Business and administration common KSBs

Theme	Level	Knowledge statement	Skills Statement	Pass grade descriptor	Distinction descriptor
Budget management	2-5	Principles of budget management.	Efficient use of resources, time and products.	Explains how they act responsibly, efficiently and to budget constraints when working with resources, time and products.	Evaluates efficiency of budget management and impact on resource, time and products and lessons learned for future improvements.
Budget management	6-7	Budget management techniques	Commission and manage the budget to achieve business objectives	Explains how they commission and manage the budget to achieve business objectives and seeking solutions to business needs.	Critically evaluates the efficiency of budget management and the lessons learned for future improvements
Change management	6-7	Change management methods, models and techniques.	Leads change and creates an environment for innovation and creativity. Establishes the value of ideas and change initiatives driving continuous improvement in the organisation.	Describes the change management methods, models and techniques used to lead a change to drive continuous improvement in the organisation.	Evaluates change management process, the impact on continuous improvement and the lessons learned to inform improvements in the organisation.
Codes of practice	3-7	Codes of conduct and practice relevant to organisation: [detail those relevant to occupation].	Comply with codes of practice that are relevant to organisation: [detail those relevant to occupation].	Describes how they comply with codes of practice (qualifier).	Explains the importance of complying with x codes of practice for the business. Justifies compliance with the codes of practice.
Communication	2-3	Communication methods to facilitate understanding for individuals.	Communicate with individuals to facilitate understanding.	Selects communication methods to facilitate understanding appropriate to the needs of the individual.	Explains how they apply different communication methods to facilitate understanding.
Communication	4-7	Different communication skills and strategies to maximise understanding for individuals.	Communicate using different skills and strategies to maximise understanding for individuals.	Adapts different communication skills and strategies to maximise understanding for individuals.	Critically evaluates the impact of different communication skills and strategies to maximise understanding for individuals.
Continuing professional development (CPD)	2-3	Principles of continuing professional development (CPD).	Participate in training and development activities and the impact of learning on own role.	Explains the importance of identifying own CPD needs and how CPD participation has improved own role.	Evaluates the impact of development activities on ways of working.

Continuing professional development CPD	4-7	Importance of ongoing professional development and incorporating changes to own role.	Take personal responsibility for ongoing professional development opportunities.	Evaluate own practice and the role of professional development in improving own performance.	Critically evaluates professional development activities and explains the impact on own role or the wider organisation.
Customer service	2	Principles of customer service and how individuals impact customer satisfaction.	Checks that customers are satisfied with products or service.	Applies the principles of customer service including how individuals impact customer satisfaction with products or service.	Suggests ways to improve customer satisfaction with products or services.
Customer service	3-4	Customer service journey and how to support teams to meet expectations on product or service, taking into account business requirements.	Monitors customer satisfaction to ensure teams have delivered product or service to meet expectations taking into account business requirements.	Describes how they monitor customer satisfaction and take into account business requirements to ensure a product or service has been delivered to meet expectations.	Evaluates the impact of monitoring customer satisfaction on the business.
Data analysis	2-3	Data analysis techniques	Assists in the collation and analysis of data	Describes how they assisted in collation and analysis of data.	Analyse and interpret relevant data to inform actions and ideas.
Data analysis	4+	Data analysis and visualisation method. Credible data sources, analysis and evaluation techniques	Interpret data analysis to make reasoned conclusions. Collate, analyse and interpret data to inform decisions	Justifies the selection of data analysis and visualisation methods used to make reasoned conclusions. Describes how collated data was analysed and interpreted.	Critically evaluates data analysis and visualisation methods used to make a reasoned conclusion. Evaluate data to inform actions.
Data analysis	6	Approaches to digital technology used to analyse, communicate, monitor and report on implementing strategy and meeting strategic objectives. The use of digital technology to provide management reports to assist decision making.	Identify and use appropriate digital technology to achieve desired outputs in the context of producing strategic reports. Interpret management reports, and utilise a variety of media, including verbal communication, to deliver advice that impacts management decisions.	Evaluates approaches to digital technology used to analyse, communicate, monitor and report on implementing strategy and meeting strategic objectives Evaluates the use of digital technology to provide management reports to assist decision making	N/A

