

Core Business & Administration

QCF Units of Assessment

Final NVQ Units

April 2010

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| Title | Improve own performance in a business environment | |
| Skills CFA Unit No. | Q102 | |
| WBA Unit No. | T/601/2448 | |
| Level | 1 | |
| Credit Value | 1 | |
| GLH | 7 | |
| Learning Outcomes | Assessment Criteria | |
| The learner will | The learner can | |
| 1. Understand how to improve own performance | 1.1 Outline the purpose of continuously improving work 1.2 Explain the purpose of accepting feedback from others 1.3 Explain how learning and development can improve own work, benefit an organisation, and further own career 1.4 Outline possible career progression routes 1.5 Outline possible development opportunities | |
| 2. Understand a learning plan | 2.1 Describe the purpose of creating a learning plan 2.2 State the benefits of a learning plan 2.3 Describe how to maintain a learning plan | |
| 3. Be able to improve own performance using feedback | 3.1 Accept feedback from other people 3.2 Use feedback to agree ways to improve own work 3.3 Complete work using feedback given | |
| 4. Be able to use a learning plan | 4.1 Set a learning plan to improve own work 4.2 Follow a learning plan for own work 4.3 Review progress with own learning plan 4.4 Agree further learning, if required | |

| Additional Information about the unit | |
|---|---|
| Unit purpose and aim(s) | This unit is about ways of improving work performance to be able to work more effectively with other people in a business environment, and also develop career opportunities. |
| Unit expiry date | 31 December 2013 |
| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate) | Skills CFA |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | Assessment Strategy |
| Support for the unit from an SSC or other appropriate body (if required) | Skills CFA |
| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 7 |

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| Title | Manage own performance in a business environment | |
| Skills CFA Unit No. | Q101 | |
| WBA Unit No. | M/601/2447 | |
| Level | 1 | |
| Credit Value | 2 | |
| GLH | 14 | |
| Learning Outcomes | Assessment Criteria | |
| The learner will | The learner can | |
| 1. Understand how to be responsible for own work | 1.1 Outline how to listen to and follow instructions 1.2 Outline how to plan own work 1.3 Describe the purpose and benefits of how to manage time to plan work 1.4 State the purpose of keeping other people informed about progress 1.5 Outline ways of asking for help if needed 1.6 State the purpose and benefits of recognising and learning from mistakes 1.7 Outline guidelines, procedures and codes of practice that are relevant to own work | |
| 2. Understand how to behave in a way that supports effective working | 2.1 Outline the purpose of setting achievable standards for own work 2.2 State the benefits of being ready to take on new challenges and adapt to change 2.3 Explain the purpose and benefits of treating others with honesty, respect and consideration 2.4 Outline types of behaviour at work that show honesty, respect and consideration and those that do not 2.5 Explain why own behaviour in the workplace is important | |
| 3. Be able to take responsibility for own work, supported by others | 3.1 Accept and follow instructions for work checking any points, if | |

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| | <p>required</p> <p>3.2 Agree how to make best use of own time and the working methods to be used</p> <p>3.3 Report any problems, using the support of other people, when necessary</p> <p>3.4 Keep other people informed of progress</p> <p>3.5 Take responsibility for own work and accept responsibility for any mistakes made</p> <p>3.6 Follow agreed work guidelines, procedures and, where needed, codes of practice</p> |
| 4. Behave in a way that supports effective working | <p>4.1 Set achievable standards for own work and show commitment in achieving these standards</p> <p>4.2 Show understanding of own needs and rights in work tasks</p> <p>4.3 Agree to take on new challenge(s), with support from others</p> <p>4.4 Make changes to own way of working, if required</p> <p>4.5 Complete own work, treating other people with honesty, respect and consideration</p> |

| Additional Information about the unit | |
|---|---|
| Unit purpose and aim(s) | This unit is about managing work in a way that makes sure you will be able to work effectively with other people in a business environment. |
| Unit expiry date | 31 December 2013 |
| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate) | Skills CFA |
| Assessment requirements or | Assessment Strategy |

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| guidance specified by a sector or regulatory body (if appropriate) | |
| Support for the unit from an SSC or other appropriate body (if required) | Skills CFA |
| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 10 |

| Title | Solve business problems | | |
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| Skills CFA Unit No. | Q104 | | |
| WBA Unit No. | M/601/2450 | | |
| Level | 1 | | |
| Credit Value | 3 | | |
| GLH | 14 | | |
| Learning Outcomes | | Assessment Criteria | |
| The learner will | | The learner can | |
| 1. Know how to identify business problems | | 1.1 Outline ways of identifying a problem in the business environment | |
| 2. Understand techniques for solving straightforward business problems | | 2.1 Outline different ways of solving the business problem 2.2 Outline reasons for having support and feedback from others when solving business problems | |
| 3. Be able to recognise business problems | | 3.1 Check own understanding of the business problem 3.2 Work with others to discuss and resolve the business problem | |
| 4. Be able to carry out a solution to the business problem | | 4.1 Seek advice on how to deal with the business problem 4.2 Solve the business problem, involving others as required 4.3 Confirm that the business problem has been solved | |

| Additional Information about the unit | |
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| Unit purpose and aim(s) | This unit is about recognising that there is a problem with the way work is being carried out in a business environment, and working with other people to help resolve the business problem. |
| Unit expiry date | 31 December 2013 |
| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula | Skills CFA |

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| (if appropriate) | |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | Assessment Strategy |
| Support for the unit from an SSC or other appropriate body (if required) | Skills CFA |
| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 14 |

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|---|---|--|
| Title | Work in a business environment | |
| Skills CFA Unit No. | Q103 | |
| WBA Unit No. | A/601/2449 | |
| Level | 1 | |
| Credit Value | 3 | |
| GLH | 17 | |
| Learning Outcomes | Assessment Criteria | |
| The learner will | The learner can | |
| 1. Understand how to treat other people at work | 1.1 Outline what is meant by diversity and why it should be valued 1.2 Explain how to treat other people in a way that respects their abilities, background, values, customs and beliefs 1.3 Outline ways in which it possible to learn from others at work | |
| 2. Understand how to maintain security and confidentiality at work | 2.1 Outline the purpose of maintaining security and confidentiality at work 2.2 Outline requirements for security and confidentiality in an organisation 2.3 Outline legal requirements for security and confidentiality, as required | |
| 3. Understand procedures for keeping waste to a minimum in a business environment | 3.1 Outline the purpose of keeping waste to a minimum 3.2 Describe the main types of waste that may occur in a business environment 3.3 Describe ways of keeping waste to a minimum | |
| 4. Understand procedures for disposal of hazardous materials | 4.1 Outline the purpose and benefits of procedures for the recycling and disposal of hazardous materials 4.2 Outline organisational procedures for the recycling and disposal of hazardous materials | |
| 5. Be able to respect and support other people at work in an organisation | 5.1 Complete work tasks alongside other people in a way that shows respect for | |

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| | <ul style="list-style-type: none"> a) backgrounds b) abilities c) values, customs and beliefs 5.2 Use feedback from other people to improve own way of working 5.3 Follow organisational procedures and legal requirements in relation to discrimination legislation, as required |
| 6. Be able to maintain security and confidentiality | 6.1 Keep property secure, following organisational procedures and legal requirements, as required 6.2 Keep information secure and confidential, following organisational procedures and legal requirements |
| 7. Be able to keep waste to a minimum and follow procedures for disposal and recycling | 7.1 Complete work tasks, keeping waste to a minimum 7.2 Follow procedures for recycling and disposal of hazardous items, as required |

Additional Information about the unit

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| Unit purpose and aim(s) | This unit is about being able to behave, and carry out work tasks and procedures, in a business environment, in ways that support diversity, security and confidentiality and reduction of waste. |
| Unit expiry date | 31 December 2013 |
| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate) | Skills CFA |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | Assessment Strategy |
| Support for the unit from an SSC or | Skills CFA |

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| other appropriate body (if required) | |
| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 17 |

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|--|---|
| Title | Work with other people in a business environment |
| Skills CFA Unit No. | Q105 |
| WBA Unit No. | A/601/2452 |
| Level | 1 |
| Credit Value | 2 |
| GLH | 9 |
| Learning Outcomes | Assessment Criteria |
| The learner will | The learner can |
| 1. Know how to work with others | 1.1 State advantages of working with others to achieve goals and objectives 1.2 Describe how own job role fits into the organisation's structure 1.3 Describe the role of being a member of a team 1.4 Describe the organisational systems and procedures relevant to own role working with others 1.5 Outline who to consult if unsure about policies, objectives, systems and values 1.6 Describe situations in which team members might need support and how to provide this 1.7 Describe the purpose and benefits of respecting others 1.8 Give examples of behaviour that promotes a good image of the organisation 1.9 Describe the purpose of quality measures |
| 2. Know when to communicate when working with others | 2.1 Give examples of situations where communicating with others is needed 2.2 List different methods of communication |
| 3. Know how to deal with problems when working with others | 3.1 Describe problems that may occur in own work, and how to deal with them |
| 4. Understand what is meant by feedback | 4.1 Explain what is meant by feedback |
| 5. Be able to work with others | 5.1 Work in a way that supports the |

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| | <p>team's objectives</p> <p>5.2 Follow systems and procedures that are relevant to the job role</p> <p>5.3 Communicate with other people in a team, as required</p> <p>5.4 Make sure own work goals and objectives are understood and make good use of own abilities</p> <p>5.5 Ask for clarification and support, as required</p> <p>5.6 Show respect for individuals in a team</p> <p>5.7 Provide support to other team members as appropriate to the job role</p> <p>5.8 Behave in a way that promotes a good image of the company</p> <p>5.9 Work with colleagues to make sure own work meets agreed quality standards and is on time</p> |
| 6. Be able to deal with problems | <p>6.1 Identify problems affecting own work</p> <p>6.2 Refer problems, as required</p> |
| 7. Be able to receive and use feedback | <p>7.1 Receive constructive feedback on own work</p> <p>7.2 Use feedback to agree improvements in own work</p> |

| Additional Information about the unit | |
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| Unit purpose and aim(s) | This unit is about working as part of a team and contributing to the work of the team as a whole to achieve agreed goals and objectives. |
| Unit expiry date | 31 December 2013 |
| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate) | Skills CFA |
| Assessment requirements or guidance specified by a sector or | Assessment Strategy |

