

SCOTTISH HIGHER LEVEL APPRENTICESHIPS

A

PROFESSIONAL APPRENTICESHIP

IN

Supply Chain Management

AT

SCQF Level 11

**FRAMEWORK DOCUMENT
FOR SCOTLAND**

Lantra

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Technical and Professional Apprenticeships in Scotland

What are Technical and Professional Apprenticeships?

Technical and Professional Apprenticeships offer those aged over 16 paid employment combined with the opportunity to train for jobs at senior supervisory and management level.

Who develops them?

Technical and Professional Apprenticeships are developed by Sector Skills Councils (SSCs). SSCs consult with employers and key partners in their sector to produce a training programme, which meets the needs of employers.

Who are they for?

Technical and Professional Apprenticeships are available to employees aged 16 or over. Employees need to demonstrate to their employer that they have the potential to complete the programme. All Technical and Professional Apprentices must have a demonstrable need to acquire significant new knowledge and skills to fulfil their job role. The Apprenticeship framework selected for the employee must be the most appropriate learning programme generally available to that individual, providing such knowledge and skills.

What's in a Technical and Professional Apprenticeship?

In Scotland, there are more than 70 different Apprenticeship Frameworks and they are all designed to deliver a training package around a minimum standard of competence defined by employers through SSCs. There are four different levels of Apprenticeship in Scotland: Modern Apprenticeships at SCQF 5 (SVQ 2) and SCQF 6/7 (SVQ 3), Technical Apprenticeships at SCQF 8/9 (SVQ 4) and Professional Apprenticeships at SCQF 10 (SVQ 5). They all contain the same 3 basic criteria:

- A relevant SVQ (or alternative competency-based qualification), HN Qualification, Professional Qualification or other Qualification based on current National Occupational Standards at SCQF level 8 and above
- Career Skills (known as core skills for Frameworks at SCQF Levels 5, 6 and 7)
- Industry specific training

Details of the content of this specific Technical/ Professional Apprenticeship are given in the next section.

Professional Apprenticeship in Supply Chain Management

Overview of the sector

Supply chain management is about managing the supply of goods from order to customer. It covers procurement, storage, transport and distribution and can also include import and export. It is a complex, specialised and responsible career requiring training and experience. Supply chain management jobs can be found within many industries including manufacturing, food and drink, retail, warehousing, transport and logistics, import and export.

Without supply chain management it would be impossible for organisations in areas such as manufacturing, retail and food and drink production to gain raw materials, move products, distribute the finished goods to the customer or to even export their products. Many other sectors such as construction, pharmaceutical and healthcare, automotive, electronics and electrical and tourism are also heavily reliant on materials being brought to sites or products being moved by logistics companies. All of these functions rely on a competent workforce to ensure those within the supply chain get materials and products in the right place at the right time.

Logistics and supply chain management is a growth area, particularly following the boom in online shopping (e-retailing). The number of logistics businesses increased by around 10% between 2010 and 2015 and jobs by 13%, mostly in warehousing and storage. Online retail spending is expected to continue to increase by almost 45% over the next 5 years. To cope with this, van traffic is expected to rise by 78% between 2010 and 2040 and heavy goods traffic by 22%. Additional warehouse and storage activity will also be required, and supply chain managers will be required to keep everything organised.

The sector is becoming more technical with advanced automation, software systems and high-tech advances in warehousing and tracking systems meaning that IT skills are now essential. There are also roles that require high-level expertise in applied mathematics and statistics for analysing data and to collate and interpret technical reports. Programmers, software engineers and data analysts are now required in the logistics sector to meet the demand for online consumer facing technical systems.

The supply chain operation has a number of other factors which also impact on how the profession operates and the skills required. Global sourcing and supply chains have expanded massively in recent years which increases supply chain complexity. This requires individuals to have knowledge of operating globally working with suppliers and customers worldwide. They also need to be able to understand their markets and have the ability to make informed decisions as to suitable locations for their operations.

Sustainability has become a new area of competitiveness within supply chain management with organisations needing to be more environmentally responsible in areas such as carbon footprints, energy and fuel usage as well as social responsibility. There is a lack of resources in terms of knowledge and expertise in project management as well as change management.

The cost of raw materials such as fuel continues to rise and again those involved in the supply chain will need to consider alternative and more efficient ways of transporting goods. Customer service is key to gaining competitive advantage and strong customer service can be seen as a way of improving customer loyalty in the supply chain. Therefore, improving skills in customer service is key for those working in the sector.

Supply chain management is a dynamic function that has seen many changes in work practices over the last 20 years. This trend continues and while many of the larger organisations are drivers of this change, it is important that they, and the SMEs who supply them, have employees with the necessary qualifications and skills to maintain their position in the market place.

The revised Professional Apprenticeship framework in Supply Chain Management will help to address skills needs and gaps in supply chain management for Scottish employers, whilst providing an alternative to full or part time-study. It will also provide opportunities for businesses to grow their own by providing progression opportunities from the Modern Apprenticeship through the Technical Apprenticeship ensuring Scottish businesses have the workforce to be competitive and succeed nationally and globally.

Suitable candidates for the Professional Apprenticeship may be new to the sector or may already be in employment and looking to further their career. There are no set entry requirements, broadening access and ensuring learners from a variety of backgrounds can participate in the programme. However, those undertaking this apprenticeship should be in a relevant supply chain role and have the support of their employer. Some may have progressed through the Modern Apprenticeship in Supply Chain Management at SCQF level 7 and the Technical Apprenticeship in Supply Chain Management at SCQF level 9.

Contribution to the Scottish economy

Businesses operating in supply chain management include organisations of all sizes including very large organisations employing over 200 (29%), medium sized organisations employing 50 – 199 (28%), small businesses employing 11 – 49 (29%) and micro businesses employing up to 10 (14%).

Because the role is quite diverse it is difficult to ascertain how many people are employed in supply chain management as they tend to be counted in the industry for which they are working (e.g. manufacturing, retail etc.).

Managers and Directors in Transport and Logistics make up around 5% of the workforce in the sector with around 79,500 employed in the UK, 7,200 of these in Scotland.

The industries that Supply Chain Management supports contribute billions to the Scottish economy.

These include:

Food and drink sector - worth £3.8 billion
Manufacturing sector – worth £12.7 billion
Retail trade sector – worth £5.9 billion
Wholesale trade sector – worth £4.2 billion

Qualification

An SVQ has been developed specifically for this Professional Apprenticeship. The SVQ in Supply Chain Management at SCQF level 11.

Career Skills

The Professional Apprentice and employer should select Career Skills units of their choice at SCQF level 8 or above to achieve a minimum of 20 credits in total.

