrative problems
		2.2	Use analytical techniques that are appropriate to the administrative problem
		2.3	Clarify whether an administrative problem is recurrent, intermittent or a sole instance
		2.4	Identify patterns of issues and problems
		2.5	Identify the likely cause of an administrative problem
3	Be able to resolve administrative problems	3.1	Select a strategy that is appropriate for the nature, scale, seriousness and priority of the administrative problem
		3.2	Develop a plan that addresses the administrative problem whilst minimising disruption to business
		3.3	Identify success criteria that are capable of measuring the effectiveness of solutions to solve administrative problems
		3.4	Implement a problem-solving within the agreed timescale and constraints
		3.5	Take action evaluate the effectiveness of problem solving activities
		3.6	Evaluate the effectiveness of problem solving activities
		3.7	Adhere to organisational policies and procedures, legal and ethical requirements when resolving administrative problems

Unit Title:	Manage the work of an administrative function		
Unit No:	T/506/1946		
Level:	4		
GLH:	27		
Credit:	5		
Unit details: This unit aims to develop the knowledge and skills required to manage the work of an administrative function and understand the management of an administrative function.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the management of an administrative function	1.1	Evaluate the way in which the purpose and values of an organisation affect the design and delivery of administrative services
		1.2	Analyse the role of IT systems in the delivery of administrative services
		1.3	Explain how budgetary constraints affect administrative functions
		1.4	Analyse techniques to manage team members
		1.5	Evaluate the role of stakeholder feedback in the design and delivery of administrative services
		1.6	Explain techniques used to monitor and evaluate administrative work
		1.7	Explain techniques to manage bottlenecks and downtime in a way that meets volume targets and quality standards
2	Be able to organise the work of an administrative function	2.1	Agree specific, measurable, achievable, realistic and time-bound (SMART) objectives with their team
		2.2	Specify how business targets and objectives will be achieved
		2.3	Develop systems and standard operating procedures for administrative processes that meet organisational and legal requirements
		2.4	Set key performance indicators (KPIs) that are capable of measuring the progress and efficiency of the work of an administrative function
		2.5	Obtain resources likely to enable targets and objectives to be met within the agreed timescale
		2.6	Allocate workloads in a way that is likely to meet targets, deadlines and budgetary constraints
3	Be able to manage administrative workflows	3.1	Manage workflow in a way that is likely to meet volume targets and quality standards
		3.2	Minimise downtime and productivity waste
		3.3	Provide support that facilitates the development of team members and the achievement of targets and objectives
		3.4	Produce timely management reports that address workflow information requests

	3.5	Use feedback to prevent and resolve problems
	3.6	Evaluate the efficiency and effectiveness of administrative services
	3.7	Implement improvements to administrative services based on the results of evaluation
	3.8	Adhere to organisational policies and procedures, legal and ethical requirements in managing administrative workflows

Unit Title:	Communicate in a business environment		
Unit No:	Y/506/1910		
Level:	3		
GLH:	24		
Credit:	4		
Unit details: This unit aims to develop the knowledge and skills required to communicate in a business environment. Upon completion of this unit, learners will be able to communicate in business both in writing and verbally.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the requirements of written and verbal communication	1.1	Analyse the communication needs of internal and external stakeholders
		1.2	Analyse the different communication models that support administration
		1.3	Evaluate the effectiveness of different communication systems
		1.4	Explain the factors that affect the choice of communication media
		1.5	Explain the importance of using correct grammar, sentence structure, punctuation, spelling and conventions in business communications
		1.6	Explain the factors to be taken into account in planning and structuring different communication media
		1.7	Explain ways of overcoming barriers to communication
		1.8	Explain the use of communications theories and body language
		1.9	Explain proof-reading techniques for business communications
2	Be able to communicate in writing in business	2.1	Identify the purpose and audience of the information to be communicated
		2.2	Select communication media that are appropriate to the audience and information to be communicated
		2.3	Present information in the format, layout and style that is appropriate to the information to be communicated
		2.4	Follow agreed business practices when communicating in writing
		2.5	Adapt the style and content of a communication, appropriate to specific audiences
		2.6	Present written communications that are clear, expressed in correct grammar and reflect what is intended
		2.7	Meet agreed deadlines in communicating with others
3	Be able to communicate verbally in business	3.1	Identify the nature, purpose, recipients and intended use of the information to be communicated
		3.2	Use language that is appropriate for the audiences' needs

		3.3	Use appropriate body language and tone of voice to reinforce messages
		3.4	Identify the meaning and implications of information that is communicated verbally
		3.5	Confirm that a recipient has understood correctly what has been communicated
		3.6	Respond in a way that is appropriate to the situation and in accordance with organisational policies and standards

Unit Title:	Manage personal and professional development		
Unit No:	T/506/2952		
Level:	3		
GLH:	12		
Credit:	3		
Unit details: This unit aims to develop knowledge and skills required when managing personal and professional development. Upon completion of this unit, learners will be able to identify and fulfil personal and professional development requirements and to be able to communicate verbally in business.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Be able to identify personal and professional development requirements	1.1	Compare sources of information on professional development trends and their validity
		1.2	Identify trends and developments that influence the need for professional development
		1.3	Evaluate their own current and future personal and professional development needs relating to the role, the team and the organisation
2	Be able to fulfil a personal and professional development plan	2.1	Evaluate the benefits of personal and professional development
		2.2	Explain the basis on which types of development actions are selected
		2.3	Identify current and future likely skills, knowledge and experience needs using skills gap analysis
		2.4	Agree a personal and professional development plan that is consistent with business needs and personal objectives
		2.5	Execute the plan within the agreed budget and timescale
		2.6	Take advantage of development opportunities made available by professional networks or professional bodies.
3	Be able to maintain the relevance of a personal and professional development plan	3.1	Explain how to set up specific, measurable, achievable, realistic and time-bound (SMART) objectives
		3.2	Obtain feedback on performance from a range of valid sources
		3.3	Review progress toward personal and professional objectives
		3.4	Amend the personal and professional development plan in the light of feedback received from others

Unit Title:	Contribute to the design and development of an information system		
Unit No:	A/506/1950		
Level:	4		
GLH:	23		
Credit:	5		
Unit details: The aim of this unit is to provide the learner with the knowledge to contribute to the design and development of an information system and be able to recommend options for the development of an information system.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand information system design requirements	1.1	Analyse the requirements, advantages and limitations of different ways of storing and managing information in an organisation
		1.2	Assess the ways in which information can be used by an organisation
		1.3	Evaluate the implications of data protection requirements for the design of an information system
2	Be able to contribute to the specification of an information system	2.1	Identify the users and stakeholders of an information system
		2.2	Identify the information that will be managed within a system
		2.3	Analyse the impact of budgetary constraints on the design of an information system
		2.4	Specify the functionality of a system that is capable of delivering agreed requirements
		2.5	Specify access and security restrictions and systems that meet the design specification of an information system
		2.6	Identify resources needed to implement and operate the system
		2.7	Adhere to organisational policies and procedures, legal and ethical requirements when contributing to the specification of an information system
3	Be able to recommend options for the development of an information system	3.1	Evaluate the advantages and limitations of proprietary and customised information systems
		3.2	Evaluate the advantages and limitations of designing a system in-house and commissioning a system from an external source
		3.3	Identify the implications of testing information systems before finalising the specification
		3.4	Justify recommendations for the development of an information system based on an analysis of cost-effectiveness and functionality

Unit Title:	Manage information systems		
Unit No:	F/506/1951		
Level:	4		
GLH:	30		
Credit:	6		
Unit details: The aim of this unit is to provide the learner with the ability to Manage information systems.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the management of information systems	1.1	Explain the uses of an information system
		1.2	Describe typical information system interfaces
		1.3	Analyse the implications of system updates and system developments to an organisation
		1.4	Analyse the use of stakeholders' feedback on the effectiveness of an information system
		1.5	Evaluate the implications of data protection requirements for the management and use of an information system
2	Be able to set up information system processes	2.1	Develop standard operating procedures for administrative processes that meet organisational and legal requirements
		2.2	Implement management processes that are capable of identifying and resolving problems
		2.3	Analyse users' training needs for an information system
3	Be able to manage an information system	3.1	Monitor the quality of information against agreed key performance indicators (KPIs)
		3.2	Update information systems in line with business and users' needs
		3.3	Provide training and support in the use of information systems to users and stakeholders
		3.4	Manage problems in the information system in a way that minimises disruption to business
		3.5	Evaluate the effectiveness of an information system
		3.6	Make recommendations for improvements that will enhance the efficiency of an information system
		3.7	Adhere to organisational policies and procedures, legal and ethical requirements in the management of an information system

