

# 5528-02/03/04 Level 2/3/4 Diploma in Business Administration

October 2017 Version 4.1



## Qualification at a glance

<b>Subject area</b>	<b>Business and Administration</b>
<b>City &amp; Guilds number</b>	5528
<b>Age group approved</b>	Level 2 & 3 - 16+ Level 4 - 18+
<b>Entry requirements</b>	None
<b>Assessment</b>	By Portfolio/Assignment/Evolve
<b>Centre Approval</b>	Available
<b>Support materials</b>	Qualification handbook Assessment packs Text Book Smartscreen
<b>Registration and certification</b>	Consult the Walled Garden/Online Catalogue for last dates

<b>Title and level</b>	<b>GLH</b>	<b>TQT</b>	<b>City &amp; Guilds number</b>	<b>Accreditation number</b>
Level 2 Diploma in Business Administration	229	450	5528-02	601/3607/8
Level 3 Diploma in Business Administration	282	580	5528-03	601/3608/X
Level 4 NVQ Diploma in Business Administration	296	570	5528-04	601/3597/9

<b>Version and date</b>	<b>Change detail</b>	<b>Section</b>
1.1 Aug 2014	Updated assessment method list	<b>Assessment</b>
1.2 Dec 2014	Updated test spec for Unit 227	<b>Assessment</b>
1.3 Feb 2015	Updated assessment method list	<b>Assessment</b>
1.4 August 2015	Amended unit number from 310 to 301 within the list of mandatory units in the structure for 5528-04	<b>Structure</b>
1.5 September 2015	Updated test specifications for Units 224, 227, 319 and 320	<b>Assessment</b>
2.0 March 2016	Added additional assessment method (portfolio of evidence) to some existing units ie: 104 (or 654), 224 (or 674), 225 (or 675), 226	<b>Assessment</b>

	(or 676), 273 (or 680), 318 (or 688), 319 (or 689), 320 (or 690), 324 (or 694).	
3.0 March 2017	Unit 209 – credits amended to 3 Unit 309 – credits amended to 4	<b>Structure</b>
3.1 March 2017	Amended approved age group	<b>Qualification at a glance</b>
3.0 March 2017	Unit 209 – credits amended to 6 Unit 309 – credits amended to 5 Unit 345 UAN amended	<b>Structure</b>
4.1 October 2017	Added TQT details  Deleted QCF	<b>Qualification at a glance &amp; Structure</b>  <b>Throughout</b>



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# 1 Introduction

This document tells you what you need to do to deliver the qualifications:

Area	Description
Who are the qualifications for?	These qualifications in Business Administration are for people who want to work in administrative support roles in public or private sector organisations, or people who want to improve their administrative and supervisory skills.
Is the qualifications part of a framework or initiative?	The Level 2-4 Diplomas in Business Administration are part of the Level 2-4 Apprenticeships in Business Administration. There is a package available for all nations for the Business Administration which is 9645.
Who did we develop the qualification with?	It was developed in association with the Council for Administration (Skills CfA)
What opportunities for progression are there?	<p>These qualifications in Business Administration are for people who want to work in administrative support roles in public or private sector organisations, or people who want to improve their administrative and supervisory skills. A qualification in Business and Administration can help you succeed in a support role in any size or type of organisation. These roles include:</p> <ul style="list-style-type: none"> <li>Secretary</li> <li>Receptionist</li> <li>Administrator</li> <li>Personal assistant</li> <li>Office supervisor/team leader</li> <li>Manager</li> </ul>

## Apprenticeship

For learners on Apprenticeship programmes: acceptable routes for the completion of ERR include the Employee rights and responsibilities unit (which is an optional unit within the qualification structures) or the Skills CfA ERR workbook. Evidence of achievement of ERR - for the purposes of completing an apprenticeship - is the submission to Skills CfA of a completed sign-off sheet.

## Structure

To achieve the **Level 2 Diploma in Business Administration (5528-02)**, learners must achieve **45** credits in total; **21** credits from the mandatory units and a total of **24** credits from the optional units as follows:

- A **minimum** of **14** credits from group A optional units.
- A **maximum** of **10** credits from group B optional units.
- A **maximum** of **6** credits from group C optional units.

A minimum of **36** credits must be achieved through the completion of units at Level 2 or above.

Unit accreditation no.	City & Guilds unit no.	Unit title	Credit value	Unit Level	Excluded combination of units (if any)
<b>Mandatory</b>					
H/506/1893	222	Communication in a business environment	3	2	
J/506/1899	224/674	Principles of providing administrative services	4	2	
T/506/1901	225/675	Principles of business document production and information management	3	2	
A/506/1964	226/676	Understand employer organisations	4	2	
L/506/1788	239	Manage personal performance and development	4	2	
R/506/1789	240	Develop working relationships with colleagues	3	2	
<b>Optional Group A</b>					
D/506/1794	101	Health and safety in a business environment	2	1	
K/506/1796	102	Use a telephone and voicemail system	2	1	
A/506/1799	103	Meet and welcome visitors in a business environment	2	1	
L/506/1807	201	Manage diary systems	2	2	
Y/506/1809	202	Produce business documents	3	2	
L/506/1810	203	Collate and report data	3	2	
R/506/1811	204	Store and retrieve information	4	2	
Y/506/1812	205	Produce minutes of meetings	3	2	
D/506/1813	206	Handle mail	3	2	
H/506/1814	207	Provide reception services	3	2	