Summary of Framework

Diagram showing the contents of the Professional Apprenticeship in Supply Chain Management

Duration

Industry has agreed that the average length of time normally taken to achieve the Supply Chain Management Technical Apprenticeship framework at SCQF level 9 and demonstrate competence will be 12 months.

Mandatory outcomes

SVQ/ CBQ/ HN Qualification/ Professional Qualification

- *The following must be achieved:*

- SVQ in Supply Chain Management at SCQF level 11, code GP97 25 (SQA) 68 – 95 credit points

SVQ code to follow.

Career Skills (see Appendix 4 for full list)

- Employer and apprentice to select the appropriate Career Skills units at SCQF 8 or above and achieve a minimum threshold of 20 credits.

Enhancements

The apprentice must achieve one of the following enhancements which must be assessed and certificated:

- Project Management
- Time Management
- Lean (Continuous Improvement)
- Improving Purchasing Performance
- Health & Safety for Purchasing & Stores
- Effective Stock Control

Where a certificate has an expiry date, it must be current at the time of completion of the apprenticeship.

The above list is not exhaustive. There is flexibility to allow for additions to the list by agreement between the employer, the training provider and the learner at the beginning of the apprenticeship, which must then be agreed with the IMI as the Certifying Body for this apprenticeship.

Where learners have already undertaken the Modern Apprenticeship in Supply Chain Management at SCQF Level 7 and/or SCQF level 9, the enhancement must be different or at a higher level.

Optional Outcomes

Additional SVQ Units/Qualifications/Training

Modern Apprentices should be encouraged to enhance their programme by undertaking additional relevant industry training such as:

- CIPS RQF level 4 Diploma in Procurement and Supply
- CIPS RQF level 5 Diploma in Procurement and Supply

The above list is not exhaustive. There is flexibility to allow for additions to the list by agreement between the employer, the training provider and the apprentice at the beginning of the apprenticeship, which must then be agreed with the IMI as the Certifying Body for this apprenticeship.

Where a certificate has an expiry date, it must be current at the time of completion of the Professional Apprenticeship.

Additional Career Skills may also be taken.

The Framework

The mandatory and optional content of the Professional Apprenticeship in Supply Chain Management is as follows:

Duration

Industry has agreed that the average length of time normally taken to achieve the Supply Chain Management Professional Apprenticeship framework at SCQF level 11 and demonstrate competence will be 12 months.

This includes an average of 204 hours for off-the-job training.

Mandatory Outcomes

SVQ(s)/ CBQs/ Other Qualifications

Each apprentice is required to achieve the following Qualification:

GP97 25 SQA SVQ in Supply Chain Management at SCQF Level 11 (68 – 95 credit points)

All Scottish Technical and Professional Apprenticeships must contain a relevant SVQ, equivalent competency-based qualifications, HN qualification, Professional qualification or other qualification based on NOS.

Scottish Vocational Qualifications (SVQs) and Competency Based Qualifications (CBQs) are work-based qualifications based on National Occupational Standards of competence drawn up by representatives from each industry sector. They are made up of units – normally between six and ten – which break a job down into separate functions reflecting the different kinds of activities of a job. SVQs and CBQs are available at a range of levels – although most are at SCQF Levels 5, 6 and 7 (SVQ Level 2 and 3). When someone has achieved an SVQ or CBQ, there is a guarantee that they have the skills and knowledge needed to do their job.

Career Skills

Career Skills for Technical and Professional Apprenticeships were developed in response to employer demand that “core skills” at a higher level must reflect the work-based requirements of jobs within the workplace. A ‘pick and mix’ approach has been introduced to ensure that candidates gain the right mix of Career Skills (see Appendix 4).

A wide range of pan-sector SVQ units at SCQF 7 and above has been identified and these have been listed in Appendix 4 of the Guidance document). Candidates and employers should select between two and five of the units from the Career Skills list (from any section), within the following parameters:

- A threshold of 15 SCQF credits for Technical Apprenticeships and 20 SCQF credits for Professional Apprenticeships must be achieved
- Technical Apprenticeships must include Career Skills Units at SCQF 7 or above and Professional Apprenticeships must include Career Skills Units at SCQF 8 or above.

Note: The Career Skills units selected should NOT be the same as any of the units in the mandatory qualification.

Enhancements

The apprentice must achieve one of the following enhancements which must be assessed and certificated:

- Project Management
- Time Management

- Lean (Continuous Improvement)
- Improving Purchasing Performance
- Health & Safety for Purchasing & Stores
- Effective Stock Control

Where a certificate has an expiry date, it must be current at the time of completion of the apprenticeship.

The above list is not exhaustive. There is flexibility to allow for additions to the list by agreement between the employer, the training provider and the learner at the beginning of the apprenticeship, which must then be agreed with the IMI as the Certifying Body for this apprenticeship.

Where learners have already undertaken the Modern Apprenticeship in Supply Chain Management at SCQF Level 7 and/or SCQF level 9, the enhancement must be different or at a higher level.

Optional Outcomes

Modern Apprentices should be encouraged to enhance their programme by undertaking additional relevant industry training such as:

- CIPS RQF level 4 Diploma in Procurement and Supply (where this is not already held)
- CIPS RQF level 5 Diploma in Procurement and Supply

The above list is not exhaustive. There is flexibility to allow for additions to the list by agreement between the employer, the training provider and the professional apprentice at the beginning of the apprenticeship, which must then be agreed with the IMI as the Certifying Body for this apprenticeship.

Where a certificate has an expiry date, it must be current at the time of completion of the Professional Apprenticeship.

Additional Career Skills may also be taken.

Registration and certification

This Scottish Professional Apprenticeship is certificated by the IMI and they are the first point of contact in Scotland for any enquiries in relation to registration and certification. Contact details:

Institute of the Motor Industry
Fanshaws
Brickendon
Hertford
UK
SG13 8PQ

skillsforlogistics@theimi.org.uk

Telephone: 01992 511521

The IMI will register all Scottish Professional Apprentices undertaking this Framework. **All Apprentices must be registered within 4 weeks of starting their apprenticeship.**

Candidates must be registered online using <https://modernapprenticeships.org/apprentice/view/inbox/pfr> by setting up a record.

In the case of Professional Apprenticeships which receive funding, it is acceptable for the Skills Development Scotland Training Plan to be used on the condition that it includes all relevant information as set out in the Training Plan.

The IMI will issue an Apprenticeship Certificate of Completion to those Professional Apprentices who have completed the mandatory outcomes of the Framework. Before a certificate is issued, training providers must submit evidence to the SSC that the mandatory outcomes have been achieved. This will be in the form of evidence from awarding bodies uploaded to MA Online.

Enquiries regarding registration and certification should be made to the IMI at the address above.

SSC Service level

The IMI undertakes to confirm the registration of candidates in writing within 4 weeks of receipt of the relevant Training Plan and Training Agreement. Each candidate will be issued with a unique registration number.

