

## Career Skills Units for Technical and Professional Apprenticeships

Technical Apprentices should complete Career Skills units at SCQF Level 7 or above and achieve a minimum of 15 Credits in total. Professional Apprenticeships should complete Career Skills units at SCQF Level 8 or above and achieve a minimum of 20 Credits in total. The units have been grouped under four headings:

- Business Administration
- Management, including Business Continuity Management and Governance
- Enterprise
- Customer Service

Unit Title	SCQF Level	SCQF Credit	SSC/B NOS Code	SQA Code
<b>Business Administration</b>				
Implement, monitor and review change	9	6	CFABAA116	FE1K 04
Plan change across teams	9	6	CFABAA115	FE1J 04
Chair meetings	8	4	CFABAA413	FE1A 04
Evaluate and solve business problems	8	6	CFABAG128	FE12 04
Implement and evaluate innovation in a business environment	8	6	CFABAA113	FE1G 04
Manage and evaluate information systems	8	6	CFABAD122	FE1M 04
Monitor and evaluate contracts	8	6	CFABAF121	FE1F 04
Negotiate in a business environment	8	7	CFABAG123	FE14 04
Plan, run and evaluate projects	8	10	CFABAA152	FE19 04
Prepare, co-ordinate and monitor operational plans	8	6	CFABAA110	FE17 04
Manage an office facility	7	6	CFABAA118	FE15 04
Manage budgets	7	5	CFABAA532	FE1D 04
Manage communication in a business environment	7	3	CFABAA616	FE76 04
Supervise a team in a business environment	7	6	CFABAG1212	FE07 04
<b>Management</b>				
Build and sustain collaborative relationships with other organisations	11	6	CFAMLD17	FM5A 04
Develop a strategic business plan for your organisation	11	14	CFAMLB3	FM4H 04
Ensure an effective organisational approach to health and safety	11	12	CFAMLE7	DR4X 04
Improve organisational performance	11	11	CFAMLF12	DR58 04
Manage risk	11	12	CFAMLB10	DR5X 04
Promote equality of opportunity, diversity and inclusion in your organisation	11	12	CFAMLB12	FM4M 04
Promote knowledge management in your organisation	11	7	CFAMLE13	FM5J 04
Promote the use of technology within your organisation	11	12	CFAMLE4	FM5D 04
Provide leadership for your organisation	11	13	CFAMLB7	DR70 04
Manage the development and marketing of products/services in	10	9	CFAMLF16	FM61 04

your area of responsibility				
Put the strategic business plan into action	10	9	CFAMLB4	DR7G 04
Develop and implement marketing plans for your area of responsibility	9	5	CFAMLF4	FM5R 04
Encourage innovation in your area of responsibility	9	12	CFAMLC2	FD3G 04
Lead change	9	15	CFAMLC4	FM4T 04
Manage business processes	9	15	CFAMLF3	FM5P 04
Manage knowledge in your area of responsibility	9	4	CFAMLE12	FM5G 04
Plan change	9	15	CFAMLC5	FM4W 04
Recruit, select and keep colleagues	9	12	CFAMLD3	FM4Y 04
Develop and implement operational plans for your area of responsibility	8	11	CFAMLB1	DR47 04
Implement change	8	11	CFAMLC6	FM4X 04
Manage finance for your area of responsibility	8	14	CFAMLE2	DR5T 04
Manage physical resources	8	9	CFAMLE8	FM5F 04
Manage the environmental impact of your work	8	4	CFAMLE9	F2H3 04
Promote equality of opportunity, diversity and inclusion in your area of responsibility	8	10	CFAMLB11	FM4L 04
Provide leadership in your area of responsibility	8	9	CFAMLB6	DR75 04
Allocate and monitor the progress and quality of work in your area of responsibility	7	14	CFAMLD6	FD3K 04
Build and manage teams	7	8	CFAMLD9	FD3L 04
Communicate information and knowledge	7	3	CFAMLE11	F2H5 04
Ensure health and safety requirements are met in your area of responsibility	7	11	CFAMLE6	DR52 04
Manage your own resources and professional development	7	8	CFAMLA2	DR67 04
Provide leadership for your team	7	9	CFAMLB5	FM4J 04
<b>(Business Continuity Management)</b>				
Develop a Business Continuity Management (BCM) strategy	10	10	CFABCM201	*
Design Business Continuity Management (BCM) procedures	8	8	CFABCM101	*
Manage incident response teams	8	5	CFABCM301	*
Assist in the design of Business Continuity Management (BCM) procedures	7	4	CFABCM102	*
Assist with the development of an organisational Business Continuity Management (BCM) strategy	7	5	CFABCM202	*
Lead a response team	7	4	CFABCM302	*
Operate incident response procedures	7	4	CFABCM303	*
Communicating during an incident	7	5	CFABCM401	*
<b>(Governance)</b>				*
Define the responsibilities, powers and tasks of the governing body	12	13	CFA 501	*

