

Business Administrator Apprenticeship Standard

NCFE Level 3 Diploma in Business Administration (601/3965/1)

Skills	What is required (advancing key skills to support progression to management)	Unit and assessment criteria
IT	<p>Skilled in the use of multiple IT packages and systems relevant to the organisation in order to: write letters or emails, create proposals, perform financial processes, record and analyse data. Examples include MS Office or equivalent packages. Able to choose the most appropriate IT solution to suit the business problem.</p>	<p>Unit 48 Bespoke Software</p> <ul style="list-style-type: none"> 1.1 Input relevant information accurately so that it is ready for processing 1.2 Select and use appropriate techniques to link and combine information within the application and across different software applications 2.2 Create, change and use appropriate structures and/or layouts to organise information efficiently 2.3 Manage data files effectively, in line with local and/or legal guidelines and conventions for the storage and use of data where available 3.1 Select and use appropriate tools and techniques to edit, analyse and format information 3.2 Check information meets needs, using IT tools and making corrections as necessary 3.3 Identify and respond appropriately to quality problems to ensure that outcomes are fit for purpose and meet needs 3.4 Select and use presentation methods to aid clarity and meaning <p>Unit 49 Spreadsheet Software</p> <ul style="list-style-type: none"> 1.1 Identify what numerical and other information is needed in the spreadsheet and how it should be structured 1.2 Enter and edit numerical and other data accurately 1.3 Combine and link data from different sources

		<p>1.4 Store and retrieve spreadsheet files effectively, in line with local guidelines and conventions where available</p> <p>2.2 Select and use a wide range of appropriate functions and formulas to meet calculation requirements</p> <p>2.3 Select and use a range of tools and techniques to analyse and interpret data to meet requirements</p> <p>2.4 Select and use forecasting tools and techniques</p> <p>3.2 Select and use appropriate tools and techniques to format spreadsheet cells, rows, columns and worksheets effectively</p> <p>3.3 Select and use appropriate tools and techniques to generate, develop and format charts and graphs</p> <p>3.4 Select and use appropriate page layout to present, print and publish spreadsheet information</p> <p>3.6 Check spreadsheet information meets needs, using IT tools and making corrections as necessary</p> <p>3.7 Use auditing tools to identify and respond appropriately to any problems with spreadsheets</p> <p>Unit 50 Database Software</p> <p>1.2 Plan and create multiple tables for data entry with appropriate fields and properties</p> <p>1.3 Set up and modify relationships between database tables</p> <p>1.5 Respond appropriately to problems with database tables</p> <p>1.6 Use database tools and techniques to ensure data integrity is maintained</p> <p>2.1 Design and create forms to access, enter, edit and organise data in a database</p> <p>2.2 Select and use appropriate tools and techniques to format data entry forms</p> <p>2.3 Check data entry meets needs, using IT tools and making corrections as necessary</p> <p>2.4 Respond appropriately to data entry errors</p> <p>3.2 Create and run database queries to display, amend or calculate selected data</p> <p>3.3 Plan and produce database reports from a multiple-table</p>
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		<p>relational database</p> <p>3.4 Select and use appropriate tools and techniques to format database reports</p> <p>3.5 Check reports meet needs, using IT tools and making corrections as necessary</p> <p>Unit 51 Word Processing Software</p> <p>1.1 Summarise what types of information are needed for the document and how they should be linked or integrated</p> <p>1.2 Use appropriate techniques to enter text and other types of information accurately and efficiently</p> <p>1.3 Create, use and modify appropriate templates for different types of documents</p> <p>1.5 Combine and merge information within a document from a range of sources</p> <p>1.6 Store and retrieve document and associated files effectively, in line with local guidelines and conventions where available</p> <p>1.7 Select and use tools and techniques to work with multiple documents or users</p> <p>1.8 Customise interface to meet needs</p> <p>2.2 Create, use and modify columns, tables and forms to organise information</p> <p>2.3 Define and modify styles for document elements</p> <p>2.4 Select and use tools and techniques to organise and structure long documents</p> <p>3.2 Select and use appropriate techniques to format characters and paragraphs</p> <p>3.3 Select and use appropriate page and section layouts to present and print multi-page and multi-section documents</p> <p>3.4 Check documents meet needs, using IT tools and making corrections as necessary</p> <p>3.6 Respond appropriately to any quality problems with documents to ensure that outcomes meet needs and are fit for purpose</p>
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	<p>Able to update and review databases, record information and produce data analysis where required.</p>	<p>Unit 15 Analyse and Present Business Data</p> <p>2.1 Agree the parameters of the analysis</p> <p>2.2 Clarify any ethical requirements of the analysis</p> <p>2.3 Organise the data in a way that will facilitate its analysis</p> <p>2.4 Select valid and reliable data analysis methods and techniques that are appropriate to the data and analysis objectives</p> <p>2.5 Apply analytical techniques that are appropriate to the purpose of the research and the nature of the data</p> <p>2.6 Confirm the accuracy of data analysis and make necessary adjustments</p> <p>2.7 Draw conclusions that are valid and supported by evidence</p> <p>3.1 Present data in the agreed reporting format and house style</p> <p>3.2 Acknowledge the limitations of the analysis</p>

