

**Field Business****Review of Business Operations and Development unit standards**

<b>Subfield</b>	<b>Domain</b>	<b>ID</b>
Business Operations and Development	People Development and Coordination	1983, 1987, 8493, 8495, 8498, 9734, 15190, 18336, 18337, 19588, 23394-23397, 24873, 24874, 24875, 25449, 25450, 25451, 25464
	Systems and Resources Management	23400

NZQA National Qualifications Services (NQS) has completed the review of the unit standards listed above.

**Date new versions published**

**November 2011**

**Planned review date**

**December 2016**

**Summary**

The review of the unit standards in domain *People Development and Coordination* (PDC) is part of the Strategic Business Review, which aims to achieve “a coherent network of unit standards for field *Business* that is current, fit-for-purpose, and responsive to the changing needs of New Zealand business, businesses, and business people”.

Stakeholders, including all Industry Training Organisations that have qualifications in which the unit standard(s) are listed; all providers with consent to assess against the PDC unit standards; peak bodies; government agencies, and individual people who expressed an interest, were contacted and invited to participate in the review. As a result, a representative review panel was established, including the National Moderator, which met between October 2010 and February 2011. The panel was supported by an extensive e-mail network that provided feedback throughout the review. Further consultation took place via the NZQA website in May and June 2011.

Strategic Business Review research was used to inform changes made at this review. As a result, the unit standards have been simplified and made more flexible, to be more relevant to a wider range of assessment contexts, including small businesses. There is greater scope for recognition of current competence (RCC) and for assessment in candidates' own contexts, including workplaces. These unit standards reflect the realities of such assessment contexts where, for example, detailed evidence of preparation and planning is not always available. These unit standards focus more explicitly on the actual achievement of the intended outcome, rather than on the process (including planning) used to achieve it therefore placing greater reliance on the organisational requirements of the specific context and the NZQF level descriptors as criteria for assessment.

Unit standard 9735 was excluded from the review, pending development of new *Business* qualifications, and standards 8496 and 25463 were referred to the concurrent review of *Systems and Resources Management* (SRM) unit standards. Unit standard 23400 was included in this review, at the request of the SRM review panel.

## Main changes

The unit standards have been extensively simplified to focus more explicitly on the actual achievement of the intended outcome, rather than on the process (including planning) used to achieve it. Main changes include:

- The introduction of a brief descriptor for the domain (in explanatory note 1) to enhance understanding of the purpose of the standards in this domain.
- The explicit description of the context for assessment.
- A link to the NZQA website and instructions for searching for levels descriptors.
- Specification of the context's own organisational requirements as key assessment criteria.
- Most of the standards now have one outcome with reduced evidence requirements.
- The level of unit standard 1987 was raised from 4 to 5.
- The level of unit standard 25451 was reduced from 6 to 5.
- The credits for unit standards 8498 and 15190 were each decreased from 6 to 5.
- The credits for unit standard 8495 were decreased from 5 to 3.
- The credits for unit standards 24874 and 25450 were each decreased, from 8 to 4 and 5 respectively.
- Unit standard 23400 was replaced by both unit standards 27567 and 27568.
- Unit standards 24873 and 24875 were jointly replaced by unit standard 27563.
- Unit standard 8493 will expire without replacement. (new leadership unit standards are planned for inclusion in the *People Development and Coordination* domain review in 2012).
- Unit standards 1983, 9734, 18336, 19588, 23396, 25464 will expire without replacement, as the content is duplicated in other unit standards and/or no longer relevant.
- New unit standards were developed: refer to the table below.

