

BUSINESS & PROJECTS			
Project management staff manage the progress of individual elements of a programme.			
SCQF Levels	Examples of corresponding (AfC Band Range/Job Roles)	Specialist Qualifications	Apprenticeships
12	<ul style="list-style-type: none"> Heads of Service 		
11	<ul style="list-style-type: none"> Operational Business Manager (AfC Bands 7-8b) 	<ul style="list-style-type: none"> Masters in Business Administration 	<ul style="list-style-type: none"> Modern Apprenticeship Management at SCQF Level 11
		<ul style="list-style-type: none"> PRINCE 2 Practitioner (Not Credit Rated by SCQF) 	
		<ul style="list-style-type: none"> APM Project Risk Management Certificate 	
10			
9	<ul style="list-style-type: none"> Project Manager (AfC Bands 5-7) Project Coordinator (AfC Bands 5-7) 	<ul style="list-style-type: none"> PDA Managing Projects & Business Processes 	<ul style="list-style-type: none"> Modern Apprenticeship Management at SCQF Level 9
		<ul style="list-style-type: none"> APM Project Risk Management Certificate 	
8	<ul style="list-style-type: none"> Project Support Officer (AfC Bands 4-6) 	<ul style="list-style-type: none"> HNC/HND Business 	
		<ul style="list-style-type: none"> SVQ Business and Admin at SCQF Level 8 	
7	<ul style="list-style-type: none"> Project Coordinator (AfC Bands 4-5) 	<ul style="list-style-type: none"> HNC/HND Business 	<ul style="list-style-type: none"> Modern Apprenticeship in Business and Administration at SCQF Level 7
		<ul style="list-style-type: none"> APMP: The APM Project Management Qualification 	<ul style="list-style-type: none"> Modern Apprenticeship Management at SCQF Level 7
		<ul style="list-style-type: none"> An Introduction to Business Management 	
6	<ul style="list-style-type: none"> Project Officer/Project Administrator (AfC Bands 2-4) 	<ul style="list-style-type: none"> SVQ Business and Administration at SCQF Level 6 	<ul style="list-style-type: none"> Modern Apprenticeship Business and Administration at SCQF Level 6
		<ul style="list-style-type: none"> PRINCE 2 Foundation Qualification (Not credit rated by SCQF) 	<ul style="list-style-type: none"> Foundation Apprenticeship Business Skills at SCQF Level 6
		<ul style="list-style-type: none"> Introductory Certificate: The APM Project Fundamentals Qualification 	
5	<ul style="list-style-type: none"> Project Officer/Project Administrator (AfC Bands 2-4) 	<ul style="list-style-type: none"> SVQ Business and Administration at SCQF Level 5 	<ul style="list-style-type: none"> Modern Apprenticeship in Business & Administration at SCQF Level 5
		<ul style="list-style-type: none"> NPA Administration: Office Skills & Services 	
		<ul style="list-style-type: none"> NC Administration 	
		<ul style="list-style-type: none"> NC Business 	
4		<ul style="list-style-type: none"> SVQ Business and Administration at SCQF Level 4 	
		<ul style="list-style-type: none"> NC Business 	

TRANSFERABLE AND MANAGEMENT	
The qualifications listed below may be applicable to all job families and roles across Business & Administration. These include team leading and management type qualifications.	
Transferable Qualifications	General Leadership and Management Qualifications
<ul style="list-style-type: none"> Masters in Business Administration 	<ul style="list-style-type: none"> PDA in Planning and Implementing Change PDA in Organisational Ethics & Decision Making Project Management SVQ Management at SCQF Level 11
<ul style="list-style-type: none"> SVQ Leadership & Management for Care services at SCQF Level 10 	<ul style="list-style-type: none"> ILM Level 7 Leadership & Management BA (Hons) Business Management
<ul style="list-style-type: none"> PDA Resilience Management PDA Strategic Management PDA Leading Change PDA Leadership & Management for Care Services ILM Level 5 Coaching & Mentoring 	<ul style="list-style-type: none"> SVQ Management at SCQF Level 9 PDA in Decision Making and Innovation PDA in Organisational Leadership ILM Level 5 Leadership & Management
<ul style="list-style-type: none"> PDA Managing Finances PDA Workplace Assessment Using Direct and Indirect Methods PDA Healthcare Professionals: Facilitating Learning, Training and Assessment in the Workplace PDA in Internal Verification of Workplace Assessment (L&D11) 	<ul style="list-style-type: none"> PDA in Leadership PDA in Project Management PDA in Leadership and Change Diploma in Management (PDA) ILM Level 4 Leadership & Management
<ul style="list-style-type: none"> SVQ Healthcare Support (Non-Clinical) at SCQF Level 7 ILM Level 3 Coaching & Mentoring 	<ul style="list-style-type: none"> SVQ Management at SCQF Level 7 PDA in Managing Self and Others PDA in Managing Self and Work of Others PDA in Managing Resources and Quality ILM Level 3 Leadership & Management Management Practice
<ul style="list-style-type: none"> SVQ Healthcare Support (Non clinical) at SCQF Level 6 SVQ Business and Administration at SCQF Level 6 	<ul style="list-style-type: none"> PDA in Management
<ul style="list-style-type: none"> NC Administration NC Business with Information Technology NC Business SVQ Business & Administration at SCQF Level 5 NPA Administration: Information Technology & Audio 	<ul style="list-style-type: none"> SVQ Team Leading at SCQF Level 5
<ul style="list-style-type: none"> SVQ Business and Administration at SCQF Level 4 NC Business at SCQF Level 4 	