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| regulatory body (if appropriate) | |
| Support for the unit from an SSC or other appropriate body (if required) | Skills CFA |
| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 9 |

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|---|---|--|
| Title | Improve own performance in a business environment | |
| Skills CFA Unit No. | Q202 | |
| WBA Unit No. | L/601/2469 | |
| Level | 2 | |
| Credit Value | 2 | |
| GLH | 6 | |
| Learning Outcomes | Assessment Criteria | |
| The learner will | The learner can | |
| 1. Understand how to improve own performance | 1.1 Explain the purpose and benefits of continuously improving performance at work 1.2 Explain the purpose and benefits of encouraging and accepting feedback from others 1.3 Explain how learning and development can improve own work, benefit organisations, and identify career options 1.4 Describe possible career progression routes 1.5 Describe possible development opportunities | |
| 2. Be able to improve own performance using feedback | 2.1 Encourage and accept feedback from other people 2.2 Use feedback to agree ways to improve own performance in the workplace 2.3 Complete work tasks, using feedback given, to improve performance | |
| 3. Be able to agree own development needs using a learning plan | 3.1 Investigate and agree where further learning and development may improve own work performance 3.2 Confirm learning plan changes 3.3 Follow a learning plan 3.4 Review progress against learning plan and agree further learning updates, if required | |

Additional Information about the unit

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| Unit purpose and aim(s) | This unit is about identifying way of improving performance at work by encouraging feedback from others and maintaining a learning plan to record new learning and career opportunities. |
| Unit expiry date | 31 December 2013 |
| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate) | Skills CFA |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | Assessment Strategy |
| Support for the unit from an SSC or other appropriate body (if required) | Skills CFA |
| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 6 |

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|--|---|--|
| Title | Manage own performance in a business environment | |
| Skills CFA Unit No. | Q201 | |
| WBA Unit No. | F/601/2467 | |
| Level | 2 | |
| Credit Value | 2 | |
| GLH | 9 | |
| Learning Outcomes | Assessment Criteria | |
| The learner will | The learner can | |
| 1. Understand how to plan work and be accountable to others | 1.1 Outline guidelines, procedures and codes of practice relevant to personal work 1.2 Explain the purpose of planning work, and being accountable to others for own work 1.3 Explain the purpose and benefits of agreeing realistic targets for work 1.4 Explain how to agree realistic targets 1.5 Describe ways of planning work to meet agreed deadlines 1.6 Explain the purpose of keeping other people informed about progress 1.7 Explain the purpose and benefits of letting other people know work plans need to be changed 1.8 Describe types of problems that may occur during work 1.9 Describe ways of seeking assistance with getting help to resolve problems 1.10 Explain the purpose and benefits of recognising and learning from mistakes | |
| 2. Understand how to behave in a way that supports effective working | 2.1 Explain the purpose and benefits of agreeing and setting high standards for own work 2.2 Describe ways of setting high standards for work 2.3 Explain the purpose and benefits of taking on new challenges if they arise | |

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| | <p>2.4 Explain the purpose and benefits of adapting to change</p> <p>2.5 Explain the purpose and benefits of treating others with honesty, respect and consideration</p> <p>2.6 Explain why own behaviour in the workplace is important</p> <p>2.7 Describe types of behaviour at work that show honesty, respect and consideration and those that do not</p> |
| <p>3. Be able to plan and be responsible for own work, supported by others</p> | <p>3.1 Agree realistic targets and achievable timescales for own work</p> <p>3.2 Plan work tasks to make best use of own time and available resources</p> <p>3.3 Confirm effective working methods with others</p> <p>3.4 Identify and report problems occurring in own work, using the support of other people when necessary</p> <p>3.5 Keep other people informed of progress</p> <p>3.6 Complete work tasks to agreed deadlines or re-negotiate timescales and plans in good time</p> <p>3.7 Take responsibility for own work and accept responsibility for any mistakes made</p> <p>3.8 Follow agreed work guidelines, procedures and, where needed, codes of practice</p> |
| <p>4. Behave in a way that supports effective working</p> | <p>4.1 Set high standards for own work and show commitment to achieving these standards</p> <p>4.2 Agree to take on new challenge(s) if they arise</p> <p>4.3 Adapt to new ways of working</p> <p>4.4 Treat other people with honesty, respect and consideration</p> <p>4.5 Help and support other people</p> |

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| | in work tasks |
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| Additional Information about the unit | |
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| Unit purpose and aim(s) | This unit is about managing and being accountable for your own work. |
| Unit expiry date | 31 December 2013 |
| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate) | Skills CFA |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | Assessment Strategy |
| Support for the unit from an SSC or other appropriate body (if required) | Skills CFA |
| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 9 |

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|---|--|
| Title | Solve business problems |
| Skills CFA Unit No. | Q204 |
| WBA Unit No. | L/601/2472 |
| Level | 2 |
| Credit Value | 4 |
| GLH | 12 |
| Learning Outcomes | Assessment Criteria |
| The learner will | The learner can |
| 1. Know how to recognise business problems and their causes | 1.1 Outline ways of recognising when a business problem exists 1.2 Describe how to identify possible causes of business problems |
| 2. Understand techniques for solving business problems | 2.1 Describe different ways of solving a business problem 2.2 Outline different ways of planning to solve a business problem 2.3 Give reasons for having support and feedback from others when solving the business problem 2.4 Explain the purpose of checking progress and adjusting approaches to solving a business problem 2.5 Describe ways of recognising when a business problem has been solved |
| 3. Know how to review approaches and solutions to business problems | 3.1 Outline ways of reviewing approaches to solving business problems 3.2 Outline ways of reviewing the effectiveness of solutions to business problems |
| 4. Be able to recognise business problems | 4.1 Identify a business problem 4.2 Confirm own understanding of a business problem 4.3 Work with others to agree what the business problem is |
| 5. Be able to plan and carry out a solution to a business problem | 5.1 Agree an approach for how to solve the business problem 5.2 Develop a plan to solve the business problem |

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| | <p>5.3 Identify ways of deciding that the business problem has been solved</p> <p>5.4 Agree approaches to solving the business problem, with others as required</p> <p>5.5 Carry out a plan to solve the business problem, involving others as required</p> <p>5.6 Use support and feedback from others to reach a solution</p> <p>5.7 Check progress towards solving the business problem</p> <p>5.8 Use feedback and progress reports to adjust the plan, as required</p> <p>5.9 Confirm that the business problem has been solved, with others as required</p> |
| 6. Be able to review a solution to the business problem | <p>6.1 Review an approach to solving a business problem for its effectiveness</p> <p>6.2 Review a solution to the business problem for its effectiveness</p> <p>6.3 Identify alternative approaches and solutions for possible effectiveness</p> |

Additional Information about the unit

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| Unit purpose and aim(s) | This unit is about recognising that there is a problem with the way work is being carried out in a business environment and working with other people to agree a solution. |
| Unit expiry date | 31 December 2013 |
| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate) | Skills CFA |

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| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | Assessment Strategy |
| Support for the unit from an SSC or other appropriate body (if required) | Skills CFA |
| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 8 |

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|---|--|--|
| Title | Work in a business environment | |
| Skills CFA Unit No. | Q203 | |
| WBA Unit No. | F/601/2470 | |
| Level | 2 | |
| Credit Value | 2 | |
| GLH | 18 | |
| Learning Outcomes | Assessment Criteria | |
| The learner will | The learner can | |
| 1. Understand how to respect other people at work | 1.1 Describe what is meant by diversity and why it should be valued 1.2 Describe how to treat other people in a way that is sensitive to their needs 1.3 Describe how to treat other people in a way that respects their abilities, background, values, customs and beliefs 1.4 Describe ways in which it possible to learn from others at work | |
| 2. Understand how to maintain security and confidentiality at work and deal with concerns | 2.1 Describe the purpose and benefits of maintaining security and confidentiality at work 2.2 Describe requirements for security and confidentiality in an organisation 2.3 Describe legal requirements for security and confidentiality, as required 2.4 Describe procedures for dealing with concerns about security and confidentiality in an organisation | |
| 3. Understand the purpose and procedures for keeping waste to a minimum in a business environment | 3.1 Explain the purpose of keeping waste to a minimum 3.2 Describe the main causes of waste that may occur in a business environment 3.3 Describe ways of keeping waste to a minimum 3.4 Identify ways of using technology to reduce waste | |

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| | <p>3.5 Outline the purpose and benefits of recycling</p> <p>3.6 Describe organisational procedures for recycling materials</p> |
| 4. Understand procedures for disposal of hazardous materials | <p>4.1 Describe the benefits of procedures for the recycling and disposal of hazardous materials</p> <p>4.2 Describe organisational procedures for the recycling and disposal of hazardous materials</p> |
| 5. Know how to support sustainability in an organisation | <p>5.1 Outline the purpose of improving efficiency and minimising waste</p> <p>5.2 Describe ways of improving own working methods and use of technology to achieve efficiency and reduce waste</p> |
| 6. Be able to respect and support other people at work in an organisation | <p>6.1 Complete work tasks alongside other people in a way that shows respect for</p> <ul style="list-style-type: none"> a) backgrounds b) abilities c) values, customs and beliefs <p>6.2 Complete work tasks with other people in a way that is sensitive to their needs</p> <p>6.3 Use feedback and guidance from other people to improve own way of working</p> <p>6.4 Follow organisational procedures and legal requirements in relation to discrimination legislation, as required</p> |
| 7. Be able to maintain security and confidentiality | <p>7.1 Keep property secure, following organisational procedures and legal requirements, as required</p> <p>7.2 Keep information secure and confidential, following organisational procedures and legal requirements</p> <p>7.3 Follow organisational procedures to report concerns about security / confidentiality, as required</p> |