		<p>3.3 Reference data sources</p> <p>Unit 50 Database Software</p> <p>1.6 Use database tools and techniques to ensure data integrity is maintained</p>
<p>Record and document production</p>	<p>Produces accurate records and documents including: emails, letters, files, payments, reports and proposals.</p>	<p>Unit 3 Communicate in a Business Environment</p> <p>2.6 Present written communications that are clear, expressed in correct grammar and reflect what is intended</p> <p>Unit 8 Negotiate in a Business Environment</p> <p>3.3 Maintain accurate records of negotiations, outcomes and agreements made</p> <p>Unit 16 Create Bespoke Business Documents</p> <p>2.1 Confirm the purpose, nature, content, style, quality standards, audience and deadline of the document</p> <p>2.2 Identify the optimum method of presenting the document</p> <p>2.3 Create design options that meet the specification</p> <p>3.1 Include content that meets the brief, is accurate and grammatically correct</p> <p>3.2 Use design techniques to create documents that meet the specification</p> <p>3.3 Integrate non-text items into the agreed layout</p> <p>3.4 Present documents within the agreed timescale</p> <p>Unit 31 Produce Business Documents</p> <p>2.1 Identify the purpose, audience, content, style, format and deadlines of a document</p> <p>2.2 Use document production resources in line with organisational guidelines</p> <p>2.3 Use correct grammar, spelling, punctuation and sentence structure</p> <p>2.4 Produce documents that meet the requirements within the agreed timescale</p> <p>3.1 Provide final documents in the appropriate medium for authorised reader</p>

		<p>Unit 32 Produce Minutes of Meetings 3.1 Transcribe notes accurately into meeting minutes using correct language, grammar, punctuation and sentence structure and in the agreed style 3.2 Include agreed attachments or appendices 3.3 Obtain approval for the final documents</p>
	Makes recommendations for improvements and present solutions to management.	<p>Unit 7 Contribute to the Improvement of Business Performance 4.1 Identify the nature, scope and scale of possible contributions to continuous improvement activities 4.4 Justify the case for adopting improvements identified with evidence</p>
	Drafts correspondence, writes reports and able to review others' work.	<p>Unit 26 Buddy a Colleague to Develop their Skills 3.5 Give constructive feedback on ways in which a buddy could improve performance</p> <p>Unit 39 Manage Team Performance 2.3 Identify areas for improvement in team members' performance outputs and standards</p>
	Maintains records and files, handles confidential information in compliance with the organisation's procedures.	<p>Unit 27 Store and Retrieve Information 2.2 Store files and folders in accordance with organisational procedures 2.3 Store information in approved locations 2.4 Adhere to organisational policies and procedures, legal and ethical requirements</p> <p>Unit 31 Produce Business Documents 3.2 Specify restrictions and distribution lists in accordance with the requirements 3.3 Maintain the requirements of security in the production, distribution and storage of documents</p>