FINANCE

Staff in this area support a range of finance functions, including accounting and financial management.

SCQF Levels	Examples of corresponding (AfC Band Range/Job Roles)	Specialist Qualifications	Apprenticeships
12	<ul style="list-style-type: none"> Level 4 Experts & Emerging Leaders (AfC Bands 9, 8a-8d) 	<ul style="list-style-type: none"> CIMA Qualified with Strategic Management Experience 	
11	<ul style="list-style-type: none"> Level 3 Experienced Professionals (AfC Bands 8a) 	<ul style="list-style-type: none"> CCAB/CIMA Qualified with Some Experience CIPFA Qualified 	
10			
9	<ul style="list-style-type: none"> Level 2 Foundation Professionals (AfC Bands 6-7) 	<ul style="list-style-type: none"> Association of Accounting Technicians (AAT) Diploma (higher level) 	
8	<ul style="list-style-type: none"> Level 2 Foundation Professionals (AfC Bands 4-6) 	<ul style="list-style-type: none"> HNC/HND Accounting 	<ul style="list-style-type: none"> Modern Apprenticeship in Accounting at SCQF Level 8
7	<ul style="list-style-type: none"> Level 2 Foundation Professionals (AfC Bands 3-4) 	<ul style="list-style-type: none"> HNC/HND Accounting PDA Book Keeping PDA Financial Accounting PDA Management Accounting 	
6	<ul style="list-style-type: none"> Level 1 Finance Technicians (AfC Bands 3-4) Payroll officer (AfC Bands 3-4) Payroll Clerk (AfC Bands 3-4) 	<ul style="list-style-type: none"> Association of Accounting Technicians (AAT) Diploma SVQ Certificate in Payroll at SCQF Level 6 	<ul style="list-style-type: none"> Modern Apprenticeship in Accounting at SCQF Level 6 Modern Apprenticeship Payroll at SCQF Level 6
5	<ul style="list-style-type: none"> Level 1 Finance Technicians (AfC Bands 2-3) 	<ul style="list-style-type: none"> Association of Accounting Technicians (AAT) Accounting Certificate NC Accounting at SCQF Level 5 	<ul style="list-style-type: none"> Modern Apprenticeship in Accounting at SCQF Level 5
4		<ul style="list-style-type: none"> NC Business at SCQF Level 4 	

TRANSFERABLE AND MANAGEMENT

The qualifications listed below may be applicable to all job families and roles across Business & Administration. These include team leading and management type qualifications.