<b>Unit accreditation no.</b>	<b>City &amp; Guilds unit no.</b>	<b>Unit title</b>	<b>Credit value</b>	<b>Unit Level</b>	<b>Excluded combination of units (if any)</b>
K/506/1815	208	Prepare text from notes using touch typing	4	2	
M/506/1816	209	Prepare text from shorthand	6	2	
T/506/1817	210	Prepare text from recorded audio instruction	4	2	
T/506/1865	212	Archive information	3	2	
Y/506/2295	213	Maintain and issue stationery and supplies	3	2	
J/506/1868	214	Use and maintain office equipment	2	2	
L/506/1869	215	Contribute to the organisation of an event	3	2	
D/506/1875	216	Organise business travel or accommodation	4	2	
H/506/1876	217	Provide administrative support for meetings	4	2	
T/506/1879	218	Administer human resource records	3	2	
A/506/1883	219	Administer the recruitment and selection process	3	2	
R/506/1887	220	Administer parking dispensations	3	2	
R/506/1890	221	Administer finance	4	2	
M/506/1895	223	Buddy a colleague to develop their skills	3	2	
L/506/1905	227	Employee rights and responsibilities	2	2	
K/506/1913	304	Develop a presentation	3	3	
M/506/1914	305	Deliver a presentation	3	3	
A/506/1916	307	Contribute to the development and implementation of an information system	6	3	
F/506/1917	308	Monitor information systems	8	3	
M/506/1945	322	Analyse and present business data	6	3	
<b>Optional Group B</b>					
R/506/2134	228	Process information about customers	3	2	
Y/506/2149	229	Develop customer relationships	3	2	

<b>Unit accreditation no.</b>	<b>City &amp; Guilds unit no.</b>	<b>Unit title</b>	<b>Credit value</b>	<b>Unit Level</b>	<b>Excluded combination of units (if any)</b>
A/506/2130	230	Deliver customer service	5	2	
F/502/4396	233	Bespoke Software	3	2	
F/502/4625	234	Spreadsheet Software	4	2	
F/601/8320	236	Processing customers' financial transactions	4	2	
J/502/4559	237	Data Management Software	3	2	
M/502/4300	242	Using email	3	2	
M/502/4622	243	Presentation Software	4	2	
R/502/4628	244	Word Processing Software	4	2	
R/502/4631	245	Website Software	4	2	
T/505/1238	247	Payroll Processing	5	2	
F/506/1934	344	Participate in a project	3	3	
<b>Optional Group C</b>					
L/506/2083	104/654	Understand working in a customer service environment	3	1	
A/506/1818	211	Understand the use of research in business	6	2	
D/502/9928	231	Principles of marketing theory	4	2	
D/502/9931	232	Principles of digital marketing	5	2	
F/505/6880	235	Exploring Social Media	2	2	
K/503/8194	238	Principles of customer relationships	3	2	
R/506/2294	241	Principles of team leading	5	2	
R/505/3515	246	Know how to publish, integrate and share using social media	5	2	
J/506/1806	273/680	Principles of equality and diversity in the workplace	2	2	
L/505/3514	274	Understand the safe use of online and social media platforms	4	2	



To achieve the **Level 3 Diploma in Business Administration (5528-03)**, learners must achieve a total of **58** credits in total; **27** credits from the mandatory units and a minimum of **31** credits from the optional units as follows;

A **minimum** of **13** credits from group A optional units

A **maximum** of **10** credits from group B optional units.

A **maximum** of **8** credits from group C optional units

A minimum of 40 credits must be achieved through the completion of units at Level 3 or above

Unit accreditation no.	City & Guilds unit no.	Unit title	Credit value	Unit Level	Excluded combination of units (if any)
<b>Mandatory</b>					
Y/506/1910	301	Communicate in a business environment	4	3	
R/506/1940	318/688	Principles of business communication and information	4	3	
Y/506/1941	319/689	Principles of administration	6	3	
D/506/1942	320/690	Principles of business	10	3	
F/506/1819	345	Manage personal and professional development	3	3	
<b>Optional group A</b>					
Y/506/1809	202	Produce business documents	3	2	
R/506/1811	204	Store and retrieve information	4	2	
Y/506/1812	205	Produce minutes of meetings	3	2	
D/506/1813	206	Handle mail	3	2	
K/506/1815	208	Prepare text from notes using touch typing	4	2	
M/506/1816	209	Prepare text from shorthand	6	2	
T/506/1817	210	Prepare text from recorded audio instruction	4	2	
Y/506/2295	213	Maintain and issue stationery and supplies	3	2	
L/506/1869	215	Contribute to the organisation of an event	3	2	
D/506/1875	216	Organise business travel or accommodation	4	2	309

<b>Unit accreditation no.</b>	<b>City &amp; Guilds unit no.</b>	<b>Unit title</b>	<b>Credit value</b>	<b>Unit Level</b>	<b>Excluded combination of units (if any)</b>
H/506/1876	217	Provide administrative support for meetings	4	2	
T/506/1879	218	Administer human resource records	3	2	
A/506/1883	219	Administer the recruitment and selection process	3	2	
R/506/1887	220	Administer parking dispensations	3	2	
R/506/1890	221	Administer finance	4	2	
M/506/1895	223	Buddy a colleague to develop their skills	3	2	
L/506/1905	227	Employee rights and responsibilities	2	2	
D/506/1911	302	Contribute to the improvement of business performance	6	3	
H/506/1912	303	Negotiate in a business environment	4	3	
K/506/1913	304	Develop a presentation	3	3	
M/506/1914	305	Deliver a presentation	3	3	
T/506/1915	306	Create bespoke business documents	4	3	
A/506/1916	307	Contribute to the development and implementation of an information system	6	3	
F/506/1917	308	Monitor information systems	8	3	
J/506/1918	309	Evaluate the provision of business travel or accommodation	5	3	216
L/506/1919	310	Provide administrative support in schools	5	3	
F/506/1920	311	Administer parking and traffic challenges, representations and civil parking appeals	5	3	
R/506/1923	312	Administer statutory parking and traffic appeals	6	3	
T/506/1932	313	Administer parking and traffic debt recovery	5	3	
J/506/1935	314	Administer legal files	5	3	
L/506/1936	315	Build legal case files	5	3	
Y/506/1938	316	Manage legal case files	5	3	

