



**Validation of Formal, non-formal, and informal learning
for administration personnel through asynchronous
electronic learning and online assessment**

**RESULT [3]: UPDATED EUPA MATERIALS FOR ASYNCHRONOUS LEARNING – QUALIFICATION
FRAMEWORK. ALL LEVELS**



**Co-funded by
the European Union**

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.



Coordinated by

MMC Mediterranean
Management Centre

Result Lead

vhs
Volkshochschule
im Landkreis Cham e.V.

Partners Participating



UNIVERSITÀ TELEMATICA
INTERNAZIONALE UNINETTUNO

RINOVA
innovate, create & regenerate

Program:	Erasmus+
Key Action:	KA2
Project Title:	Validation of Formal, Non-Formal and Informal Learning for Administration Personnel Through Asynchronous Electronic Learning and Online Assessment
Project Acronym:	e-EUPA
Project Agreement Number:	2021-1-CY01-KA220-VET-000028098
Project Start Date:	01/02/2022
Project End Date:	31/01/2025
Result:	Updated EUPA materials for asynchronous learning – Qualification Framework. All Levels
Activity:	3.1 Partners' review of the materials developed by Eupa and Eupa next



TABLE OF CONTENTS

Contents

Updated list of learning outcomes with all levels..... 4

List of Tables and Figures

Table 1: Work Areas, Themes, Units, Levels and Learning Outcomes for Level 5 ----- 23



Updated list of learning outcomes with all levels

Work Area	Theme	UNIT NO	UNIT TITLE	Level	LOs	Duration
01 Administration	01 Mail & Stock	2,1	Handle the mail and the stock	Level 2	<p>LO2.1 Demonstrate ability to describe and follow the procedure through which the organisation handles incoming and outgoing mail</p> <p>LO2.2 Demonstrate ability to arrange incoming mail appropriately (control of documents, delivery to the right persons, etc.)</p> <p>LO2.3 Demonstrate ability to collect, arrange and dispatch outgoing mail accurately</p> <p>LO2.4 Demonstrate the ability to explain, describe and follow the stock control procedures that apply in the office in order for the office to run smoothly. Recommend improvements to these procedures.</p> <p>LO2.5 Demonstrate the ability to maintain the right level of stock needed to run the office smoothly using specific procedures and tools.</p>	4
01 Administration	02 Office Equipment	2,2	Use of office equipment to carry out simple tasks including simple trouble shooting	Level 2	<p>LO2.6 Demonstrate the ability to identify the proper use of office equipment to meet different simple business tasks and use this equipment, carry out simple trouble shooting in accordance with health and safety legislation and regulations.</p>	3
02 Communication and marketing	03 Business Communication	3,1	Use of appropriate social	Level 3	<p>LO3.1 Demonstrate the ability to explain the benefits of effective communication in the workplace and to solve</p>	10



Work Area	Theme	UNIT NO	UNIT TITLE	Level	LOs	Duration
			and business communications skills for selected audiences and intended outcomes		problems through communication as well as to select the most appropriate methods for selected audiences and intended outcomes LO3.2 Demonstrate the ability to accept the behaviour and views of others and express frustration and disagreement in a constructive way	
02 Communication and marketing	03 Business Communication	4,1	Use of business communication skills to generate solutions in specific situations	Level 4	LO4.1 Demonstrate the ability to interact with others effectively and efficiently, and generate solutions in specific situations through the use of effective communication techniques.	7
02 Communication and marketing	04 Telephone Communication	2,3	Telephone techniques	Level 2	LO2.7 Demonstrate ability to recall the main principles of effective telephone communication and demonstrate competence in applying these principles in a clear and effective way.	7
02 Communication and marketing	05 Code of conduct and equal opportunities	3,2	Code of conduct, CSR	Level 3	LO3.3 Demonstrate the ability to explain the organisation's Codes of Conduct within a social, economic and cultural context in order to meet customer and colleagues' expectations. LO3.4 Demonstrate the ability to promote and achieve the Mission and objectives of the organisation, always reflecting the values of the organisation. LO3.5 Appreciate the importance of CSR and demonstrate the ability for implementation of organisational CSR activities LO3.6 Explain how issues of equal opportunities such as disability, gender, gender identity, sexual orientation, age,	7