Transferable Qualifications	General Leadership and Management Qualifications
<ul style="list-style-type: none"> Masters in Business Administration 	<ul style="list-style-type: none"> PDA in Planning and Implementing Change PDA in Organisational Ethics & Decision Making Project Management SVQ Management at SCQF Level 11
<ul style="list-style-type: none"> SVQ Leadership & Management for Care services at SCQF Level 10 	<ul style="list-style-type: none"> ILM Level 7 Leadership & Management BA (Hons) Business Management
<ul style="list-style-type: none"> PDA Resilience Management PDA Strategic Management PDA Leading Change PDA Leadership & Management for Care Services ILM Level 5 Coaching & Mentoring 	<ul style="list-style-type: none"> SVQ Management at SCQF Level 9 PDA in Decision Making and Innovation PDA in Organisational Leadership ILM Level 5 Leadership & Management
<ul style="list-style-type: none"> PDA Managing Finances PDA Workplace Assessment Using Direct and Indirect Methods PDA Healthcare Professionals: Facilitating Learning, Training and Assessment in the Workplace PDA in Internal Verification of Workplace Assessment (L&D11) 	<ul style="list-style-type: none"> PDA in Leadership PDA in Project Management PDA in Leadership and Change Diploma in Management (PDA) ILM Level 4 Leadership & Management
<ul style="list-style-type: none"> SVQ Healthcare Support (Non-Clinical) at SCQF Level 7 ILM Level 3 Coaching & Mentoring 	<ul style="list-style-type: none"> SVQ Management at SCQF Level 7 PDA in Managing Self and Others PDA in Managing Self and Work of Others PDA in Managing Resources and Quality ILM Level 3 Leadership & Management Management Practice
<ul style="list-style-type: none"> SVQ Healthcare Support (Non clinical) at SCQF Level 6 SVQ Business and Administration at SCQF Level 6 	<ul style="list-style-type: none"> PDA in Management
<ul style="list-style-type: none"> NC Administration NC Business with Information Technology NC Business SVQ Business & Administration at SCQF Level 5 NPA Administration: Information Technology & Audio 	<ul style="list-style-type: none"> SVQ Team Leading at SCQF Level 5
<ul style="list-style-type: none"> SVQ Business and Administration at SCQF Level 4 NC Business at SCQF Level 4 	

HUMAN RESOURCES

Human Resources (HR) or Personnel Management supports clinical and business operations throughout the NHS.

SCQF Levels	Examples of corresponding (AfC Band Range/Job Roles)	Specialist Qualifications	Apprenticeships
12	<ul style="list-style-type: none"> HR Director (AfC Bands 8a-9) 	<ul style="list-style-type: none"> CIPD Level 7 Award in Human Resources 	
11	<ul style="list-style-type: none"> HR Business Partners (AfC Bands 7-8a) 	<ul style="list-style-type: none"> CIPD Level 7 Certificate in Human Resources CIPD Level 7 Diploma in Human Resource Management CIPD Level 7 Diploma in Human Resource Development 	
10			
9	<ul style="list-style-type: none"> HR Manager (AfC Bands 5-7) HR Advisor (AfC Bands 5-7) 	<ul style="list-style-type: none"> CIPD Level 5 Diploma in Applied Human Resource Management SVQ in Learning & Development at SCQF Level 9 	
8	<ul style="list-style-type: none"> HR Manager (AfC Bands 5-7) HR Advisor (AfC Bands 5-7) 	<ul style="list-style-type: none"> HNC/HND Human Resource Management CIPD Level 5 Intermediate Award in Human Resources CIPD Level 5 Intermediate Certificate in Human Resource Management CIPD Level 5 Intermediate Certificate in Human Resource Development CIPD Level 5 Intermediate Diploma in Human Resource Management CIPD Level 5 Intermediate Diploma in Human Resource Development SVQ in Learning & Development at SCQF Level 8 	
7	<ul style="list-style-type: none"> HR Manager (AfC Bands 5-7) HR Advisor (AfC Bands 5-7) 	<ul style="list-style-type: none"> HNC/HND Human Resource Management 	<ul style="list-style-type: none"> Modern Apprenticeship Business and Administration at SCQF Level 7
6	<ul style="list-style-type: none"> HR Administrator (AfC Bands 2-4) HR Assistant (AfC Bands 2-4) 	<ul style="list-style-type: none"> NPA Human Resources and the Law NPA Legal Studies CIPD Level 3 Foundation Award in Human Resources Essentials (QCF) CIPD Level 3 Foundation Certificate in Human Resources Practice (QCF) CIPD Level 3 Foundation Diploma in Human Resources Practice (QCF) CIPD Level 3 Foundation Award in Learning & Development Essentials (QCF) CIPD Level 3 Foundation Certificate in Learning & Development Practice (QCF) CIPD Level 3 Foundation Diploma in Learning & Development Practice (QCF) 	<ul style="list-style-type: none"> Modern Apprenticeship Business and Administration at SCQF Level 6
5	<ul style="list-style-type: none"> HR Administrator (AfC Bands 2-4) HR Assistant (AfC Bands 2-4) 	<ul style="list-style-type: none"> SVQ Business and Administration at SCQF Level 5 	<ul style="list-style-type: none"> Modern Apprenticeship in Business & Administration Level at SCQF Level 5
4		<ul style="list-style-type: none"> SVQ Business and Administration at SCQF Level 4 NC Business at SVQ Level 4 	

TRANSFERABLE AND MANAGEMENT

The qualifications listed below may be applicable to all job families and roles across Business & Administration. These include team leading and management type qualifications.