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| 8. Be able to support sustainability and minimise waste in an organisation | 8.1 Complete work tasks, keeping waste to a minimum 8.2 Use technology in work task(s) in ways that minimise waste 8.3 Follow procedures for recycling and disposal of hazardous materials, as required 8.4 Follow procedures for the maintenance of equipment in own work |
| Additional Information about the unit | |
| Unit purpose and aim(s) | This unit is about being able to behave, and make contributions to work tasks and procedures, in a business environment, in ways that support diversity, security and confidentiality at work, reduction of waste and improve efficiency. |
| Unit expiry date | 31 December 2013 |
| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate) | Skills CFA |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | Assessment Strategy |
| Support for the unit from an SSC or other appropriate body (if required) | Skills CFA |
| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 18 |

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|---|--|--|
| Title | Work with other people in a business environment | |
| Skills CFA Unit No. | Q205 | |
| WBA Unit No. | Y/601/2474 | |
| Level | 2 | |
| Credit Value | 3 | |
| GLH | 10 | |
| Learning Outcomes | Assessment Criteria | |
| The learner will | The learner can | |
| 1. Understand how your role fits with organisational values and practices | 1.1 Describe the sector in which your organisation operates 1.2 Describe your organisation's missions and purpose 1.3 Compare your organisation to other types of organisation in your sector 1.4 Outline your responsibilities 1.5 Describe how your role fits into your organisation's structure 1.6 Describe how your role contributes to the organisation's operations 1.7 Outline the policies, procedures, systems and values of your organisation that are relevant to your role 1.8 Outline who you would consult if unsure about organisational policies, procedures, systems and values | |
| 2. Understand how to work as part of a team to achieve goals and objectives | 2.1 Explain the purpose of working with other people to achieve goals and objectives 2.2 Identify situations in which working with others can achieve positive results 2.3 Explain the purpose and benefits of agreeing work goals and plans when working with others 2.4 Describe situations in which team members might support each other 2.5 Describe ways of providing support to other people in a | |

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| | <p>team</p> <p>2.6 Explain the purpose of agreeing quality measures with a team</p> |
| 3. Understand how to communicate as part of a team | <p>3.1 Explain the purpose of communicating with other people in a team</p> <p>3.2 Identify different methods of communication and when to use them</p> |
| 4. Understand the contribution of individuals within a team | <p>4.1 Explain the purpose of recognising the strengths of others</p> <p>4.2 Explain the value of diversity within teams</p> <p>4.3 Explain the purpose of respecting individuals working within a team</p> |
| 5. Understand how to deal with problems and disagreements | <p>5.1 Describe the types of problems and disagreements that may occur when working with other people in a team</p> <p>5.2 Describe ways of dealing with problems and disagreements when working with other people in a team</p> |
| 6. Understand the purpose of feedback when working as a team | <p>6.1 Explain the purpose of giving and receiving constructive feedback</p> <p>6.2 Describe ways of using feedback to improve own work, and a team as a whole</p> |
| 7. Be able to work in a way that fits with organisational values and practices | <p>7.1 Follow organisational policies, systems and procedures relevant to your role</p> <p>7.2 Apply relevant organisational values across all aspects of your work</p> <p>7.3 Work with outside organisations and individuals in a way that protects the image of your organisation, when relevant</p> <p>7.4 Seek guidance when unsure about organisational policies, systems, procedures and values</p> |
| 8. Be able to work in a team to achieve goals and objectives | <p>8.1 Communicate effectively with other people in a team</p> |

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| | <p>8.2 Contribute to the agreement of work objectives and quality measures with a team, to achieve a positive outcome</p> <p>8.3 Make sure work goals and objectives are achieved in a way that makes best use of own abilities in a team</p> <p>8.4 Provide support to members of a team, if required</p> <p>8.5 Show respect for individuals in a team</p> <p>8.6 Make sure own work meets agreed quality standards and is on time</p> |
| 9. Be able to deal with or refer problems in a team | <p>9.1 Identify problem(s) or disagreement(s) in a team</p> <p>9.2 Resolve problem(s) or disagreement(s) within limits of own authority and experience</p> <p>9.3 Refer problems, as required</p> |
| 10. Be able to use feedback on objectives in a team | <p>10.1 Contribute to providing constructive feedback on the achievement of objectives to a team</p> <p>10.2 Receive constructive feedback on own work</p> <p>10.3 Use feedback on achievement of objectives to identify improvements in own work</p> |

Additional Information about the unit

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| Unit purpose and aim(s) | This unit is about working within a team, sharing responsibility with others to make sure that a team can achieve agreed goals and objectives. |
| Unit expiry date | 31 December 2013 |
| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula | Skills CFA |

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| (if appropriate) | |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | Assessment Strategy |
| Support for the unit from an SSC or other appropriate body (if required) | Skills CFA |
| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 10 |

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| Title | Contribute to decision-making in a business environment | |
| Skills CFA Unit No. | Q306 | |
| WBA Unit No. | Y/601/2524 | |
| Level | 3 | |
| Credit Value | 3 | |
| GLH | 12 | |
| Learning Outcomes | Assessment Criteria | |
| The learner will | The learner can | |
| 1. Understand the purpose and process of decision-making | 1.1 Identify situations where decision-making is required 1.2 Explain key stages in the decision-making process | |
| 2. Understand how to prepare to contribute to decision-making | 2.1 Understand the purpose of knowing the context in which a decision is being made 2.2 Describe the role and responsibilities of a person contributing to decision-making 2.3 Describe possible limitations on a person contributing to decision-making 2.4 Identify sources of information that can be used to inform decision-making 2.5 Explain how to research information to be used to inform decision-making | |
| 3. Understand how to contribute to decision-making | 3.1 Explain the purpose of contributing to meetings and other discussions where decisions are being made, and ways of doing so 3.2 Explain how to structure own ideas and information 3.3 Explain the purpose and benefits of respecting other people's contributions to the decision-making process 3.4 Explain the purpose of listening and responding to other people during the decision-making process, and ways of doing so | |

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| | <p>3.5 Explain how to use evidence, argument, questioning and assertiveness to influence outcomes</p> <p>3.6 Explain the purpose of collective responsibility</p> |
| 4. Be able to prepare contributions to decision-making | <p>4.1 Identify sources of information needed</p> <p>4.2 Research and collect information to add value to the decision-making process</p> |
| 5. Be able to make contributions to decision-making | <p>5.1 Present information to others and develop ideas, using accurate and current information</p> <p>5.2 Make constructive, relevant and timely contributions to meeting(s) or other discussions to contribute to making a decision</p> <p>5.3 Provide additional information, when asked, to contribute to making a decision</p> <p>5.4 Contribute to identifying and agreeing criteria for making a decision</p> <p>5.5 Contribute to structuring ideas and information in a way that helps other people understand own ideas</p> <p>5.6 Listen to other people's contributions adapting own ideas as necessary</p> <p>5.7 Contribute to reviewing information provided for a decision to be made</p> <p>5.8 Confirm support for an agreed decision</p> |

| Additional Information about the unit | |
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| Unit purpose and aim(s) | This unit is about contributing to the decision making process made in a business environment. |
| Unit expiry date | 31 December 2013 |

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| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate) | Skills CFA |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | Assessment Strategy |
| Support for the unit from an SSC or other appropriate body (if required) | Skills CFA |
| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 12 |

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|---|--|
| Title | Evaluate and improve own performance in a business environment |
| Skills CFA Unit No. | Q302 |
| WBA Unit No. | F/601/2520 |
| Level | 3 |
| Credit Value | 3 |
| GLH | 22 |
| Learning Outcomes | Assessment Criteria |
| The learner will | The learner can |
| 1. Understand how to evaluate and improve own performance | 1.1 Explain the purpose and benefits of continuously improving own performance in a business environment 1.2 Explain the purpose and value of encouraging and accepting feedback from others 1.3 Describe ways of evaluating own work 1.4 Explain the purpose and benefits of trying out possible improvements to own work 1.5 Evaluate how learning and development can improve own work, benefit organisations, and further own career 1.6 Compare possible career progression routes 1.7 Describe possible development opportunities 1.8 Justify the value of developing a learning plan |
| 2. Be able to evaluate and improve own performance using feedback from others | 2.1 Encourage and accept feedback from other people 2.2 Evaluate own work and use feedback from others to identify areas for improvement 2.3 Identify changes in ways of working needed to improve work performance 2.4 Complete work tasks using changed ways of working 2.5 Evaluate work completed and changed ways of working for improvements and effectiveness |

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| <p>3. Be able to use evaluation of own performance to agree, develop and use a learning plan</p> | <p>3.1 Evaluate own performance and identify where further learning and development will improve own work</p> <p>3.2 Agree and develop a learning plan to improve own work performance, that meets own needs</p> <p>3.3 Follow a learning plan for improvement to own work</p> <p>3.4 Review progress against learning plan and make updates for improving own work and further learning</p> |
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| Additional Information about the unit | |
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| Unit purpose and aim(s) | This unit is about evaluating and improving your own performance in the workplace. |
| Unit expiry date | 31 December 2013 |
| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate) | Skills CFA |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | Assessment Strategy |
| Support for the unit from an SSC or other appropriate body (if required) | Skills CFA |
| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |

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| Unit guided learning hours | 22 |
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|--|---|--|
| Title | Manage own performance in a business environment | |
| Skills CFA Unit No. | Q301 | |
| WBA Unit No. | L/601/2519 | |
| Level | 3 | |
| Credit Value | 3 | |
| GLH | 12 | |
| Learning Outcomes | Assessment Criteria | |
| The learner will | The learner can | |
| 1. Understand how to plan and prioritise work and be accountable to others | 1.1 Explain the purpose and benefits of planning work, and being accountable to others for own work 1.2 Explain the purpose and benefits of negotiating realistic targets for work and ways of doing so 1.3 Describe ways of prioritising targets and setting timescales for own work 1.4 Describe the types of problems that may occur during work, and ways of dealing with them 1.5 Explain the purpose and benefits of keeping other people informed about progress 1.6 Explain the purpose and benefits of letting other people know in good time if work plans need to be changed 1.7 Explain the purpose and benefits of recognising and learning from mistakes 1.8 Explain the purpose of guidelines, procedures and codes of practice that are relevant to own work | |
| 2. Understand how to behave in a way that supports effective working | 2.1 Explain the purpose and benefits of setting high standards for own work 2.2 Describe ways of setting high standards for own work 2.3 Describe ways of dealing with pressure arising from work tasks | |

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| | <p>2.4 Explain the purpose and benefits of accepting setbacks and dealing with them</p> <p>2.5 Explain the purpose and benefits of being assertive and its meaning in work tasks</p> <p>2.6 Give examples of work situations where it is necessary to be assertive</p> <p>2.7 Explain the purpose and benefits of being ready to take on new challenges and adapt to change</p> <p>2.8 Explain the purpose and benefits of treating others with honesty, respect and consideration</p> <p>2.9 Describe types of behaviour at work that show honesty, respect and consideration and those that do not</p> <p>2.10 Explain the purpose of helping and supporting others at work, and the purpose and benefits of doing so</p> |
| <p>3. Be able to plan, prioritise and be accountable for own work</p> | <p>3.1 Negotiate and agree realistic targets and achievable timescales for own work</p> <p>3.2 Prioritise targets for own work</p> <p>3.3 Plan work tasks to make best use of own time, effective working methods and available resources</p> <p>3.4 Identify and deal with problems occurring in own work, using the support of other people if necessary</p> <p>3.5 Keep other people informed of progress</p> <p>3.6 Complete work tasks to agreed deadlines or re-negotiate timescales and plans in good time</p> <p>3.7 Take responsibility for own work and accept responsibility for any mistakes made</p> <p>3.8 Evaluate results of mistakes</p> |

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| | <p>made and make changes to work and methods, as required</p> <p>3.9 Follow agreed work guidelines, procedures and, where needed, codes of practice</p> |
| 4. Behave in a way that supports effective working | <p>4.1 Set high standards for own work and demonstrate drive and commitment in achieving these standards</p> <p>4.2 Adapt work and working methods to deal with setbacks and difficulties</p> <p>4.3 Use own needs and rights when necessary to achieve work tasks and priorities</p> <p>4.4 Look to engage with opportunities, and agree to take on new challenge(s)</p> <p>4.5 Look for opportunities, and change ways of working, to meet new requirements</p> <p>4.6 Treat other people with honesty respect and consideration</p> <p>4.7 Help and support other people in work tasks</p> |

| Additional Information about the unit | |
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| Unit purpose and aim(s) | This unit is about taking responsibility for managing, prioritising and being accountable for your own work in a business environment. |
| Unit expiry date | 31 December 2013 |
| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate) | Skills CFA |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | Assessment Strategy |

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| Support for the unit from an SSC or other appropriate body (if required) | Skills CFA |
| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 12 |

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|---|--|--|
| Title | Negotiate in a business environment | |
| Skills CFA Unit No. | Q307 | |
| WBA Unit No. | D/601/2525 | |
| Level | 3 | |
| Credit Value | 5 | |
| GLH | 20 | |
| Learning Outcomes | Assessment Criteria | |
| The learner will | The learner can | |
| 1. Understand how to prepare for negotiations | 1.1 Outline the main principles of negotiations 1.2 Outline the process of negotiation and how it is used in business 1.3 Outline the purpose of different negotiation strategies and techniques 1.4 Explain the value of understanding the roles of other negotiators 1.5 Explain the purpose of knowing limits of own responsibility in negotiations 1.6 Explain the purpose of having clear objectives for negotiations | |
| 2. Understand how to conduct negotiations | 2.1 Explain the purpose of being flexible during negotiations while seeking to achieve the main objectives 2.2 Explain the purpose of keeping to the brief during negotiations 2.3 Explain the purpose of keeping to own level of authority during negotiations 2.4 Explain the purpose of referring issues to others, as required 2.5 Explain the purpose of keeping goodwill during negotiations, and ways of doing so 2.6 Explain when it might be necessary to withdraw from negotiations 2.7 Explain how to withdraw from negotiations in a way that maintains goodwill | |

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| <p>3. Understand how to complete negotiations</p> | <p>3.1 Explain the purpose of achieving an outcome that meets main objectives</p> <p>3.2 Explain the purpose of keeping an accurate record of negotiations, if required</p> |
| <p>4. Be able to prepare for negotiation</p> | <p>4.1 Identify objectives to be achieved</p> <p>4.2 Identify potential problems in negotiation(s) and ways of overcoming them</p> |
| <p>5. Be able to conduct negotiations</p> | <p>5.1 Carry out negotiations within limits of own authority</p> <p>5.2 Make proposals which meet main objectives</p> <p>5.3 Use negotiation strategy to obtain results that meet minimum or agreed outcomes</p> <p>5.4 Clarify other negotiator's understanding, and respond to their queries</p> <p>5.5 Suggest solutions to deal with problems, if required</p> <p>5.6 Refer the negotiation to others, when required</p> <p>5.7 Carry out negotiations in a way that maintains goodwill and promotes a positive image of self and an organisation</p> |
| <p>6. Be able to complete negotiations</p> | <p>6.1 Reach an agreement to the satisfaction of all those involved in the negotiations, where possible</p> <p>6.2 Maintain records of the negotiations, if required</p> <p>6.3 Complete negotiations in a way that maintains goodwill and promotes a positive image of self and an organisation</p> |

Additional Information about the unit

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| <p>Unit purpose and aim(s)</p> | <p>This unit is about preparing for, and carrying out straightforward negotiations with other parties, in a</p> |
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| | business environment, in order to reach an agreement on an activity or activities that meets the needs of an organisation. |
| Unit expiry date | 31 December 2013 |
| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate) | Skills CFA |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | Assessment Strategy |
| Support for the unit from an SSC or other appropriate body (if required) | Skills CFA |
| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 20 |

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|---|---|
| Title | Solve business problems |
| Skills CFA Unit No. | Q304 |
| WBA Unit No. | L/601/2522 |
| Level | 3 |
| Credit Value | 4 |
| GLH | 18 |
| Learning Outcomes | Assessment Criteria |
| The learner will | The learner can |
| 1. Understand business problems and their causes | 1.1 Describe ways of recognising when a business problem exists 1.2 Explain how to identify possible causes of business problems 1.3 Describe ways of analysing business problems |
| 2. Understand techniques for solving business problems | 2.1 Describe different ways of planning to solve a business problem 2.2 Describe different ways of solving business problems 2.3 Give reasons for having support and feedback from others when problem solving 2.4 Explain the purpose of regularly reviewing progress and adjusting plans during problem solving 2.5 Describe ways of recognising when a problem has been solved |
| 3. Understand factors that influence solutions to business problems | 3.1 Describe the possible effects of organisational policies and procedures when solving business problems 3.2 Describe the possible effects of legal or regulatory requirements when solving business problems |
| 4. Understand how to evaluate approaches to solving business problems | 4.1 Describe ways of evaluating approaches to solving business problems 4.2 Describe ways of evaluating solutions to problems for effectiveness |
| 5. Be able to recognise and analyse | 5.1 Recognise a business problem |

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| business problems | <p>5.2 Confirm own understanding of a business problem</p> <p>5.3 Identify reasons for a business problem</p> <p>5.4 Analyse a business problem, getting additional information, as required</p> <p>5.5 Work with others to agree what the business problem is</p> |
| 6. Be able to plan and carry out own solution to the business problem | <p>6.1 Develop and justify an approach for how to solve the business problem</p> <p>6.2 Develop own plan to solve the business problem</p> <p>6.3 Identify ways of deciding when the problem has been solved</p> <p>6.4 Agree own plan, with others as required</p> <p>6.5 Carry out own plan to solve the business problem, involving others as required</p> <p>6.6 Use support and feedback from others to help reach a solution</p> <p>6.7 Regularly check progress towards solving the business problem</p> <p>6.8 Use feedback and progress reports to adjust the plan, as required</p> <p>6.9 Confirm that the problem has been solved, with others as required</p> |
| 7. Be able to evaluate own solution to the business problem | <p>7.1 Evaluate own approach to solving the business problem for its effectiveness</p> <p>7.2 Evaluate own solution to the business problem for its effectiveness</p> <p>7.3 Evaluate alternative approaches and solutions for possible effectiveness</p> |

| Additional Information about the unit | |
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| Unit purpose and aim(s) | This unit is about recognising that there is a problem with the way |

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| | work is being carried out in a business environment and analysing the problem for possible causes. |
| Unit expiry date | 31 December 2013 |
| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate) | Skills CFA |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | Assessment Strategy |
| Support for the unit from an SSC or other appropriate body (if required) | Skills CFA |
| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 18 |