The IMI also undertakes to issue Certificates of Completion within 4 weeks of receipt of the appropriate evidence that a candidate has completed the outcomes as stated in the Training Plan.

Recruitment and selection

The recruitment and selection of Technical and Professional Apprentices is primarily the responsibility of the employer. However, the following guidance is given:

- Employees may enter a Technical and Professional Apprenticeship from the age of 16. There is no upper age limit.
- The Technical and Professional Apprenticeship is designed to attract high quality people to the industry. Achievement of academic qualifications is one way of assessing the suitability of applicants. However, it should be stressed that no persons should be deterred from applying for a Technical and Professional Apprenticeship because of a lack of formal educational qualifications. As well as traditional qualifications such as Standard Grades and Highers, employers should also be aware of newer vocational qualifications or vocational activity undertaken outwith an academic institution, such as volunteering activity.
- The following factors may also influence the selection process:
 - performance during a formal interview process
 - references
 - relevant work experience
 - trial observation period.
- Employers should be aware of the nature, relevance and quality of foreign qualifications and make appropriate allowances concerning entry requirements.
- In order to promote and maintain the high status of the Apprenticeship Programme within the industry all literature distributed for recruitment purposes should emphasise the high standards of achievement expected of the candidate.
- Employers may wish to contact the SSC for advice and guidance on recruitment and selection.

Learners should have relevant experience before starting this programme and must be employed in a suitable role within supply chain management which will enable them to complete the SVQ and Professional Apprenticeship.

Industry recommends that potential apprentices hold one of the following or have comparable experience:

- SVQ Supply Chain Management at SCQF level 9
- Technical Apprenticeship in Supply Chain Management at SCQF level 9
- CIPS RQF level 4 Diploma in Procurement and Supply
- Degree in Supply Chain Management or relevant area

Potential apprentices are expected to demonstrate that they:

- are prepared to undertake off-the-job training
- are able to acquire the broad range of skills, knowledge and understanding required to achieve the Professional Apprenticeship
- are competent to complete the SVQ
- have a positive attitude towards learning
- show initiative
- are able to communicate with a variety of people

Equal opportunities

Technical and Professional Apprenticeships should ensure that there is equality of opportunity for all and any barriers (real or perceived) are addressed to support anyone seeking to enter employment to undertake the Technical and Professional Apprenticeship.

All Modern, Technical or Professional Apprentices supported by Skills Development Scotland must conform to any contractual requirements on equal opportunities. All employers of Modern, Technical or Professional Apprentices should have an Equal Opportunities policy statement.

Health and Safety

All aspects of health and safety at work must be recognised within the delivery of this Technical and Professional Apprenticeship Framework and all statutory requirements be adhered to.

It is a key aspect of the induction period of the Technical and Professional Apprenticeship that apprentices are fully informed both of the regulations and that they and their employers are bound by these regulations. Technical and Professional Apprentices should be made aware of their rights and duties with regard to health and safety.

All Technical and Professional Apprentices supported by Skills Development Scotland will be required to satisfy the adequacy of SDS's Health and Safety policy and systems.

Contracts

The following three contracts are essential to the successful outcome of the Technical and Professional Apprenticeship programme:

1. Contract of employment signed by the employer and the Technical/ Professional Apprentice.
2. SSC Training Agreement - this agreement outlines the basis of the Technical and Professional Apprenticeship, refers to the contract of employment and includes Health and Safety responsibilities. A sample SSC Training Agreement is set out in Appendix 3.
3. SSC Training Plan - this plan outlines the selected outcomes and the expected duration of the apprenticeship. In cases where funding is offered by a SDS area office, the SDS Training Plan will be sufficient on condition that it contains all relevant information as set out in the Training Plan at Appendix 3. Training Plans may be modified to reflect changing circumstances; however it is essential that the SSC is notified of any changes.

Employment status of Technical and Professional Apprentices

It is important that the sector offers genuine employment and career prospects to those people it wishes to attract through Technical and Professional Apprenticeships. Accordingly, **all apprentices must be employed.**

All Technical and Professional Apprentices must have a demonstrable need to acquire significant new knowledge and skills to fulfil their job role. The Apprenticeship framework selected for the employee must be the most appropriate learning programme generally available to that individual, providing such knowledge and skills.

Terms and conditions of employment

In order to compete with other sectors offering Technical and Professional Apprenticeships, attractive packages will need to be developed by employers in the sector. The terms and conditions of employment for individual Technical and Professional Apprentices will be agreed between the employer and the apprentice and should form the contract of employment.

Training and development

Delivery

Training delivery can take many forms under the Technical and Professional Apprenticeship system. Some organisations may become approved Assessment Centres; others may join a consortium or use peripatetic assessors. Some large employers will be able to complete all the training and development in-house, but most employers will find that some of the training and development will have to take place away from the normal workplace. In particular the underpinning knowledge requirements are often more suited to delivery by outside training providers which might include:

- private training organisations
- colleges / universities
- other employers

Such knowledge could be delivered through training courses or through open/distance learning packages.

The option of sharing training and assessment resources amongst a cluster of employers (or across the divisions of a larger employer) will be particularly appealing to those firms which do not have the resources to provide all of the training and development. Assessment can be provided by these bodies, but the assessors and the training centre must be approved by the awarding bodies for the SVQ and Career Skills where appropriate.

This list below shows the providers who are currently confirmed as offering the Supply Chain Management Apprenticeships:

- Glasgow Training Group
- JB Management (Scotland) Ltd
- Qube Vocational Development Ltd
- Training Matters (Scotland) Limited

Delivery of Training for the Professional Apprenticeship in Supply Chain Management at SCQF level 11

Work-based training

Delivery and assessment method

On-the-job training should:

- Achieve clear and specific outcomes which contribute directly to the successful achievement of the SVQ and Professional Apprenticeship framework
- Be planned, reviewed and evaluated jointly between the modern apprentice, tutor and mentor/ manager
- Be delivered during contracted working hours

Assessment is generally carried out in the apprentice's place of work with evidence being provided by the apprentice and, where necessary, supported by their manager/mentor/supervisor. The majority of assessment must be direct observation but for situations where this is not possible the candidate will need to negotiate suitable opportunities to generate evidence, e.g. through a work placement or a simulation. This must be planned and agreed with the assessment centre and if necessary with employers at the commencement of the qualification. The situation should reflect a real work environment as far as possible and the use of simulation must be agreed with the External Verifier first. All assessment should be in accordance with the Assessment Strategy.

Regular reviews should take place with the apprentice as well as their employer (mentor/manager) to discuss progress.

Apprentices will be required to produce a portfolio of evidence recording their activities carried out in the workplace and complete assessments.