		Unit 32 Produce Minutes of Meetings 3.4 Distribute minutes to the agreed distribution list 3.5 Maintain the requirements of confidentiality
	Coaches others in the processes required to complete these tasks.	Unit 26 Buddy a Colleague to Develop their Skills 2.1 Agree which aspects of a colleague's work may benefit from buddying 2.3 Agree a schedule of meetings that minimise disruption to business 2.4 Agree specific, measurable, achievable, realistic and timebound (SMART) buddying objectives 3.1 Remain unobtrusive while a buddy colleague carries out their work activities 3.2 Provide examples of how to carry out tasks correctly 3.3 Identify instances of good practice and areas for improvement through observation 3.4 Praise a buddy colleague on well completed tasks 3.5 Give constructive feedback on ways in which a buddy could improve performance 3.6 Offer a buddy hints and tips based on personal experience
Decision making	Exercises proactivity and good judgement. Makes effective decisions based on sound reasoning and is able to deal with challenges in a mature way. Seeks advice of more experienced team members when appropriate.	No mapping identified
Interpersonal Skills	Builds and maintains positive relationships within their own team and across the organisation. Demonstrates ability to influence and challenge appropriately.	No mapping identified
	Becomes a role model to peers and team members, developing coaching skills as they gain area knowledge.	Unit 26 Buddy a Colleague to Develop their Skills 2.1 Agree which aspects of a colleague's work may benefit from buddying 2.3 Agree a schedule of meetings that minimise disruption to business 2.4 Agree specific, measurable, achievable, realistic and timebound (SMART) buddying objectives

		<p>3.1 Remain unobtrusive while a buddy colleague carries out their work activities</p> <p>3.2 Provide examples of how to carry out tasks correctly</p> <p>3.3 Identify instances of good practice and areas for improvement through observation</p> <p>3.4 Praise a buddy colleague on well completed tasks</p> <p>3.5 Give constructive feedback on ways in which a buddy could improve performance</p> <p>3.6 Offer a buddy hints and tips based on personal experience</p>
Communications	Demonstrates good communication skills, whether face-to-face, on the telephone, in writing or on digital platforms.	<p>Unit 3 Communicate in a Business Environment</p> <p>2.3 Present information in the format, layout and style that is appropriate to the information to be communicated</p> <p>2.6 Present written communications that are clear, expressed in correct grammar and reflect what is intended</p> <p>3.2 Use language that is correct and appropriate for the audience's needs</p> <p>3.3 Use appropriate body language and tone of voice to reinforce messages</p> <p>3.5 Confirm that a recipient has understood correctly what has been communicated</p> <p>Unit 14 Deliver a presentation</p> <p>3.1 Speak clearly and confidently, using language that is appropriate for the topic and the audience</p> <p>3.2 Vary their voice tone, pace and volume appropriately when delivering a presentation</p> <p>3.3 Use body language in a way that reinforces messages</p>
	Uses the most appropriate channels to communicate effectively.	<p>Unit 3 Communicate in a Business Environment</p> <p>2.2 Select communication media that are appropriate to the audience and information to be communicated</p> <p>Unit 10 Develop a presentation</p> <p>2.2 Select a communication media that is appropriate to the nature of a presentation, message and audience</p>

	Demonstrates agility and confidence in communications, carrying authority appropriately.	Unit 3 Communicate in a Business Environment 2.5 Adapt the style and content of a communication, appropriate to specific audiences 3.6 Respond in a way that is appropriate to the situation and in accordance with organisational policies and standards
	Understands and applies social media solutions appropriately.	Unit 72 Principles of Social Media within a Business 2.1 Describe the different tools and channels that can be used for social media 2.2 Describe the features and benefits of the different tools and channels that can be used for social media 2.3 Identify the potential type of audience for each different tool and channel that can be used for social media 2.4 Explain the factors to consider when selecting different tools and channels for social media 2.5 Evaluate different tools and channels for social media for business use
	Answers questions from inside and outside of the organisation, representing the organisation or department.	Unit 14 Deliver a Presentation 3.6 Respond to questions in a way that meets the audience's needs
Quality	Completes tasks to a high standard. Demonstrates the necessary level of expertise required to complete tasks and applies themselves to continuously improve their work.	Unit 64 Presentation software 3.4 Evaluate presentations, identify any quality problems and discuss how to respond to them 3.5 Respond appropriately to quality problems to ensure that presentations meet needs and are fit for purpose
	Is able to review processes autonomously and make suggestions for improvements. Shares administrative best-practice across the organisation e.g. coaches others to perform tasks correctly.	Unit 7 Contribute to the Improvement of Business Performance 4.1 Identify the nature, scope and scale of possible contributions to continuous improvement activities 4.4 Justify the case for adopting improvements identified with evidence Unit 26 Buddy a Colleague to Develop their Skills 2.1 Agree which aspects of a colleague's work may benefit