Unit Title:	Prepare specifications for contracts		
Unit No:	H/506/1957		
Level:	4		
GLH:	23		
Credit:	4		
Unit details: This unit aims to develop the knowledge and skills required to understand the principles that support the preparation of specifications for contracts. Upon completion of this unit, learners will be able to prepare specification for contacts.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the principles supporting the preparation of specifications for contracts	1.1	Explain the scope of contract specifications
		1.2	Explain the roles and interests of those who should be involved in a tender process
		1.3	Analyse the legal implications of a range of types of contracts and agreements
		1.4	Explain the requirements of confidentiality and data protection
		1.5	Evaluate the risks associated with procurement and tendering processes
		1.6	Explain the basis for the design of a tender evaluation process
2	Be able to prepare specifications for contracts	2.1	Confirm the requirements for the contract specification
		2.2	Draft contract specifications that meet the requirements including post-contractual requirements
		2.3	Specify the parameters of the contract in line with the requirements
		2.4	Provide sufficient information to enable potential suppliers to develop proposals that are capable of meeting the specification
		2.5	Define objective selection criteria to evaluate tender proposals
		2.6	Establish a selection process that meets organisational requirements
		2.7	Adhere to organisational policies, procedures, legal and ethical requirements when preparing specifications for contracts

Unit Title:	Manage events		
Unit No:	M/506/1959		
Level:	4		
GLH:	49		
Credit:	6		
Unit details: This unit aims to develop the knowledge and skills required to understand the management of an event and be able to manage the planning of an event			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the management of an event	1.1	Explain how organisational objectives will be met by an event
		1.2	Explain the flexibilities and constraints of an event's budget
		1.3	Evaluate the use of project management techniques in event management
		1.4	Analyse how models of contingency and crisis management can be applied to event management
		1.5	Analyse the use of customer relationship management (CRM) systems to attract attendees
		1.6	Evaluate the application of the principles of logistics to event management
		1.7	Describe the insurance requirements of an event
2	Be able to manage the planning of an event	2.1	Identify the purpose of an event and the key messages to be communicated
		2.2	Identify target attendees for an event
		2.3	Assess the impact of an event on an organisation and its stakeholders
		2.4	Establish requirements for resources, location, technical facilities, layout, health and safety
		2.5	Identify how event-related risks and contingencies will be managed
		2.6	Develop an event plan that specifies objectives, success and evaluation criteria
		2.7	Make formal agreements for what will be provided, by whom and when
		2.8	Determine methods of entry, security, access and pricing
3	Be able to manage an event	3.1	Manage the allocation of resources in accordance with the event management plan
		3.2	Respond to changing circumstances in accordance with contingency plans
		3.3	Deliver agreed outputs within the timescale
		3.4	Manage interdependencies, risks and problems in accordance with the event management plan
		3.5	Comply with the venue, insurance and technical requirements
		3.6	Apply the principles and good practice of customer care when managing an event

		3.7	Adhere to organisational policies and procedures, legal and ethical requirements when managing an event
4	Be able to follow up an event	4.1	Ensure that all post-event leads or actions are followed up
		4.2	Optimise opportunities to take actions that are likely to further business objectives
		4.3	Evaluate the effectiveness of an event against agreed criteria

Unit Title:	Support environmental sustainability in a business environment		
Unit No:	R/506/1954		
Level:	4		
GLH:	38		
Credit:	4		
Unit details: This unit aims to develop the knowledge and skills required to understand the principles of supporting environmental sustainability and how to implement best practice within a business environment. Upon completion of this unit, learners will be able to put this into practice.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the principles supporting environmental sustainability in a business environment	1.1	Describe current legislation in relation to environmental sustainability in a business environment
		1.2	Explain government incentives that support sustainability in a business environment
		1.3	Analyse the relationship between environmental sustainability and corporate social responsibility
		1.4	Explain the health and safety considerations for environmental sustainability and waste management
		1.5	Explain techniques to evaluate the impact of an organisation's environmental and sustainability policies and procedures
2	Be able to implement best practice in environmental sustainability in a business environment	2.1	Identify the environmental standards that are relevant to an organisation
		2.2	Evaluate the impact of an organisation's business on its environment
		2.3	Promote a culture of efficient consumption of energy in line with an organisation's energy management policies
		2.4	Establish procedures to minimise waste and maximise the recycling of materials
		2.5	Establish procedures to meet hazardous waste regulations
		2.6	Adhere to organisational policies and procedures, legal and ethical requirements when implementing best practice in a business environment

Unit Title:	Contribute to the improvement of business performance		
Unit No:	D/506/1911		
Level:	3		
GLH:	33		
Credit:	6		
Unit details: This unit aims to develop the knowledge and skills required to contribute to the improvement of business performance. Upon completion of this unit, learners will have developed an understanding of the key principles associated with resolving business problems and an understanding of improvement techniques and processes. Learners will be able to apply this knowledge when solving problems in business and when contributing to the improvement of business activities.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the principles of resolving business problems	1.1	Explain the use of different problem-solving techniques
		1.2	Explain the organisational and legal constraints relating to problem-solving
		1.3	Describe the role of stakeholders in problem-solving
		1.4	Describe the steps in the business decision-making process
		1.5	Analyse the implications of adopting recommendations and implementing decisions to solve business problems
2	Understand improvement techniques and processes	2.1	Describe the purpose and benefits of continuous improvement
		2.2	Analyse the features, use and constraints of different continuous improvement techniques and models
		2.3	Explain how to carry out a cost-benefit analysis
		2.4	Explain the importance of feedback from customers and other stakeholders in continuous improvement
3	Be able to solve problems in business	3.1	Identify the nature, likely cause and implications of a problem
		3.2	Evaluate the scope and scale of a problem
		3.3	Analyse the possible courses of action that can be taken in response to a problem
		3.4	Use evidence to justify the approach to problem-solving
		3.5	Develop a plan and success criteria that are appropriate to the nature and scale of a problem
		3.6	Obtain approval to implement a solution to a problem
		3.7	Take action to resolve or mitigate a problem
		3.8	Evaluate the degree of success and scale of the implications of a solved problem
4	Be able to contribute to the improvement of activities	4.1	Identify the nature, scope and scale of possible contributions to continuous improvement activities

	4.2	Measure changes achieved against baseline data
	4.3	Calculate performance measures relating to cost, quality and delivery
	4.4	Justify the case for adopting improvements identified with evidence
	4.5	Develop standard operating procedures and resource plans that are capable of implementing agreed changes

Unit Title:	Monitor information systems		
Unit No:	F/506/1917		
Level:	3		
GLH:	43		
Credit:	8		
Unit details: This unit aims to develop the knowledge and skills required to monitor information systems. Upon completion of this unit, learners will have an understanding of how information systems are used and will be able to monitor information systems.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand how information systems are used	1.1	Explain how the intended use of reports affects the choice of format and language
		1.2	Explain how the audience of reports affects the choice of format and language
		1.3	Explain the features of different problem-solving techniques related to information systems
		1.4	Evaluate the suitability of possible problem-solving actions related to information systems
		1.5	Explain techniques to validate the reliability of information
		1.6	Analyse the suitability of different evaluation techniques related to information systems
		1.7	Assess the potential consequences of breaches of confidentiality
		1.8	Evaluate the potential consequences of publishing reports containing inaccurate or unsubstantiated information
2	Be able to monitor information systems	2.1	Develop a plan to monitor information systems that specifies objectives, scope, timescale, resource implications, the techniques to be used and reporting requirements
		2.2	Carry out monitoring activities in accordance with the plan
		2.3	Provide training and support to system users that is appropriate to their needs
		2.4	Identify the cause of problems with an information system
		2.5	Suggest solutions to problems with an information system
		2.6	Recommend adaptations to the system in response to identified problems or developments
		2.7	Adhere to organisational policies and procedures, legal and ethical requirements when monitoring information systems

Unit Title:	Negotiate in a business environment		
Unit No:	H/506/1912		
Level:	3		
GLH:	18		
Credit:	4		
Unit details: This unit aims to develop the knowledge and skills required to negotiate within a business environment and introduce learners to the principles underpinning negotiation. Upon completion of this unit, learners will be able to prepare for business negotiations and carry out business negotiations.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the principles underpinning negotiation	1.1	Describe the requirements of a negotiation strategy
		1.2	Explain the use of different negotiation techniques
		1.3	Explain how research on the other party can be used in negotiations
		1.4	Explain how cultural differences might affect negotiations
2	Be able to prepare for business negotiations	2.1	Identify the purpose, scope and objectives of the negotiation
		2.2	Explain the scope of their authority for negotiating
		2.3	Prepare a negotiating strategy
		2.4	Prepare fall-back stances and compromises that align with the negotiating strategy and priorities
		2.5	Assess the likely objectives and negotiation stances of the other party
		2.6	Research the strengths and weaknesses of the other party
3	Be able to carry out business negotiations	3.1	Carry out negotiations within responsibility limits in a way that optimises opportunities
		3.2	Adapt the conduct of the negotiation in accordance with changing circumstances
		3.3	Maintain accurate records of negotiations, outcomes and agreements made
		3.4	Adhere to organisational policies and procedures, and legal and ethical requirements when carrying out business negotiations