Unit accreditation no.	City & Guilds unit no.	Unit title	Credit value	Unit Level	Excluded combination of units (if any)
K/506/1944	321	Manage an office facility	4	3	
M/506/1945	322	Analyse and present business data	6	3	
R/506/1954	405	Support environmental sustainability in a business environment	4	4	
D/506/1956	406	Resolve administrative problems	6	4	
H/506/1957	407	Prepare specifications for contracts	4	4	
<b>Optional group B</b>					
L/506/2150	323	Organise and deliver customer service	5	3	
R/506/2151	325	Resolve customers' complaints	4	3	
J/502/4397	327	Bespoke Software	4	3	
J/502/4626	328	Spreadsheet Software	6	3	
T/506/1820	332	Promote equality, diversity and inclusion in the workplace	3	3	
A/506/1821	333	Manage team performance	4	3	
J/506/1921	334	Manage individuals' performance	4	3	
L/506/1922	335	Manage individuals' development in the workplace	3	3	
Y/506/1924	336	Chair and lead meetings	3	3	
J/506/2292	338	Encourage innovation	4	3	
M/506/1928	340	Procure products and/or services	5	3	
T/506/1929	341	Implement change	5	3	
K/506/1930	342	Implement and maintain business continuity plans and processes	4	3	
F/506/1934	344	Participate in a project	3	3	419
T/502/4301	347	Using email	3	3	
T/502/4556	348	Database Software	6	3	

Unit accreditation no.	City & Guilds unit no.	Unit title	Credit value	Unit Level	Excluded combination of units (if any)
T/502/4623	349	Presentation Software	6	3	
Y/502/4629	351	Word Processing Software	6	3	
Y/502/4632	352	Website Software	5	3	
J/506/1949	410	Develop and maintain professional networks	3	4	
Y/506/1955	411	Develop and implement an operational plan	5	4	
K/506/1989	415	Manage physical resources	4	4	
K/506/1992	416	Prepare for and support quality audits	3	4	
A/506/1995	418	Manage a budget	4	4	
R/506/1999	419	Manage a project	7	4	344
L/506/2004	420	Manage business risk	6	4	
R/506/2909	422	Recruitment, selection and induction practice	6	4	

### Optional Group C

Y/506/2152	324/694	Understand the customer service environment	5	3	
F/502/9937	326	Principles of digital marketing and research	7	3	
J/502/9938	329	Principles of marketing stakeholder relationships	3	3	
K/502/9933	330	Principles of market research	5	3	
D/506/1925	337	Principles of leadership and management	8	3	
R/503/9324	346	Principles of Social Media within a Business	6	3	
T/502/9935	350	Principles of marketing and evaluation	7	3	

To achieve the **Level 4 NVQ Diploma in Business Administration (5528-04)**, learners must achieve a total of **57** credits; **18** credits from the mandatory units and a minimum of **39** credits from the optional units as follows:

A **minimum** of 26 credits from group A optional units

A **maximum** of 13 credits from group B optional units.

A minimum of 30 credits must be achieved through the completion of units at Level 4 or above.

Unit accreditation no.	City & Guilds unit no.	Unit title	Credit value	Unit Level	Excluded combination of units (if any)
<b>Mandatory</b>					
Y/506/1910	301	Communicate in a business environment	4	3	
F/506/1819	345	Manage personal and professional development	3	3	
T/506/1946	401	Manage the work of an administrative function	5	4	
D/506/1956	406	Resolve administrative problems	6	4	
<b>Optional Group A</b>					
D/506/1911	302	Contribute to the improvement of business performance	6	3	
H/506/1912	303	Negotiate in a business environment	4	3	
K/506/1913	304	Develop a presentation	3	3	
M/506/1914	305	Deliver a presentation	3	3	
T/506/1915	306	Create bespoke business documents	4	3	
F/506/1917	308	Monitor information systems	8	3	
J/506/1918	309	Evaluate the provision of business travel or accommodation	5	3	
K/506/1944	321	Manage an office facility	4	3	
M/506/1945	322	Analyse and present business data	6	3	
A/506/1950	403	Contribute to the design and development of an information system	5	4	

<b>Unit accreditation no.</b>	<b>City &amp; Guilds unit no.</b>	<b>Unit title</b>	<b>Credit value</b>	<b>Unit Level</b>	<b>Excluded combination of units (if any)</b>
F/506/1951	404	Manage information systems	6	4	
R/506/1954	405	Support environmental sustainability in a business environment	4	4	
H/506/1957	407	Prepare specifications for contracts	4	4	
M/506/1959	408	Manage events	6	4	

### **Optional Group B**

A/506/1821	333	Manage team performance		4	3
J/506/1921	334	Manage individuals' performance		4	3
Y/506/1924	336	Chair and lead meetings		3	3
J/506/2292	338	Encourage innovation		4	3
K/506/1927	339	Manage conflict within a team		5	3
M/506/1928	340	Procure products and/or services		5	3
K/506/1930	342	Implement and maintain business continuity plans and processes		4	3
M/506/1931	343	Collaborate with other departments		3	3
H/506/1991	409	Champion customer service		4	4
J/506/1949	410	Develop and maintain professional networks		3	4
Y/506/1955	411	Develop and implement an operational plan		5	4
M/506/1962	412	Encourage learning and development		3	4
T/506/1980	413	Initiate and implement operational change		4	4
F/506/1982	414	Develop working relationships with stakeholders		4	4
K/506/1989	415	Manage physical resources		4	4

Unit accreditation no.	City & Guilds unit no.	Unit title	Credit value	Unit Level	Excluded combination of units (if any)	
K/506/1992	416	Prepare for and support quality audits		3	4	
T/506/1994	417	Conduct quality audits		3	4	
A/506/1995	418	Manage a budget		4	4	
R/506/1999	419	Manage a project		7	4	
L/506/2004	420	Manage business risk		6	4	501
A/506/2032	421	Manage knowledge in an organisation		5	4	
R/506/2909	422	Recruitment, selection and induction practice		6	4	
J/506/2048	501	Establish business risk management processes		5	5	420
R/506/2053	502	Promote equality of opportunity, diversity and inclusion		5	5	
D/506/2055	503	Design business processes		5	5	
F/506/2064	504	Optimise the use of technology		6	5	

## Total Qualification Time

Total Qualification Time (TQT) is the total amount of time, in hours, expected to be spent by a Learner to achieve a qualification. It includes both guided learning hours (which are listed separately) and hours spent in preparation, study and assessment.