Transferable Qualifications	General Leadership and Management Qualifications
<ul style="list-style-type: none"> Masters in Business Administration 	<ul style="list-style-type: none"> PDA in Planning and Implementing Change PDA in Organisational Ethics & Decision Making Project Management SVQ Management at SCQF Level 11
<ul style="list-style-type: none"> SVQ Leadership & Management for Care services at SCQF Level 10 	<ul style="list-style-type: none"> ILM Level 7 Leadership & Management BA (Hons) Business Management
<ul style="list-style-type: none"> PDA Resilience Management PDA Strategic Management PDA Leading Change PDA Leadership & Management for Care Services ILM Level 5 Coaching & Mentoring 	<ul style="list-style-type: none"> SVQ Management at SCQF Level 9 PDA in Decision Making and Innovation PDA in Organisational Leadership ILM Level 5 Leadership & Management
<ul style="list-style-type: none"> PDA Managing Finances PDA Workplace Assessment Using Direct and Indirect Methods PDA Healthcare Professionals: Facilitating Learning, Training and Assessment in the Workplace PDA in Internal Verification of Workplace Assessment (L&D11) 	<ul style="list-style-type: none"> PDA in Leadership PDA in Project Management PDA in Leadership and Change Diploma in Management (PDA) ILM Level 4 Leadership & Management
<ul style="list-style-type: none"> SVQ Healthcare Support (Non-Clinical) at SCQF Level 7 ILM Level 3 Coaching & Mentoring 	<ul style="list-style-type: none"> SVQ Management at SCQF Level 7 PDA in Managing Self and Others PDA in Managing Self and Work of Others PDA in Managing Resources and Quality ILM Level 3 Leadership & Management Management Practice
<ul style="list-style-type: none"> SVQ Healthcare Support (Non clinical) at SCQF Level 6 SVQ Business and Administration at SCQF Level 6 	<ul style="list-style-type: none"> PDA in Management
<ul style="list-style-type: none"> NC Administration NC Business with Information Technology NC Business SVQ Business & Administration at SCQF Level 5 NPA Administration: Information Technology & Audio 	<ul style="list-style-type: none"> SVQ Team Leading at SCQF Level 5
<ul style="list-style-type: none"> SVQ Business and Administration at SCQF Level 4 NC Business at SVQ Level 4 	

INFORMATION SYSTEMS & INFORMATION TECHNOLOGY

Staff in this area provide IT support within NHSScotland, or work on the development of IT systems.

SCQF Levels	Examples of corresponding (AfC Band Range/Job Roles)	Specialist Qualifications	Apprenticeships
12			
11			
10			
9	<ul style="list-style-type: none"> IT Business Analyst (AfC Bands 6-8a) Senior Information Analyst (AfC Bands 6-8a) 	<ul style="list-style-type: none"> ITIL Diploma in IT Service Management 	
	<ul style="list-style-type: none"> IT Systems Support Specialist (AfC Bands 5-7) IT Systems Developer (AfC Bands 5-7) 	<ul style="list-style-type: none"> Communication & Information Technologies 	
8	<ul style="list-style-type: none"> IT Support Engineer/Information Analyst (AfC Bands 5-6) 	<ul style="list-style-type: none"> HNC/HND Information Technology 	<ul style="list-style-type: none"> Technical Apprenticeship in Data Analytics
		<ul style="list-style-type: none"> ITIL Foundation Certificate 	
		<ul style="list-style-type: none"> Diploma for Information Security Professionals 	
		<ul style="list-style-type: none"> Communication & Information Technologies 	
7	<ul style="list-style-type: none"> IT Officer (AfC Bands 4-6) 	<ul style="list-style-type: none"> HNC/HND Information Technology 	<ul style="list-style-type: none"> Modern Apprenticeship in Creative and Digital Media at SCQF Level 7
		<ul style="list-style-type: none"> PDA Information Technology in Business 	
		<ul style="list-style-type: none"> Diploma in Creative Digital Media 	
		<ul style="list-style-type: none"> Communication & Information Technologies 	
6	<ul style="list-style-type: none"> IT Administrator (AfC Bands 2-4) 	<ul style="list-style-type: none"> NC Digital Media Computing 	<ul style="list-style-type: none"> Modern Apprenticeship in IT and Telecommunications at SCQF Level 6
		<ul style="list-style-type: none"> NPA Business with Information Technology 	
		<ul style="list-style-type: none"> Diploma for IT & Telecommunications Professionals 	
		<ul style="list-style-type: none"> Diploma for Information Security Professionals 	
5		<ul style="list-style-type: none"> Diploma for IT & Telecommunications Professionals 	<ul style="list-style-type: none"> Modern Apprenticeship in IT and Telecommunications at SCQF Level 5
		<ul style="list-style-type: none"> NC Business with Information Technology 	
		<ul style="list-style-type: none"> NC Digital Media Computing 	
4		<ul style="list-style-type: none"> NC Digital Media Computing 	

TRANSFERABLE AND MANAGEMENT

The qualifications listed below may be applicable to all job families and roles across Business & Administration. These include team leading and management type qualifications.