Unit Title:	Develop a presentation		
Unit No:	K/506/1913		
Level:	3		
GLH:	11		
Credit:	3		
Unit details: This unit aims to develop the knowledge and skills required to create a presentation. Upon completion of this unit, learners will understand best practice in developing presentations and will be able to develop a structured presentation.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand how to develop a presentation	1.1	Explain best practice in developing presentations
		1.2	Explain who needs to be consulted on the development of a presentation
		1.3	Explain the factors to be taken into account in developing a presentation
		1.4	Analyse the advantages and limitations of different communication media
2	Be able to develop a presentation	2.1	Identify the purpose, content, style, timing and audience for a presentation
		2.2	Select a communication media that is appropriate to the nature of a presentation, message and audience
		2.3	Tailor a presentation to fit the timescale and audience's needs
		2.4	Prepare a presentation that is logically structured, summarises the content and addresses the brief
		2.5	Take action to ensure that a presentation adheres to organisational guidelines and policies
		2.6	Develop materials that support the content of a presentation

Unit Title:	Evaluate the provision of business travel or accommodation		
Unit No:	J/506/1918		
Level:	3		
GLH:	30		
Credit:	5		
Unit details: This unit aims to develop the knowledge and skills required to evaluate the provision of business travel or accommodation. Upon completion of this unit, learners will have developed an understanding of the provision of business travel or accommodation arrangements. Learners will utilise this knowledge when evaluating the quality of organisational business travel or accommodation arrangements and making recommendations for improvements.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the provision of business travel or accommodation arrangements	1.1	Explain the factors to be taken into account in setting evaluation criteria for the provision of business travel or accommodation
		1.2	Explain different travel or accommodation-related needs and services
		1.3	Explain different arrangements that could be made for the provision of business travel or accommodation
		1.4	Explain the scope of legal and organisational security and confidentiality requirements relating to business travel or accommodation
2	Be able to evaluate the quality of organisational business travel or accommodation arrangements	2.1	Assess the performance of providers of travel or accommodation against agreed criteria
		2.2	Identify instances of exceptional and inadequate performance
		2.3	Evaluate the benefits and limitations of existing arrangements for organising business travel or accommodation
		2.4	Identify alternative potential providers and ways of providing travel or accommodation
3	Be able to recommend improvements to organisational business travel or accommodation arrangements	3.1	Produce costed plans that set out different options, their benefits, limitations and implications
		3.2	Shortlist alternative potential providers of business travel or accommodation against agreed criteria
		3.3	Adhere to organisational policies and procedures, and legal and ethical requirements when recommending improvements to arrangements for business travel or accommodation

Unit Title:	Manage an office facility		
Unit No:	K/506/1944		
Level:	3		
GLH:	21		
Credit:	4		
Unit details: This unit aims to develop the knowledge and skills required to manage an office facility. Upon completion of this unit, learners will have developed an understanding of the management of an office facility and will be able to apply this when managing and maintaining an office facility.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the management of an office facility	1.1	Explain the requirements of establishing and implementing office management procedures
		1.2	Explain how to manage the effectiveness of work and systems
		1.3	Explain how to manage any constraints attached to office facilities and related budgets
		1.4	Explain the factors to be taken into account in the design of office systems, procedures and guidance documents
		1.5	Explain how to create an environment that is conducive to productive work
2	Be able to manage and maintain an office facility	2.1	Maintain equipment and consumables to agreed levels
		2.2	Establish to evaluate the effectiveness of office systems and procedures
		2.3	Review the effectiveness of office systems and procedures to meet users' needs, adapting them to meet changing demands
		2.4	Manage the maintenance of office equipment to meet users' needs and expectations
		2.5	Manage effective relationships with suppliers
		2.6	Take action to ensure that administrative services are provided to agreed standards

Unit Title:	Deliver a presentation		
Unit No:	M/506/1914		
Level:	3		
GLH:	17		
Credit:	3		
Unit details: This unit aims to develop the knowledge and skills required to deliver a presentation. Upon completion of this unit, learners will be able to prepare for and deliver a presentation.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the principles underpinning the delivery of presentations	1.1	Analyse the advantages and limitations of different methods of, and media for, making presentations
		1.2	Explain how the type and size of the audience affects the delivery of a presentation
		1.3	Explain the factors to be taken into account in developing contingency plans when delivering presentations
		1.4	Explain voice projection and timing techniques when delivering presentations
		1.5	Explain the factors to be taken into account in responding to questions from an audience
		1.6	Explain different methods for evaluating the effectiveness of a presentation
2	Be able to prepare to deliver a presentation	2.1	Confirm the layout of the venue and correct functioning of the equipment and resources prior to making a presentation
		2.2	Develop contingency plans for potential equipment and resource failures
		2.3	Take action to ensure that the presentations fits the time slot available
3	Be able to deliver a presentation	3.1	Speak clearly and confidently, using language that is appropriate for the topic and audience
		3.2	Vary their voice tone, pace and volume appropriately when delivering a presentation
		3.3	Use body language in a way that reinforces messages
		3.4	Use equipment and resources effectively when delivering a presentation
		3.5	Deliver a presentation within the agreed timeframe
		3.6	Respond to questions in a way that meets the audience's needs
		3.7	Evaluate the effectiveness of a presentation

Unit Title:	Analyse and present business data		
Unit No:	M/506/1945		
Level:	3		
GLH:	24		
Credit:	6		
Unit details: This unit aims to develop the knowledge and skills required to analyse and present business data. Upon completion of this unit, learners will have developed an understanding of the analysis and presentation of business data. Learners will be able to analyse both quantitative and qualitative business data and will also be able to present this analysis appropriately.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the analysis and presentation of business data	1.1	Explain the uses and limitations of primary and secondary data
		1.2	Explain the uses and limitations of quantitative and qualitative data
		1.3	Evaluate the issues relating to the validity and reliability of data and its analysis
		1.4	Explain the use of IT tools to carry out research
		1.5	Assess the risks attached to making judgments based on limited or unrepresentative samples
		1.6	Assess the risks attached to generalising research findings
		1.7	Explain different formats and techniques for the presentation of the analysis
2	Be able to analyse quantitative and qualitative business data	2.1	Agree the parameters of the analysis
		2.2	Clarify any ethical requirements of the analysis
		2.3	Organise the data in a way that will facilitate its analysis
		2.4	Select valid and reliable data analysis methods and techniques that are appropriate to the data and analysis objectives
		2.5	Apply analytical techniques that are appropriate to the purpose of the research and the nature of the data
		2.6	Confirm the accuracy of data analysis and make necessary adjustments
		2.7	Draw conclusions that are valid and supported by evidence
3	Be able to present the analysis of business data	3.1	Present data in the agreed reporting format and house style
		3.2	Acknowledge the limitations of the analysis
		3.3	Reference data sources

Unit Title:	Create bespoke business documents		
Unit No:	T/506/1915		
Level:	3		
GLH:	23		
Credit:	4		
Unit details: This unit aims to develop the knowledge and skills required to create bespoke business documents. Upon completion of this unit, learners will understand how to create bespoke business documents and will be able to apply this knowledge when designing and creating bespoke business documents.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand how to create bespoke business documents	1.1	Explain the use of bespoke business documents
		1.2	Describe the factors to be taken into account in selecting the appropriate method of presenting a business document
		1.3	Describe the use of technology to create bespoke business documents
		1.4	Explain the purpose and requirements of corporate identity in bespoke business documents
		1.5	Analyse different design techniques used to create attractive bespoke business documents
		1.6	Explain the factors to be taken into account in evaluating the impact of bespoke business documents
2	Be able to design bespoke business documents	2.1	Confirm the purpose, nature, content, style, quality standards, audience and deadline of the document
		2.2	Identify the optimum method of presenting the document
		2.3	Create design options that meet the specification
		2.4	Take into account feedback from stakeholders
3	Be able to create bespoke business documents	3.1	Include content that meets the brief, is accurate and grammatically correct
		3.2	Use design techniques to create documents that meet the specification
		3.3	Integrate non-text items into the agreed layout
		3.4	Present documents within the agreed timescale

