

Field Business

Registration of *Business Operations and Development* skill standards

Services Industry Skills Board has completed the development of 19 skill standards listed below.

Date new versions published

February 2026

Plan review date

December 2030

Summary

Ringa Hora Workforce Development Council, in collaboration with industry stakeholders and education providers, completed the development of the below skill standards. This development included the establishment of three dedicated Working Groups to develop skill standards, which complemented the scheduled review of unit standards with a planned review date of 31 December 2026 within these domains, and supported programmes leading towards the following qualifications:

- New Zealand Certificate in Business (Introduction to Small Business) (Level 3) [Ref: 2454] version 3
- New Zealand Certificate in Business (Small Business) (Level 4) [Ref: 2457] version 3
- New Zealand Diploma in Business (Level 5) – Core Compulsory and Management Strand [Ref: 2459] version 3.

These skill standards have also been designed to support a broader range of general business programmes and credentials.

The development was conducted between July and September 2025, with stakeholder contributions gathered through face-to-face and online meetings, as well as email feedback. National consultation took place in September 2025, during which feedback was sought from networks and further amendments were made.

Ringa Hora has transitioned information to the receiving Services Industry Skills Board in support of future skill standard development for the remaining business domains.

Main changes

- 19 new skill standards were developed.

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

All changes are in **bold**.

Key to review category	
A	Dates changed, but no other changes are made - the new version of the standard carries the same ID and a new version number
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
C	Major changes that necessitate the registration of a replacement standard with a new ID
D	Standard will expire and not replaced

Business > Business Operations and Development > Organisational Direction and Strategy

ID	Title	Level	Credit	Review Category
41068	Analyse internal and external environments to inform the impact on an entity	5	10	New
41069	Determine operational activities and approaches to enhance an entity's bicultural engagement	5	10	New

Business > Business Operations and Development > People Development and Coordination

ID	Title	Level	Credit	Review Category
41066	Develop, maintain, and improve operational relationships to support an entity's performance	5	15	New
41067	Apply and assess ethical and inclusive practices to contribute to an entity's performance	5	10	New

Business > Business Operations and Development > Small Business

ID	Title	Level	Credit	Review Category
41070	Assess business opportunities relevant to own values, abilities, experiences, and interests	3	15	New
41071	Determine the feasibility of business opportunities	3	15	New
41072	Determine the viability of business opportunities	3	15	New
41073	Develop plans to build and maintain stakeholder relationships for a business	3	10	New
41074	Determine ethical and inclusive behaviour in the context of business opportunities	3	5	New
41075	Prepare business documentation to support a business opportunity	4	15	New
41076	Manage business operations for a small business	4	15	New
41077	Manage business performance for a small business	4	15	New
41078	Manage stakeholder relationships for a small business	4	10	New
41079	Apply ethical and inclusive practices to support the performance of an entity	4	5	New

Business > Business Operations and Development > Systems and Resources Management

ID	Title	Level	Credit	Review Category
41080	Apply operational principles and practices to contribute to an entity's performance	5	15	New
41081	Manage business planning to support an entity's business performance	5	15	New
41082	Manage resources and processes to enhance an entity's performance	5	15	New
41083	Manage sustainable practices to enhance an entity's performance	5	15	New
41084	Analyse business decisions and determine the impact on an entity's performance	5	15	New