Transferable Qualifications	General Leadership and Management Qualifications
<ul style="list-style-type: none"> Masters in Business Administration 	<ul style="list-style-type: none"> PDA in Planning and Implementing Change PDA in Organisational Ethics & Decision Making
<ul style="list-style-type: none"> SVQ Leadership & Management for Care services at SCQF Level 10 	<ul style="list-style-type: none"> ILM Level 7 Leadership & Management BA (Hons) Business Management
<ul style="list-style-type: none"> PDA Resilience Management PDA Strategic Management PDA Leading Change PDA Leadership & Management for Care Services ILM Level 5 Coaching & Mentoring 	<ul style="list-style-type: none"> SVQ Management at SCQF Level 9 PDA in Decision Making and Innovation PDA in Organisational Leadership ILM Level 5 Leadership & Management
<ul style="list-style-type: none"> PDA Managing Finances PDA Workplace Assessment Using Direct and Indirect Methods PDA Healthcare Professionals: Facilitating Learning, Training and Assessment in the Workplace PDA in Internal Verification of Workplace Assessment (L&D11) 	<ul style="list-style-type: none"> PDA in Leadership PDA in Project Management PDA in Leadership and Change Diploma in Management (PDA) ILM Level 4 Leadership & Management
<ul style="list-style-type: none"> SVQ Healthcare Support (Non-Clinical) at SCQF Level 7 ILM Level 3 Coaching & Mentoring 	<ul style="list-style-type: none"> SVQ Management at SCQF Level 7 PDA in Managing Self and Others PDA in Managing Self and Work of Others PDA in Managing Resources and Quality ILM Level 3 Leadership & Management Management Practice
<ul style="list-style-type: none"> SVQ Healthcare Support (Non clinical) at SCQF Level 6 SVQ Business and Administration at SCQF Level 6 	<ul style="list-style-type: none"> PDA in Management
<ul style="list-style-type: none"> NC Administration at SCQF Level 5 NC Business with Information Technology NC Business SVQ Business & Administration at SCQF Level 5 NPA Administration: Information Technology & Audio 	<ul style="list-style-type: none"> SVQ Team Leading at SCQF Level 5
<ul style="list-style-type: none"> SVQ Business and Administration at SCQF Level 4 NC Business at SCQF Level 4 	

OFFICE SERVICES

Personal Assistants and other office administrators work closely with clinical and business teams to ensure that the NHS works efficiently.

SCQF Levels	Examples of corresponding (AfC Band Range/Job Roles)	Specialist Qualifications	Apprenticeships
12			
11	<ul style="list-style-type: none"> Service Manager (AfC Bands 5-8a) 	<ul style="list-style-type: none"> <u>Masters in Business Administration</u> 	<ul style="list-style-type: none"> <u>Modern Apprenticeship Management at SCQF Level 11</u>
10			
9	<ul style="list-style-type: none"> Service Manager (AfC Bands 5-8a) 		<ul style="list-style-type: none"> <u>Modern Apprenticeship Management at SCQF Level 9</u>
8	<ul style="list-style-type: none"> Office Manager (AfC Bands 4-5) Team Leader (AfC Bands 4-5) 	<ul style="list-style-type: none"> <u>SVQ Business and Admin at SCQF Level 8</u> 	
7	<ul style="list-style-type: none"> Office Manager (AfC Bands 4-5) Team Leader (AfC Bands 4-5) 	<ul style="list-style-type: none"> <u>SVQ Healthcare Support (Non-Clinical) at SCQF Level 7</u> 	<ul style="list-style-type: none"> <u>Modern Apprenticeship in Business and Administration at SCQF Level 7</u>
			<ul style="list-style-type: none"> <u>Modern Apprenticeship in Healthcare Support (Non-Clinical) at SCQF Level 7</u>
			<ul style="list-style-type: none"> <u>Modern Apprenticeship Management at SCQF Level 7</u>
6	<ul style="list-style-type: none"> Service Support Administrator (AfC Bands 4-5) Personal Assistant (AfC Bands 4-5) 	<ul style="list-style-type: none"> <u>City & Guilds (C&G) Diploma for Medical Secretaries</u> 	<ul style="list-style-type: none"> <u>Modern Apprenticeship Business and Administration at SCQF Level 6</u>
		<ul style="list-style-type: none"> <u>City & Guilds (C&G) Certificate in Medical Administration</u> 	<ul style="list-style-type: none"> <u>Modern Apprenticeship in Healthcare Support (Non-Clinical) at SCQF Level 6</u>
		<ul style="list-style-type: none"> <u>City & Guilds (C&G) Certificate in Medical Terminology</u> 	<ul style="list-style-type: none"> <u>Foundation Apprenticeship Business Skills at SCQF Level 6</u>
		<ul style="list-style-type: none"> <u>SVQ Healthcare Support (Non clinical) at SCQF Level 6</u> 	
		<ul style="list-style-type: none"> <u>SVQ Business and Administration at SCQF Level 6</u> 	
5	<ul style="list-style-type: none"> Office Administrator (AfC Bands 2-4) 	<ul style="list-style-type: none"> <u>NPA Administration: Information Technology & Audio</u> 	
4		<ul style="list-style-type: none"> <u>SVQ Business and Administration at SCQF Level 4</u> 	