Define the organisation's strategy and structure	12	13	CFA 502	*
Determine the organisation's purpose, vision, values and ethical behaviour	12	13	CFA 503	*
Ensure effective functioning and performance of the governing body	12	14	CFA 504	*
Ensure effective governing body decision making and delegation	12	14	CFA 505	*
Evaluate organisational and managerial performance to ensure effective compliance and control systems	12	15	CFA 506	*
Exercise accountability and engage effectively with key stakeholders	12	12	CFA 507	*
<b>Customer Service</b>				
Apply technology or other resources to improve customer service	8	11	CFACSD18	FE3X 04
Build and maintain effective customer relations	8	8	CFACSB15	FE3M 04
Champion customer service	8	10	CFACSA17	FE3G 04
Develop a customer service strategy for a part of an organisation	8	11	CFACSD16	FE3V 04
Follow organisational rules, legislation and external regulations when managing customer service	8	10	CFACSF6	FE3F 04
Plan and organise the development of customer service staff	8	9	CFACSD15	FE3T 04
Plan, organise and control customer service operations	8	10	CFACSB13	FE3K 04
Review the quality of customer service	8	8	CFACSB14	FE3L 04
Apply risk assessment to customer service	7	10	CFACSC6	FE2F 04
Build a customer service knowledge set	7	7	CFACSA16	FE2Y 04
Demonstrate understanding of customer service	7	6	CFACSF3	FE2R 04
Gather, analyse and interpret customer feedback	7	10	CFACSD12	FE3C 04
Manage customer service performance	7	7	CFACSD20	FE40 04
Promote continuous improvement	7	7	CFACSD9	FE37 04
Use customer service as a competitive tool	7	8	CFACSA14	FE2W 04
<b>Enterprise</b>				
Evaluate an existing business opportunity	9	6	CFABD9	*
Get support for a creative idea	9	9	CFABD10	*
Explore overseas markets	9	14	CFAWB6	*
Carry out a review of the business	8	8	CFABD4	*
Make deals to take your business forward	8	6	CFAEE3	*
Find innovative ways to improve your business	8	8	CFAEE4	*
Plan how to let your customers know about your products and services	8	8	CFAWB2	*
Advertise your products and services	8	5	CFAWB4	*
Sell your products or services	8	7	CFAWB5	*
Bid for work	8	5	CFAWB9	*
Win and keep customers	7	7	CFAEE2	*
Manage cash flow	7	3	CFAMN4	*

Review the skills the business needs	7	4	CFAOP1	*
Check what your customers need from the business	7	5	CFAWB1	*
Plan how you will sell your products or services	7	4	CFAWB3	H2RT 04
Make presentations about your business	7	4	CFAWB10	*
Delegate work to others	7	4	CFAYS6	*

\* As at January 2014, these Units were not accredited by SQA Awarding Body.