		<p>from buddying</p> <p>2.3 Agree a schedule of meetings that minimise disruption to business</p> <p>2.4 Agree specific, measurable, achievable, realistic and timebound (SMART) buddying objectives</p> <p>3.1 Remain unobtrusive while a buddy colleague carries out their work activities</p> <p>3.2 Provide examples of how to carry out tasks correctly</p> <p>3.3 Identify instances of good practice and areas for improvement through observation</p> <p>3.4 Praise a buddy colleague on well completed tasks</p> <p>3.5 Give constructive feedback on ways in which a buddy could improve performance</p> <p>3.6 Offer a buddy hints and tips based on personal experience</p>
	<p>Applies problem-solving skills to resolve challenging or complex complaints and is a key point of contact for addressing issues.</p>	<p>Unit 7 Contribute to the Improvement of Business Performance</p> <p>3.1 Identify the nature, likely cause and implications of a problem</p> <p>3.2 Evaluate the scope and scale of a problem</p> <p>3.3 Analyse the possible courses of action that can be taken in response to a problem</p> <p>3.4 Use evidence to justify the approach to problem-solving</p> <p>3.5 Develop a plan and success criteria that are appropriate to the nature and scale of a problem</p> <p>3.6 Obtain approval to implement a solution to a problem</p> <p>3.7 Take action to resolve or mitigate a problem</p> <p>3.8 Evaluate the degree of success and scale of the implications of a solved problem</p> <p>Unit 33 Resolve Administration Problems</p> <p>3.1 Select a strategy that is appropriate for the nature, scale, seriousness and priority of the administrative problem</p> <p>3.2 Develop a plan that addresses the administrative problem whilst minimising disruption to business</p>

		<p>3.3 Identify success criteria that are capable of measuring the effectiveness of solutions to solve administrative problems</p> <p>3.4 Implement a problem-solving plan within the agreed timescale and constraints</p> <p>3.5 Take action to ensure that systems and processes are capable of preventing future reoccurrences</p> <p>3.6 Evaluate the effectiveness of problem solving activities</p> <p>3.7 Adhere to organisational policies and procedures, legal and ethical requirements when resolving administrative problems</p>
Planning and organisation	Takes responsibility for initiating and completing tasks, manages priorities and time in order to successfully meet deadlines.	<p>Unit 5 Manage Personal and Professional Development</p> <p>2.5 Execute the plan within the agreed budget and timescale</p> <p>Unit 16 Create Bespoke Business Documents</p> <p>3.4 Present documents within the agree timescale</p> <p>Unit 21 Provide Administrative Support for Meetings</p> <p>2.3 Distribute meeting invitations, documents and other meeting related requirements within the timescale</p> <p>Unit 31 Produce Business Documents</p> <p>2.4 Produce documents that meet the requirements within the agreed timescale</p>
	Positively manages the expectations of colleagues at all levels and sets a positive example for others in the workplace.	No mapping identified.
	Makes suggestions for improvements to working practice, showing understanding of implications beyond the immediate environment (e.g. impact on clients, suppliers, other parts of the organisation).	<p>Unit 7 Contribute to the Improvement of Business Performance</p> <p>4.1 Identify the nature, scope and scale of possible contributions to continuous improvement activities</p> <p>4.2 Measure changes achieved against existing baseline data</p> <p>4.3 Calculate performance measures relating to cost, quality and delivery</p>

	Manages resources e.g. equipment or facilities.	<p>4.4 Justify the case for adopting improvements identified with evidence</p> <p>Unit 11 Manage an Office Facility 2.1 Maintain equipment and consumables to agreed levels 2.2 Establish systems 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 with organisational procedures</p>
	Organises meetings and events, takes minutes during meetings and creates action logs as appropriate. Takes responsibility for logistics e.g. travel and accommodation.	<p>Unit 9 Evaluate the Provision of Business Travel or Accommodation 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 and their implications 2.4 Identify alternative potential providers and ways of providing travel or accommodation 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</p> <p>Unit 20 Organise Business Travel or Accommodation 2.1 Identify different suppliers that are capable of delivering the services required within budget 2.2 Recommend travel or accommodation arrangements that best meet the requirements</p>