TRANSFERABLE AND MANAGEMENT

The qualifications listed below may be applicable to all job families and roles across Business & Administration. These include team leading and management type qualifications.

Transferable Qualifications	General Leadership and Management Qualifications
<ul style="list-style-type: none"> <u>Masters in Business Administration</u> 	<ul style="list-style-type: none"> <u>PDA in Planning and Implementing Change</u> <u>PDA in Organisational Ethics & Decision Making</u> <u>Project Management</u> <u>SVQ Management at SCQF Level 11</u>
<ul style="list-style-type: none"> <u>SVQ Leadership & Management for Care services at SCQF Level 10</u> 	<ul style="list-style-type: none"> <u>ILM Level 7 Leadership & Management</u> <u>BA (Hons) Business Management</u>
<ul style="list-style-type: none"> <u>PDA Resilience Management</u> <u>PDA Strategic Management</u> <u>PDA Leading Change</u> <u>PDA Leadership & Management for Care Services</u> <u>ILM Level 5 Coaching & Mentoring</u> 	<ul style="list-style-type: none"> <u>SVQ Management at SCQF Level 9</u> <u>PDA in Decision Making and Innovation</u> <u>PDA in Organisational Leadership</u> <u>ILM Level 5 Leadership & Management</u>
<ul style="list-style-type: none"> <u>PDA Managing Finances</u> <u>PDA Workplace Assessment using Direct & Indirect Methods (LD9DI)</u> <u>PDA Healthcare Professionals: Facilitating Learning, Training and Assessment in the Workplace</u> <u>PDA in Internal Verification of Workplace Assessment (L&D11)</u> 	<ul style="list-style-type: none"> <u>PDA in Leadership</u> <u>PDA in Project Management</u> <u>PDA in Leadership and Change</u> <u>Diploma in Management (PDA)</u> <u>ILM Level 4 Leadership & Management</u>
<ul style="list-style-type: none"> <u>SVQ Healthcare Support (Non-Clinical) at SCQF Level 7</u> <u>ILM Level 3 Coaching & Mentoring</u> 	<ul style="list-style-type: none"> <u>SVQ Management at SCQF Level 7</u> <u>PDA in Managing Self and Others</u> <u>PDA in Managing Self and Work of Others</u> <u>PDA in Managing Resources and Quality</u> <u>ILM Level 3 Leadership & Management</u> <u>Management Practice</u>
<ul style="list-style-type: none"> <u>SVQ Healthcare Support (Non clinical) at SCQF Level 6</u> <u>SVQ Business and Administration at SCQF Level 6</u> 	<ul style="list-style-type: none"> <u>PDA in Management</u>
<ul style="list-style-type: none"> <u>NC Administration at SCQF Level 5</u> <u>NC Business with Information Technology</u> <u>NC Business</u> <u>SVQ Business & Administration at SCQF Level 5</u> <u>NPA Administration: Information Technology & Audio</u> 	<ul style="list-style-type: none"> <u>SVQ Team Leading at SCQF Level 5</u>
<ul style="list-style-type: none"> <u>SVQ Business and Administration at SCQF Level 4</u> <u>NC Business at SCQF Level 4</u> 	

PATIENT SERVICES

Staff in this area provide services directly to or for patients.