### Category C and D unit standards will expire at the end of December 2014

#### Impact on existing organisations with consent to assess

Current consent for			Consent extended to		
Nature of consent	Classification or ID	Level	Nature of consent	Classification or ID	Level
Field	Business	4	Standard	1987	5
Subfield	Business Operations and Development	4	Standard	1987	5
Domain	People Development and Coordination	4	Standard	1987	5
Domain	Systems and Resources Management	4+	Standards	27567	3
				27568	4
Standard	23400	4	Standards	27567	3
				27568	4
Standards	24873	3	Standard	27563	3
	24875	3			

## Impact on registered qualifications

Key to type of impact	
<b>Affected</b>	The qualification lists a reviewed classification (domain or subfield) in an elective set The qualification lists a standard that has changes to level or credits The qualification lists a C or D category standard
<b>Not materially affected</b>	The qualification lists a standard that has a new title The qualification lists a standard that has a new classification

The following NQS qualifications are impacted by the outcome of this review and will be updated when they are reviewed in 2012-13. The classifications and/or standards that generated the status *Affected* are listed in below.

Ref	Qualification Title	Classification or ID
0369	National Certificate in Quality Management	<b>9734</b>
0649	National Certificate in Business (First Line Management) (Level 4)	<b>1987, 23396</b>
0982	National Certificate in Pacific Islands Early Childhood Education (Pasifika Management) (Level 6)	<b>1987, 23400</b>
1498	National Diploma in Business (Level 5) with optional strands in Accounting, Finance, Finance - Māori, Health and Safety Management, Human Resource Management, Māori Business and Management, Marketing, People Development and Coordination, Project Management	<b>1987, 8495</b>

The following table identifies qualifications developed by other SSBs that are impacted by the outcome of this review. The SSBs have been advised of this impact. The classifications and/or standards that generated the status *Affected* are listed in **bold**.

Ref	Qualification Title	Classification or ID	SSB Name	
0377	National Certificate in Casino Gaming (Level 4) with strands in Table Gaming, and Gaming Machines	<b>1987, 18336</b>	Aviation, Tourism and Travel Training Organisation	
0405	National Certificate in Casino Security (Supervisor) (Level 4)	<b>1987, 18336</b>		
0407	National Certificate in Casino Surveillance (Supervisor) (Level 5)	<b>1987, 18336, 23396</b>		
0491	National Certificate in Casino Cashiering (Supervisor) (Level 4)	<b>18336, 18337</b>		
0671	National Diploma in Casino Gaming (Management)	<b>8498</b>		
0724	National Diploma in Tourism Conventions and Incentives (Level 5) with strands in Conference Organisation, Convention Bureaux, Incentives Planning, and Venue Sales and Operations			
0876	National Certificate in Tourism (Core Skills) (Level 3)	<b>24873</b>		
1193	National Certificate in Aviation (Flight Attendants)	<b>1987, 18336</b>		
1495	National Certificate in Aviation (Core Skills) (Level 3)	<b>24873</b>		
1518	National Certificate in Tourism (Tour Guiding) with an optional strand in Extended Tour Guiding	<b>24873</b>		
1553	National Certificate in Tourism Conventions and Incentives (Level 4)	<b>24873</b>		
1595	National Certificate in Tourism (Business Practice) (Level 4) with an optional strand in Operational Management	<b>1987, 18337, 23400</b>		
1675	National Certificate in Health, Disability, and Aged Support (Senior Support) (Level 4)	<b>1987, 8495, 23395</b>		Community Support Services ITO Limited
1676	National Certificate in Health, Disability, and Aged Support (Team Management) (Level 5)	<b>8493, 8498, 19588, 23400</b>		
0344	National Certificate in Food and Related Products Processing (Level 4)	<b>8498</b>	Competenz	
1388	National Certificate in Manufacturing (Metal and Related Products) (Level 4)	<b>18336</b>		