		<p>2.3 Recommend suppliers of travel or accommodation that best meet the requirements</p> <p>3.1 Confirm the requirements for travel or accommodation</p> <p>3.2 Agree arrangements that specify any limitations, prohibitions or responsibilities and which meet the requirements</p> <p>3.3 Prepare and issue itinerary/schedule documentation that reflect agreed arrangements accurately</p> <p>3.4 Obtain travel or accommodation documentation within the required timescale</p> <p>3.5 Confirm the acceptability of payments to be made within the limits of their own authority</p> <p>3.6 Keep up to date records of travel or accommodation arrangements and agreed commitments</p> <p>3.7 Adhere to organisational policies and procedures, legal and ethical requirements when making business travel or accommodation arrangements for others</p> <p>Unit 21 Provide Administrative Support for Meetings</p> <p>2.1 Book meeting venue, resources, and facilities in accordance with the brief</p> <p>2.2 Collate documents needed for a meeting</p> <p>2.3 Distribute meeting invitations, documents and other meeting related requirements within the timescale</p> <p>2.4 Confirm meeting attendees and any special requirements</p> <p>3.1 Take action to ensure that the equipment allocated for use at a meeting functions correctly</p> <p>3.2 Provide support to meetings in accordance with requests</p> <p>3.3 Ensure the venue is restored to the required conditions after the meeting</p> <p>3.4 Distribute meeting records promptly to the agreed distribution list</p> <p>3.5 Carry out any follow-up actions in accordance with the brief</p> <p>Unit 23 Contribute to the Organisation of an Event</p>
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Project management	Uses relevant project management principles and tools to scope, plan, monitor and report. Plans required resources to successfully deliver projects. Undertakes and leads projects as and when required.	<p>Unit 60 Manage 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 project 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 project lifecycle approaches to the progress of a project</p>

		<p>3.1 Allocate resources in accordance with the project plan</p> <p>3.2 Brief project team members on their roles and responsibilities</p> <p>3.3 Implement plans within agreed budgets and timescales</p> <p>3.4 Communicate the requirements of the plans to those who will be affected</p> <p>3.5 Revise plans in the light of changing circumstances in accordance with project objectives and identified risks</p> <p>3.6 Keep stakeholders up to date with developments and problems</p> <p>3.7 Complete close-out actions in accordance with project plans</p> <p>3.8 Adhere to organisational policies and procedures, legal and ethical requirements when managing a project</p> <p>4.1 Conduct periodic reviews of the progress and effectiveness of a project using information from a range of sources</p> <p>4.2 Evaluate the effectiveness of capturing and managing project-related knowledge</p> <p>4.3 Report on the effectiveness of plans</p>
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Knowledge	What is required (in-depth knowledge of organisation and wider business environment)	Unit and assessment criteria
The organisation	Understands organisational purpose, activities, aims, values, vision for the future, resources and the way that the political/economic environment affects the organisation.	<p>Unit 1 Principles of Business</p> <p>1.3 Explain how an organisation's goals may be shaped by the market in which it operates</p> <p>Unit 73 Principles of Leadership and Management</p> <p>3.3 Explain how a manager's role contributes to the achievement of an organisation's vision, mission and objectives</p>

Value of their skills	Knows organisational structure and demonstrates understanding of how their work benefits the organisation. Knows how they fit within their team and recognises how their skills can help them to progress their career.	<p>Unit 5 Manage Personal and Professional Development 1.3 Evaluate their own current and future personal and professional development needs relating to the role, the team and the organisation</p> <p>Unit 24 Employee Rights and Responsibilities 1.1 Explain the role of their own occupation within an organisation and industry 1.2 Describe career pathways within their organisation and industry</p>
Stakeholders	Has a practical knowledge of managing stakeholders and their differing relationships to an organisation. This includes internal and external customers, clients and/or suppliers.	<p>Unit 3 Communicate in a Business Environment 1.1 Analyse the communication needs of internal and external stakeholders</p>
	Liaises with internal/external customers, suppliers or stakeholders from inside or outside the UK. Engages and fosters relationships with suppliers and partner organisations.	<p>Unit 11 Manage an Office Facility 2.5 Manage effective relationships with suppliers</p> <p>Unit 16 Create Bespoke Business Documents 2.4 Take into account feedback from stakeholders</p> <p>Unit 60 Manage a Project 2.2 Agree the objectives and scope of proposed projects with stakeholders 3.6 Keep stakeholders up to date with developments and problems</p>
Relevant regulation	Understands laws and regulations that apply to their role including data protection, health & safety, compliance etc.	<p>Unit 1 Principles of Business 1.4 Describe the legal obligations of a business</p> <p>Unit 2 Principles of Business Communication and Information 3.3 Explain the legal requirements and procedures for gathering information for bespoke documents 4.3 Explain legal, security and confidentiality requirements for information systems in a business environment</p>