SCQF Levels	Examples of corresponding (AFC Band Range/Job Roles)	Specialist Qualifications	Apprenticeships
12	<ul style="list-style-type: none"> Heads of Service 		
11	<ul style="list-style-type: none"> GP Practice Manager (AFC Bands 5-8a) Service Manager (AFC Bands 5-8a) 	<ul style="list-style-type: none"> Masters in Business Administration 	<ul style="list-style-type: none"> Modern Apprenticeship Management at SCQF Level 11
10		<ul style="list-style-type: none"> Certificate in Promoting Public Health 	
9			<ul style="list-style-type: none"> Modern Apprenticeship Management at SCQF Level 9
8	<ul style="list-style-type: none"> GP Practice Managers (AFC Bands 5-8a) Service Manager (AFC Bands 5-8a) 	<ul style="list-style-type: none"> NES Practice Manager Vocational Training Scheme 	
7	<ul style="list-style-type: none"> Reception Manager (AFC Bands 4-5) Team Leader (AFC Bands 4-5) Senior Call Handler (AFC Bands 4-5) 	<ul style="list-style-type: none"> SVQ Healthcare Support (Non-Clinical) at SCQF Level 7 	<ul style="list-style-type: none"> Modern Apprenticeship in Business and Administration at SCQF Level 7
			<ul style="list-style-type: none"> Modern Apprenticeship in Healthcare Support (Non-Clinical) at SCQF Level 7
			<ul style="list-style-type: none"> Modern Apprenticeship Management at SCQF Level 7
6	<ul style="list-style-type: none"> Medical Receptionist (AFC Bands 2-4) Ward Clerk (AFC Bands 2-4) Call Handler (AFC Bands 2-4) 	<ul style="list-style-type: none"> SVQ Healthcare Support (Non clinical) at SCQF Level 6 	<ul style="list-style-type: none"> Modern Apprenticeship Business and Administration at SCQF Level 6
		<ul style="list-style-type: none"> City & Guilds (C&G) Certificate in Medical Terminology 	<ul style="list-style-type: none"> Modern Apprenticeship in Healthcare Support (Non-Clinical) at SCQF Level 6
		<ul style="list-style-type: none"> City & Guilds (C&G) Diploma for Medical Secretaries 	<ul style="list-style-type: none"> Foundation Apprenticeship Business Skills at SCQF Level 6
		<ul style="list-style-type: none"> City & Guilds (C&G) Certificate in Medical Administration 	
		<ul style="list-style-type: none"> SVQ Business and Administration at SCQF Level 6 	
5	<ul style="list-style-type: none"> Medical Receptionist (AFC Bands 2-4) Ward Clerk (AFC Bands 2-4) Call Handler (AFC Bands 2-4) 	<ul style="list-style-type: none"> NPA Administration: Information Technology & Audio 	<ul style="list-style-type: none"> Modern Apprenticeship in Business and Administration Level at SCQF Level 5
4		<ul style="list-style-type: none"> SVQ Business and Administration at SCQF Level 4 	
		<ul style="list-style-type: none"> NC Business at SCQF Level 4 	

TRANSFERABLE AND MANAGEMENT

The qualifications listed below may be applicable to all job families and roles across Business & Administration. These include team leading and management type qualifications.

Transferable Qualifications	General Leadership and Management Qualifications
<ul style="list-style-type: none"> Masters in Business Administration 	<ul style="list-style-type: none"> PDA in Planning and Implementing Change PDA in Organisational Ethics & Decision Making Project Management SVQ Management at SCQF Level 11
<ul style="list-style-type: none"> SVQ Leadership & Management for Care services at SCQF Level 10 	<ul style="list-style-type: none"> ILM Level 7 Leadership & Management BA (Hons) Business Management
<ul style="list-style-type: none"> PDA Resilience Management PDA Strategic Management PDA Leading Change PDA Leadership & Management for Care Services ILM Level 5 Coaching & Mentoring 	<ul style="list-style-type: none"> SVQ Management at SCQF Level 9 PDA in Decision Making and Innovation PDA in Organisational Leadership ILM Level 5 Leadership & Management
<ul style="list-style-type: none"> PDA Managing Finances PDA Workplace Assessment using Direct & Indirect Methods (LD9DI) PDA Healthcare Professionals: Facilitating Learning, Training and Assessment in the Workplace PDA in Internal Verification of Workplace Assessment (L&D11) 	<ul style="list-style-type: none"> PDA in Leadership PDA in Project Management PDA in Leadership and Change Diploma in Management (PDA) ILM Level 4 Leadership & Management
<ul style="list-style-type: none"> SVQ Healthcare Support (Non-Clinical) at SCQF Level 7 ILM Level 3 Coaching & Mentoring 	<ul style="list-style-type: none"> SVQ Management at SCQF Level 7 PDA in Managing Self and Others PDA in Managing Self and Work of Others PDA in Managing Resources and Quality ILM Level 3 Leadership & Management Management Practice
<ul style="list-style-type: none"> SVQ Healthcare Support (Non clinical) at SCQF Level 6 SVQ Business and Administration at SCQF Level 6 	<ul style="list-style-type: none"> PDA in Management
<ul style="list-style-type: none"> NC Administration NC Business with Information Technology NC Business SVQ Business & Administration at SCQF Level 5 NPA Administration: Information Technology & Audio 	<ul style="list-style-type: none"> SVQ Team Leading at SCQF Level 5
<ul style="list-style-type: none"> SVQ Business and Administration at SCQF Level 4 NC Business at SCQF Level 4 	