Work Area	Theme	UNIT NO	UNIT TITLE	Level	LOs	Duration
					sexual harassment and religion are applied by various institutions at local, regional, national, European and international levels. Describe how to assess and address the aforementioned issues. Be able to recommend improvements in the organisation's policies to address the aforementioned issues.	
02 Communication and marketing	06 Relationships	3,3	Build and improve relationships	Level 3	<p>LO3.7 Demonstrate the ability to recall the key principles of data protection, security and confidentiality within the workplace and in the business environment and apply these principles effectively and efficiently.</p> <p>LO3.8 Demonstrate the ability to recall the key principles of good relationships with customers and other external stakeholders, demonstrate competence in applying these principles in a clear and effective way. Be able to perform Public Relations activities to improve workplace relations, for example acknowledging birthdays, name days and other special occasions.</p> <p>LO3.9 Demonstrate the ability to recall the key principles of good working relationships within the organisation and demonstrate competence in applying these principles in a clear and effective way within the organisation. Be able to perform Public Relations activities to improve workplace relations, for example acknowledging birthdays, name days and other special occasions.</p> <p>LO3.10 Demonstrate the ability to build positive working relationships with customers, suppliers and other stakeholders as well as within the organisation, using the</p>	7



Work Area	Theme	UNIT NO	UNIT TITLE	Level	LOs	Duration
					key principles of good working relationships. LO3.11 Analyse and evaluate feedback from customers, suppliers and other stakeholders as well as from employees of the organisation. LO3.12 Evaluate key principles of good working relationships agreed and applied within the organisation and recommend improvements that will enhance the interaction between the organisation and its external environment	
02 Communication and marketing	07 Written Communication	3,4	Use written communication skills to produce routine and non-routine documents - Report writing	Level 3	LO3.13 Demonstrate the ability to recall the main principles of effective forms of written communication and demonstrate competence in applying these principles in a clear and effective way in order to produce simple routine documents. LO3.14 Demonstrate the ability to produce a variety of routine business documents (based on predefined templates). LO3.15 Demonstrate the ability to communicate in writing at a level that is appropriate for business (use business terms, avoid jargon etc.). LO3.16 Demonstrate the ability to explain different styles and tones of language, and situations whereby they may be used in written communication as well as how written communication can be adapted for meeting the needs and characteristics of different audiences. LO3.17 Demonstrate the ability to describe the importance of confidentiality when communicating in writing.	14



Work Area	Theme	UNIT NO	UNIT TITLE	Level	LOs	Duration
					<p>LO3.18 Demonstrate the ability to identify relevant sources of information that may be used when preparing written and/or electronic documents.</p> <p>LO3.19 Demonstrate the ability to use effective ways of checking written information for accuracy of content and spelling/grammar.</p> <p>LO3.20 Demonstrate the ability to identify the different types of business documents and select the appropriate one in each situation.</p> <p>LO3.21 Demonstrate the ability to create different types of non-routine documents after given specific instructions.</p> <p>LO3.22 Demonstrate the ability to assess requirements on written information of colleagues, customers and stakeholders; covering qualitative and quantitative information, tacit and explicit knowledge, both official and unofficial policy and opinion documents. Respond to these needs through the development of appropriate written communication.</p> <p>LO3.23 Improve and enhance systems of written communications as part of a coherent organisation-wide approach to the improvement of the quality of business communication.</p>	
02 Communication and marketing	07 Written Communication	3,5	Minutes Taking	Level 3	LO3.24 Demonstrate the ability to describe what happened in a meeting and record it according to adequate standards fulfilling the needs for a quality description through minute taking	7