Unit Title:	Manage a budget		
Unit No:	A/506/1995		
Level:	4		
GLH:	26		
Credit:	4		
Unit details: This unit aims to develop the knowledge and skills required to understand how financial requirements can be identified. Learners will be able to understand how to set budgets, manage and evaluate a budgets.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand how to identify financial requirements	1.1	Explain how to calculate the estimated costs of activities, resources and overheads needed to achieve objectives
		1.2	Analyse the components of a business case to meet organisational requirements
		1.3	Analyse the factors to be taken into account to secure the support of stakeholders
		1.4	Describe the business planning and budget setting cycle
2	Understand how to set budgets	2.1	Explain the purposes of budget-setting
		2.2	Analyse the information needed to enable realistic budgets to be set
		2.3	Explain how to address contingencies
		2.4	Explain organisational policies and procedures on budget-setting
3	Be able to manage a budget	3.1	Use the budget to control performance and expenditure
		3.2	Identify the cause of variations from budget
		3.3	Explain the actions to be taken to address variations from budget
		3.4	Propose realistic revisions to budget, supporting recommendations with evidence
		3.5	Provide budget-related reports and information within agreed timescales
		3.6	Explain the actions to be taken in the event of suspected instances of fraud or malpractice
4	Be able to evaluate the use of a budget	4.1	Identify successes and areas for improvement in budget management
		4.2	Make recommendations to improve future budget setting and management

Unit Title:	Manage knowledge in an organisation		
Unit No:	A/506/2032		
Level:	4		
GLH:	34		
Credit:	5		
Unit details: This unit aims to develop the knowledge and skills required to understand how to Manage knowledge in an organisation and Be able to identify knowledge to be managed within an organisation			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the principles of knowledge management	1.1	Explain the concept, scope and importance of knowledge management
		1.2	Explain the concept of intellectual property
		1.3	Identify the business drivers that lead to effective knowledge management
		1.4	Explain the risks associated with knowledge management and their potential implications
		1.5	Explain the importance of engaging others and communicating knowledge management issues and activities
		1.6	Explain best practice principles and techniques for effective knowledge management
		1.7	Describe strategies to manage tacit and explicit knowledge
2	Be able to identify knowledge to be managed within an organisation	2.1	Identify the criteria against which knowledge will be managed
		2.2	Engage colleagues in identifying the knowledge to be managed
3	Be able to manage knowledge within an organisation	3.1	Implement actions in accordance with the knowledge management plan
		3.2	Adhere to security processes for the collection, storage and retrieval of knowledge
		3.3	Evaluate the extent to which current knowledge management systems and processes are fit for purpose
		3.4	Recommend improvements to processes and systems to manage knowledge
		3.5	Assess the likely impact and implications of the loss of knowledge

Unit Title:	Develop working relationships with stakeholders		
Unit No:	F/506/1982		
Level:	4		
GLH:	20		
Credit:	4		
Unit details: This unit aims to develop the knowledge and skills required to understand working relationships with stakeholders to determine the scope for collaboration with stakeholders			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand working relationships with stakeholders	1.1	Analyse stakeholder mapping techniques
		1.2	Explain how influencing skills and techniques can be used to enhance the relationship with stakeholders
		1.3	Explain how expectation management and conflict resolution techniques are applied to stakeholder management
		1.4	Analyse the advantages and limitations of different types of stakeholder consultation
		1.5	Evaluate the risks and potential consequences of inadequate stakeholder consultation
2	Be able to determine the scope for collaboration with stakeholders	2.1	Identify the stakeholders with whom relationships should be developed
		2.2	Explain the roles, responsibilities, interests and concerns of stakeholders
		2.3	Evaluate business areas that would benefit from collaboration with stakeholders
		2.4	Evaluate the scope for and limitations of collaborating with different types of stakeholder
3	Be able to develop productive working relationships with stakeholders	3.1	Create a climate of mutual trust and respect by behaving openly and honestly
		3.2	Take account of the advice provided by stakeholders
		3.3	Minimise the potential for friction and conflict amongst stakeholders
4	Be able to evaluate relationships with stakeholders	4.1	Monitor relationships and developments with stakeholders
		4.2	Address changes that may have an effect on stakeholder relationships
		4.3	Recommend improvements based on analyses of the effectiveness of stakeholder relationships

Unit Title:	Recruitment, selection and induction practice		
Unit No:	R/506/2909		
Level:	4		
GLH:	33		
Credit:	6		
Unit details: This unit aims to develop the knowledge and skills required when understanding the theories underpinning recruitment. Upon completion of this unit, learners will be able to recruit, select and induct people into an organisation.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the principles and theories underpinning recruitment, selection and induction practice	1.1	Explain workforce planning techniques
		1.2	Describe the information needed to identify recruitment requirements
		1.3	Assess the impact of an organisation's structure and culture on its recruitment and selection policies and practices
		1.4	Analyse the factors involved in establishing recruitment and selection criteria
		1.5	Evaluate the suitability of different recruitment and selection methods for different roles
		1.6	Analyse patterns of employment that affect the recruitment of staff
		1.7	Explain the factors to be taken into account when developing job specifications, personal specifications and job advertisements
		1.8	Explain the induction process
		1.9	Explain the relationship between human resource processes and the induction processes
2	Be able to recruit people into an organisation	2.1	Determine current staffing needs
		2.2	Identify current skills needs from identified staffing needs
		2.3	Identify future workforce needs
		2.4	Develop a resourcing plan that addresses identified needs within budgetary limitations
		2.5	Evaluate the cost-effectiveness of different methods of recruitment for an identified role
		2.6	Explain how recruitment policies and practices meet legal and ethical requirements
		2.7	Select the most appropriate method of recruitment for identified roles
3	Be able to select appropriate people for the role	3.1	Plan assessment processes that are valid and reliable
		3.2	Provide those involved in the selection process with sufficient information to enable them to make informed decisions
		3.3	Justify assessment decisions with evidence
		3.4	Inform applicants of the outcome of the process in line with organisational procedures
		3.5	Evaluate the effectiveness of the selection process

		3.6	Adhere to organisational policies and procedures, legal and ethical requirements when carrying out selection assessments
4	Be able to induct people into an organisation	4.1	Develop induction materials that meet operational and new starters' needs
		4.2	Explain to new starters organisational policies, procedures and structures
		4.3	Explain to new starters their role and responsibilities
		4.4	Explain to new starters their entitlements and where to go for help
		4.5	Assess new starters' training needs
		4.6	Confirm that training is available that meets operational and new starters' needs
		4.7	Provide support that meets new starters' needs throughout the induction period

Unit Title:	Develop and maintain professional networks		
Unit No:	J/506/1949		
Level:	4		
GLH:	15		
Credit:	3		
Unit details: This unit aims to develop the knowledge and skills required to understand the principles of effective networking. Upon completion of this unit, learners will be able to identify professional networks for development and be able to maintain these.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the principles of effective networking	1.1	Describe the interpersonal skills needed for effective networking
		1.2	Explain the basis on which to choose networks to be developed
		1.3	Evaluate the role of shared agendas and conflict management in relationship-building
		1.4	Evaluate the role of the internet in business networking
		1.5	Assess the importance of following up leads and actions
		1.6	Analyse ethical issues relating to networking activities
2	Be able to identify professional networks for development	2.1	Identify potential networks for professional development from an analysis of their benefits compared with individual needs and aspirations
		2.2	Shortlist networks for development against defined criteria
		2.3	Assess the benefits and limitations of joining and maintaining selected network(s)
3	Be able to maintain professional networks	3.1	Identify the potential mutual benefit with network members
		3.2	Promote their own skills, knowledge and competence to network members
		3.3	Provide information, services or support to network members where the potential for mutual benefit has been identified
		3.4	Establish the benefits of confidentiality
		3.5	Agree guidelines for the exchange of information and resources
		3.6	Take action to ensure that participation in networks reflects current and defined future aspirations and needs
		3.7	Make introductions to people with common or complementary interest to and within networks

Unit Title:	Manage physical resources		
Unit No:	K/506/1989		
Level:	4		
GLH:	26		
Credit:	4		
Unit details: This unit aims to develop the knowledge and skills required when identifying, obtaining and managing physical resources.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Be able to identify the need for physical resources	1.1	Identify resource requirements from analyses of organisational needs
		1.2	Evaluate alternative options for obtaining physical resources
		1.3	Evaluate the impact on the organisation of introducing physical resources
		1.4	Identify the optimum option that meets operational requirements for physical resources
2	Be able to obtain physical resources	2.1	Develop a business case for physical resources that is supported by evidence, cost estimates, contingency arrangements and an analysis of likely benefits
		2.2	Obtain authorisation and financial commitment for the required expenditure
		2.3	Negotiate best value from contracts in accordance with organisational standards and procedures
		2.4	Adhere to organisational policies and procedures, legal and ethical requirements when obtaining physical resources
		2.5	Check that the physical resources received match those ordered
3	Be able to manage the use of physical resources	3.1	Take action to ensure physical resources are used in accordance with manufacturer's instructions
		3.2	Evaluate the efficiency of physical resources against agreed criteria
		3.3	Recommend improvements to the use of physical resources and associated working practices
		3.4	Analyse the benefits of effective equipment in the conservation of energy and the environment