Title and level	GLH	TQT
Level 2 Diploma in Business Administration	229	450
Level 3 Diploma in Business Administration	282	580
Level 4 NVQ Diploma in Business Administration	296	570



## 2 Centre requirements

### Approval

If your centre is approved to offer the qualifications 4428 NVQs in Business and Administration or 4475 Certificates in Principles of Business and Administration, you can apply for approval for these qualifications approval using the **fast track approval form**, available from the City & Guilds website.

Centres should use the fast track form if:

- there have been no changes to the way the qualifications are delivered, and
- they meet all of the approval criteria in the fast track form guidance notes.

Fast track approval is available for 12 months from the launch of the qualification. After 12 months, the centre will have to go through the standard Qualification Approval Process. The centre is responsible for checking that fast track approval is still current at the time of application.



### **Continuing professional development (CPD)**

Centres must support their staff to ensure that they have current knowledge of the occupational area, that delivery, mentoring, training, assessment and verification is in line with best practice, and that it takes account of any national or legislative developments.

### **Learner entry requirements**

City & Guilds does not set entry requirements for these qualifications. However, centres must ensure that learners have the potential and opportunity to gain the qualifications successfully.

### **Age restrictions**

City & Guilds cannot accept any registrations for learners under 16 as this these qualifications are not approved for under 16s. For the Level 4 NVQ Diploma in Business Administration, City & Guilds cannot accept any registrations for learners under 18 as this these qualifications are not approved for under 18s.



## 3 Delivering the qualification

### Initial assessment and induction

An initial assessment of each learner should be made before the start of their programme to identify:

- if the learner has any specific training needs,
- support and guidance they may need when working towards their qualifications.
- any units they have already completed, or credit they have accumulated which is relevant to the qualifications.
- the appropriate type and level of qualification.

We recommend that centres provide an induction programme so the learner fully understands the requirements of the qualifications, their responsibilities as a learner, and the responsibilities of the centre. This information can be recorded on a learning contract.

### Support materials

The following resources are available for these qualifications:

Description	How to access
fast track approval forms/generic fast track approval form	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
The City & Guilds Textbook: Level 2 Diploma in Business and Administration	Publications sales - TB025528
The City & Guilds Textbook: Level 3 Diploma in Business and Administration	Publications sales -TB035528
SmartScreen	<a href="http://www.smartscreen.co.uk">www.smartscreen.co.uk</a>

### Recording documents

Candidates and centres may decide to use a paper-based or electronic method of recording evidence.

City & Guilds endorses several ePortfolio systems, including our own, **Learning Assistant**, an easy-to-use and secure online tool to support and evidence learners' progress towards achieving qualifications. Further details are available at: [www.cityandguilds.com/eportfolios](http://www.cityandguilds.com/eportfolios).



## 4 Assessment

City & Guilds has written the following assessments to use with this qualification:

<b>Unit</b>	<b>Title</b>	<b>Assessment method</b>	<b>Where to obtain assessment materials</b>
101	Health and safety in a business environment	Portfolio of evidence	
102	Use a telephone and voicemail system	Portfolio of evidence	
103	Meet and welcome visitors in a business environment	Portfolio of evidence	
104	Understand working in a customer service environment	Evolve	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
654		Portfolio of evidence	
201	Manage diary systems	Portfolio of evidence	
202	Produce business documents	Portfolio of evidence	
203	Collate and report data	Portfolio of evidence	
204	Store and retrieve information	Portfolio of evidence	
205	Produce minutes of meetings	Portfolio of evidence	
206	Handle mail	Portfolio of evidence	
207	Provide reception services	Portfolio of evidence	
208	Prepare text from notes using touch typing	Portfolio of evidence	
209	Prepare text from shorthand	Portfolio of evidence	
210	Prepare text from recorded audio instruction	Portfolio of evidence	
211	Understand the use of research in business	Assignment	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
212	Archive information	Portfolio of evidence	

<b>Unit</b>	<b>Title</b>	<b>Assessment method</b>	<b>Where to obtain assessment materials</b>
213	Maintain and issue stationery and supplies	Portfolio of evidence	
214	Use and maintain office equipment	Portfolio of evidence	
215	Contribute to the organisation of an event	Portfolio of evidence	
216	Organise business travel or accommodation	Portfolio of evidence	
217	Provide administrative support for meetings	Portfolio of evidence	
218	Administer human resource records	Portfolio of evidence	
219	Administer the recruitment and selection process	Portfolio of evidence	
220	Administer parking dispensations	Portfolio of evidence	
221	Administer finance	Portfolio of evidence	
222	Communication in a business environment	Portfolio of evidence	
223	Buddy a colleague to develop their skills	Portfolio of evidence	
224	Principles of providing administrative services	Evolve	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
674		Portfolio of evidence	
225	Principles of business document production and information management	Evolve	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
675		Portfolio of evidence	
226	Understand employer organisations	Evolve	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
676		Portfolio of evidence	
227	Employee rights and responsibilities	Short Answer Questions (C&G) Assignment or Skills CFA on-line ERR workbook	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
228	Process information about customers	Portfolio of evidence	

<b>Unit</b>	<b>Title</b>	<b>Assessment method</b>	<b>Where to obtain assessment materials</b>
229	Develop customer relationships	Portfolio of evidence	
230	Deliver customer service	Portfolio of evidence	
231	Principles of marketing theory	Assignment	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
232	Principles of digital marketing	Assignment	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
233	Bespoke Software	Portfolio of evidence	
234	Spreadsheet Software	Portfolio of Evidence or assignment (7574 ITQ Users)	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
235	Exploring Social Media	Portfolio of evidence	
236	Processing customers' financial transactions	Portfolio of evidence	
237	Data Management Software	Portfolio of evidence	
238	Principles of customer relationships	Assignment	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
239	Manage personal performance and development	Portfolio of evidence	
240	Develop working relationships with colleagues	Portfolio of evidence	
241	Principles of team leading	Portfolio of evidence	
242	Using email	Portfolio of Evidence or assignment (7574 ITQ Users)	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
243	Presentation Software	Portfolio of Evidence or assignment (7574 ITQ Users)	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
244	Word Processing Software	Portfolio of Evidence or assignment (7574 ITQ Users)	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>