Work Area	Theme	UNIT NO	UNIT TITLE	Level	LOs	Duration
02 Communication and marketing	09 Presentations	4,2	Delivering a message successfully	Level 4	LO4.2 Demonstrate the ability to develop quality content for skilled presentations within a work environment employing several tools and materials LO4.3 Demonstrate the ability to present content fulfilling the criteria of a good presentation in a work environment	10
02 Communication and marketing	10 Languages	3,6	Deal verbally and in written form with routine work discussions and tasks	Level 3	LO3.25 Demonstrate the necessary foreign language skills to handle work/social requirements and communicate effectively and in written form in a wide range of routine situations.	6
03 Filing System Documentation	11 Filing	2,4	Use filing skills to maintain an established system	Level 2	LO2.8 Demonstrate the ability to maintain established physical and electronic filing systems.	4
03 Filing System Documentation	11 Filing	3,7	Use filing skills to design and maintain a filing system given specific instructions	Level 3	LO3.26 Demonstrate File Management skills including the design and maintenance of an efficient filing system given specific instructions (as well as the identification of the equipment or electronic methods required for filing). LO3.27 Demonstrate the ability to analyse current organisational File Management practice and recommend improvements within the roles and responsibilities.	2
03 Filing System Documentation	12 Business Documents	2,5	Interpret routine documents	Level 2	LO2.9 Demonstrate the ability to prepare, interpret and check entries of routine business documents.	2
04 Finance	13 Bookkeeping, Accounting and Financial Transactions	2,6	Perform routine business transactions (ας 2.9 ον πλατφορμ)	Level 2	LO2.10 Demonstrate the ability to make Business Transactions and to implement simple and routine accounting (e.g., petty cash reconciliation) LO2.11 Demonstrate ability to make payments to suppliers	3



Work Area	Theme	UNIT NO	UNIT TITLE	Level	LOs	Duration
					and receive payments from customers in conformity with organisational procedures.	
04 Finance	13 Bookkeeping, Accounting and Financial Transactions	3,8	Perform more complex accounting/financial transactions	Level 3	LO3.28 Demonstrate the ability to operate customer and supplier accounts manually or using an electronic accounting system that conforms to national norms and procedures. LO3.29 Demonstrate the ability to describe the basic concepts of accounting (for example Debit and Credit entries).	2
05 Business Administration	14 Business Travel and accommodation	3,9	Business Travel and accommodation	Level 3	LO3.30 Demonstrate the ability to recommend business travel and accommodation arrangements in accordance with a deadline and in line with budget requirements and organisational procedures. LO3.31 Demonstrate ability to produce and collate travel documentation within an appropriate timescale in order to meet traveller's needs and legal requirements (e.g., visa procedures). LO3.32 Demonstrate ability to state the importance of checking travel plans immediately prior to the journey and carry out the process in a clear and effective way. LO3.33 Demonstrate the ability to prepare travel, accommodation requirements in conformity with budgetary procedures. LO3.34 Demonstrate the ability to book travel arrangements and accommodation as agreed with the traveller in conformity with budgetary procedures. LO3.35 Demonstrate understanding of the necessity of	4



Work Area	Theme	UNIT NO	UNIT TITLE	Level	LOs	Duration
					checking the draft itinerary and schedule with the traveller before final booking. LO3.36 Demonstrate the ability to arrange credit and payment facilities for travellers in conformity with budgetary procedures. LO3.37 Demonstrate the ability to solve problems that may arise and, where necessary, refer issues to operational/financial managers. LO3.38 Provide the traveller with an itinerary and required documents in good time and confirm with the traveller that itinerary and documents meet requirements.	
05 Business Administration	15 Meetings	2,7	Prepare for a routine meeting (including meeting documentation)	Level 2	LO2.12 Demonstrate the ability to prepare for a routine meeting by drawing up a simple checklist, liaising with the Chair of the meeting, and produce the relevant documents required. LO2.13 Demonstrate the ability to produce drafts of all pre and post-meeting documentation before and after a routine meeting	2
05 Business Administration	15 Meetings	3,10	Plan, organise and support meetings and recommend improvements to the procedures	Level 3	LO3.39 Analyse the organisation, documents and materials provided for a meeting and make recommendations for any improvements. LO3.40 Demonstrate the ability to plan, organise and support meetings LO3.41 Demonstrate the ability to complete actions required after a meeting and to carry out action points arising from the meeting.	2