1545	National Certificate in Mechanical Engineering (Level 5) with strands in Engineering Fabrication, Fire Protection, General and Maintenance Engineering, Mechanical Services, and Precision Engineering	<b>1987, 8493</b>	
1612	National Certificate in Baking (Craft Baking) (Level 4) with strands in Biscuit, Bread, Cake, and Pastry, and with an optional strand in Team Leading	<b>1983, 1987, 15190, 18336</b>	
0739	National Certificate in Contact Centres with strands in Senior Customer Service Representative, and Management (Team Leader)	<b>1987, 18336, 18337, 23395, 23396</b>	ElectroTechnology Industry Training Organisation
0974	National Diploma in Contact Centre Management (Level 5)	<b>8493, 8498, 25464</b>	
1479	National Certificate in Security (Level 4) with strands in Senior Security Officer, and Team Leader	<b>1987, 15190, 18337, 23400</b>	
1532	National Diploma in Forestry (Operations Management)	<b>1987, 18336, 23396</b>	Forest Industries Training and Education Council (FITEC)
1614	National Certificate in Forest Operations Management (Senior Crew Manager) (Level 5)	<b>18336</b>	
0761	National Diploma in Infrastructure Asset Management (Level 6)	<b>1987, 15190</b>	InfraTrain New Zealand
1658	National Certificate in Infrastructure Works Supervision with optional strands in Asphalt Surfacing, Chipseal Surfacing, Civil Works and Utilities, Road Works, Water, and Wastewater	<b>15190, 18336, 24873</b>	
1659	National Certificate in Infrastructure Works Supervision (Level 5) with optional strands in Civil Plant Management, Civil Works, Pavement Surfacing, Roadmarking, Road Works, and Rural Contracting	<b>8493, 9734</b>	
1688	National Certificate in Architectural Aluminium Joinery (Installation) (Level 4)	<b>15190</b>	Joinery Industry Training Organisation
1019	National Certificate in Public Sector Services (Leadership Development – Middle Management) (Level 5)	<b>1987, 8493, 8495, 19588, 23400</b>	Learning State Limited
1419	National Diploma in Public Sector Management (Leadership Development) (Level 6)	<b>8493, 8495, 8498, 19588, 25464</b>	
1588	National Diploma in Career Practice (Level 6)	<b>8495</b>	
0692	National Certificate in Meat Processing (Level 4) with strands in Supervisory Management, and Risk Management	<b>1983, 1987, 8493, 8495, 18336, 18337, 23395</b>	New Zealand Industry Training Organisation
1603	National Certificate in Equine (Preliminary Coaching) (Level 3)	<b>8495</b>	NZ Equine ITO
1604	National Certificate in Equine (Coaching) (Level 4) with strands in Dressage, Showjumping, and Eventing	<b>8495</b>	
0249	National Certificate in Extractive Industries (Supervision) (Level 4) with strands in Surface Extraction, and Underground Extraction	<b>18336, 23395, 23396</b>	NZ Extractive Industries Training Organisation
0806	National Diploma in Extractive Industries (Management) with strands in Surface Extraction, and Underground Extraction	<b>8493, 8495</b>	
1524	National Diploma in Extractive Industries (Site Management) (Level 5) with strands in Surface Extraction, and Underground Extraction	<b>18337, 23395, 23396</b>	
1672	National Diploma in Resource Efficiency (Level 5)	<b>23400</b>	
1673	National Certificate in Resource Efficiency (Management) (Level 6)	<b>23400</b>	
1674	National Certificate in Resource Efficiency (Practice) (Level 4)	<b>23400</b>	
1598	National Diploma in Boatbuilding (Level 5) with strands in Composite, Wooden, and Metal	<b>8493, 18336, 23395, 23396</b>	NZ Marine Industry Training Organisation

0646	National Certificate in Hairdressing (Management) (Level 5) with strands in Assessment of Hairdressing, Tutoring in Hairdressing, and Salon Management	<b>1987, 8495</b>	NZ Hairdressing Industry Training Organisation Inc
0396	National Certificate in Plastics Processing Technology (Technical) (Level 4) with strands in Injection Moulding, Extrusion, Blow Moulding, Thermoforming, Blown Film Extrusion, Injection Stretch-Blow Moulding Single Stage, Injection Stretch-Blow Moulding T	<b>18336</b>	Plastics and Materials Processing ITO Incorporated
0992	National Certificate in Distribution (Level 4)	<b>18336, 18337, 23395</b>	Retail Institute
0995	National Certificate in Retail (Level 4)	<b>1983</b>	
1650	National Certificate in Sales (Level 4)	<b>19588</b>	
0938	National Certificate in Community Recreation (Aquatics) (Level 4)	<b>1987, 8493, 18336, 18337, 23395</b>	Skills Active Aotearoa Limited

## Detailed list of unit standards – classification, title, level, and credits

All changes are in **bold**.