<b>Unit</b>	<b>Title</b>	<b>Assessment method</b>	<b>Where to obtain assessment materials</b>
245	Website Software	Portfolio of Evidence or assignment (7574 ITQ Users)	www.cityandguilds.com
246	Know how to publish, integrate and share using social media	Assignment	www.cityandguilds.com
247	Payroll Processing	Portfolio of evidence	
273	Principles of equality and diversity in the workplace	E-volve	www.cityandguilds.com
680		Portfolio of evidence	
274	Understand the safe use of online and social media platforms	Assignment	www.cityandguilds.com
301	Communicate in a business environment	Portfolio of evidence	
302	Contribute to the improvement of business performance	Portfolio of evidence	
303	Negotiate in a business environment	Portfolio of evidence	
304	Develop a presentation	Portfolio of evidence	
305	Deliver a presentation	Portfolio of evidence	
306	Create bespoke business documents	Portfolio of evidence	
307	Contribute to the development and implementation of an information system	Portfolio of evidence	
308	Monitor information systems	Portfolio of evidence	
309	Evaluate the provision of business travel or accommodation	Portfolio of evidence	
310	Provide administrative support in schools	Portfolio of evidence	
311	Administer parking and traffic challenges, representations and civil parking appeals	Portfolio of evidence	
312	Administer statutory parking and traffic appeals	Portfolio of evidence	

<b>Unit</b>	<b>Title</b>	<b>Assessment method</b>	<b>Where to obtain assessment materials</b>
313	Administer parking and traffic debt recovery	Portfolio of evidence	
314	Administer legal files	Portfolio of evidence	
315	Build legal case files	Portfolio of evidence	
316	Manage legal case files	Portfolio of evidence	
318	Principles of business communication and information	Evolve	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
688		Portfolio of evidence	
319	Principles of administration	Evolve	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
689		Portfolio of evidence	
320	Principles of business	Evolve	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
690		Portfolio of evidence	
321	Manage an office facility	Portfolio of evidence	
322	Analyse and present business data	Portfolio of evidence	
323	Organise and deliver customer service	Portfolio of evidence	
324	Understand the customer service environment	Evolve	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
694		Portfolio of evidence	
325	Resolve customers' complaints	Portfolio of evidence	
326	Principles of digital marketing and research	Assignment	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
327	Bespoke Software	Portfolio of evidence	
328	Spreadsheet Software	Portfolio of Evidence or assignment (7574 ITQ Users)	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
329	Principles of marketing stakeholder relationships	Assignment	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>

<b>Unit</b>	<b>Title</b>	<b>Assessment method</b>	<b>Where to obtain assessment materials</b>
330	Principles of market research	Assignment	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
332	Promote equality, diversity and inclusion in the workplace	Portfolio of evidence	
333	Manage team performance	Portfolio of evidence	
334	Manage individuals' performance	Portfolio of evidence	
335	Manage individuals' development in the workplace	Portfolio of evidence	
336	Chair and lead meetings	Portfolio of evidence	
337	Principles of leadership and management	Portfolio of evidence	
338	Encourage innovation	Portfolio of evidence	
339	Manage conflict within a team	Portfolio of evidence	
340	Procure products and/or services	Portfolio of evidence	
341	Implement change	Portfolio of evidence	
342	Implement and maintain business continuity plans and processes	Portfolio of evidence	
343	Collaborate with other departments	Portfolio of evidence	
344	Participate in a project	Portfolio of evidence	
345	Manage personal and professional development	Portfolio of evidence	
346	Principles of Social Media within a Business	Assignment	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
347	Using email	Portfolio of Evidence or assignment (7574 ITQ Users)	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
348	Database software	Portfolio of Evidence or assignment (7574 ITQ Users)	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>



<b>Unit</b>	<b>Title</b>	<b>Assessment method</b>	<b>Where to obtain assessment materials</b>
349	Presentation software	Portfolio of Evidence or assignment (7574 ITQ Users)	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
350	Principles of marketing and evaluation	Assignment	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
351	Word processing software	Portfolio of Evidence or assignment (7574 ITQ Users)	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
352	Website software	Portfolio of Evidence or assignment (7574 ITQ Users)	<a href="http://www.cityandguilds.com">www.cityandguilds.com</a>
401	Manage the work of an administrative function	Portfolio of evidence	
403	Contribute to the design and development of an information system	Portfolio of evidence	
404	Manage information systems	Portfolio of evidence	
405	Support environmental sustainability in a business environment	Portfolio of evidence	
406	Resolve administrative problems	Portfolio of evidence	
407	Prepare specifications for contracts	Portfolio of evidence	
408	Manage events	Portfolio of evidence	
409	Champion customer service	Portfolio of evidence	
410	Develop and maintain professional networks	Portfolio of evidence	
411	Develop and implement an operational plan	Portfolio of evidence	
412	Encourage learning and development	Portfolio of evidence	
413	Initiate and implement operational change	Portfolio of evidence	
414	Develop working relationships with stakeholders	Portfolio of evidence	
415	Manage physical resources	Portfolio of evidence	

<b>Unit</b>	<b>Title</b>	<b>Assessment method</b>	<b>Where to obtain assessment materials</b>
416	Prepare for and support quality audits	Portfolio of evidence	
417	Conduct quality audits	Portfolio of evidence	
418	Manage a budget	Portfolio of evidence	
419	Manage a project	Portfolio of evidence	
420	Manage business risk	Portfolio of evidence	
421	Manage knowledge in an organisation	Portfolio of evidence	
422	Recruitment, selection and induction practice	Portfolio of evidence	
501	Establish business risk management processes	Portfolio of evidence	
502	Promote equality of opportunity, diversity and inclusion	Portfolio of evidence	
503	Design business processes	Portfolio of evidence	
504	Optimise the use of technology	Portfolio of evidence	

### **Time constraints**

Assessment must be completed within the candidate's period of registration. Please see the individual assignments for any time constraints.

### **Evidence requirements**

Evidence requirements have been included for each Business and Administration unit.