Work Area	Theme	UNIT NO	UNIT TITLE	Level	LOs	Duration
05 Business Administration	15 Meetings	4,3	Design, plan and organise meetings and other events	Level 4	<p>LO4.4 Demonstrate the ability to assess requirements on written information of colleagues, customers and stakeholders; covering qualitative and quantitative information, tacit and explicit knowledge, both official and unofficial policy and opinion documents. Respond to these needs through the development of appropriate written communication.</p> <p>LO4.5 improve and enhance systems of written communications as part of a coherent organization –wide approach to the improvement of the quality of business communication.</p>	10
05 Business Administration	16 Diary Systems	3,11	Use and manage diary systems	Level 3	<p>LO3.42 Demonstrate ability to operate an electronic diary for routine business purposes to meet the needs of workgroups and customers.</p> <p>LO3.43 Demonstrate the ability to compare and contrast paper and electronic diary systems and report on findings to line manager.</p> <p>LO3.44 Demonstrate the ability to use diary systems to handle requests from others for new or modified diary entries in order to provide effective business support.</p> <p>LO3.45 Demonstrate the ability to make accurate diary entries and maintain an up-to-date system.</p> <p>LO3.46 Demonstrate the ability to manage diary systems to meet the needs of the workgroup and its internal and external customers/clients.</p> <p>LO3.47 Demonstrate the ability to design a diary system that is appropriate for the company or organisation.</p>	4



Work Area	Theme	UNIT NO	UNIT TITLE	Level	LOs	Duration
					LO3.48 Demonstrate the ability to analyse reports from diary operators and users in order to recommend enhancements and necessary training. LO3.49 Analyse the effectiveness of existing diary systems based on users' needs and business requirements in order to make recommendations for improvements and the necessary training.	
05 Business Administration	17 Prioritizing workload	3,12	Demonstrate prioritizing skills	Level 3	LO3.50 Demonstrate the ability to handle and manage workload through the prioritization of tasks and activities by using appropriate tools and techniques	4
06 Visitors/Customer Service	18 Visitors/Customer s	2,8	Handle visitors and customers with professionalism	Level 2	LO2.14 Demonstrate the ability to welcome visitors and customers in a professional manner, identify the purpose of their visit and make them feel welcome during their period of waiting. LO2.15 Demonstrate the ability to use appropriate tone of voice and body language when dealing with visitors and customers. LO2.16 Demonstrate a basic understanding of customer care principles and be able to apply these in an effective way, including the ability to solve routine problems using simple rules to the satisfaction of visitors and customers.	3
06 Visitors/Customer Service	18 Visitors/Customer s	3,13	Be able to serve customers in accordance with organisational principles	Level 3	LO3.51 Demonstrate an understanding of customer care principles as well as the ability to apply these in accordance with organisational principles. Be able to adopt behaviour appropriate to the needs of the customer. Be able to solve customer's problems and complaints by following methods and tools adopted by the organisation.	7



Work Area	Theme	UNIT NO	UNIT TITLE	Level	LOs	Duration
06 Visitors/Customer Service	18 Visitors/Customer s	4,4	Deliver, monitor and evaluate customer experience to internal and external customers	Level 4	LO4.6 Demonstrate the ability to deliver, monitor and evaluate customer service to internal customers by providing and continuously improving service to these customers. LO4.7 Demonstrate the ability to deliver, monitor and evaluate customer service to external customers by providing and continuously improving services to external customers.	7
07 ICT Skills	19 Basic ICT Skills	2,9	Perform Routine Business Transactions	Level 2	LO2.17 Demonstrate an understanding of the Microsoft Windows environment and the ability to apply these understandings in navigating adequately the software using successfully its different features and tools. LO2.18 Demonstrate the ability to navigate and search for information on the Internet in an efficient manner. LO2.19 Demonstrate the ability to connect to internet sites safely and securely using browser software and search tools including identification of relevant business sites and communicating information online as required by the office. LO2.20 Demonstrate the ability to select and set up an appropriate connection to access the Internet. Set up, monitor and adjust browser tools and settings to make software easier to use. Locate information efficiently, manage and use references, store and exchange information. Work responsibly and take appropriate safety and security precautions.	20
07 ICT Skills	19 Basic ICT Skills	2,10	Using email for business purposes	Level 2	LO2.21 Demonstrate an understanding of email software tools and the ability to apply these understandings in	8