Skills required by training providers delivering the training

Appropriate qualifications from the following list should be held by those undertaking delivery and assessment depending on whether they are delivering or just assessing in the workplace:

A1/A2/V1/V2
L&D9D/L&D9DI/L&D11/L&D12
D32/D33/D34/D35
TQFE

Those involved in delivery and assessment of SVQs are advised to check with the SQA guidance on assessor and verifier competence requirements. Assessors and verifiers who currently hold D or A and V Units are still considered to be qualified assessors and internal verifiers/external verifiers and are not required to undertake the new Units. However, they must be working to the current NOS and undertaking appropriate continuous professional development. Any new assessors and verifiers, who do not currently hold any of these qualifications, should undertake the qualifications based on the current Learning and Development (L & D) NOS.

The relationship between the current L & D Units and previous Assessor and Verifier qualifications can be found on the attached link.

https://accreditation.sqa.org.uk/accreditation/accreditationfiles/Assessor_and_Verifier_Compentence_FINAL.pdf

Assessors should also check the Lantra Assessment Strategy for Scottish Vocational Qualifications (SVQs) within the Logistics footprint, for guidance.

Appropriate occupational competence is also required for the specified qualifications

Staff involved in delivery and assessment should also:

- Maintain their industry knowledge through CPD activities
- Participate in in-house or awarding body training and workshops / standardisation sessions.

Delivery of underpinning knowledge (if no formal off-the job requirement)

Not applicable

Off-the-job training

Details of off-the-job training (please state if not applicable)

Off-the-job training needs to:

- Be relevant to the role of the apprentice
- Lead to the achievement of the SVQ and the Professional Apprenticeship framework

For completion of the SCQF Level 11 Modern Apprenticeship framework in Supply Chain Management, this includes an average of 204 hours of off-the-job training. This will vary according to which Optional Units are chosen for the SVQ and which Career Skills.

Delivery and assessment method

Depending on the training provider delivery of the training may include:

- Attending day/block release
- Distance learning
- Using on-line tutorials
- Completion of work-based projects/assignments

Underpinning knowledge is delivered as an integral part of the SVQ and will be delivered by the training provider as part of off-the-job training as well as informally as part of on-the-job training with their employer. Apprentices may also be required to prepare for lessons by carrying out self-study.

Underpinning knowledge will be assessed through methods such as:

- Questioning during observation
- Structured oral and written questioning
- On-line questioning
- Set tasks and scenarios
- Task based work activity such as projects/assignments

Assessment of practical activities is generally carried out in the candidate's place of work but where this is not possible assessment can be carried out in a training environment, but the situation should reflect a real work environment as far as possible. Use of simulation must be agreed with the External Verifier first.

Industry has agreed that the average length of time normally taken to achieve the Supply Chain Management Professional Apprenticeship framework at SCQF level 11 and demonstrate competence will be 12 months.

Exemptions

Not applicable

The SSC training plan

The plan is required to identify:

- 1 The selected Framework outcomes
- 2 The selected Career Skills units
- 3 A summary of the Technical or Professional Apprentices' accredited prior learning
- 4 A timetable for achievement of the selected Framework outcomes, linked to regular progress reviews.

The Training Plan should take into account any relevant previous training and development, education or work experience. Not all Technical and Professional Apprentices need have different plans, but many will vary. Moreover as reviews take place and circumstances change so the plan itself can be modified.

However any changes must:

- be subject to the quality provisions of Skills Development Scotland (if the apprenticeship is being financially supported)
- comply with the stipulations of this Framework
- meet the needs of the employer and apprentice.

A sample Training Plan is provided at Appendix 3 of this document, however, for those Technical and Professional Apprentices funded by SDS it is sufficient to submit the SDS Training Plan on condition that it covers the same information required in the Training Plan.

Consultation Process

During 2018 consultation took place with SQA Accreditation, awarding bodies, training providers, employers and trade bodies using a meeting and electronic communication.

An initial email was sent to around 90 people advising them of the review and inviting them to a meeting on the 19th June 2018 at NEW College Lanarkshire, Cumbernauld Campus. The email was also sent to the IMI and the Road Haulage Skills Group.

The meeting was attended by 9 people including employers, training providers, industry bodies, SQA Awarding body, SDS and SQA Accreditation.

Discussions were held around the changes made to the NOS for Supply Chain Management during the review in 2017/18 and the continued suitability of certain units for inclusion in the SVQ. The review resulted in many changes where NOS had been amalgamated, revised and retitled and it was felt that some would now be at the wrong level to be included. Also, the amount of mandatory and optional units the qualification should have was discussed and some suggestions made as to what those should be (pending credit and levelling).

The content of the current apprenticeship was also discussed including Enhancements, Optional Outcomes, duration, off-job training hours and entry requirements. The current requirements for Optional Outcomes were reviewed and agreed as still appropriate. The short courses were moved from Optional Outcomes to Enhancements.

The average length of time taken to complete the Professional Apprenticeship at SCQF level 11 was agreed as 12 months.

Credit and levelling was carried out during September 2018. Many of the units came out at a different level than they were before. This had a knock-on effect on the SVQ structure where some units in the structure no longer existed and others were at the wrong level. It was decided therefore to start with a clean slate and provide industry and training providers with a list of possible units at the appropriate level that could be included in the SVQ. Some of these units had not previously been included in the structure. Opportunities to gain the skills identified by the industry as particularly important, communication skills, management and leadership skills, organising and planning skills, teamwork/interpersonal skills, IT skills and problem solving skills, were included in the units.

The proposed content of the structures was made available by email to members of the working group and the final structures agreed. The revised SVQ structures are flexible in the choice of units at all three levels with learners able to select units which reflect the job they are doing. The number of Mandatory units has been kept low for maximum flexibility and to compete with the general management qualifications that are also available, to try to encourage candidates to opt for the Supply Chain Management.

Three consultations were also held electronically to allow input from employers who were not able to spare the time to attend the meeting and allow for a wider geographical spread. The first consultation was specifically for the SVQ content and was open from 12th October –14th November 2018. The second and third focussed on the MA revisions and were open from 29th November – 13th December 2018 and 31st January – 18th February 2019.

The first consultation included sending out copies of the proposed structures for the 3 SVQs by email with a request to industry to let us know if they 'provide the right mix of skills that you would expect an apprentice to have'. SQA have confirmed they will be revising their qualifications in line with these changes. The accreditation end date for all qualifications to be supplied once approved together with reference numbers.

The second and third email consultations focussed on the apprenticeships and posed a series of specific questions about Optional Outcomes, duration, off-job training hours and recruitment and selection criteria.

Around 90 people were contacted about the consultations including the IMI and industry trade bodies as detailed in the list below. Membership organisations and training providers were asked to forward the consultation to their employers.