Units may be assessed through a number of different sources and forms, which must meet the requirements of assessment criteria, which may include:

Naturalistic observation of workplace activities: Assessors must provide information about the context of the assessment.

**Products:** Such as reports, letters, e-mails, memos, printouts, etc, are also valuable items of performance evidence. Assessors are encouraged to assess work products in situ and record the location of evidence within their assessment records.

**Expert witness:** Can be used to address any gaps in the technical and occupational competence of assessors, and also for confidential or sensitive activities that are not appropriate for assessor observation. Expert witnesses are identified and trained by the centre.

**Witness testimony:** Can provide valuable evidence of candidate competence. In line with established principles, witness testimony must be:

- a clear, authentic statement indicating how the learner carries out their job
- dated, signed and include the job title of the witness.

**Candidate reports (feedback):** Oral or written reports from the candidate which involve descriptions of activities and processes and some self-assessment, e.g. a work diary.

**Reflective accounts:** A reflective account is usually a write up of how a candidate has carried out part of their job, recording events that actually happened. Where possible, the account should state why the candidate took the actions they did.

**Professional discussion:** Professional discussion is a single, or series of, structured, planned and in-depth discussion(s) which can be recorded electronically or manually in paper, computer, audio or video files. Professional discussions can be used to support observation reports, examination of work products and knowledge questionnaires. The CfA supports the use of professional discussion in holistic assessment.

Verbal / written questions: Also includes questionnaires; work based tasks; reflective accounts; case studies; professional discussion; and, feedback reports. As assessment by observation and examination of work products usually results in inferred knowledge. Questions should only be asked to fill gaps where knowledge is not explicit. This style of assessment still requires the assessor to confirm how knowledge and understanding has been addressed but avoids over assessment of the candidate.

Projects: An extended piece of practical and / or written work involving planning and research, generally presented as a report.

Assignments: May be practical or written tasks given to learners which test skills, knowledge or understanding, or combinations of all three.

**Case studies:** An effective case study report should:

- clearly identify the core problem(s)
- analyse the issues underlying the problem
- discuss and justify alternative solutions using theory / experience
- present feasible recommendations
- be presented in an appropriate format.

**Audio / video recordings:** May be used to support observation reports, examination of work products and knowledge questionnaires.

**Simulation / role play:** A task-based function where there are clear goals which need to be achieved and the outcomes are evaluated in a 'real-work environment' (see the section under Assessment Strategy).

This list is illustrative of the options available to provide evidence in support of achieving the assessment criteria of a unit. The most appropriate forms of evidence should be selected for each unit or part of a unit.

## Assessment strategy

### Portfolio Evidence

- Evidence of occupational competence of all competence units at any level, should be generated and collected through performance under workplace conditions. This includes the knowledge-based learning outcomes and assessment criteria of the competence units.
- These conditions would be those typical to the candidate's normal place of work. The evidence collected under these conditions should also be as naturally occurring as possible. It is accepted that not all employees have identical workplace conditions and therefore there cannot be assessment conditions that are identical for all candidates. However, assessors must ensure that, as far as possible, the conditions for assessment should be those under which the candidate usually works.

### Simulation

- Simulation can be applied to all Level 1 Business Administration and Customer Service units.
- Where simulation is used for units at Level 2 and above, it should be used sparingly and should only form a small part of the evidence for the qualification.
- Evidence may be produced through simulation solely in exceptional circumstances. The exceptional circumstances, under which simulation is possible, are those situations that are not naturally or readily occurring, such as response to emergencies.
- Simulation must be undertaken in a 'realistic working environment' (RWE). A RWE is "an environment which replicates the key characteristics in which the skill to be assessed is normally employed". The RWE must provide conditions the same as the normal day-to-day working environment, with a similar range of demands, pressures and requirements for cost-effective working.

External verifiers will need to approve RWEs on an individual basis before any assessment can begin. Authenticity is essential and approval needs to be endorsed on an annual basis by the external verifier.

- Units which have been imported by Skills CFA into their apprenticeships or competence-based qualifications will be assessed in compliance with their relevant assessment strategies.

The primary responsibility of an Assessor is to assess candidates' performance in a range of tasks and to ensure the evidence submitted by the candidate meets the requirements of the assessment criteria.

It is important that an assessor can recognise occupational competence as specified by the national standard. Assessors therefore need to have a thorough understanding of assessment and quality assurance practices, as well as have in-depth technical understanding related to the qualifications for which they are assessing candidates.

**Assessors must:**

- hold (or be working towards) an appropriate qualification, as specified by the appropriate regulatory authority, confirming their competence to assess candidates undertaking competence-based units and qualifications. Assessors working towards an appropriate qualification must ensure their decisions are countersigned by a suitably-qualified assessor/verifier. Assessors holding older qualifications must be able to demonstrate that they are assessing to the current standards;
- be “occupationally competent” or have the necessary and sufficient experience of the role for which they intend to undertake assessments, including the level and scope of individual candidate performance at work or in RWEs; and judgements about the quality of assessment and the assessment process.

It is the responsibility of approved centres to select and appoint assessors.

Simulation can only be applied to the following competence units:

**Business Administration**

Skills CFA Ref.	Unit title	Level
B&A 3	Work with others in a business environment	1
B&A 4	Health and safety in a business environment	1
B&A 5	Manage time and workload	1
B&A 6	Use a telephone and voicemail system	1
B&A 7	Prepare text from notes	1
B&A 8	Meet and welcome visitors in a business environment	1
B&A 9	Handle mail	1
B&A 10	Use office equipment	1

**Customer Service**

Skills CFA Ref.	Unit title	Level
CS 2	Communication in customer service	1
CS 3	Record details of customer service problems	1
CS 4	Deal with customer queries, requests and problems	1

**Management and Leadership**

Skills CFA Ref.	Unit title	Level
M&L 17	Manage conflict within a team	3
M&L 31	Discipline and grievance management	4
M&L 44	Manage redundancy and redeployment	4

## Employer direct model

Skills CFA encourages the use of an employer direct model. The employer direct model is where colleagues, supervisors and/or managers in the workplace are involved in the assessment process.