Unit Title:	Prepare for and support quality audits		
Unit No:	K/506/1992		
Level:	4		
GLH:	17		
Credit:	3		
Unit details: This unit aims to develop the knowledge and skills required to understand the principles that underpin quality management. Upon completion of this unit, learners will be able to prepare for quality audits and be able to support quality audits.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the principles underpinning the management of quality	1.1	Analyse the principles of quality management
		1.2	Analyse the purpose and requirements of a range of quality standards
		1.3	Analyse the advantages and limitations of a range of quality techniques
		1.4	Assess how the management of quality contributes to the achievement of organisational objectives
2	Be able to prepare for quality audits	2.1	Establish the quality requirements applicable to the work being audited
		2.2	Confirm that documentation is complete
		2.3	Confirm that any previously agreed actions have been implemented
		2.4	Make available information requested in advance by auditors
3	Be able to support quality audits	3.1	Provide access to information on request within scope of the audit
		3.2	Agree actions and timescales with auditors that will remedy non-conformance that will remedy non-conformance or non-compliance
		3.3	Identify instances where business processes, quality standards and/or procedures could be improved
		3.4	Develop a quality improvement plan that addresses the issues raised

Unit Title:	Manage business risk		
Unit No:	L/506/2004		
Level:	4		
GLH:	27		
Credit:	6		
Unit details: This unit aims to develop the knowledge and skills required when understanding, addressing and mitigating business risk.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the management of business risk	1.1	Explain what is meant by business risk
		1.2	Analyse business risk identification theories and models
		1.3	Explain measures and techniques to mitigate business risk
		1.4	Explain their own level of authority in managing risk
2	Be able to address business risk	2.1	Monitor work in line with organisational risk procedures
		2.2	Identify potential risks using agreed risk criteria
		2.3	Assess identified risks, their potential consequences and the probability of them happening
		2.4	Communicate to stakeholders the likelihood of the risk occurring and its potential consequences
		2.5	Explain organisational business risk management policies
3	Be able to mitigate business risk	3.1	Develop risk management plans and processes that are proportionate to the risk and the available resources
		3.2	Implement risk management plans in accordance with organisational requirements
		3.3	Monitor on-going risk-related developments and amend plans in the light of changing circumstances
		3.4	Keep stakeholders informed of any developments and their possible consequences
		3.5	Evaluate the effectiveness of actions taken, identifying possible future improvements

Unit Title:	Encourage learning and development		
Unit No:	M/506/1962		
Level:	4		
GLH:	16		
Credit:	3		
Unit details: This unit aims to develop the knowledge and skills required to Encourage learning and development and be able to Be able to support individuals' learning and development.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the principles of learning and development	1.1	Assess the role of continuous professional development (CPD) in identifying and meeting individuals' learning and development for current and future business needs
		1.2	Analyse the advantages and limitations of different learning and development methods
		1.3	Explain how to identify individuals' learning and development needs
		1.4	Evaluate the role of self-reflection in learning and development
2	Be able to support individuals' learning and development	2.1	Promote the benefits of learning to people in own area of responsibility
		2.2	Support individuals in identifying their current and likely future learning and development needs from a range of information sources
		2.3	Agree with individuals the learning activities to be undertaken, ensuring they are within agreed budgets and consistent with business needs
		2.4	Summarise agreed learning objectives, learning activities, review mechanisms and success criteria in a personal development plan
		2.5	Create an environment that encourages and promotes learning and development
		2.6	Provide opportunities for individuals to apply their developing competence in the workplace
3	Be able to evaluate individuals' learning and development	3.1	Analyse information from a range of sources on individuals' performance and development
		3.2	Evaluate the effectiveness of different learning and development methods
		3.3	Agree revisions to personal development plans in the light of feedback
		3.4	Keep stakeholders informed of any developments and their possible consequences
		3.5	Evaluate the effectiveness of actions taken, identifying possible future improvements

Unit Title:	Manage a project		
Unit No:	R/506/1999		
Level:	4		
GLH:	38		
Credit:	7		
Unit details: This unit aims to develop the knowledge and skills required to understand the management of a project. Upon completion of this unit, learners will be able to plan, manage and evaluate a project.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the management of a project	1.1	Explain how to carry out a cost-benefit analysis for a project
		1.2	Evaluate the use of risk analysis techniques
		1.3	Evaluate project planning and management tools and techniques
		1.4	Evaluate the impact of changes to project scope, schedule, finance, risk, quality and resources
		1.5	Analyse the requirements of project governance arrangements
2	Be able to plan a project	2.1	Analyse how a project fits with an organisation's overall vision, objectives, plans and programmes of work
		2.2	Agree the objectives and scope of proposed projects with stakeholders
		2.3	Assess the interdependencies and potential risks within a budget
		2.4	Develop a project plan with specific, measurable, achievable, realistic and time-bound (SMART) objectives, key performance indicators (KPIs) and evaluations mechanisms appropriate to the plan
		2.5	Develop proportionate and targeted plans to manage identified risks and contingencies
		2.6	Apply product lifestyle approaches to the progress of a project
3	Be able to manage a project	3.1	Allocate resources in accordance with the project plan
		3.2	Brief project team members on their roles and responsibilities
		3.3	Implement plans within agreed budgets and timescales
		3.4	Communicate the requirements of the plans to those who will be affected
		3.5	Revise plans in the light of changing circumstances in accordance with project objectives and identified risks
		3.6	Keep stakeholders up-to-date with developments and problems
		3.7	Complete close-out actions in accordance with project plans
		3.8	Adhere to organisational policies and procedures, legal and ethical requirements

			when managing a project
4	Be able to evaluate the effectiveness of a project	4.1	Conduct periodic reviews of the progress and effectiveness of a project using information from a range of sources
		4.2	Evaluate the effectiveness of capturing and managing project-related knowledge
		4.3	Report on the effectiveness of plans

Unit Title:	Initiate and implement operational change		
Unit No:	T/506/1980		
Level:	4		
GLH:	19		
Credit:	4		
Unit details: This unit aims to develop the knowledge and skills required to Initiate and implement operational change.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the implementation of operational change	1.1	Explain sources of information indicating the need for change
		1.2	Analyse the advantages and limitations of different project and change management techniques
		1.3	Analyse the characteristics, strengths and weaknesses of evaluation techniques used in change management
2	Be able to plan for operational change	2.1	Develop an operational plan that includes specific, measurable, achievable, realistic and time-bound (SMART) objectives and resources
		2.2	Take action to ensure that colleagues are briefed on their roles, responsibilities and change objectives
		2.3	Provide colleagues with the support needed to implement operational change
3	Be able to manage operational change	3.1	Implement the change plan within the agreed timescale using available resources
		3.2	Assess the significance of deviations from the change plan
		3.3	Address interdependency issues and tensions that affect the achievement of change objectives
		3.4	Assess the value and risks of unintended outcomes from operational change
		3.5	Inform stakeholders of any unforeseen obstacles or problems and the actions that have been taken
4	Be able to evaluate the effectiveness of operational change	4.1	Evaluate the effectiveness of operational change
		4.2	Identify areas for improvement, justifying conclusions and recommendations with evidence
		4.3	Communicate to stakeholders the lessons learned from the change

Unit Title:	Conduct quality audits		
Unit No:	T/506/1994		
Level:	4		
GLH:	21		
Credit:	3		
Unit details: This unit aims to develop the knowledge and skills required to Understand the principles underpinning the management of quality audits by being able to prepare and carry out quality audits.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the principles underpinning the management of quality	1.1	Analyse the principles of quality management
		1.2	Analyse the purpose and requirements of a range of quality standards
		1.3	Analyse the advantages and limitations of a range of quality techniques
		1.4	Assess how the management of quality contributes to the achievement of organisational objectives
2	Be able to prepare to carry out quality audits	2.1	Establish the quality requirements applicable to the work being audited
		2.2	Develop a plan for a quality audit
		2.3	Prepare the documentation needed to undertake a quality audit
		2.4	Specify data requirements to those who will support the audit
3	Be able to conduct quality audits	3.1	Confirm that any previously agreed actions have been implemented
		3.2	Analyse information against agreed quality criteria
		3.3	Identify instances where business processes, quality standards and/or procedures could be improved
		3.4	Agree actions and timescales that will remedy non-conformance or non-compliance