Company	Location	Country	Type	Size
A G Barr plc	North Lanarkshire	Scotland	Employer	Medium
A&D Logistics Ltd	Renfrewshire	Scotland	Employer	Medium
AJ Anderson	Ayrshire	Scotland	Employer	Large
Albatrans UK Ltd		UK wide	Employer	Large
Amey		UK wide	Employer	Large
ARR Craib Transport Ltd		UK wide	Employer	Large
Brakes Foodservice		UK wide	Employer	Large
BIFA		UK wide	Trade Body	
BIFFA		UK Wide	Employer	Large
Bullet Express Ltd	South Lanarkshire	Scotland	Employer	Medium
Carntyne Transport	Glasgow	Scotland	Employer	Medium
CF Jennings Ltd	Aberdeen	Scotland	Employer	Medium
Chartered Institute of Logistics and Transport		UK wide	Professional Body	905 members in Scotland
Chartered Institute of Procurement & Supply		UK wide	Professional Body	
City of Glasgow College		Scotland	Training Provider	
Co-operative Group	North Lanarkshire	Scotland	Employer	Large
Courier Connections	North Lanarkshire	Scotland	Employer	Large
Currie European Transport Ltd	Dumfries	Scotland	Employer	Large
Delivered Next Day Personally CIC	South Lanarkshire	Scotland	Employer	SME
DHL	Glasgow/Dundee	Scotland	Employer	Large
Ding Bro	26 sites in Scotland	Scotland / England	Employer	Large
DMG Direct Removals and Storage	Glasgow	Scotland	Employer	SME
Eddie Stobart		UK wide	Employer	Large
Edinburgh Airport	Edinburgh	Scotland	Employer	Large
FedEx UK	North Lanarkshire	Scotland	Employer	Large
Ferguson Transport and Shipping	13 sites in Scotland	Scotland	Employer	Large
Forth Ports Limited	Stirlingshire	Scotland	Employer	Medium
Freight Transport Association (FTA)		UK wide	Trade Body	
GCN Scotland Palletways	Scotland	Scotland	Employer	Medium
Gist	North Lanarkshire	Scotland	Employer	Large
Glasgow City Council	Glasgow	Scotland	Employer	Medium
Glasgow Kelvin College		Scotland	Training Provider	
Glasgow Training Group		Scotland	Training Provider	
Gordon Connor Haulage Ltd	Linlithgow	Scotland	Employer	SME
HH Distribution	Glasgow/Inverness	Scotland	Employer	Medium
Henry Schein		UK wide	Employer	Large
GRT Road Transport		Scotland	Consultants	SME
JB Management (Scotland) Ltd		Scotland	Training Provider	
JBT Distribution	6 sites in Scotland	Scotland	Employer	Large
John G Russell	Glasgow	Scotland	Employer	Medium
John Lewis		UK wide	Employer	Large
JSI Logistics Ltd	Glasgow	Scotland	Employer	Large

Kuehne Nagel		UK wide	Employer	Large
Long Lane Deliveries	North Lanarkshire	Scotland	Employer	SME
Macdonald Transport	Glasgow	Scotland	Employer	Medium
Matt Purdie & Sons	West Lothian	Scotland	Employer	SME
MOD		UK wide	Employer	Large
Monarch Transport Ltd	Glasgow	Scotland/ England	Employer	Large
MSL Scotland Ltd	West Lothian	Scotland	Employer	SME
New College Lanarkshire		Scotland	Training Provider	
Nagel Langdons		UK wide	Employer	Large
Nithcree Training		Scotland	Training Provider	
Norbert Dentressangle		UK wide	Employer	Large
Oban Express	Argyll & Bute	Scotland	Employer	Large
PD Ports		UK wide	Employer	Large
Peterson Transport	Aberdeen	Scotland	Employer	Medium
Plumbing and Drainage Merchants Ltd		UK wide	Employer	SME
Pollock (Scotrans) Ltd	5 sites in Scotland	Scotland	Employer	Medium
Premier Foods		UK wide	Employer	Large
Qube Vocational Development Ltd		UK wide	Training Provider	
Richard Healey Removals Ltd	Ayrshire	Scotland	Employer	SME
Road Haulage Skills Group		Scotland	Skills Group	23 members
Road Haulage Association Scotland & Northern Ireland		Scotland/ NI	Trade Body	
Robert Burns Ltd	Broxburn	Scotland	Employer	SME
RSS Removal and Storage	Edinburgh	Scotland	Employer	Medium
Sainsburys		UK wide	Employer	Large
Scott Pallets	West Lothian	Scotland	Employer	SME
Scottish TUC		Scotland	Trade Union	
SDS		Scotland	Approval Body	
Smiths of Whiteinch	Glasgow	Scotland	Employer	SME
Stena Line Freight		UK Wide	Employer	Large
SQA Accreditation		Scotland	Approval Body	
SQA Awards		Scotland	Awarding Body	
Stevenson Bros	Stirlingshire	Scotland	Employer	SME
Suckling Transport		UK wide	Employer	Large
The IMI		UK wide	Certificating Body	
The Malcolm Group	5 sites in Scotland	Scotland	Employer	Large
Training Matters (Scotland) Limited		Scotland	Training Provider	
Transport Scotland		Scotland	Government office	Large
Unite		UK wide	Trade Union	
USDAW		UK wide	Trade Union	
WEEE Solutions	Renfrewshire	Scotland	Employer	SME
West College Scotland		Scotland	Training Provider	
West Lothian College		Scotland	Training Provider	
Weston Transport Ltd	North Lanarkshire	Scotland	Employer	Medium
Whistl		UK wide	Employer	Large

William Pringle & Son	South Lanarkshire	Scotland	Employer	SME
Wincanton	North Lanarkshire	Scotland	Employer	Large
Wm Armstrong Ltd	Glasgow	England and Scotland	Employer	Medium
Xpologistics		UK wide	Employer	Large
The Royal Mail		UK wide	Employer	Large

Although the industry is not heavily unionised there is some union representation within the sector and Tommy Breslin from the Scottish TUC was copied in to the consultation with a request to circulate to the relevant unions. Unfortunately, no response was received from any of the unions.