In order to use the employer direct model:

### **An organisation must:**

have staff who have achieved, or be working towards achieving, appropriate regulatory body approved unit qualifications for assessment, moderation or verification; **OR**

seek guidance and approval from an awarding organisation to demonstrate that they have:

- appropriate processes in place to facilitate assessment, moderation or verification functions
- carried out 100% mapping of the trainer, supervisor or managers' assessment, moderation or verification skills and knowledge to the National Occupational Standards upon which the qualifications above are based.
- agree the mapping process with the awarding organisation/body involved
- demonstrate an equivalent level of rigour and robustness as the achievement of the unit qualification

### **An Awarding Organisation must:**

- offer this model to employers only
- supply information on the requirements for internal and external moderation/verification activities to assessment centres.

Skills CFA and awarding organisations requires all assessors, moderators and verifiers to maintain current Business Administration, Customer Service and Management and Leadership competence to deliver these functions. Skills CFA recognises this can be achieved in many ways. However, such information must be formally recorded in individual continual professional development (CPD) records that are maintained in assessment centres.

## **Realistic Working Environment**

A Realistic Working Environment (RWE) can be applied to all the units mentioned in the above tables.

It is essential that organisations wishing to operate a RWE operate in an environment which reflects a real work setting. This will ensure that any competence achieved in this way will be sustained in real employment.

To undertake the assessment in a RWE the following guidelines must be met:

- 1) the RWE is managed as a real work situation
- 2) assessment must be carried out under realistic business pressures
- 3) all services that are carried out should be completed in a way, and to a timescale, that is acceptable in business organisations
- 4) candidates must be expected to achieve a volume of work comparable to normal business practices
- 5) the range of services, products, tools, materials and equipment that the candidates use must be up to date and available
- 6) account must be taken of any legislation or regulations in relation to the type of work that is being carried out
- 7) candidates must be given workplace responsibilities to enable them to meet the requirements of the units
- 8) customer perceptions of the RWE is similar to that found in the work situation being represented
- 9) candidates must show that their productivity reflects those found in the work situation being represented.

External verifiers will need to approve RWEs on an individual basis before any assessment can begin. Authenticity is essential and approval needs to be endorsed on an annual basis by the external verifier.

## Test specifications

A number of units in these qualifications are externally assessed.

Please find below the test specifications for those qualifications:

**Test:** 5528-104 Understand working in a customer service environment

**Duration:** 1 hour

**Grading:** Pass/Fail

Unit	Outcome	Number of questions	Approximate %
104	1 Know the importance of customer service	2	7
	2 Know the factors affecting customer service	7	26
	3 Know how to work in a customer service role	13	48
	4 Know how to refer customer queries and problems to others	5	19
	<b>Total</b>	<b>27</b>	<b>100</b>

**Test:** 5528-224 Principles of providing administration services

**Duration:** 1 hour

**Grading:** Pass/Fail

Unit	Outcome	Number of questions	Approximate %
224	1 Understand the organisation and administration of meetings	6	19
	2 Understand the organisation of travel and accommodation	6	19
	3 Understand how to manage diary systems	5	16
	4 Understand how to use office equipment	6	18
	5 Understand the use of mail services in a business context	4	12
	6 Understand customer service in a business environment	5	16
	<b>Total</b>	<b>32</b>	<b>100</b>



**Test:** 5528-225 Principles of business document production and information management

**Duration:** 45 minutes

**Grading:** Pass/Fail

<b>Unit</b>	<b>Outcome</b>	<b>Number of questions</b>	<b>Approximate %</b>
225	1 Understand how to prepare business documents	13	52
	2 Understand the distribution of business documents.	4	16
	3 Understand how information is managed in business organisations	8	32
	<b>Total</b>	<b>25</b>	<b>100</b>

**Test:** 5528-226 Understand employer organisations

**Duration:** 30 minutes

**Grading:** Pass/Fail

<b>Unit</b>	<b>Outcome</b>	<b>Number of questions</b>	<b>Approximate %</b>
226	1 Understand organisational structures	9	50
	2 Understand the organisational environment	9	50
	<b>Total</b>	<b>18</b>	<b>100</b>

**Test:** 5528-227 Employee Rights and Responsibility

**Duration:** 1 hour

**Grading:** Pass/Fail

<b>Unit</b>	<b>Outcome</b>	<b>Number of questions</b>	<b>Approximate %</b>
	1 Understand the role of organisations and industries	7	47
	2 Understand employers' expectations and employees' rights and obligations	8	53
	<b>Total</b>	<b>15</b>	<b>100</b>

**Test:** 5528-273 Principles of equality and diversity in the workplace

**Duration:** 30 minutes

**Grading:** Pass/Fail

<b>Unit</b>	<b>Outcome</b>	<b>Number of questions</b>	<b>Approximate %</b>
	1 Understand the implications of equality legislation	9	60
	2 Understand organisational standards and expectations for equality and diversity and context in the workplace	6	40
	<b>Total</b>	<b>15</b>	<b>100</b>

**Test:** 5528-318 Principles of business communication and information

**Duration:** 1 hour

**Grading:** Pass/Fail

<b>Unit</b>	<b>Outcome</b>	<b>Number of questions</b>	<b>Approximate %</b>
318	1 Understand negotiation in a business environment	6	20
	2 Understand how to develop and deliver presentations	7	23
	3 Understand how to create bespoke business documents	9	30
	4 Understand information systems in a business environment	8	27
	<b>Total</b>	<b>30</b>	<b>100</b>

**Test:** 5528-319 Principles of administration

**Duration:** 1 hour 30 minutes

**Grading:** Pass/Fail

<b>Unit</b>	<b>Outcome</b>	<b>Number of questions</b>	<b>Approximate %</b>
319	1 Understand how to manage an office facility	10	23
	2 Understand health and safety in a business environment	4	9
	3 Understand how to take minutes of meetings	7	15
	4 Understand how to chair, lead and manage meetings	9	20
	5 Understand how to supervise an administration team	7	15
	6 Understand how to organise events	8	18
	<b>Total</b>	<b>45</b>	<b>100</b>