Unit Title:	Develop and implement an operational plan		
Unit No:	Y/506/1955		
Level:	4		
GLH:	24		
Credit:	5		
Unit details: This unit aims to develop the knowledge and skills required to understand the principles of operational planning. Upon completion of this unit, learners will be able to develop an operational plan and implement an operational plan.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the principles of operational planning	1.1	Evaluate the use of risk analysis techniques in operational planning
		1.2	Explain the components of an operational plan
		1.3	Analyse the relationship between strategic and operational plans
		1.4	Evaluate the use of planning tools and techniques in the operational planning process
		1.5	Explain how to carry out a cost-benefit analysis
2	Be able to develop an operational plan	2.1	Identify specific, measurable, achievable, realistic and time-bound (SMART) objectives and key performance indicators (KPIs)
		2.2	Identify evaluation mechanisms appropriate to the plan
		2.3	Take action to ensure that plans are consistent with organisational strategy, objectives, values, policies and procedures
		2.4	Develop proportionate and targeted plans to manage identified risks
		2.5	Take action to ensure that plans complement and maximise synergy with other business areas
		2.6	Adhere to organisational policies and procedures, legal and ethical requirements
3	Be able to implement an operational plan	3.1	Implement plans within agreed budgets and timescales
		3.2	Communicate the requirements of the plans to those who will be affected
		3.3	Revise plans in the light of changing circumstances in accordance with strategic objectives and identified risks
4	Be able to evaluate the effectiveness of an operational plan	4.1	Conduct periodic reviews of the progress and effectiveness of the plans, using information from a range of sources
		4.2	Report on the effectiveness of operational plans in the appropriate format

Unit Title:	Design business processes		
Unit No:	D/506/2055		
Level:	5		
GLH:	23		
Credit:	5		
Unit details: This unit aims to develop the knowledge and skills required to Understand techniques and tools that support the design of business processes. Upon completion of this unit, learners will be able to v evaluate the effectiveness of business processes.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand techniques and tools that support the design of business processes	1	Analyse the principles of business change and business process re-engineering
		1.2	Evaluate the concept and application of workflow patterns and usability testing
		1.3	Evaluate a range of modelling tools
		1.4	Analyse the factors to be taken into account when evaluating the effectiveness of business processes
2	Be able to develop business processes	2.1	Evaluate the scope for business process improvement and constraints
		2.2	Generate ideas that meet defined business needs
		2.3	Test a proposed process through a modelling exercise
		2.4	Evaluate the feasibility and viability of a proposed process against agreed criteria
		2.5	Establish the degree of overlap between a proposed process and existing processes and systems
		2.6	Resolve tensions between existing and proposed systems and processes
		2.7	Adhere to organisational policies and procedures, legal and ethical requirements when developing business processes
3	Be able to evaluate the effectiveness of business processes	3.1	Analyse valid information using techniques that are appropriate to the process being evaluated
		3.2	Assess the cost and benefit of a business process to the organisation
		3.3	Justify recommendations for the rejection, adoption or enhancements to processes with evidence

Unit Title:	Optimise the use of technology		
Unit No:	F/506/2064		
Level:	5		
GLH:	29		
Credit:	6		
Unit details: This unit aims to develop the knowledge and skills required to optimise the use of technology and skills required to understand the principles of operational planning. Upon completion of this unit, learners will be able to manage the use of technology.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the principles underpinning the optimisation of technology	1.1	Explain how to keep up-to-date with technological developments
		1.2	Analyse the requirements of organisational procurement processes
		1.3	Evaluate the implications of technology for business continuity and crisis management plans
		1.4	Evaluate the legal implications of changes to the use of technology
		1.5	Analyse the requirements of a technology strategy
2	Be able to scope the use of technology	2.1	Establish evaluation criteria for the use of technology including extent of use, value, efficiency and quality
		2.2	Evaluate the current use of technology against agreed criteria
		2.3	Identify the scope for improvement including training, adaptations to existing systems and the implementation of new systems
		2.4	Identify the strategic implications of changes to the use of technology
		2.5	Assess the risks, limitations and benefits of changes to the use of technology
3	Be able to optimise the use of technological solutions	3.1	Specify technological requirements and priorities including the input of others in accordance with organisational technology strategy
		3.2	Take action to ensure the compatibility of technological plans and systems with other systems, processes and plans
		3.3	Recommend technological solutions that meet the specified objectives
4	Be able to manage the use of technology	4.1	Develop procedures that address all aspects of the technology and their implications
		4.2	Take action to ensure that everyone using the technology is adequately trained and equipped
		4.3	Promote the benefits of technology
		4.4	Use monitoring techniques that are appropriate to the nature of the work carried out and the system
		4.5	Take prompt corrective action in the event of problems arising

Unit Title:	Establish business risk management processes		
Unit No:	J/506/2048		
Level:	5		
GLH:	29		
Credit:	5		
Unit details: This unit aims to develop the knowledge and skills required to Understand business risk management models and techniques. Upon completion of this unit, learners will be able to evaluate the effectiveness of business risk management processes.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand business risk management models and techniques	1.1	Analyse standards relating to the management of business risk
		1.2	Analyse the factors influencing different types of risk
		1.3	Evaluate the relationship between risk management, business continuity and crisis management
		1.4	Evaluate a range of scenario planning and crisis management models
		1.5	Analyse methods of calculating risk probability
		1.6	Analyse the effectiveness of a range of risk monitoring techniques
		1.7	Analyse the significance of risk governance structures and ownership
2	Be able to develop business risk management processes	2.1	Review periodically the effectiveness of risk management strategy, policy and criteria
		2.2	Take action to ensure that risk profiles remain current and relevant
		2.3	Develop viable and affordable risk management processes that are consistent with business needs and the degree of potential impact of the risk
		2.4	Develop contingency and business disruption processes that are commensurate with the degree of risk to business as usual and organisational reputation
		2.5	Take action to ensure that risk management processes are integrated into operational plans and activities
3	Be able to evaluate the effectiveness of business risk management processes	3.1	Appraise the suitability of a range of risk evaluation techniques to business risk management
		3.2	Evaluate risk using valid quantitative and qualitative information
		3.3	Identify areas for improvement in identifying and managing risk
		3.4	Encourage a culture that accepts and manages risk

Unit Title:	Promote equality of opportunity, diversity and inclusion		
Unit No:	R/506/2053		
Level:	5		
GLH:	26		
Credit:	5		
Unit details: This unit aims to develop the knowledge and skills required to Understand the principles underpinning equality, diversity and inclusion in the workforce. Upon completion of this unit, learners will be able to Promote equality of opportunity, diversity and inclusion.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the principles underpinning equality, diversity and inclusion in the workforce	1.1	Analyse the development of equality, diversity and inclusion policies and practices in the workforce
		1.2	Evaluate the application of approaches to equal opportunities
		1.3	Evaluate the impact of equality, diversity and inclusion policy on workforce performance
		1.4	Evaluate methods of managing ethical conflicts
		1.5	Evaluate the business benefits of effective equality, diversity and inclusion policies and practices
		1.6	Evaluate the impact of equality, diversity and inclusion on organisational practices
		1.7	Evaluate the requirements of legislation, regulation and codes of practice affecting equality, diversity and inclusion in the workforce
2	Be able to evaluate organisational strategies, policies and practices which address equality, diversity and inclusion requirements	2.1	Identify the extent to which equality, diversity and inclusion strategies, policies and practices are fit for purpose
		2.2	Identify strengths and weaknesses by benchmarking organisational equality, diversity and inclusion policies and practices internally and externally
		2.3	Identify a range of areas for improvement in human resource practices, organisational systems, procedures and/or processes
		2.4	Appraise the basis for setting criteria to evaluate the effectiveness of equality, diversity and inclusion strategies, policies and practices
3	Be able to promote equality, diversity and inclusion policies and practices	3.1	Devise a communications strategy and plan that covers everyone within their area of responsibility
		3.2	Use communication media that are appropriate to the nature and structure of the organisation when promoting equality, diversity and inclusion
		3.3	Take action to ensure that equality, diversity and inclusion policies and practices are embedded in business practices
		3.4	Promote a culture where actual and potential discrimination is challenged
		3.5	Take action to ensure that organisational procedures, culture and values reinforce good practices and encourage people to challenge

			discrimination
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Unit Title:	Manage team performance		
Unit No:	A/506/1821		
Level:	3		
GLH:	21		
Credit:	4		
Unit details: This unit aims to develop the knowledge and skills required when understanding the management of team performance, allocating work and managing communication within a team			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the management of team performance	1.1	Explain the use of benchmarks in managing performance
		1.2	Explain a range of quality management techniques to manage team performance
		1.3	Describe constraints on the ability to amend priorities and plans
2	Be able to allocate and ensure the quality of work	2.1	Identify the strengths, competences and expertise of team members
		2.2	Allocate work on the basis of the strengths, competences and expertise of team members
		2.3	Identify areas for improvement in team members' performance outputs and standards
		2.4	Amend priorities and plans to take account of changing circumstances
		2.5	Recommend changes to systems and processes to improve the quality of work
3	Be able to manage communication within a team	3.1	Explain to team members the lines of communication and authority levels
		3.2	Communicate individual and team objectives, responsibilities and priorities
		3.3	Use communication methods that are appropriate to the topics, audience and timescales
		3.4	Provide support to team members when they need it
		3.5	Agree with team members a process for providing feedback on work progress and any issues arising
		3.6	Review the effectiveness of team communications and make improvements