Work Area	Theme	UNIT NO	UNIT TITLE	Level	LOs	Duration
					composing, sending and receiving email messages for business purposes; archive email messages efficiently and securely and carry out troubleshooting of users' problems.	
07 ICT Skills	19 Basic ICT Skills	2,11	Use word processing software to produce routine and non-routine document	Level 2	LO2.22 Demonstrate an understanding of word-processing software and the ability to apply these understandings in producing routine and non-routine documents for business purposes, using various tools and techniques.	19
07 ICT Skills	19 Basic ICT Skills	2,12	Use spreadsheets to produce routine and non-routine sheets - Basic mathematical calculations	Level 2	LO2.23 Demonstrate the ability to use a spreadsheet safely and securely to enter, edit and organise numerical and other data including simple and more advanced formulas to meet the routine and non-routine requirements of the office.	12
07 ICT Skills	19 Basic ICT Skills	2,13	Use presentation software to produce routine and non-routine presentations	Level 2	LO2.24 Demonstrate the ability to use presentation software tools and techniques safely and securely to produce routine and non-routine electronic presentations that meet the requirements of the office.	10
07 ICT Skills	20 Intermediate & Advanced ICT Skills	3,14	Using word processing software to produce complex documents	Level 3	LO3.52 Demonstrate skills in using word processing techniques at an intermediate and advanced level to produce high quality and attractive documents to agreed specifications using available design and production	7



Work Area	Theme	UNIT NO	UNIT TITLE	Level	LOs	Duration
					resources. Take some responsibility for the evaluation of the result.	
07 ICT Skills	20 Intermediate & Advanced ICT Skills	3,15	Using spreadsheets to produce complex sheets	Level 3	LO3.53 Demonstrate skills in using Spreadsheet software at an intermediate and advanced level to produce complex worksheets that conform to agreed specifications. Take some responsibility for the evaluation of the result.	7
07 ICT Skills	20 Intermediate & Advanced ICT Skills	3,16	Using presentation software to produce complex presentations	Level 3	LO3.54 Demonstrate skills in using presentation software at an intermediate and advanced level to produce complex electronic presentations. Take some responsibility for the evaluation of the result	7
07 ICT Skills	20 Intermediate & Advanced ICT Skills	3,17	Using electronic database skills to accomplish synchronisation between devices	Level 3	LO3.55 Demonstrate the ability to use synchronization between devices	3
07 ICT Skills	20 Intermediate & Advanced ICT Skills	3,18	Using social media to promote the organisation and its activities	Level 3	LO3.56 Demonstrate the ability to use social media to promote the organisation and its activities	2
08 Projects	21 Projects	3,19	Use Project Management skills to accomplish implementation of a low-risk simple project	Level 3	LO3.57 Demonstrate the ability to define, design and implement a simple low-risk project; entering, editing and updating information on project tasks and resources. Select and use appropriate processes and tools to display and report on project status.	2