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| Title | Supervise a team in a business environment | |
| Skills CFA Unit No. | Q308 | |
| WBA Unit No. | H/601/2526 | |
| Level | 3 | |
| Credit Value | 6 | |
| GLH | 52 | |
| Learning Outcomes | Assessment Criteria | |
| The learner will | The learner can | |
| 1. Understand the purpose and benefits of team work | 1.1 Explain the purpose and benefits of working with other people to achieve agreed goals and objectives 1.2 Describe situations in which supervision of others can achieve positive outcomes | |
| 2. Understand the purpose of communication in teams, and how to do so | 2.1 Explain the purpose and benefits of different methods of communication with and within teams, and when to use them 2.2 Explain when it is essential to communicate with others in a team | |
| 3. Understand the purpose of planning work with teams, and how to do so | 3.1 Describe the purpose and benefits of agreeing work goals and plans with a team, and how to do so 3.2 Explain how to schedule activities and resources for a team 3.3 Explain the purpose and benefits of agreeing quality measures and timescales with a team, and how to do so | |
| 4. Understand the value of people in a team and how to respect and support them | 4.1 Explain the purpose and benefits of recognising the strengths of individuals in a team and of balancing abilities in a team 4.2 Describe ways of giving work to teams so the best use is made of strengths and abilities 4.3 Explain the benefits of diversity in teams 4.4 Explain the purpose and | |

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| | <p>benefits of respecting others</p> <p>4.5 Describe situations in which team members might need support and how to provide this</p> <p>4.6 Describe the types of problems and disagreements that may occur when working with a team and how to resolve them</p> |
| <p>5. Understand the purpose and benefits of assessing and evaluating the work of a team and how to do so</p> | <p>5.1 Describe the purpose of work assessment</p> <p>5.2 Explain how to assess the work of teams and team members</p> <p>5.3 Explain the purpose and benefits of giving opportunities to team members to assess their own work</p> <p>5.4 Explain the purpose and benefits of giving and receiving constructive feedback, and how to do so</p> <p>5.5 Explain how to make use of feedback to improve the work of others and the work of the team as a whole</p> |
| <p>6. Be able to supervise a team</p> | <p>6.1 Communicate with people in a team during work activities</p> <p>6.2 Supervise work goals and plan work objectives, priorities and responsibilities for a team and individuals</p> <p>6.3 Identify, agree and supervise opportunities for others to work to achieve agreed outcomes</p> <p>6.4 Schedule activities and resources</p> <p>6.5 Allocate work tasks and supervise best use of abilities within a team</p> <p>6.6 Agree quality measures and timescales for a team</p> <p>6.7 Provide support to members of a team, as required</p> <p>6.8 Show respect for individuals in a team</p> <p>6.9 Supervise production of work to agreed quality standards and</p> |

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| | <p>timescales</p> <p>6.10 Identify and solve problems and disagreements, or refer if necessary</p> |
| <p>7. Be able to assess, evaluate and improve the work of a team</p> | <p>7.1 Assess and evaluate the work of a team and individuals to identify strengths and areas for improvement</p> <p>7.2 Make sure team members have opportunities to assess their own work for strengths and areas for improvement</p> <p>7.3 Share feedback, and outcomes of assessing work with individuals and a team</p> <p>7.4 Make and agree suggestions for improving the work of individuals and a team</p> <p>7.5 Make sure individuals and a team are encouraged to improve work as an outcome of assessing work</p> |

| Additional Information about the unit | |
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| Unit purpose and aim(s) | This unit is about supervising the work of a team in a business environment to make sure that work is planned, carried out, supervised and monitored and evaluated for possible improvements in ways of working individually and as a team. |
| Unit expiry date | 31 December 2013 |
| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate) | Skills CFA |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | Assessment Strategy |

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| Support for the unit from an SSC or other appropriate body (if required) | Skills CFA |
| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 52 |

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|---|--|--|
| Title | Work in a business environment | |
| Skills CFA Unit No. | Q303 | |
| WBA Unit No. | J/601/2521 | |
| Level | 3 | |
| Credit Value | 4 | |
| GLH | 21 | |
| Learning Outcomes | Assessment Criteria | |
| The learner will | The learner can | |
| 1. Understand the purpose and benefits of respecting and supporting other people at work | 1.1 Explain the purpose of supporting other people at work 1.2 Explain the purpose of helping other people to work effectively and efficiently a) for individuals b) for organisations 1.3 Explain what is meant by diversity and why it should be valued 1.4 Outline the benefits of diversity to an organisation 1.5 Explain how to treat other people in a way that is sensitive to their needs 1.6 Explain how to treat other people in a way that respects their abilities, background, values, customs and beliefs 1.7 Describe ways in which it possible to learn from others at work | |
| 2. Understand how to maintain security and confidentiality at work and deal with concerns | 2.1 Outline the purpose and benefits of maintaining security and confidentiality at work 2.2 Outline requirements for security and confidentiality in an organisation 2.3 Outline legal requirements for security and confidentiality, as required 2.4 Describe procedures for dealing with concerns about security and confidentiality in an organisation | |

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| <p>3. Understand how to assess, manage and monitor risk in the workplace</p> | <p>3.1 Describe sources of risk in an organisation, including health and safety</p> <p>3.2 Explain how to assess and monitor risks in an organisation</p> <p>3.3 Describe ways of minimising risk in an organisation</p> |
| <p>4. Understand the purpose of keeping waste to a minimum in a business environment, and the procedures to follow</p> | <p>4.1 Describe the purpose and benefits of keeping workplace waste to a minimum</p> <p>4.2 Describe the main causes of waste that may occur in a business environment</p> <p>4.3 Describe ways of minimising waste, including using technology and other procedures</p> <p>4.4 Explain the purpose and benefits of recycling</p> <p>4.5 Describe organisational procedures for recycling materials, and their purpose</p> <p>4.6 Describe ways in which waste may be minimised by regularly maintaining equipment</p> |
| <p>5. Understand procedures for disposal of hazardous materials</p> | <p>5.1 Explain the purpose of procedures for the recycling and disposal of hazardous materials</p> <p>5.2 Describe procedures for the recycling and disposal of hazardous materials for an organisation</p> |
| <p>6. Understand ways of supporting sustainability in an organisation</p> | <p>6.1 Explain the benefits to an organisation of improving efficiency and minimising waste over time</p> <p>6.2 Describe ways of continuously improving own working methods and use of technology to achieve maximum efficiency and minimum waste</p> <p>6.3 Outline ways of selecting sources of materials and equipment that give best value for money</p> |
| <p>7. Be able to respect and support</p> | <p>7.1 Complete work tasks with other</p> |

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| <p>other people at work in an organisation</p> | <p>people in a way that shows respect for</p> <ul style="list-style-type: none"> a) backgrounds b) abilities c) values, customs and beliefs <p>7.2 Complete work tasks with other people in a way that is sensitive to their needs</p> <p>7.3 Use feedback and guidance from other people to improve own way of working</p> <p>7.4 Follow organisational procedures and legal requirements in relation to discrimination legislation in own work</p> |
| <p>8. Be able maintain security and confidentiality</p> | <p>8.1 Keep property secure, following organisational procedures and legal requirements, as required</p> <p>8.2 Keep information secure and confidential, following organisational procedures and legal requirements</p> <p>8.3 Follow organisational procedures to report concerns about security / confidentiality to an appropriate person or agency, as required</p> |
| <p>9. Be able to assess, manage and monitor risk</p> | <p>9.1 Identify and agree possible sources of risk in own work</p> <p>9.2 Identify and agree new risks in own work, as required</p> <p>9.3 Assess and confirm the level of risk</p> <p>9.4 Identify and agree ways of minimising risk in own work</p> <p>9.5 Monitor risk in own work</p> <p>9.6 Use outcomes of assessing and dealing with risk to make recommendations, as required</p> |
| <p>10. Be able to support the minimisation of waste in an organisation</p> | <p>10.1 Complete work tasks keeping waste to a minimum</p> <p>10.2 Use technology in own work tasks in ways that minimise waste</p> |
| <p>11. Be able to follow procedures</p> | <p>11.1 Follow procedures for recycling</p> |

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| for the disposal of hazardous waste in an organisation | and disposal of hazardous materials in own work tasks, as required |
| 12. Be able to support sustainability in an organisation | <p>12.1 Follow procedures for the maintenance of equipment in own work</p> <p>12.2 Review own ways of working, including use of technology, and make suggestions for improving efficiency</p> <p>12.3 Select and use equipment and materials in own work in ways that give best value for money</p> <p>12.4 Support other people in ways that maximises their effectiveness and efficiency</p> |

| Additional Information about the unit | |
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| Unit purpose and aim(s) | This unit is about being able to behave and make positive contributions to work tasks and procedures, in a business environment, in ways that support diversity, reduction of waste and improve efficiency, show respect for property and security, and which minimise risk. |
| Unit expiry date | 31 December 2013 |
| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate) | Skills CFA |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | Assessment Strategy |
| Support for the unit from an SSC or other appropriate body (if required) | Skills CFA |
| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law |

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| | 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 21 |

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| Title | Work with other people in a business environment | |
| Skills CFA Unit No. | Q305 | |
| WBA Unit No. | R/601/2523 | |
| Level | 3 | |
| Credit Value | 4 | |
| GLH | 12 | |
| Learning Outcomes | Assessment Criteria | |
| The learner will | The learner can | |
| 1. Understand how to support an organisation's overall mission and purpose | 1.1 Explain how the organisation works 1.2 Explain the organisation's mission and purpose 1.3 Compare how the organisation works with other different types of organisations 1.4 Explain your main responsibilities, how these fit into the organisation's structure, and how these contribute to achieving your organisation's mission 1.5 Define policies, procedures, systems and values of your organisation relevant to your role 1.6 Describe when it is appropriate to seek guidance from others when unsure about objectives, policies, systems procedures and values | |
| 2. Understand how to work as a team to achieve goals and objectives | 2.1 Explain the purpose and benefits of working with other people to achieve agreed goals and objectives 2.2 Describe situations in which working with others can achieve positive results 2.3 Explain the purpose and benefits of sharing work goals and plans when working with others 2.4 Describe situations in which team members might need support | |