Unit Title:	Manage individuals' performance		
Unit No:	J/506/1921		
Level:	3		
GLH:	20		
Credit:	4		
Unit details: This unit aims to develop the knowledge and skills required when managing individuals performance and underperformance in the workplace.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the management of underperformance in the workplace	1.1	Explain typical organisational policies and procedures on discipline, grievance and dealing with underperformance
		1.2	Explain how to identify causes of underperformance
		1.3	Explain the purpose of making individuals aware of their underperformance clearly but sensitively
		1.4	Explain how to address issues that hamper individuals' performance
		1.5	Explain how to agree a course of action to address underperformance
2	Be able to manage individuals' performance in the workplace	2.1	Agree with team members specific, measurable, achievable, realistic and time-bound (SMART) objectives that align to organisational objectives
		2.2	Delegate responsibility to individuals on the basis of their expertise, competence, skills and knowledge, and development needs
		2.3	Apply motivation techniques to maintain morale
		2.4	Provide information, resources and on-going mentoring to help individuals meet their targets, objectives and quality standards
		2.5	Monitor individuals' progress towards objectives in accordance with agreed plans
		2.6	Recognise individuals' achievement of targets and quality standards
		2.7	Adhere to organisational policies, procedures and legal and ethical requirements when managing individuals' performance in the workplace

Unit Title:	Manage conflict within a team		
Unit No:	K/506/1927		
Level:	3		
GLH:	25		
Credit:	5		
Unit details: This unit aims to develop the knowledge and skills required when managing conflicts within a team. Upon completion of this unit the learner will be able to deal with conflict within a team.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the principles of conflict management	1.1	Evaluate the suitability of different methods of conflict management in different situations
		1.2	Describe the personal skills needed to deal with conflict between other people
		1.3	Analyse the potential consequences of unresolved conflict within a team
		1.4	Explain the role of external arbitration and conciliation in conflict resolution
2	Be able to reduce the potential for conflict within a team	2.1	Communicate to team members their roles, responsibilities, objectives and expected standards of behaviour
		2.2	Explain to team members the constraints under which other colleagues work
		2.3	Review systems, processes, situations and structures that are likely to give rise to conflict in line with organisational procedures
		2.4	Take action to minimise the potential for conflict within the limits of their own authority
		2.5	Explain how team members' personalities and cultural backgrounds may give rise to conflict
3	Be able to deal with conflict within a team	3.1	Assess the seriousness of conflict and its potential impact
		3.2	Treat everyone involved with impartiality and sensitivity
		3.3	Decide a course of action that offers optimum benefits
		3.4	Explain the importance of engaging team members' support for the agreed actions
		3.5	Communicate the actions to be taken to those who may be affected by it
		3.6	Adhere to organisational policies and procedures, legal and ethical requirements when dealing with conflict within a team

Unit Title:	Implement and maintain business continuity plans and processes		
Unit No:	K/506/1930		
Level:	3		
GLH:	25		
Credit:	4		
Unit details: This unit aims to develop the knowledge and skills required to plan, implement and maintain business continuity plans and processes.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Be able to plan for the implementation of business continuity plans and processes	1.1	Describe the components of a business continuity plan
		1.2	Explain the uses of a business continuity plan
		1.3	Explain the features of different business continuity planning models
		1.4	Explain the potential consequences of inadequate business continuity plans and processes
		1.5	Confirm the required aim, scope and objectives of business continuity plans
		1.6	Engage stakeholders in developing business continuity plans and processes
		1.7	Identify business-critical products and/or services and the activities and resources that support them
2	Be able to implement business continuity plans and processes	2.1	Develop a framework for business continuity management
		2.2	Recommend resources that are proportionate to the potential impact of business disruption
		2.3	Communicate the importance and requirements of business continuity plans and processes to stakeholders
		2.4	Meet their own objectives within the plan
3	Be able to maintain the fitness for purpose of on-going business continuity plans and processes	3.1	Provide training for staff who may be affected
		3.2	Validate and test the strength of business continuity plans and processes
		3.3	Update plans and processes in the light of feedback from business continuity exercises and other sources of information

Unit Title:	Implement change		
Unit No:	T/506/1929		
Level:	3		
GLH:	28		
Credit:	5		
Unit details: This unit aims to develop the knowledge and skills required to understand the principles of change management. Upon completion of this unit, learners will be able to plan, manage and evaluate the implementation of change.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand the principles of change management	1.1	Explain the importance of effective leadership when implementing change
		1.2	Explain the role of internal and external stakeholders in the management of change
		1.3	Evaluate the suitability of change management models for different contexts
		1.4	Explain how to assess the business risks associated with change
		1.5	Assess the need for contingency planning when implementing change
		1.6	Assess the need for crisis management when implementing change
		1.7	Explain the different types of barriers to change and how to deal with these
		1.8	Explain how to evaluate change management projects
2	Be able to plan the implementation of change	2.1	Explain the need for change
		2.2	Explain the potential consequences of not implementing change
		2.3	Explain the roles and responsibilities of a change management project team
		2.4	Develop a plan that includes specific, measurable, achievable, realistic and time-bound (SMART) objectives and resources
		2.5	Brief team members on their roles and responsibilities and the objectives of the change
		2.6	Gain acceptance to the need for change from team members and other stakeholders
3	Be able to manage the implementation of a change plan	3.1	Explain organisational escalation processes for reporting problems
		3.2	Analyse the advantages and disadvantages of monitoring techniques
		3.3	Implement the plan within the agreed timescale
		3.4	Provide support to team members and other stakeholders according to identified needs
		3.5	Monitor the progress of the implementation against the plan
		3.6	Manage problems in accordance with contingency plans
4	Be able to evaluate the effectiveness of the	4.1	Assess the suitability of techniques used to analyse the effectiveness of change

implementation of change plans	4.2	Collate valid feedback and information against agreed criteria
	4.3	Analyse feedback and information against agreed criteria
	4.4	Identify areas for future improvement
	4.5	Communicate the lessons learned with those who may benefit

Unit Title:	Procure products and/or services		
Unit No:	M/506/1928		
Level:	3		
GLH:	35		
Credit:	5		
Unit details: This unit aims to develop the knowledge and skills required when identifying procurement requirements, be able to select suppliers and buy products and/or services.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Be able to identify procurement requirements	1.1	Explain current and likely future procurement requirements
		1.2	Decide whether the purchase of products and/or services offers the organisation best value
		1.3	Evaluate ethical and sustainability considerations relating to procurement
		1.4	Identify the decision to buy products and/or services with evidence of an analysis of risk, costs and benefits
2	Be able to select suppliers	2.1	Explain the factors to be taken into account in selecting suppliers
		2.2	Explain organisational procurement policies, procedures and standards
		2.3	Explain the effect of supplier choice on the supply chain
		2.4	Use appropriate media to publicise procurement requirements
		2.5	Confirm the capability and track record of suppliers and their products and/or services
		2.6	Select suppliers that meet the procurement specification
3	Be able to buy products and/or services	3.1	Explain the action to be taken in the event of problems arising
		3.2	Agree contract terms that are mutually acceptable within their own scope of authority
		3.3	Record agreements made, stating the specification, contract terms and any post-contract requirements
		3.4	Adhere to organisational policies, procedures, legal and ethical requirements

Unit Title:	Collaborate with other departments		
Unit No:	M/506/1931		
Level:	3		
GLH:	14		
Credit:	3		
Unit details: This unit aims to develop the knowledge and skills required to understand how to collaborate with other departments. Upon completion of this unit the learner will be able to successfully collaborate with other departments.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand how to collaborate with other departments	1.1	Explain the need for collaborating with other departments
		1.2	Explain the nature of the interaction between their own team and other departments
		1.3	Explain the features of effective collaboration
		1.4	Explain the potential implications of ineffective collaboration with other departments
		1.5	Explain the factors relating to knowledge management that should be considered when collaborating with other departments
2	Be able to identify opportunities for collaboration with other departments	2.1	Analyse the advantages and disadvantages of collaborating with other departments
		2.2	Identify with which departments collaborative relationships should be built
		2.3	Identify the scope for and limitations of possible collaboration
3	Be able to collaborate with other departments	3.1	Agree Service Level Agreements (SLAs), objectives and priorities of collaborative arrangements
		3.2	Work with other departments in a way that contributes to the achievement of organisational objectives