Work Area	Theme	UNIT NO	UNIT TITLE	Level	LOs	Duration
08 Projects	21 Projects	4,5	Use project management skills to accomplish implementation of a complex project with significant levels of risk	Level 4	<p>LO4.8 Appreciate the importance of risks in project management and handle risks in an effective way</p> <p>LO4.9 Demonstrate the ability to apply skills, knowledge and competencies to manage a project using relevant (software) tools.</p> <p>LO4.10 Demonstrate ability to apply soft skills such as, communication, interpersonal skills and leadership to the management of projects.</p> <p>LO4.11 Be able to apply sector specific knowledge to the planning, implementation and evaluation of projects.</p> <p>LO4.12 Demonstrate ability to apply financial management competencies to the efficient and effective operation of projects.</p> <p>LO4.13 Demonstrate ability to predict problems during a project and provide appropriate feedback as well as to generate solutions to complex issues related to the project management of a project.</p>	14
09 HR Issues	22 Human Resources	4,6	Possess the knowledge and skills to generate solutions to HR issues - HR Administrator	Level 4	<p>LO4.14 Understand learning theories and learning styles in order to plan and provide the requirements/specifications for design of training and development; be able to evaluate a training event; use appropriate funding mechanisms for skills development initiatives.</p> <p>LO4.15 Understand the difference between personnel management and human resource management in order to support the recruitment, motivation and retention of employees.</p> <p>LO4.16 Demonstrate ability to ensure that the due process</p>	7



Work Area	Theme	UNIT NO	UNIT TITLE	Level	LOs	Duration
					of termination of employment is followed and prepare the appropriate documentation.	
10 Office Management	23 Planning/Time Management	4,7	Use planning and time management skills to achieve own short term and long term objectives	Level 4	LO4.17 Demonstrate the ability to set own short-term and long-term objectives within the organisation's Development Plan. LO4.18 Demonstrate the ability to use Time Management skills to manage own time in order to reach own short- and long-term objectives.	7
10 Office Management	24 Facilities Management	4,8	Manage office facilities	Level 4	LO4.19 Demonstrate the ability to provide and maintain office facilities and equipment to meet the needs of the users. LO4.20 Demonstrate the ability to co-ordinate the use of office resources. LO4.21 Demonstrate the ability to implement, communicate, review and evaluate office systems and procedures. LO4.22 Demonstrate the ability to ensure that office facilities and equipment are used effectively and efficiently.	5
11 Team and Self Management	25 Team Dynamics	3,20	Use teamwork principles to accomplish group tasks	Level 3	LO3.58 Demonstrate, understand and use the principles of team working to accomplish group tasks and generate solutions through team building activities, as well as demonstrate the ability to evaluate and improve the performance of teams within the organisation.	7
11 Team and Self Management	26 Management of self and others	3,21	Evaluate own work according to agreed criteria	Level 3	LO3.59 Demonstrate the ability to evaluate own work according to agreed criteria.	3



Work Area	Theme	UNIT NO	UNIT TITLE	Level	LOs	Duration
11 Team and Self Management	27 Responsibility, self-confidence, persistence initiative, entrepreneurship	5,1	Act as a manager	Level 5	<p>LO5.1 Demonstrate ability to exercise management and supervision in activities where there is unpredictable change.</p> <p>LO5.2 Demonstrate ability to agree team performance targets to contribute to meeting strategic objectives, mentor and coach teams to reach their targets, and evaluate performance</p> <p>LO5.3 Demonstrate ability to formulate and evaluate criteria for work of others in order to review and develop performance of others</p> <p>LO5.4 Improve own performance, plan and be accountable for own work</p> <p>LO5.5 Demonstrate the ability to assess and plan for personal professional development</p> <p>LO5.6 Demonstrate the ability in identifying common goals, interests and perspectives for staff in order to accomplish a specific task.</p> <p>LO5.7 Demonstrate the ability to create a vision for your team and a strategy to achieve it.</p> <p>LO5.8 Improve leadership skills.</p> <p>LO5.9 Handle Leadership pressures.</p> <p>LO5.10 Think ahead in order to prevent a crisis.</p> <p>LO5.11 Motivate own resources in order to achieve objectives.</p> <p>LO5.12 Demonstrate the ability to act and react assertively and sensitively.</p> <p>LO5.13 Demonstrate Situational Leadership (the 60 second</p>	20