		<p>Unit 4 Principles of Administration 1.1 Explain the legal requirements relating to the management of office facilities 2.1 Explain the legal obligations of the employer for health and safety in the workplace 2.2 Explain an individual's responsibilities for health and safety in the workplace 3.2 Explain the legal implications of meeting minutes</p> <p>Unit 21 Provide Administrative Support for Meetings 1.8 Explain the legal implications of formal meetings</p> <p>Unit 24 Employee Rights and Responsibilities 2.1 Describe the employer and employee statutory rights and responsibilities that affect their own role</p> <p>Unit 27 Store and Retrieve Information 1.2 Outline legal and organisational requirements for information security and retention</p> <p>Unit 31 Produce Business Documents 1.4 Explain the requirements of data protection, copyright and intellectual property legislation relating to document production</p> <p>Unit 32 Produce Minutes of Meetings 1.2 Explain the legal requirements of formal minutes</p> <p>Unit 45 Promote Equality, Diversity and Inclusion in the Workplace 1.2 Explain the impact of equality, diversity and inclusion across aspects of organisational policy 1.3 Explain the potential consequences of breaches of equality legislation</p>
	<p>Supports the company in applying the regulations.</p>	<p>Unit 8 Negotiate in a Business Environment 3.4 Adhere to organisational policies and procedures, and</p>

		<p>legal and ethical requirements when carrying out business negotiations</p> <p>Unit 27 Store and Retrieve Information 2.4 Adhere to organisational policies and procedures, legal and ethical requirements</p> <p>Unit 33 Resolve Administrative Problems 3.7 Adhere to organisational policies and procedures, legal and ethical requirements when resolving administrative problems</p> <p>Unit 40 Participate in a Project 2.6 Adhere to organisational policies and procedures, legal and ethical requirements in supporting the delivery of a project</p> <p>Unit 41 Manage Individuals' Performance 2.7 Adhere to organisational policies and procedures, and legal and ethical requirements when managing individuals' performance in the workplace</p> <p>Unit 45 Promote Equality, Diversity and Inclusion in the Workplace 3.3 Adhere to organisational policies and procedures, and legal and ethical requirements when supporting equality, diversity and inclusion in the workplace</p> <p>Unit 54 Resolve Customers' Complaints 2.9 Adhere to organisational policies and procedures, legal and ethical requirements when dealing with customers' complaints</p> <p>Unit 60 Manage a Project 3.8 Adhere to organisational policies and procedures, legal and ethical requirements when managing a project</p>
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Policies	Understands the organisation's internal policies and key business policies relating to sector.	No mapping identified.
Business fundamentals	Understands the applicability of business principles such as managing change, business finances and project management.	<p>Unit 1 Principles of Business 3.1 Explain the importance of financial viability for an organisation 3.2 Explain the consequences of poor financial management</p> <p>Unit 28 Administer Finance 1.1 Describe organisational hierarchy and levels of authority for financial transactions 1.2 Explain organisational systems for sales invoicing, purchasing, payments and receipts 1.3 Describe the use of a purchase order, invoice, receipts and expense</p> <p>Unit 40 Participate in a Project 1.1 Explain the features of a project business case 1.2 Explain the stages of a project lifecycle 1.3 Explain the roles of people involved in a project 1.4 Explain the uses of project-related information 1.5 Explain the advantages and limitations of different project monitoring techniques 1.6 Analyse the interrelationship of project scope, schedule, finance, risk, quality and resources</p> <p>Unit 46 Implement Change 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</p>