Unit Title:	Chair and lead meetings		
Unit No:	Y/506/1924		
Level:	3		
GLH:	10		
Credit:	3		
Unit details: This unit aims to develop the knowledge and skills required to lead and chair meetings. Upon completion of this unit, learners will be able to deal with post-meeting matters.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Be able to prepare to lead meetings	1.1	Identify the type, purpose, objectives, and background to a meeting
		1.2	Identify those individuals expected, and those required to attend a meeting
		1.3	Prepare for any formal procedures that apply to a meeting
		1.4	Describe ways of minimising likely problems in a meeting
		1.5	Take action to ensure that meeting documentation is prepared correctly and distributed to the agreed people within the agreed timescale
2	Be able to chair meetings	2.1	Follow business conventions in the conduct of a meeting
		2.2	Facilitate meetings so that everyone is involved and the optimum possible consensus is achieved
		2.3	Manage the agenda within the timescale of the meeting
		2.4	Summarise the agreed actions, allocated responsibilities, timescales and any future arrangements
3	Be able to deal with post-meeting matters	3.1	Take action to ensure that accurate records of a meeting are produced and distributed in the agreed format and timescale
		3.2	Take action to ensure that post-meeting actions are completed
		3.3	Evaluate the effectiveness of a meeting and identify points for future improvement

Unit Title:	Encourage innovation		
Unit No:	J/506/2292		
Level:	3		
GLH:	14		
Credit:	4		
Unit details: This unit aims to develop the knowledge and skills required to identify opportunities for innovation and be able to generate and test ideas for innovation and improvement. Upon completion of this unit, learners will be able to implement innovative ideas and improvements.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Be able to identify opportunities for innovation	1.1	Analyse the advantages and disadvantages of techniques used to generate ideas
		1.2	Explain how innovation benefits an organisation
		1.3	Explain the constraints on their own ability to make changes
		1.4	Agree with stakeholders terms of reference and criteria for evaluating potential innovation and improvement
		1.5	Engage team members in finding opportunities to innovate and suggest improvement
		1.6	Monitor performance, products and/or services and developments in areas that may benefit from innovation
		1.7	Analyse valid information to identify opportunities for innovation and improvement
2	Be able to generate and test ideas for innovation and improvement	2.1	Generate ideas for innovation or improvement that meet the agreed criteria
		2.2	Test selected ideas that meet viability criteria
		2.3	Evaluate the fitness for purpose and value of the selected ideas
		2.4	Assess potential innovations and improvements against the agreed evaluation criteria
3	Be able to implement innovative ideas and improvements	3.1	Explain the risks of implementing innovative ideas and improvements
		3.2	Justify conclusions of efficiency and value with evidence
		3.3	Prepare costings and schedules of work that will enable efficient

Unit Title:	Manage the impact of work activities on the environment		
Unit No:	H/506/1991		
Level:	4		
GLH:	30		
Credit:	4		
Unit details: This unit aims to develop the knowledge and skills required to Understand how to support environmentally-friendly working practices. Upon completion of this unit the learner will be able to manage the environmental impact of the use of resources.			
Learning Outcome The learner will:		Assessment Criterion The learner can:	
1	Understand how to support environmentally-friendly working practices	1.1	Explain how to carry out an environmental impact analysis
		1.2	Compare sources of specialist advice on environmentally-friendly working practices
		1.3	Analyse the business and environmental benefits of effective energy management policies
		1.4	Explain the health and safety requirements for the use and disposal of resources and waste
2	Be able to organise work so as to minimise the impact on the environment	2.1	Analyse potentially adverse effects on the environment caused by work activities
		2.2	Evaluate the effectiveness of methods of improving environmental sustainability in an organisation
		2.3	Implement plans and procedures to adapt work practices to make them more environmentally-friendly
		2.4	Develop a system for colleagues to recommend improvements to make work practices more environmentally-friendly
3	Be able to manage the environmental impact of the use of resources	3.1	Explain when to obtain specialist environmental management advice
		3.2	Explain where to seek specialist environmental management advice
		3.3	Determine the environmental impact of the use different physical resources
		3.4	Develop procedures for the disposal of waste and unwanted resources in a way that minimises the impact on the environment
		3.5	Evaluate the effectiveness of organisational environmental policies and procedures
		3.6	Adhere to organisational policies and procedures, legal and ethical requirements

Staff Requirements

Requirements for Tutors/Instructors

Tutors delivering the qualification will be required to hold or be working towards a teaching qualification. This may include qualifications such as the Levels 3, 4 or 5 in Education and Training, or a Certificate in Education. Focus Awards will however; consider other teaching qualifications upon submission. Tutors must also be able to demonstrate that they are occupationally competent within the sector area.

Requirements for Assessors

Assessors will be required to hold, or be working towards a relevant assessing qualification. This includes qualifications such as:

- Level 3 Award in Assessing Competence in the Work Environment
- Level 3 Award in Assessing Vocationally-Related Achievement
- Level 3 Certificate in Assessing Vocational Achievement

Focus Awards will however; consider other relevant assessing qualifications upon submission.

Assessors who only hold the Level 3 Award in Understanding the Principles and Processes of Assessment will be required to complete an additional programme of study to achieve the relevant competency units required for one of the qualifications listed above.

Trainee assessors who do not hold an assessment qualification will require their decisions to be countersigned by a suitably qualified assessor.

Assessors must also be able to show they are occupationally competent within the sector area

Requirements for Internal Quality Assurers (IQA)

Internal Quality Assurers should hold or be working towards the following an IQA qualification. This may include qualifications such as the V1 (previously D34), or the Level 4 Award in the Internal Quality Assurance of Assessment Processes and Practice. Focus Awards will however; consider other relevant IQA qualifications upon submission. Trainee IQAs who do not hold an IQA qualification will require their decisions to be countersigned by a suitably qualified IQA. IQAs must be able to demonstrate occupational competence.

Handy vocabulary of terms used in this specification

This table explains how the terms used in Focus Awards' Qualification Specification content are applied. Not all terms are necessarily used in this qualification.

Apply	Explain how existing knowledge can be used in new or different situations.
Analyse	Break the subject down into individual parts. Examine each, show how they fit together, whether they support each other and why they're important. Reference to current research or theory may add weight to your analysis.
Clarify	Clearly and concisely explain the information presented.
Classify	Organise in alignment with specified criteria.
Collate	Gather and organise information in a logical order (e.g., alphabetically, numerically, chronologically etc.).
Compare	Examine the subjects in detail to identify differences and similarities.
Critically compare	Similar to 'compare' above, but consider any positive aspects and/or limitations/restrictions arising from identified differences and similarities.
Consider	Think critically about a presented situation, problem, action or decision, and explain it. Also see 'explain' below.
Demonstrate	Describe or explain knowledge or understanding by providing examples or illustrations.
Describe	Write about the subject, presenting detailed information logically.
Develop...	Expand a plan or idea by adding more detail and/or depth of information.
Diagnose	Collate and consider appropriate evidence to identify the cause or origin of a situation or problem.
Differentiate	Identify the differences between 2 or more arguments, situations or subjects.
Discuss	Create a detailed account from a range of viewpoints, opinions or perspectives.
Distinguish	Explain the difference between 2 or more items, resources, pieces of information.
Draw conclusions...	Derive a reason or logic based decision or judgement.

Estimate	Use existing knowledge, experience and other relevant information to arrive at an approximate or 'best guess' opinion or judgement.
Evaluate	Examine strengths and weaknesses, consider arguments for and against, and/or similarities and differences. Assess any presented evidence from different perspectives and arrive at a valid conclusion or reasoned judgement. Reference to current research or theory may support the evaluation.
Explain	Present detailed information about the subject with reasons showing how or why it's included. Include examples to support these reasons where possible.
Extrapolate	Use existing knowledge and data to predict possible outcomes or results that might be outside the expected 'norm'.
Identify	Recognise and name the main points accurately. Additional description or explanation may be needed to aid clarity and attribute credibility.
Implement	Explain how to put an idea or plan into action.
Interpret	Explain the meaning of something.
Judge	Form an opinion or make a decision.
Justify	Provide a satisfactory explanation for actions or decisions.
Perform	Carry out a task or process to meet the requirements of the question.
Plan	Create and record (list) a logical, organised sequence of information, required resources and actions/events that enable a concept or idea to be crystalised and communicated.
Provide	Identify and deliver detailed and accurate information related to the subject.
Reflect	Consider actions, experiences or learning and how these may impact practice and/or professional development.
Review and revise	Look back over the subject and make corrections or changes to improve clarity or better demonstrate understanding.
Select	Make an informed choice for a specific purpose or required outcome/result.
Show	Supply evidence to demonstrate accurate knowledge and understanding.
State	Provide the main points clearly in sentences or paragraphs.
Summarise	Convey the main ideas or facts concisely.

Assessor Feedback

Student Name:	
Student Number:	
Course:	
Unit(s):	
Criteria:	
Date:	
Comments:	
Decision:	
Further Actions:	
Assessor:	
Position:	

IQA Report			
Qualification:			
Assessor:		IQA:	
Candidate Name	Unit(s) Sampled	Assessment Methods	Comments
		IQA Signature	
		Assessor Signature	