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| | <p>2.5 Explain different ways of providing support to teams</p> <p>2.6 Explain the purpose and benefits of agreeing quality measures within a team</p> |
| 3. Understand how to communicate as a team | <p>3.1 Explain when it is essential to communicate with the people working within a team</p> <p>3.2 Compare and contrast different methods of communication and when to use them</p> <p>3.3 Explain the benefits of effective communication within a team</p> |
| 4. Understand the contribution of individuals within a team | <p>4.1 Explain the purpose and benefits of acknowledging the strengths of others</p> <p>4.2 Explain the purpose and benefits of respecting individuals working within a team</p> |
| 5. Understand how to deal with problems and disagreements | <p>5.1 Explain the types of problems and disagreements that may occur when working with others</p> <p>5.2 Evaluate ways of resolving problems and disagreements when working with others</p> |
| 6. Understand the purpose of feedback when working as a team | <p>6.1 Explain the purpose and benefits of giving and receiving constructive feedback</p> <p>6.2 Explain ways of using feedback to improve individual work, the work of others and a team as a whole</p> |
| 7. Be able to work in a team to achieve goals and objectives | <p>7.1 Work in a way that supports your organisation's overall mission</p> <p>7.2 Follow policies, systems and procedures relevant to your job</p> <p>7.3 Contribute to improving objectives, policies, systems, procedures and values in a way that is consistent with your role</p> <p>7.4 Put your organisation's values into practice in all aspects of your work</p> <p>7.5 Seek guidance from others</p> |

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| | <p>when not sure about objectives, policies, systems, procedures and values</p> <p>7.6 Communicate effectively with other people in a team</p> <p>7.7 Share work goals, priorities and responsibilities with a team</p> <p>7.8 Agree work objectives and quality measures with a team, to achieve a positive outcome</p> <p>7.9 Make sure work goals and objectives are achieved in a way makes best use of all abilities in a team</p> <p>7.10 Provide support to members of a team, as required</p> <p>7.11 Show respect for individuals in a team</p> <p>7.12 Make sure the team produces quality work on time</p> |
| 8. Be able to deal with problems in a team | <p>8.1 Identify problem(s) or disagreement(s) in a team</p> <p>8.2 Resolve problem(s) or disagreement(s), referring if required</p> |
| 9. Be able to share feedback on objectives in a team | <p>9.1 Share constructive feedback on achievement of objectives with a team</p> <p>9.2 Receive constructive feedback on own work</p> <p>9.3 Share feedback on achievement of objectives to identify improvements in own work, and that of the team</p> |

Additional Information about the unit

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| Unit purpose and aim(s) | This unit is about working with other people, in a way that achieves agreed goals and objectives for the organisation and the team. |
| Unit expiry date | 31 December 2013 |
| Details of the relationship between the unit and relevant national | Skills CFA |

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| occupational standards or other professional standards or curricula (if appropriate) | |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | Assessment Strategy |
| Support for the unit from an SSC or other appropriate body (if required) | Skills CFA |
| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 12 |

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| Title | Assess, manage and monitor risk in a business environment | |
| Skills CFA Unit No. | Q405 | |
| WBA Unit No. | H/601/2557 | |
| Level | 4 | |
| Credit Value | 4 | |
| GLH | 18 | |
| Learning Outcomes | Assessment Criteria | |
| The learner will | The learner can | |
| 1. Understand how to assess, manage and monitor risk in a business environment | 1.1 Describe sources of risk in a business environment, including health and safety 1.2 Describe ways of assessing and monitoring risks in an organisation 1.3 Explain how to judge when risks are acceptable 1.4 Describe ways of minimising risks in an organisation 1.5 Explain the importance of learning from mistakes made when dealing with risk | |
| 2. Be able to assess, manage and monitor risk in an organisation | 2.1 Identify possible sources of risk in own area of responsibility 2.2 Recognise, identify and deal with new risks, as required 2.3 Assess the level of risks in own area of responsibility 2.4 Make judgements on acceptable risks 2.5 Confirm and maintain procedures for minimising risk in own area of responsibility 2.6 Confirm and maintain procedures for monitoring risk in own area of responsibility 2.7 Use outcomes of assessing and dealing with risk to make recommendations for improvement | |

Additional Information about the unit

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| Unit purpose and aim(s) | This unit is about taking a leading role in supporting the monitoring and managing of risk within own area of responsibility in a business environment so that an organisation's aims and objectives for minimising risk and ensuring a safe work environment can be supported at all times. |
| Unit expiry date | 31 December 2013 |
| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate) | Skills CFA |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | Assessment Strategy |
| Support for the unit from an SSC or other appropriate body (if required) | Skills CFA |
| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 18 |

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|---|--|
| Title | Evaluate and improve own performance in a business environment |
| Skills CFA Unit No. | Q402 |
| WBA Unit No. | R/601/2554 |
| Level | 4 |
| Credit Value | 4 |
| GLH | 14 |
| Learning Outcomes | Assessment Criteria |
| The learner will | The learner can |
| 1. Understand how to evaluate and improve own performance | 1.1 Analyse the purpose and benefits of continuously improving work 1.2 Evaluate the purpose and benefits of encouraging and accepting feedback from others 1.3 Analyse ways of evaluating own work 1.4 Evaluate the purpose and benefits of trying out possible improvements to own work 1.5 Analyse how learning and development can improve own work, benefit organisations, and further own career 1.6 Evaluate possible career progression routes and the opportunities they offer 1.7 Analyse possible development opportunities and the benefits they offer 1.8 Evaluate the advantages and disadvantages of a learning plan |
| 2. Be able to evaluate and improve own performance using feedback from others | 2.1 Encourage and accept feedback from other people 2.2 Make recommendations to improve work performance 2.3 Complete work tasks, consistently using recommended new ways of working 2.4 Evaluate work completed for improvements and effectiveness 2.5 Evaluate changes made for improvements and effectiveness |

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| <p>3. Be able to use evaluation and feedback to develop and use a learning plan</p> | <p>3.1 Evaluate own performance, using feedback from others, and identify where further learning and development will improve own work</p> <p>3.2 Make recommendations and develop a learning plan to improve own work performance, that meets own needs</p> <p>3.3 Implement a learning plan for improvement to own work</p> <p>3.4 Review and evaluate progress against learning plan and make updates for improving own work and further learning</p> |
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| Additional Information about the unit | |
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| <p>Unit purpose and aim(s)</p> | <p>This unit is about taking responsibility for evaluating your own performance in work tasks, then taking responsibility for making and evaluating changes that make sure you will be able to work effectively and efficiently in a business environment alongside other people.</p> |
| <p>Unit expiry date</p> | <p>31 December 2013</p> |
| <p>Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)</p> | <p>Skills CFA</p> |
| <p>Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)</p> | <p>Assessment Strategy</p> |
| <p>Support for the unit from an SSC or other appropriate body (if required)</p> | <p>Skills CFA</p> |
| <p>Location of the unit within the subject/sector classification system</p> | <p>15. Business, Administration and Law</p> <p>15.2 Administration</p> |

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| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 14 |

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|---|---|
| Title | Evaluate and solve business problems |
| Skills CFA Unit No. | Q406 |
| WBA Unit No. | K/601/2558 |
| Level | 4 |
| Credit Value | 6 |
| GLH | 16 |
| Learning Outcomes | Assessment Criteria |
| The learner will | The learner can |
| 1. Understand business problems, their causes and impact | 1.1 Explain ways of recognising when business problem exists 1.2 Explain how to identify possible causes of business problems 1.3 Describe how to assess risks or consequences of business problems 1.4 Explain how to analyse business problems and evaluate the relevance and importance of factors contributing to them |
| 2. Understand techniques for solving business problems | 2.1 Explain different ways of solving business problems 2.2 Explain different ways of planning to solve business problems 2.3 Describe the purpose of identifying resource requirements needed 2.4 Explain the purpose and benefit of having support and feedback from others when solving business problems 2.5 Explain the purpose and benefit of regularly reviewing progress and adjusting plans when solving business problems 2.6 Explain how to recognise when a business problem has been solved |
| 3. Understand organisational and regulatory factors that influence solutions to business problems | 3.1 Describe effects of organisational policies and procedures when solving business problems 3.2 Describe effects of legal or regulatory requirements when |

| | solving business problems |
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| 4. Understand how to evaluate approaches to solving business problems | <p>4.1 Describe ways of evaluating approaches to solving business problems</p> <p>4.2 Describe ways of evaluating solutions to business problems for effectiveness</p> <p>4.3 Explain the purpose of evaluating approaches and solutions to business problems</p> |
| 5. Be able to recognise and analyse business problems | <p>5.1 Recognise business problems affecting work</p> <p>5.2 Assess the risks presented by a business problem, and the possible impact of not resolving it</p> <p>5.3 Analyse business problems, getting additional information, as required</p> <p>5.4 Discuss with others to agree what the business problems are</p> <p>5.5 Assess the relevance and importance of the factors contributing to business problems</p> <p>5.6 Prioritise business problems according to its importance, complexity, impact and urgency</p> |
| 6. Be able to plan and carry out own solution to business problems | <p>6.1 Develop and justify an approach for how to solve business problems</p> <p>6.2 Develop and justify own plan to solve business problems</p> <p>6.3 Identify and confirm ways of deciding when the business problem has been solved</p> <p>6.4 Agree own plan, with others as required</p> <p>6.5 Carry out own plan to solve business problems, involving others as required</p> <p>6.6 Gather and use resources needed to solve business problems</p> <p>6.7 Use support and feedback from others to help reach a solution</p> |

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| | <p>6.8 Regularly check progress towards solving business problems</p> <p>6.9 Use feedback and progress reviews to adjust the plan, as required</p> <p>6.10 Confirm that business problems have been solved, with others as required</p> |
| 7. Be able to evaluate own solution to a business problem | <p>7.1 Evaluate own approach to solving business problems for its effectiveness</p> <p>7.2 Evaluate own solution to business problems for its effectiveness</p> <p>7.3 Evaluate alternative approaches and solutions for possible effectiveness</p> |