18 people took part in the consultation (response rate of 20%), either by attending a meeting or providing feedback electronically. This includes 5 employers and 3 employer organisations. The table below shows the organisations who contributed with their location and size (employers only):

Organisation	Type of organisation	Size	Location
NEW College Lanarkshire	Training Provider		Lanarkshire
Nithcree Training	Training Provider		Dumfries
Wincanton	Employer	Large	UK wide (North Lanarkshire)
Freight Transport Association	Trade Body		UK wide
Chartered Institute of Logistics and Transport	Professional Body	905 members in Scotland	UK wide
GTG Training	Training Provider		Glasgow
City of Glasgow College	Training Provider		Glasgow
WEEE Solutions	Employer	SME	Renfrewshire
JB Management Ltd	Training provider		Ayr
Qube Development	Training provider		Head office Oxford but operates in Scotland
Road Haulage Skills Group	Skills Group	23 members	Scotland wide
Glasgow City Council	Training Provider		Glasgow
SQA Accreditation	Accreditation body		Scotland wide
SQA Awarding Body	Awarding body		Scotland wide
The IMI	Awarding body		UK wide
East Lothian Council	Employer	Large	East Lothian
J W Suckling Transport Ltd	Employer	Large	Falkirk
Petroassist UK Ltd	Employer	Medium	Edinburgh

The results of the consultation exercises indicated that:

- There should be three Mandatory units and five Optional units in the SVQ at SCQF level 11
- The sort courses should be moved from Optional Outcomes to Enhancements and candidates should complete at least one
- The duration of the SCQF level 11 PA was agreed as an average of 12 months
- The off-job training hours for the SCQF level 11 PA has been agreed as 204 hours

- The wording for the Recruitment and Selection section of the level 11 Professional Apprenticeship was changed to include the words 'or comparable experience' alongside the list of suitable qualifications for entry.

Career progression

Following the completion of the Professional Apprenticeship, candidates should be able to achieve positions in areas such as:

Following completion of the Professional Apprenticeship at SCQF 11 learners should have the opportunity to secure positions such as:

Related jobs at SCQF 11	Brief description of responsibilities
Warehouse Manager	Overall responsibility for the warehouse Responsibility for a team and their work Responsibility for overseeing receipt, storage and dispatch of goods Responsibility for stock control Liaising with agencies and other teams
Distribution Manager	Responsibility for planning, coordinating and organising the distribution and storage of materials and products Responsibility for delivering the distribution strategy Responsibility for improving the performance of the supply chain Responsibility for financial budgets
Supply Chain Consultant	Evaluating of the performance of the supply chain Proposing and implementing improvements in the supply chain Managing a team to identify and address skills gaps Knowledge of supply tools and techniques

Completion of the Professional Apprenticeship in Supply Chain Management at SCQF level 11 would also allow learners to continue their professional development through industry specific training provided by professional bodies such as CIPS, CILT or IOD, or move on to a suitable degree course, subject to acceptance by the University/College. Courses could include:

- Professional Apprenticeship in Management at SCQF 11
- Chartered Institute of Logistics and Transport qualifications
- Institute of Operations Management qualifications
- CIPS RQF Level 5 Advanced Diploma in Procurement and Supply
- CIPS RQF level 6 Professional Diploma in Procurement and Supply
- Degree such as, Supply Chain Management, International Operations and Supply Chain Management
- Graduate recruitment schemes

A useful website regarding higher education is www.ucas.co.uk Further information is also available on the My World of Work website <http://www.myworldofwork.co.uk/>

Appendices

APPENDIX 1

Stakeholder Responsibilities

Many organisations and individuals share the responsibility for ensuring that the Modern, Technical and Professional Apprenticeship programme is implemented to the highest possible standard. They include:

- Awarding Bodies
- Employers
- Modern/ Technical/ Professional Apprentices
- Modern Apprenticeship Group (MAG)
- Sector Skills Councils (SSCs)
- Skills Development Scotland
- Training Providers

Role of the Sector Skills Councils

SSCs are responsible for developing Modern, Technical and Professional Apprenticeship Frameworks and are required to work with employers in their sectors to ensure that all Frameworks meet the needs of employers in their sectors.

Details of your SSC can be found on the FISS website <http://fiss.org/sector-skills-council-body/directory-of-sscs/>

Role of Skills Development Scotland (SDS)

Modern, Technical and Professional Apprenticeship frameworks are used by employers as part of their workforce development to train new employees and up-skill existing members of staff. They can be (and often are) used regardless of whether financial support is available from the delivery body who currently provides a 'contribution' towards the cost of delivery. However, only approved Modern, Technical and Professional Apprenticeship Frameworks will be eligible for funding support from SDS who should be contacted to establish the availability and level of support for each Framework.

Skills Development Scotland provides advice and guidance to individuals on the range of Modern, Technical and Professional Apprenticeships and training providers available. Individuals are signposted to opportunity providers who offer training in the vocational areas of interest.

Responsibilities include:

- Supporting the Apprentice with ongoing Career Planning advice
- Signposting candidates to suitable vacancies
- Promoting Modern, Technical and Professional Apprenticeship routes on the Skills Development Scotland website

Further information is available from: <http://www.skillsdevelopmentscotland.co.uk/our-services/modern-apprenticeships.aspx>

Role of the Awarding Bodies

A significant proportion of the Technical and Professional Apprenticeship is based on the assessment of the apprentice against SVQs/ CBQs/ HN Units or SVQ units. These qualifications are accredited by the SQA Accreditation and the Office of the Qualifications and Examinations Regulator (Ofqual) and are offered by Awarding Bodies.

It is the responsibility of the Awarding Bodies to ensure that centres are approved, that assessors and verifiers are suitably qualified, trained and monitored, and that all of the assessment criteria of qualifications and qualification units are fully met.

Role of the Training Provider

The role of the training provider is important to the success of the Modern, Technical or Professional Apprenticeship. A training provider can be a further education college, a private or voluntary training company or in some cases the employer themselves or employer partnerships.

Training Providers are responsible for:

- Confirming an appropriate Modern, Technical or Professional Apprenticeship programme for candidates
- Agreeing the training needs of the candidates
- Agreeing roles and responsibilities for on the job training
- Agreeing where off the job training will be required and defining roles and responsibilities for this with relevant parties
- Ensuring trainee/candidate has access to the best quality training opportunities available
- Ensuring that the Modern, Technical or Professional Apprentices and employers fully understand the principles and processes of competence-based assessment
- Registering of Apprenticeship candidates with the relevant SSC (and Skills Development Scotland if appropriate).
- Compiling and agreeing assessment schedules/assessment plans
- Judging performance evidence
- Completing assessment records
- Reviewing candidates progress at regular intervals
- Submitting records and evidence for moderation
- Advising the Modern, Technical or Professional Apprentice who to approach for support, advice, encouragement and in case of complaint

Role of the Modern Apprenticeship Group (MAG)

MAG is an independent group drawn from key stakeholders involved in the management and delivery of the Apprenticeship programme in Scotland.