Deliver presentations	2-7	Presentation methods that can be used for the different audiences and purposes.	Create and deliver presentations that meet an intended purpose.	Prepares and delivers a presentation that meets an intended purpose.	Evaluates the delivery of a presentation, how it met the intended purpose, and the lessons learned to inform improvements.
Digital systems and technology	2-7	Digital tools and techniques relevant to own role and workplace.	Use digital tools and techniques relevant to own role and workplace.	Describes the digital tools and techniques used in own role and workplace. Selects and uses digital tools and techniques relevant to own role and workplace.	Critically evaluates the digital tools and techniques used in own role and workplace and identifies opportunities for further improvements.
Economy	4-7	Market conditions in own sector. The global, social, environmental, economic, political and ethical factors relevant to own role.	Understand and make use of local, regional and international market conditions relevant to role.	Describes market conditions affecting organisation and own role.	Evaluates market conditions impact on organisation and own role.
Equity and Diversity	2-7	Legislation and organisational policies relating to equality, diversity and inclusion practices.	Promote and improve social inclusion in the workplace.	Explains how legislation and policies have been followed to support and promote equity, diversity and inclusion in the workplace.	Evaluates their approach to supporting and promoting equity, diversity and inclusion in terms of impact on the workplace.
Health and Safety	2-3	Health and safety legislation, regulations, guidelines and procedures relevant to own role.	Comply with health and safety regulations, guidelines and procedures	Complies with health and safety legislation, regulations, guidelines and procedures.	N/A
Health and Safety	4-7	Health and safety legislation, local operational procedures and national policies relevant to own self and team.	Work safely in accordance with health and safety legislation, local operational procedures and national policies relevant to own self and team.	Explains the responsibility of own self and team in maintaining health and safety in the workplace and the impact of non-compliance.	N/A
Interpreting data	2-3	Data analysis techniques.	Assist in data collation and analysis.	Describes how they assisted in collation and analysis of data.	Analyse and interpret data to inform actions and ideas.
Interpreting data	4-7	Credible data sources, analysis and evaluation techniques.	Collate, analyse and interpret data.	Describes how collated data was analysed and interpreted.	Evaluate data to inform actions.

Leadership	4-7	Leadership theories and styles, and the impact these can have on individuals and the organisation.	Provide leadership to individuals and the organisation.	Explains own leadership style and the impact on individuals and the organisation.	Critically evaluate leadership styles and the impact on individuals and the organisation.
Legislation	2-7	The legislation, local and national policies and codes of conduct/practice that applies to own role. (May include - Health and Safety, Data Protection, compliance and ethical principles, legal frameworks).	Work in line with the legislation, local and national policies and practice within limits of own role.	Complies with legislation, local and national policies and codes of conduct/practice within limits of own role.	Explains the impact of legislation on local and national policies and codes of conduct on own role.
Organisational structure	4-7	Organisation's business strategy and objectives relevant to own role.	Works with external and internal departments (for example, marketing, distribution, suppliers) to build relationships to drive sales activity and support the delivery of the business objectives.	Explains the role that they play in the organisation's structure, vision and objectives and the impact it has on the wider environment and sustainability on marketing activities.	Evaluates the benefits and limitations of the proposed project recommendations to their organisation.
Performance metrics	2	Key performance indicators and own responsibility for contributing to them in terms of production, performance and profitability.	Delivers to key performance indicators to support the production, performance and profitability within own area of responsibility.	Meets key performance indicators for production, performance and profitability within their own area of responsibility.	Evaluates the contribution that meeting their key performance indicators makes to the financial performance of the business.
Performance metrics	3-4	Principles of key performance indicators and how they are used to support the team on production, performance and profitability.	Supervises teams to operate efficiently against key performance indicators.	Explains how they support the team to meet key performance indicators on production, performance and profitability.	Analyses the impact of key performance indicators on production, performance and profitability.
Procurement	4-7	Contract development and ongoing supplier relationships and management.	Contract development, and supplier performance monitoring, management and reporting techniques for example cost, service, evaluation, quality and sustainability.	Explains their approach to contract development and decision-making with reference to their analysis and use of research findings and benchmarking methods.	Evidence how their analysis and recommendations regarding procurement, contract, and supplier management have delivered improvements for the organisation.