Additional Information about the unit

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| Unit purpose and aim(s) | This unit is about recognising that there is a problem with the way work is being carried out in a business environment, analysing the problem for possible causes and evaluating the problem in terms of the risks it presents if not solved. |
| Unit expiry date | 31 December 2013 |
| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate) | Skills CFA |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | Assessment Strategy |
| Support for the unit from an SSC or other appropriate body (if required) | Skills CFA |
| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law |

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| | 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 16 |

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| Title | Make decisions in a business environment | |
| Skills CFA Unit No. | Q407 | |
| WBA Unit No. | H/601/2560 | |
| Level | 4 | |
| Credit Value | 4 | |
| GLH | 24 | |
| Learning Outcomes | Assessment Criteria | |
| The learner will | The learner can | |
| 1. Understand the purpose and process of decision-making | 1.1 Evaluate situations where decision-making is required 1.2 Explain key stages in the decision-making process | |
| 2. Understand how to prepare to make decisions | 2.1 Explain the purpose of knowing the context in which a decision is being made 2.2 Justify possible limitations on a person making decisions 2.3 Explain how to research information to be used to inform and influence decision-making 2.4 Evaluate sources of information that can be used to inform and influence decision-making | |
| 3. Understand how to make decisions | 3.1 Explain the purpose of meetings and other discussions where decisions are being made 3.2 Explain how to structure own ideas, information and recommendations to maximise their effectiveness 3.3 Explain the purpose and benefits of respecting other people's contributions to the decision-making process 3.4 Explain how to be proactive and engage with colleagues during the decision-making process 3.5 Justify the use of evidence, argument, questioning and assertiveness to influence outcomes 3.6 Explain the purpose of collective responsibility | |

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| <p>4. Understand how to assess decisions and their effects</p> | <p>4.1 Evaluate ways to monitor the effect of decisions and identify learning points</p> <p>4.2 Explain how to review the decision-making process</p> |
| <p>5. Be able to prepare background information to make decisions</p> | <p>5.1 Research and collect information to add value to the decision-making process</p> <p>5.2 Evaluate sources of information needed</p> |
| <p>6. Be able to make decisions</p> | <p>6.1 Identify and agree criteria for making a decision</p> <p>6.2 Review information provided in order to make a decision</p> <p>6.3 Structure ideas, information and recommendations in a logical and meaningful way</p> <p>6.4 Present rationale and conclusions to others using accurate and current information</p> <p>6.5 Provide additional information to support conclusions</p> <p>6.6 Respond as required when asked to supply information to help with decision-making</p> <p>6.7 Respect other people's contributions to the decision-making process</p> <p>6.8 Use evidence, argument, questioning and assertiveness to justify decision(s)</p> <p>6.9 Listen to other people's feedback and record for future evaluation</p> <p>6.10 Confirm support for the decision(s)</p> |
| <p>7. Be able to assess contributions to decision-making</p> | <p>7.1 Assess contributions made to the decision-making process</p> <p>7.2 Identify learning points to improve future decision-making</p> |

Additional Information about the unit

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| <p>Unit purpose and aim(s)</p> | <p>This unit is about making decisions</p> |
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| | made in a business environment at the level where there is no requirement for formal legal or organisational procedures to be followed. |
| Unit expiry date | 31 December 2013 |
| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate) | Skills CFA |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | Assessment Strategy |
| Support for the unit from an SSC or other appropriate body (if required) | Skills CFA |
| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 24 |

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|---|---|--|
| Title | Manage and be accountable for own performance in a business environment | |
| Skills CFA Unit No. | Q401 | |
| WBA Unit No. | L/601/2553 | |
| Level | 4 | |
| Credit Value | 3 | |
| GLH | 18 | |
| Learning Outcomes | Assessment Criteria | |
| The learner will | The learner can | |
| 1. Understand how to work effectively and be accountable for own work | 1.1 Explain the purpose and benefits of negotiating realistic targets and resources for work and ways of doing so 1.2 Analyse different ways of working effectively, and the purpose and benefits of using effective working methods 1.3 Explain the purpose and benefits for yourself and organisations of recognising and learning from mistakes 1.4 Evaluate organisational guidelines, procedures and codes of practice for their relevance to own work | |
| 2. Understand how to behave in a way that supports effective working | 2.1 Evaluate the purpose and benefits of setting high standards for own work 2.2 Evaluate ways of setting high standards for work 2.3 Compare and contrast ways of dealing with pressure arising from work tasks 2.4 Explain the purpose and benefits of accepting setbacks and dealing with them 2.5 Explain the purpose and benefits of being assertive and its meaning in work tasks 2.6 Give examples of work situations where it is necessary to be assertive 2.7 Evaluate the purpose and benefits of being ready to take | |

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| | <p>on new challenges and adapt to change</p> <p>2.8 Evaluate the purpose and benefits of treating others with honesty, respect and consideration</p> <p>2.9 Analyse the effects of different types of behaviour at work that show honesty, respect and consideration and those that do not</p> <p>2.10 Describe how to recognise when others need support</p> <p>2.11 Evaluate different ways of helping and supporting others in work tasks</p> <p>2.12 Explain the purpose of helping and supporting others at work, and the value and benefits of doing so</p> <p>2.13 Evaluate the reasons for seeking out new challenges</p> <p>2.14 Analyse the effects of change on an organisation</p> <p>2.15 Explain why and how others should be supported during a period of change</p> |
| <p>3. Be able to plan, negotiate and be accountable for own work</p> | <p>3.1 Negotiate, agree and sign-off realistic targets for own work</p> <p>3.2 Negotiate and agree resources needed for own work</p> <p>3.3 Select effective working methods to complete work tasks</p> <p>3.4 Anticipate and deal with problems occurring in own work, referring if required</p> <p>3.5 Meet deadlines or re-negotiate timescales and plans in good time</p> <p>3.6 Take responsibility for own work and accept responsibility for any mistakes made</p> <p>3.7 Evaluate results of mistakes made and make changes to work and methods, as required</p> <p>3.8 Follow agreed work guidelines, procedures and, where needed,</p> |

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| | codes of practice |
| 4. Behave in a way that supports effective working | <p>4.1 Set high standards for own work and show drive and commitment in achieving these standards</p> <p>4.2 Adapt work and working methods to deal with pressure, setbacks and difficulties</p> <p>4.3 Assert own needs and rights when necessary to achieve work tasks and priorities</p> <p>4.4 Look for opportunities, and agree to take on new challenges</p> <p>4.5 Look for opportunities, and change ways of working, to meet new requirements</p> <p>4.6 Support others during change</p> <p>4.7 Treat other people with honesty, respect and consideration</p> <p>4.8 Help and support other people in work tasks</p> |

| Additional Information about the unit | |
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| Unit purpose and aim(s) | This unit is about taking responsibility for managing, prioritising and being accountable for your own work in a business environment alongside other people. |
| Unit expiry date | 31 December 2013 |
| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate) | Skills CFA |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | Assessment Strategy |
| Support for the unit from an SSC or | Skills CFA |

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| other appropriate body (if required) | |
| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 18 |

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|---|---|--|
| Title | Negotiate in a business environment | |
| Skills CFA Unit No. | Q408 | |
| WBA Unit No. | K/601/2561 | |
| Level | 4 | |
| Credit Value | 7 | |
| GLH | 40 | |
| Learning Outcomes | Assessment Criteria | |
| The learner will | The learner can | |
| 1. Understand how to prepare for negotiations | 1.1 Explain the main principles of negotiation 1.2 Explain the process of negotiation and how it is used in business 1.3 Outline commercial and ethical frameworks that are important in negotiations 1.4 Analyse the purpose and benefits of different negotiation strategies and techniques 1.5 Explain the value of understanding the roles and levels of responsibility of other negotiators 1.6 Explain the purpose and benefits of understanding the objectives of the other negotiators 1.7 Explain the purpose of understanding own level of responsibility and authority in negotiations 1.8 Explain the purpose and benefits of research and preparation before negotiations 1.9 Analyse how differences in culture may impact on negotiations 1.10 Explain the purpose and benefits of having clear and realistic objectives for negotiations 1.11 Explain the purpose and benefits of having compromise positions | |

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| <p>2. Understand how to conduct negotiations</p> | <p>2.1 Explain the purpose and benefits of being flexible during negotiations while seeking to achieve the main objectives</p> <p>2.2 Explain the purpose of keeping to the brief during negotiations</p> <p>2.3 Explain the purpose of keeping to own level of authority during negotiations</p> <p>2.4 Explain the purpose of referring issues to others, where required</p> <p>2.5 Explain the purpose and benefits of keeping goodwill during negotiations, and ways of doing so</p> |
| <p>3. Understand how to complete negotiations</p> | <p>3.1 Explain the purpose and benefits of achieving a 'win-win' outcome</p> <p>3.2 Explain the purpose of keeping an accurate record of negotiations, and agreeing the record</p> <p>3.3 Explain the purpose of withdrawal from negotiations, where needed</p> |
| <p>4. Be able to prepare for negotiation</p> | <p>4.1 Prepare a negotiating brief</p> <p>4.2 Identify and prioritise objectives and compromise positions</p> <p>4.3 Identify objectives other negotiators may have</p> <p>4.4 Research and assess the strength of the other negotiators</p> <p>4.5 Identify potential problems in negotiations and suggest solutions to overcome them</p> <p>4.6 Make sure all involved in the negotiations are fully briefed and prepared</p> |
| <p>5. Be able to conduct negotiations</p> | <p>5.1 Carry out negotiations in line with the commercial and ethical frameworks of an organisation</p> <p>5.2 Carry out negotiations within limits of own authority</p> <p>5.3 Make proposals which meet personal / organisational</p> |