MAG is responsible for:

- Approval and re-approval of Modern, Technical and Professional Apprenticeship Frameworks
- De-approval of Modern, Technical and Professional Apprenticeship Frameworks
- Encouraging best practice across Modern, Technical and Professional Apprenticeship Frameworks and sectors

Role of the Employer

Employers' responsibilities include:

- Paying all Modern, Technical or Professional Apprentices in accordance with company policy and in line with current legislation
- Agreeing roles and responsibilities for on the job training
- Agreeing where off the job training will be required and define roles and responsibilities for this with relevant parties
- Highlighting opportunities for the Modern, Technical or Professional Apprentice to demonstrate competence
- Meeting with Trainers, Assessors, Verifiers and the Modern, Technical or Professional Apprentices to review progress
- Witnessing candidate performance and verifying evidence
- Releasing Modern, Technical or Professional Apprentices for college/off-the-job training in line with training plan
- Ensuring the experience, facilities and training necessary to achieve the outcomes of the training plan.
- Supporting and encouraging Professional Apprentices and rewarding achievement

- Taking responsibility for the Health & Safety of Modern, Technical or Professional Apprentices.

Role of the Modern, Technical or Professional Apprentice

Modern, Technical or Professional Apprentices have the same responsibilities to their employer as any other employee. In addition they have a range of commitments to their training programme.

Modern, Technical or Professional Apprentices' responsibilities include:

- Observing the company's terms and conditions of employment
- Agreeing a training/development plan with all parties involved
- Undertaking development in line with agreed training plan
- Attending meetings with trainers, assessors and verifiers as required
- Attending college/off-the-job training where required
- Providing evidence of competence
- Developing a collection of evidence (portfolio) and retain ownership of this throughout
- Behaving in a professional manner throughout

APPENDIX 2

Modern Apprenticeship Centres (MACs)

Modern, Technical and Professional Apprentices may only be registered through organisations approved by the SSC to deliver this Framework. Such approved organisations are called Modern Apprenticeship Centres (MACs)

The MAC may be the employer of the apprentice or a separate organisation such as a training provider, further education college, a private or voluntary training company or in some cases the employer themselves or employer partnerships.

In order to be approved, organisations must make a formal application to the SSC, seeking approval and establishing that the centre satisfies the following criteria:

Either

1 be approved by an appropriate Awarding Body as a centre for the assessment of the relevant qualification and Career Skills Units

or

2 be capable of demonstrating a contractual relationship with another approved centre for the assessment of those units for which the MAC does not have approval from an appropriate Awarding Body.

In addition

The SSC will maintain a database of MACs for the delivery of the Framework within Scotland, which will be available to employers and others.

Organisations wishing to become MACs who have yet to obtain the necessary Awarding Body approval for assessment should first contact the Awarding Body direct.

Organisations wishing to be accredited with SQMS (or other appropriate quality system) should contact Skills Development Scotland.

In addition to the assessment of the Modern, Technical or Professional Apprentice against the relevant standards set by the selected Framework outcomes, the MAC has responsibility for:

- Entering into a formal training agreement with the employer and Apprentice
- Registering Modern, Technical and Professional Apprentices as candidates for the relevant qualification and other selected units with the appropriate Awarding Body
- Registering Modern, Technical and Professional Apprentices with the SSC
- Applying for the final 'Certificate of Completion' on behalf of Modern, Technical and Professional Apprentices
- Informing the SSC of any material alterations to Modern, Technical and Professional Apprentices' training plans or desired changes to the selected Framework outcomes.

APPENDIX 3: TECHNICAL/ PROFESSIONAL SAMPLE TRAINING AGREEMENT



This Training Agreement is entered into by:

Name of Employer:	
Name of Technical/ Professional Apprentice:	
Name of Modern Apprenticeship Centre:	

The **Employer’s responsibilities** are to:

- employ the apprentice subject to the employer’s usual terms and conditions of employment;
- provide the apprentice with the facilities, training and work place opportunities necessary to achieve the selected Framework outcomes specified in the apprentice’s personal training plan;
- pay the apprentice an agreed salary which meets National Minimum Wage criteria, reflects the obligations of the employer and the opportunities for the apprentice;
- in the event of the employer becoming unable to retain the apprentice after completion of the apprenticeship, to use reasonable endeavours to secure employment elsewhere;
- in the event of the apprenticeship being terminated prematurely by either the employer or apprentice for any reason other than dismissal for unsatisfactory performance or misconduct, to use reasonable endeavours to secure employment and continuation of this apprenticeship elsewhere;
- operate a formal Health and Safety policy and undertake the necessary legal and contractual responsibilities for health and safety of the apprentice; and
- operate an Equal Opportunities policy which meets all legal requirements.

The **Technical/ Professional Apprentice’s responsibilities** are to:

- work for the employer in accordance with the agreed terms and conditions of employment;
- undertake training, attend courses if required, keep records, and take assessments to be determined by the employer and/or Modern Apprenticeship Centre, and carry out such work as may be required in order to achieve the selected Framework outcomes specified in the apprentice’s personal training plan;
- be diligent, punctual, behave in a responsible manner and in accordance with the requirements of Health and Safety legislation relating to the apprentice’s responsibilities as an individual; and
- promote at all times the employer’s best interests.

The **Modern Apprenticeship Centre’s responsibilities** are to:

- agree the content of the apprentice’s personal training plan as confirming that the selected Framework outcomes and training plans meet the criteria of this apprenticeship
- contract with the employer to provide the training and assessment necessary to enable the apprentice to achieve the selected Framework outcomes specified in the apprentice’s personal training plan; and
- use its best endeavours to ensure that the employer provides the apprentice with the facilities, training and work place opportunities necessary to achieve the selected Framework outcomes specified in the apprentice’s personal training plan.

This agreement to be signed by all parties:

Employer	MODERN	Date:
Technical/ Professional Apprentice	APPRENTICESHIPS	Date:
Modern Apprenticeship Centre		Date:

TECHNICAL/ PROFESSIONAL APPRENTICESHIP TRAINING PLAN

The Modern Apprenticeship Centre

Name:
Address:
Telephone:
Contact:

The Technical or Professional Apprentice

Full name:
Home address:
Work address:
Date of birth:

The Employer

Name:
Address:
Telephone:
Contact:

Skills Development Scotland office

Name:
Address:
Telephone:
Contact:

Framework selected outcomes

Mandatory outcomes

Qualification Level (please identify level) <i>(List mandatory and optional units)</i>		Tick units being undertaken	SCQF Level	SCQF Credit Points
Qualification level (please identify level) <i>(List mandatory and optional units)</i>				
Enhancements				

Career Skills <i>(Include details of the minimum level required)</i>		Tick units being undertaken	SCQF Level	SCQF Credit Points
1	(full name and code)			
2	(full name and code)			
3	(full name and code)			
4	(full name and code)			
5	(full name and code)			

Optional outcomes

Additional units (if any) <i>These are optional and should reflect the individual training needs of the Apprentice</i>		Tick units being undertaken	SCQF Level	SCQF Credit Points
	(specify unit)			

Summary of Technical/ Professional Apprentice’s accredited prior learning:

If you require assistance in completing this form, please contact:

Institute of the Motor Industry
Fanshaws
Brickendon
Hertford
UK
SG13 8PQ

skillsforlogistics@theimi.org.uk

Telephone: 01992 511521

APPENDIX 4: 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 Career Skills units selected must not duplicate any of the units undertaken as part of the mandatory qualification.