Project management	4-7	Principles of project management tools to deliver outcomes to required specifications.	Uses project management tools to deliver outcomes to required specifications.	Describes the project management tools used to deliver projects to required specification.	Critically evaluates project delivery against required specification and the lessons learned to inform improvements.
Quality improvement	2-3	The principles of quality improvement and ways to measure quality in the workplace.	Participate in and support others with quality improvement activities in the workplace.	Describes the quality improvement principles, measures and activities used in their workplace, explaining their role in quality improvement and how they support others to do the same.	Explain how valid and reliable audit methods have been used to improve own and others' practice.
Quality improvement	4-7	Valid and reliable audit methods used to improve own and others' practice.	Participate in audit activity and identify appropriate quality improvement strategies to apply to own and others' practice.	Analyses how they have interpreted evidence and used their findings to inform suggestions for improving practice.	Critically evaluate valid and reliable audit methods used to improve own and others' practice.
Recording and storing data and Information	2-7	Ways to use, record and store data and information related to individuals securely and in line with General Data Protection Regulation (GDPR) requirements and local and national policies, including the safe use of technology.	Use, record and store data and information related to individuals securely and in line with General Data Protection Regulation (GDPR) requirements and local and national policies, including the safe use of technology.	Uses technology when recording and storing data and information related to individuals in line with General Data Protection Regulation (GDPR) requirements, and local and national policies.	N/A.
Relationship management	4-6	The importance of building and maintaining internal and external professional relationships and the impact these can have.	Build and maintain internal and external professional relationships to support the sector and communities.	Explains how internal and external professional relationships have been developed and the impact of these on the sector and communities.	Evaluates the degree to which building and maintaining professional relationships meets the needs of the sector and communities.
Research	2-5	Research methodologies relevant to own role.	Conduct research relevant to own role.	Explain the impact of research findings on own role.	Evaluates research findings to inform own practice improvements.
Research	6	Methods for collecting research data and how to analyse, interpret and apply findings to own and others' practice.	Conduct, analyse, interpret and apply research findings to own and others' practice.	Evaluate methodologies used when conducting research relevant to own and others' practice.	N/A
Resource efficiency	2-4	Methods to manage and reduce waste sustainably.	Manage waste and identify methods of sustainable waste reduction.	Explains the sustainable waste management and reduction methods used.	Justifies the sustainable waste management and reduction methods used and identifies potential improvements.