**Test:** 5528-320 Principles of business

**Duration:** 1 hour 15 minutes

**Grading:** Pass/Fail

<b>Unit</b>	<b>Outcome</b>	<b>Number of questions</b>	<b>%</b>
320	1 Understand business markets	11	28
	2 Understand business innovation and growth	9	23
	3 Understand financial management	5	12
	4 Understand business budgeting	5	12
	5 Understand sales and marketing	10	25
	<b>Total</b>	<b>40</b>	<b>100</b>

**Test:** 5528-324 Understand the customer service environment

**Duration:** 1 hour

**Grading:** Pass/Fail

<b>Unit</b>	<b>Outcome</b>	<b>Number of questions</b>	<b>%</b>
	1 Understand the concepts and practices underpinning customer service delivery	10	33
	2 Understand the relationship between customer service and a brand	5	17
	3 Understand the structure of customer service	10	33
	4 Understand the implications of legislation on customer service delivery	5	17
	<b>Total</b>	<b>30</b>	<b>100</b>



## 5 Units

Can be found at [www.cityandguilds.com](http://www.cityandguilds.com)

### Glossary of words used in the units

The following key words and terms are used in the units.

<b>Term</b>	<b>Definition</b>
Analyse	to study or examine something in detail, in order to discover more about it
Assess	to judge or decide the amount, value, quality or importance of something
Describe	to say or write what someone or something is like
Evaluate	to judge or calculate the quality, importance, amount or value of something.
Explain	to make something clear or easy to understand by describing or giving information about it e.g. how or why
Identify	to recognise someone or something and say or prove who or what they are
Produce	to make something or bring something into existence
Propose	to offer or state a possible plan or action (for other people to consider)
Research	a detailed study of a subject, especially in order to discover (new) information or reach a (new) understanding
Select	to choose a small number of things, or to choose by making careful decisions
Support	to help someone emotionally or in a practical way
Use	to put something such as a tool, skill or building to a particular purpose



## Appendix 1 Sources of general information

The following documents contain essential information for centres delivering City & Guilds qualifications. They should be referred to in conjunction with this handbook. To download the documents and to find other useful documents, go to the **Centres and Training Providers homepage** on [www.cityandguilds.com](http://www.cityandguilds.com).

**Centre Manual - Supporting Customer Excellence** contains detailed information about the processes which must be followed and requirements which must be met for a centre to achieve 'approved centre' status, or to offer a particular qualification, as well as updates and good practice exemplars for City & Guilds assessment and policy issues. Specifically, the document includes sections on:

- The centre and qualification approval process
- Assessment, internal quality assurance and examination roles at the centre
- Registration and certification of candidates
- Non-compliance
- Complaints and appeals
- Equal opportunities
- Data protection
- Management systems
- Maintaining records
- Assessment
- Internal quality assurance
- External quality assurance.

**Our Quality Assurance Requirements** encompasses all of the relevant requirements of key regulatory documents such as:

- SQA Awarding Body Criteria (2007)
- NVQ Code of Practice (2006)

and sets out the criteria that centres should adhere to pre and post centre and qualification approval.

**Access to Assessment & Qualifications** provides full details of the arrangements that may be made to facilitate access to assessments and qualifications for candidates who are eligible for adjustments in assessment.

The **centre homepage** section of the City & Guilds website also contains useful information on such things as:

- **Walled Garden:** how to register and certificate candidates on line
- **Events:** dates and information on the latest Centre events
- **Online assessment:** how to register for e-assessments.

## Useful contacts

<b>UK learners</b> <b>General qualification information</b>	<b>E: <a href="mailto:learnersupport@cityandguilds.com">learnersupport@cityandguilds.com</a></b>
<b>International learners</b> General qualification information	F: +44 (0)20 7294 2413 E: <b><a href="mailto:intcg@cityandguilds.com">intcg@cityandguilds.com</a></b>
<b>Centres</b> Exam entries, Certificates, Registrations/enrolment, Invoices, Missing or late exam materials, Nominal roll reports, Results	F: +44 (0)20 7294 2413 E: <b><a href="mailto:centresupport@cityandguilds.com">centresupport@cityandguilds.com</a></b>
<b>Single subject qualifications</b> Exam entries, Results, Certification, Missing or late exam materials, Incorrect exam papers, Forms request (BB, results entry), Exam date and time change	F: +44 (0)20 7294 2413 F: +44 (0)20 7294 2404 (BB forms) E: <b><a href="mailto:singlesubjects@cityandguilds.com">singlesubjects@cityandguilds.com</a></b>
<b>International awards</b> Results, Entries, Enrolments, Invoices, Missing or late exam materials, Nominal roll reports	F: +44 (0)20 7294 2413 E: <b><a href="mailto:intops@cityandguilds.com">intops@cityandguilds.com</a></b>
<b>Walled Garden</b> Re-issue of password or username, Technical problems, Entries, Results, e-assessment, Navigation, User/menu option, Problems	F: +44 (0)20 7294 2413 E: <b><a href="mailto:walledgarden@cityandguilds.com">walledgarden@cityandguilds.com</a></b>
<b>Employer</b> Employer solutions, Mapping, Accreditation, Development Skills, Consultancy	T: +44 (0)121 503 8993 E: <b><a href="mailto:business@cityandguilds.com">business@cityandguilds.com</a></b>
<b>Publications</b> Logbooks, Centre documents, Forms, Free literature	F: +44 (0)20 7294 2413

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As the UK's leading vocational education organisation, City & Guilds is leading the talent revolution by inspiring people to unlock their potential and develop their skills. We offer over 500 qualifications across 28 industries through 8500 centres worldwide and award around two million certificates every year. City & Guilds is recognised and respected by employers across the world as a sign of quality and exceptional training.

## **City & Guilds Group**

The City & Guilds Group is a leader in global skills development. Our purpose is to help people and organisations to develop their skills for personal and economic growth. Made up of City & Guilds, City & Guilds Kineo, The Oxford Group and ILM, we work with education providers, businesses and governments in over 100 countries.

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