Business Administration			
Either Implement, monitor and review change Or Implement Change (Management Unit)	9	6	CFABAA116
	(see below)		
Either Plan change across teams Or Plan change (Management Unit)	9	6	CFABAA115
	(see below)		
Chair meetings	8	4	CFABAA413
Evaluate and solve business problems	8	6	CFABAG128
Implement and evaluate innovation in a business environment	8	6	CFABAA113
Manage and evaluate information systems	8	6	CFABAD122
Either Monitor and evaluate contracts Or Monitor and evaluate the performance of contractors	8	6	CFABAF121
	8	6	CFABAF121
Negotiate in a business environment	8	7	CFABAG123
Either Plan, run and evaluate projects Or Manage projects (Management Unit)	8	10	CFABAA152
	(see below)		
Prepare, co-ordinate and monitor operational plans	8	6	CFABAA1110
Manage an office facility	7	6	CFABAA118
Either Manage budgets Or Manage budgets (Management Unit)	7	5	CFABAA532
	(see below)		
Manage communications in a business environment	7	3	CFABAA616
Supervise a team in a business environment	7	6	CFABAG1212
Management			
Either Build and sustain collaborative relationships with other organisations Or Develop and sustain collaborative relationships with other organisations	11	6	CFAMLD17
	11	6	CFAM&LDD4
Either Develop a strategic business plan for your organisation Or Develop strategic business plans	11	14	CFAMLB3
	11	14	CFAM&LBA6
Either Ensure an effective organisational approach to health and safety Or Provide healthy, safe, secure and productive working environments and practices	11	12	CFAMLE7
	7	7	CFAM&LEB1
Either Improve organisational performance Or Manage continuous improvement	11	11	CFAMLF12
	11	11	CFAM&LFE5
Either Manage risk Or Manage risks to your organisation	11	12	CFAMLB10
	11	11	CFAM&LBB1
Either Promote equality of opportunity, diversity and inclusion in your organisation Or Promote equality of opportunity, diversity and inclusion	11	12	CFAMLB12
	8	9	CFAM&LBA7
Either Promote knowledge management in your organisation Or Promote knowledge management and sharing	11	7	CFAMLE13
	11	7	CFAM&LEC1

Either Promote the use of technology within your organisation	11	12	CFAMLE4
Or Optimise effective use of technology	11	12	CFAM&LEB5
Either Provide leadership for your organisation	11	13	CFAMLB7
Or Lead your organisation	11	13	CFAM&LBA1
Either Manage the development and marketing of products/services in your area of responsibility	10	9	CFAMLF16
Or Manage the marketing of products and services	11	6	CFAM&LFB5
Put the strategic business plan into action	10	9	CFAMLB4
Either Develop and implement marketing plans for your area of responsibility	9	5	CFAMLF4
Or Develop marketing plans	9	5	CFAM&LFB2
And/Or Implement marketing plans	9	5	CFAM&LFB3
Encourage innovation in your area of responsibility	9	12	CFAMLC2
Lead change	9	15	CFAMLC4
Manage business processes	9	15	CFAMLF3
Either Manage knowledge in your area of responsibility	9	4	CFAMLE12
Or Develop knowledge and make it available	9	4	CFAM&LEC3
Plan change	9	15	CFAM&LCA2
Either Recruit, select and keep colleagues	9	12	CFAMLD3
Or Recruit, select and retain people	9	14	CFAM&LDA2
Either Develop and implement operational plans for your area of responsibility	8	11	CFAMLB1
Or Develop operational plans	8	11	CFAM&LBA9
Manage projects	8	11	CFAM&LFA5
Implement change	8	11	CFAMLC6
Either Manage finance for your area of responsibility	8	14	CFAMLE2
Or Manage the use of financial resources	8	14	CFAM&LEA3
Either Manage physical resources	8	9	CFAMLE8
Or Manage physical resources	8	5	CFAM&LEB3
Either Manage the environmental impact of your work	8	4	CFAMLE9
Or Manage the environmental and social impacts of your work	8	4	CFAM&LEB4
Promote equality of opportunity, diversity and inclusion in your area of responsibility	8	10	CFAMLB11
Provide leadership in your area of responsibility	8	9	CFAMLB6
Either Allocate and monitor the progress and quality of work in your area of responsibility	7	14	CFAMLD6
Or Manage people’s performance at work	7	14	CFAM&LDB4
Either Build and manage teams	7	8	CFAMLD9
Or Build Teams	9	8	CFAM&LDB1
Communicate information and knowledge	7	3	CFAMLE11
Ensure health and safety requirements are met in your area of responsibility	7	11	CFAMLE6
Manage budgets	7	11	CFAM&LEA4
Either Manage your own resources and professional development	7	8	CFAMLA2
Or Develop your knowledge, skills and competence	7	6	CFAM&LAA2
Either Provide leadership for your team	7	9	CFAMLB5
Or Lead your team	7	9	CFAM&LBA3
(Business Continuity Management)			
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
(Governance)			
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
Customer Service			
Apply technology or other resources to improve customer service	8	11	CFACSD18
Build and maintain effective customer relations	8	8	CFACSB15
Champion customer service	8	10	CFACSA17
Develop a customer service strategy for a part of an organisation	8	11	CFACSD16
Follow organisational rules, legislation and external regulations when managing customer service	8	10	CFACSF6
Plan and organise the development of customer service staff	8	9	CFACSD15
Plan, organise and control customer service operations	8	10	CFACSB13
Review the quality of customer service	8	8	CFACSB14
Apply risk assessment to customer service	7	10	CFACSC6
Either Build a customer service knowledge set	7	7	CFACSA16
Or Build a customer service knowledge base	7	7	CFACSA16
Either Demonstrate understanding of customer service	7	6	CFACSF3
Or Show understanding of customer service	7	6	CFACSF3
Gather, analyse and interpret customer feedback	7	10	CFACSD12
Manage customer service performance	7	7	CFACSD20
Promote continuous improvement	7	7	CFACSD9
Use customer service as a competitive tool	7	8	CFACSA14
Enterprise			
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
Make presentations about your business	7	4	CFAWB10
Delegate work to others	7	4	CFAYS6

- Note 1: Either/Or choice indicates that a unit has been revised.
- Note 2: Not all units are accredited. SSCs should consult Awarding Bodies for availability.