Resource efficiency	5-7	Concepts of resource efficiency in the workplace.	Identify, organise and use resources to complete tasks, applying the concepts of resource efficiency in the workplace.	Discusses how resources are identified, organised and used efficiently.	Critically evaluates their contribution to the efficient use of resources and makes recommendations for further improvements.
Risk Management	2-3	Risk procedures and protocols.	Identify and report risk.	Complies with organisational risk procedures and protocols.	Explains the impact of applying organisational risk procedures and protocols.
Risk Management	4-7	The principles and practice of risk management.	Analyse, mitigate and manage risk.	Analyses risks and identifies how to manage and mitigate risk.	Critically evaluates the mitigations utilised when managing risk.
Sustainability	2-3	Approaches to sustainability and the efficient use of resources.	Ensure resources are used efficiently and responsibly.	Take personal responsibility for their own sustainable working practices. Or Consider the impact on the environment when using resources and carrying out work.	Describes how they ensure resources are used efficiently and responsibly.
Sustainability	4-5	Principles of sustainability considering the implications for work (including climate change and the move to net carbon zero).	Apply sustainability principles when using resources for example, efficient use of resources, waste minimisation.	Take personal responsibility for and promote sustainable working practices. Or Consider the impact on the environment when using resources and carrying out work.	Takes personal responsibility when applying the principles of sustainability in-line with organisational requirements.
Sustainability	6-7	Strategies to support current and evolving sustainability practices (including personal responsibilities, such as carbon consciousness, the government's goal to net-zero carbon emissions by 2050 and how these will impact on the organisation).	Implement and contribute to the development of sustainable processes and practices within their organisation.	Lead by example being an advocate for change and sustainable approaches.	Explains how the sustainable processes and practices are developed and implemented within their organisation.
Team working	L2-7	Team working techniques.	Apply team working principles.	Collaborate and promote teamwork across disciplines.	Describe how they apply team working principles to meet their team's work goals.
Wellbeing	2-3	Methods to manage time, resources and workload.	Manage time, resources and workload.	Describes how they manage time, resources and workload.	Evaluates how they manage time, resources and workload the lessons learned to inform improvements.

Wellbeing	4-7	Principles of workload management and how own role contributes to team workload.	Use workload management principles to plan, organise and prioritise own tasks and manage time effectively.	Explains workload management principles individually and in team situations.	Critically evaluates how they use workload management principles individually and in team situations.
Workload management	2-3	Methods to manage time, resources and workload.	Manage time, resources and workload.	Methods to manage time, resources and workload.	Evaluates how they manage time, resources and workload the lessons learned to inform improvements.
Workload management	4-7	Principles of workload management and how own role contributes to team workload.	Use workload management principles to plan, organise and prioritise own tasks and manage time effectively.	Explains workload management principles individually and in team situations.	Principles of workload management and how own role contributes to team workload.

Behaviours

Behaviours	Levels 2-3	Level 4-5	Level 6-7
Customer/client focused	Anticipates customer needs and can adapt products and services to meet them. Be commercially aware and customer focused in all aspects of work. Be solution focussed when dealing with unexpected challenges. Takes feedback from customers and actively improves own customer service in line with business / brand standards. Proactively develops and maintains a customer centred culture.		
Equity, diversity and inclusion	Follows equity, diversity and inclusion rules and guidance. Shows respect for different views. Supports social inclusion in the workplace and with key stakeholders.	Promotes equity, diversity and inclusion within the team, the wider organisation and service users.	Promotes and protect the interests of service users and carers, treating people with dignity, respecting an individual's diversity, beliefs, culture, needs, and preferences.
Ethics and integrity	Works safely to always ensure a safe working environment for themselves and others in the workplace in line with health and safety requirements. Facilitates safe working practices ensure safety of self and others, challenges safety issues.	Act in a manner which includes communication, professionalism, teamwork and clinical skills. Exercises responsibilities in an ethical manner.	Prioritises on health, safety and environment.
Professionalism	Manages own time effectively to achieve task completion to schedule, including responding to changes in priority.	Adapts style and method of communication to the circumstances and needs of individuals, demonstrating empathy, fairness and authority as appropriate; seeks and provides feedback in a positive manner.	Maintains a balance that recognises the concerns of all parties involved in the investigative process. Calm, rational and professional under pressure. Is adaptable, reliable and consistent. Shows discretion, resilience and self-awareness.
Leadership and teamwork	Dignity, respect and professionalism. Is team-focused - works effectively with colleagues and other professionals, showing dignity and respect.	Builds and maintains positive relationships with colleagues, customers and suppliers. Is solution focused. Considers other perspectives, options and the bigger picture to make a decision and focuses on solutions rather than problems.	Works with others towards common goals and applies different techniques for communication and negotiation. Leads by example, demonstrating safe behaviours at all times.

		Collaborates within teams, across disciplines and with external stakeholders.	