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| | <p>objectives, and those of the people being negotiated with (where possible)</p> <p>5.4 Adapt negotiation strategy to obtain results that meet minimum or agreed outcomes</p> <p>5.5 Clarify other people's understanding, and respond to their queries and objections</p> <p>5.6 Suggest solutions to deal with problems</p> <p>5.7 Refer the negotiations when matters arise which require authorisation</p> <p>5.8 Carry out negotiations in a way that creates goodwill and promotes a positive image of an organisation</p> |
| 6. Be able to complete negotiations | <p>6.1 Reach an agreement to the satisfaction of all those involved in the negotiations, where possible</p> <p>6.2 Maintain clear and correct records of the negotiations and agree them with all involved</p> <p>6.3 Withdraw from negotiations to re-consider current position, if necessary</p> <p>6.4 Complete negotiations in a way that creates goodwill and promotes a positive image of an organisation</p> |

| Additional Information about the unit | |
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| Unit purpose and aim(s) | This unit is about preparing for, and carrying out negotiations with other parties, in a business environment. |
| Unit expiry date | 31 December 2013 |
| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate) | Skills CFA |

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| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | Assessment Strategy |
| Support for the unit from an SSC or other appropriate body (if required) | Skills CFA |
| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 40 |

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|---|---|
| Title | Support sustainability in a business environment |
| Skills CFA Unit No. | Q404 |
| WBA Unit No. | D/601/2556 |
| Level | 4 |
| Credit Value | 3 |
| GLH | 14 |
| Learning Outcomes | Assessment Criteria |
| The learner will | The learner can |
| 1. Understand the purpose of keeping waste to a minimum in a business environment, and the procedures to follow | 1.1 Explain the purpose and benefits of keeping workplace waste to a minimum 1.2 Evaluate the main causes of waste that may occur in a business environment 1.3 Evaluate ways of minimising waste, including using technology and other procedures and their benefits 1.4 Explain the social and legal requirements for recycling and the disposal of waste 1.5 Explain the impact of social and legal requirements for recycling and disposal of waste on an organisation 1.6 Explain procedures for recycling materials and minimising waste that meet social and legal requirements for an organisation 1.7 Describe ways in which waste may be minimised by regularly maintaining equipment and the benefits of doing so 1.8 Explain procedures that can be used to make sure regular maintenance of equipment minimises waste |
| 2. Understand procedures for disposal of hazardous materials | 2.1 Explain the purpose and benefits of procedures for the recycling and disposal of hazardous materials 2.2 Explain procedures for the recycling and disposal of |

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| | hazardous materials for an organisation |
| 3. Understand ways of supporting and maintaining sustainability in an organisation | <p>3.1 Explain the benefits to an organisation of working to continuously improve efficiency and minimise waste over time</p> <p>3.2 Explain how to involve all work colleagues in continuously improving working methods and use of technology to achieve maximum efficiency and minimum waste</p> <p>3.3 Evaluate ways of selecting sources of materials, equipment and expertise that will give best value for money and maximum efficiency over time</p> <p>3.4 Explain the purpose and benefits of considering issues of social responsibility when selecting suppliers</p> |
| 4. Be able to support the minimisation waste in an organisation | <p>4.1 Establish and maintain procedures to minimise waste in own area of responsibility</p> <p>4.2 Make sure work tasks are completed keeping waste to a minimum</p> <p>4.3 Make sure technology is used in work tasks in ways that minimises waste in own area of responsibility</p> |
| 5. Be able to support the maintenance of procedures for the disposal of hazardous waste in an organisation | <p>5.1 Confirm and agree procedures for recycling and disposal of hazardous materials in own area of responsibility</p> <p>5.2 Make sure procedures for recycling and disposal of hazardous materials are followed in own area of responsibility</p> |
| 6. Be able to support and maintain sustainability in an organisation | <p>6.1 Confirm and maintain procedures for the maintenance of equipment so it supports efficiency and minimises waste in own area of responsibility</p> <p>6.2 Make sure use of equipment maximises efficiency and</p> |

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| | <p>minimises waste in own area of responsibility</p> <p>6.3 Make sure ways of working efficiently and using technology to improve efficiency are consistently followed and developed in own area of responsibility</p> <p>6.4 Make sure sources of equipment, materials and expertise that provide best value for money and reflect social responsibility are selected used in own area of responsibility</p> <p>6.5. Confirm and maintain procedures within own area of responsibility that will help to develop and support other people in ways that maximises their efficiency, and their value to an organisation, over time</p> |
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| Additional Information about the unit | |
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| Unit purpose and aim(s) | This unit is about taking a leading role in supporting the minimisation of waste and the maximisation of efficiency within own area of responsibility in a business environment. |
| Unit expiry date | 31 December 2013 |
| Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate) | Skills CFA |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | Assessment Strategy |
| Support for the unit from an SSC or other appropriate body (if required) | Skills CFA |

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| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
| Unit available from | 1 August 2010 |
| Unit guided learning hours | 14 |

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| Title | Support the purpose and values of an organisation | |
| Skills CFA Unit No. | Q403 | |
| WBA Unit No. | Y/601/2555 | |
| Level | 4 | |
| Credit Value | 3 | |
| GLH | 14 | |
| Learning Outcomes | Assessment Criteria | |
| The learner will | The learner can | |
| 1. Understand the place of organisations within sectors | 1.1 Describe the main characteristics of the sector in which an organisation operates 1.2 Evaluate the main characteristics of an organisation 1.3 Evaluate how organisations compare with one another in own sector of work 1.4 Analyse why organisations have a mission and purpose | |
| 2. Understand how to work in ways that support organisational purposes and values | 2.1 Explain the purpose and benefits of working in ways that support the purposes and values of an organisation 2.2 Evaluate the purpose and values of own organisation 2.3 Analyse responsibilities for work in own area of responsibility 2.4 Explain how responsibilities and work roles in own area of responsibility fit the structure of an organisation 2.5 Analyse how responsibilities and work roles in own area of responsibility contribute to the operation of an organisation 2.6 Evaluate the policies, procedures, systems and values of own organisation that are relevant to own area of responsibility 2.7 Evaluate how responsibilities and job roles in own area of responsibility can support the values and policies of the | |

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| | <p>organisation</p> <p>2.8 Analyse how responsibilities and job roles in own area of responsibility can be used to contribute to developing policies, objectives, systems and values of own organisation</p> |
| <p>3. Understand the purpose and benefits of respecting, helping and supporting other people at work</p> | <p>3.1 Explain the purpose and benefits of helping to develop and support other people at work</p> <p>3.2 Explain the purpose and benefits of helping other people to work effectively and efficiently</p> <p>3.3 Explain how helping to develop and support other people can benefit an organisation in the medium and long term</p> <p>3.4 Evaluate different procedures that can be put in place to make sure other people are developed and supported in their current job role and for future new responsibilities</p> <p>3.5 Explain what is meant by diversity and why it should be valued</p> <p>3.6 Evaluate the advantages of diversity to an organisation</p> <p>3.7 Evaluate ways in which a working environment can be developed to support diversity and make the best use of everyone's backgrounds and abilities</p> <p>3.8 Analyse how to treat other people in a way that is sensitive to their needs</p> <p>3.9 Explain how to treat other people in a way that respects their abilities, background, values, customs and beliefs</p> <p>3.10 Explain how the rights of others can be supported and maintained</p> <p>3.11 Evaluate ways in which it is</p> |

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| | possible to learn from others at work and the benefits of doing so |
| 4. Understand how to maintain security and confidentiality at work and deal with concerns | <p>4.1 Explain the purpose and benefits of maintaining security and confidentiality at work</p> <p>4.2 Analyse the requirements for security and confidentiality in an organisation</p> <p>4.3 Explain legal requirements for security and confidentiality and their impact on an organisation</p> <p>4.4 Analyse procedures for dealing with concerns about security and confidentiality in an organisation and their purpose</p> |
| 5. Be able to support the purpose and values of an organisation | <p>5.1 Make sure that work supports an organisation's overall mission and values in own area of responsibility</p> <p>5.2 Make sure that work is completed in a way that supports team objectives in own area of responsibility</p> <p>5.3 Make sure that work supports an organisation's policies, systems and procedures in own area of responsibility</p> <p>5.4 Make sure that work with outside organisations and individuals is completed in a way that protects and improves image of own organisation</p> <p>5.5 Make suggestions to improve systems and procedures, and support objectives, policies and values in a way that is consistent with own job role and area of responsibility</p> |
| 6. Be able to help, respect and support other people at work in an organisation | <p>6.1 Agree and maintain a working environment that values diversity and makes best use of the abilities of everyone, in own area of responsibility</p> <p>6.2 Work with other people in a way that is sensitive to their individual needs, and which</p> |

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| | <p>respects their background, abilities, values, customs and beliefs, in own area of responsibility</p> <p>6.3 Make sure the rights of other people are supported and maintained in own area of responsibility</p> <p>6.4 Agree and maintain a working environment where feedback from other people with different backgrounds and abilities is used to develop and improve ways of working in own area of responsibility</p> <p>6.5 Make sure organisational procedures and legal requirements in relation to discrimination legislation are followed in own area of responsibility</p> |
| <p>7. Be able to maintain security and confidentiality in an organisation</p> | <p>7.1 Maintain the security of property in a way that is consistent with organisational procedures and legal requirements</p> <p>7.2 Maintain the confidentiality of information in a way that is consistent with organisational procedures and legal requirements</p> <p>7.3 Deal with any concerns about the security of property and confidentiality of information</p> |

Additional Information about the unit

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| <p>Unit purpose and aim(s)</p> | <p>This unit is about taking a leading role in establishing and maintaining work environment within own area of responsibility, in ways that consistently show respect and support for other people and which support the mission, purpose and values of an organisation as a whole.</p> |
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| Unit expiry date | 31 December 2013 |
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| Location of the unit within the subject/sector classification system | 15. Business, Administration and Law 15.2 Administration |
| Name of the organisation submitting the unit | Skills CFA |
| Availability for use | Shared |
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