COMMUNICATIONS & PUBLIC RELATIONS

People involved in public relations or communications are responsible for managing the organisation's reputation and communications strategies.

SCQF Levels	Examples of corresponding (AfC Band Range/Job Roles)	Specialist Qualifications	Apprenticeships
12	▪ Senior Communication & PR Manager (AfC Bands 7-9)	▶ CIPR Diploma	
11			
10		▶ Marketing & Society	
9	▪ Corporate Communications Manager (AfC Bands 5-7)	▶ CIPR Advanced Certificate	
8	▪ Corporate Communications Manager (AfC Bands 5-7)	▶ HNC/HND Marketing ▶ Level 4 Customer Service ▶ HNC/HND Advertising and Public Relations ▶ HND Hospitality Management ▶ CIPR Foundation Award	
7		▶ HNC/HND Marketing ▶ Diploma in Creative Digital Media ▶ HNC/HND Advertising and Public Relations	▶ Modern Apprenticeship in Creative and Digital Media at SCQF Level 7
6		▶ Level 3 Customer Service	
5		▶ NC Digital Media Computing	
4		▶ NC Digital Media Computing	

TRANSFERABLE AND MANAGEMENT

The qualifications listed below may be applicable to all job families and roles across Business & Administration. These include team leading and management type qualifications.

Transferable Qualifications	General Leadership and Management Qualifications
▶ Masters in Business Administration	▶ PDA in Planning and Implementing Change ▶ PDA in Organisational Ethics & Decision Making ▶ Project Management ▶ SVQ Management at SCQF Level 11
▶ SVQ Leadership & Management for Care services at SCQF Level 10	▶ ILM Level 7 Leadership & Management ▶ BA (Hons) Business Management
▶ PDA Resilience Management ▶ PDA Strategic Management ▶ PDA Leading Change ▶ PDA Leadership & Management for Care Services ▶ ILM Level 5 Coaching & Mentoring	▶ SVQ Management at SCQF Level 9 ▶ PDA in Decision Making and Innovation ▶ PDA in Organisational Leadership ▶ ILM Level 5 Leadership & Management
▶ PDA Managing Finances ▶ PDA Workplace Assessment using Direct & Indirect Methods (LD9DI) ▶ PDA Healthcare Professionals: Facilitating Learning, Training and Assessment in the Workplace ▶ PDA in Internal Verification of Workplace Assessment (L&D11)	▶ PDA in Leadership ▶ PDA in Project Management ▶ PDA in Leadership and Change ▶ Diploma in Management (PDA) ▶ ILM Level 4 Leadership & Management
▶ SVQ Healthcare Support (Non-Clinical) at SCQF Level 7 ▶ ILM Level 3 Coaching & Mentoring	▶ SVQ Management at SCQF Level 7 ▶ PDA in Managing Self and Others ▶ PDA in Managing Self and Work of Others ▶ PDA in Managing Resources and Quality ▶ ILM Level 3 Leadership & Management ▶ Management Practice
▶ SVQ Healthcare Support (Non clinical) at SCQF Level 6 ▶ SVQ Business and Administration at SCQF Level 6	▶ PDA in Management
▶ NC Administration at SCQF Level 5 ▶ NC Business with Information Technology ▶ NC Business at SCQF Level 5 ▶ SVQ Business & Administration at SCQF Level 5 ▶ NPA Administration: Information Technology & Audio	▶ SVQ Team Leading at SCQF Level 5
▶ SVQ Business and Administration at SCQF Level 4 ▶ NC Business at SCQF Level 4	