		<p>1.5 Assess the need for contingency planning when implementing change</p> <p>1.6 Assess the need for crisis management when implementing change</p> <p>1.7 Explain the different types of barriers to change and how to deal with these</p> <p>1.8 Explain how to evaluate change management projects</p> <p>Unit 60 Manage a Project</p> <p>1.1 Explain how to carry out a cost-benefit analysis for a project</p> <p>1.2 Evaluate the use of risk analysis techniques</p> <p>1.3 Evaluate project planning and management tools and techniques</p> <p>1.4 Evaluate the impact of changes to project scope, schedule, finance, risk, quality and resources</p> <p>1.5 Analyse the requirements of project governance arrangements</p>
Processes	Understands the organisation's processes, e.g. making payments or processing customer data.	<p>Unit 28 Administer Finance</p> <p>1.2 Explain organisational systems for sales invoicing, purchasing, payments and receipts</p>
	Is able to review processes autonomously and make suggestions for improvements. Applying a solutions-based approach to improve business processes and helping define procedures.	<p>Unit 39 Manage Team Performance</p> <p>2.5 Recommend changes to system and processes to improve</p>
	Understands how to administer billing, process invoices and purchase orders.	<p>Unit 28 Administer Finance</p> <p>1.1 Describe organisational hierarchy and levels of authority for financial transactions</p> <p>1.2 Explain organisational systems for sales invoicing, purchasing, payments and receipts</p> <p>1.3 Describe the use of a purchase order, invoice, receipts and expenses</p>
External environment factors	Understands relevant external factors e.g. market forces, policy & regulatory changes, supply chain etc. and the wider business	<p>Unit 1 Principles of Business</p> <p>1.1 Explain the characteristics of different business markets</p>

	impact). Where necessary understands the international/global market in which the employing organisation is placed.	1.2 Explain the nature of interactions between businesses within a market
Behaviours	What is required (Role-model behaviours and positive contribution to culture).	Unit and assessment criteria
Professionalism	Behaves in a professional way. This includes: personal presentation, respect, respecting and encouraging diversity to cater for wider audiences, punctuality and attitude to colleagues, customers and key stakeholders.	<p>Unit 8 Negotiate in a Business Environment 3.4 Adhere to organisational policies and procedures, and legal and ethical requirements when carrying out business negotiations</p> <p>Unit 23 Contribute to the Organisation of an Event 3.3 Behave in a way that maintains organisational values and standards</p> <p>Unit 45 Promote Equality, Diversity and Inclusion in the Workplace 3.3 Adhere to organisational policies and procedures, and legal and ethical requirements when supporting equality, diversity and inclusion in the workplace</p>
	Adheres to the organisation's code of conduct for professional use of social media.	No mapping identified
	Acts as a role model, contributing to team cohesion and productivity – representing the positive aspects of team culture and respectfully challenging inappropriate prevailing cultures.	<p>Unit 45 Promote Equality, Diversity and Inclusion in the Workplace 3.1 Ensure colleagues are aware of their responsibilities for equality, diversity and inclusion in the workplace 3.2 Identify potential issues relating to equality, diversity and inclusion in the workplace</p>
Personal qualities	Shows exemplary qualities that are valued including integrity, reliability, self-motivation, being pro-active and a positive attitude. Motivates others where responsibility is shared.	<p>Unit 41 Manage Individuals' Performance 2.3 Apply motivation techniques to maintain morale</p>
Managing performance	Takes responsibility for their own work, accepts feedback in a positive way, uses initiative and shows resilience.	<p>Unit 5 Manage Personal and Professional Development 3.4 Amend the personal and professional development plan in the light of feedback received from others.</p>

	Also takes responsibility for their own development, knows when to ask questions to complete a task and informs their line manager when a task is complete.	Unit 5 Manage Personal and Professional Development 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
	Performs thorough self-assessments of their work and complies with the organisation's procedures.	Unit 14 Deliver a Presentation 3.7 Evaluate the effectiveness of a presentation
Adaptability	Is able to accept and deal with changing priorities related to both their own work and to the organisation.	Unit 39 Manage Team Performance 2.4 Amend priorities and plans to take account of changing circumstances
Responsibility	Demonstrates taking responsibility for team performance and quality of projects delivered. Takes a clear interest in seeing that projects are successfully completed and customer requests handled appropriately. Takes initiative to develop own and others' skills and behaviours.	Unit 39 Manage Team Performance 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 Unit 41 Manage Individuals' Performance 2.2 Delegate responsibility to individuals on the basis of their expertise, competence, skills, knowledge, and development needs