Key to review category	
<b>A</b>	Dates changed, but no other changes are made - the new version of the standard carries the same ID and a new version number
<b>B</b>	Changes made, but the overall outcome remains the same - the new version of the standard carries the same ID and a new version number
<b>C</b>	Major changes that necessitate the registration of a replacement standard with a new ID
<b>D</b>	Standard will expire and not be replaced

Business > Business Operations and Development > People Development and Coordination

ID	Title	Level	Credit	Review Category
1983	Analyse work content and identify work team needs	4	5	D
1987	Develop strategies to establish and maintain positive workplace relationships	4 <b>5</b>	5	B
8493	Provide leadership for a team in an organisation	5	10	D
8495	Develop self to improve performance at work <b>Develop self to improve own performance in an organisation</b>	4	5 <b>3</b>	B
8498	Demonstrate and apply knowledge of managing conflict in the workplace <b>Develop strategies to manage conflict in an organisation</b>	5	6 <b>5</b>	B
9734	Demonstrate knowledge of workplace team leadership and teamworking	5	12	D
15190	Develop, implement, and evaluate work team plans <b>Develop and implement a work team plan</b>	4	6 <b>5</b>	B
18336	Demonstrate and apply knowledge of team-building skills	4	5	D
18337	Plan, organise, and evaluate training and development activities for a workplace team <b>Determine, source, support, and evaluate training and/or development for a team</b>	4	5	B
19588	Operate professionally, ethically, and responsibly in an organisation	5	8	D
23394	Plan for and carry out staff selection	5	4	B
23395	Participate in staff selection processes <b>Assess applicants for staff selection</b>	4	3	B
23396	Demonstrate knowledge of performance management planning	4	3	D
23397	Plan and monitor performance of others	5	6	B
24873	Demonstrate knowledge of teamwork and its importance within a workplace	3	3	C
24875	Describe and review team building and team leadership in a specified workplace	3	6	C
<b>27563</b>	<b>Describe teams and team leadership</b>	<b>3</b>	<b>4</b>	

ID	Title	Level	Credit	Review Category
24874	Demonstrate knowledge of performance management, motivation theory and performance review in a workplace <b>Demonstrate knowledge of performance management in an organisation</b>	3	8 4	B
25449	Demonstrate knowledge of requirements for managing staff exit in an organisation	4	4	B
25450	Prepare for and conduct staff exit in an organisation <b>Demonstrate skills in managing staff exit in an organisation</b>	5	8 5	B
25451	Mentor people in an organisation <b>Provide mentoring in an organisation</b>	6 5	5	B
25464	Manage processes to enhance employee learning and development	6	10	D
<b>27557</b>	<b>Behave according to organisational requirements</b>	<b>3</b>	<b>4</b>	<b>New</b>
<b>27558</b>	<b>Manage professional and ethical behaviour of staff in a business operation</b>	<b>5</b>	<b>5</b>	<b>New</b>
<b>27564</b>	<b>Demonstrate knowledge of leadership</b>	<b>4</b>	<b>6</b>	<b>New</b>
<b>27565</b>	<b>Train colleagues in the workplace</b>	<b>3</b>	<b>4</b>	<b>New</b>
<b>27566</b>	<b>Monitor staff performance in an organisation</b>	<b>4</b>	<b>5</b>	<b>New</b>

## Business &gt; Business Operations and Development

ID	Domain	Title	Level	Credit	Review Category
23400	Systems and Resources Management	Demonstrate and apply knowledge of change management in a business operation	4	5	C
<b>27567</b>	<b>People Development and Coordination</b>	<b>Demonstrate knowledge of management of change in an organisation</b>	<b>3</b>	<b>4</b>	
<b>27568</b>	<b>People Development and Coordination</b>	<b>Implement change in a work team</b>	<b>4</b>	<b>4</b>	