Work Area	Theme	UNIT NO	UNIT TITLE	Level	LOs	Duration
					PA). LO5.14 Demonstrate the ability to understand what the organisation is trying to achieve. LO5.15 Demonstrate the ability to make decisions (within the framework provided by the company or organisation) and acknowledge responsibility for them. LO5.16 Demonstrate the ability to achieve a goal by belief in self and own capabilities. LO5.17 Negotiate in the business environment LO5.18 Demonstrate the ability to think ahead (predict) and prepare for the future. LO5.19 Demonstrate the ability to take an interest in the organisation beyond own role. LO5.20 Demonstrate Entrepreneurial attitude	
11 Team and Self Management	28 Self image and organisation image	3,22	Present a positive image of self and the organisation through adaptation of behaviour - Move?	Level 3	LO3.60 Demonstrate the ability to adapt own behaviour to maintain positive and professional manners when under pressure, e.g., working to time constraints, when dealing with a difficult situation or a client. LO3.61 Demonstrate initiative and flexibility when undertaking activities on behalf of the organisation in order to improve or reinforce image. Be able to generate solutions in the case of problematic issues	4
12 Open mindedness and willingness to change	28 Individual Rights and Responsibilities	3,23	Individual rights, culture and diversity awareness	Level 3	LO3.62 Demonstrate the ability to understand and follow individual rights and responsibilities within organisation's Policy and Code of Conduct and within own job description. LO3.63 Demonstrate the ability to apply individual rights and responsibilities within company policy, company code	7



Work Area	Theme	UNIT NO	UNIT TITLE	Level	LOs	Duration
					<p>of conduct and within the job description.</p> <p>LO3.64 Demonstrate knowledge and understanding of cultural and linguistic diversity. Be able to apply appropriate behaviour to different target groups with cultural and linguistic diversity.</p> <p>LO3.65 Demonstrate the ability to use words, non-verbal signals and actions that value diversity amongst colleagues, customers and stakeholders</p> <p>LO3.66 Demonstrate the ability to interact with other people in a way that is sensitive to their individual needs and respects their background, abilities, values, customs and beliefs.</p> <p>LO3.67 Demonstrate the ability to uphold the rights of people who are different from oneself</p> <p>LO3.68 Demonstrate the ability to learn from other people who are different from oneself and use this to improve ways of interacting with others.</p>	
12 Open mindedness and willingness to change	29 Corporate Level	5,2	Demonstrate assistance at a corporate level	Level 5	LO5.21 Demonstrate the ability to provide assistance at a corporate level through the generation of solutions to abstract problems that may be related to the strategy of the organization (such as expansion to new locations, new products, business reorganization, business disposal etc.) or to the day to day running of the organization (e.g. developing and implementing new administrative systems, such as record management; suggesting new solutions such as CRM systems; ensuring adequate staff levels to cover for absences and peaks in workload, etc.)	4



Work Area	Theme	UNIT NO	UNIT TITLE	Level	LOs	Duration
12 Open mindedness and willingness to change	30 Innovation and Change	5,3	Demonstrate openness to change	Level 5	LO5.22 Demonstrate a positive and flexible attitude towards change. LO5.23 Demonstrate the ability to try out new ideas and initiatives with care and enthusiasm. LO5.24 Demonstrate the ability to identify and develop opportunities for change. LO5.25 Demonstrate the ability to implement change.	7
13 General Legislation	31 Legislation & Guidelines	5,4	HR Legislation	Level 5	LO5.26 Demonstrate a comprehensive knowledge of Human Resources Employment Law in a broad context to assist the company, or organisation, to predict situations and develop solutions to complex problems.	3
13 General Legislation	31 Legislation & Guidelines	5,5	GDPR and data protection	Level 5	LO5.27 Demonstrate a comprehensive knowledge regarding GDPR regulations and principles in a broad context to assist the company or organisation, to predict situations and to develop solutions to problems related to the data protection. LO5.28 Demonstrate the ability to implement GDPR regulations and principles in a context of company or organisation	2
13 General Legislation	31 Legislation & Guidelines	5,6	Health and Safety	Level 5	LO5.29 Demonstrate comprehensive knowledge of Health & Safety and Law in a broad context to assist the company or organisation, to predict situations and to develop solutions to more abstract problems.	14
14 Green Issues	32 Environmental / Green Policies	3,24	Sustainable office practices and circular economy	Level 3	LO3.69 Demonstrate understanding of the concept of sustainability and its relevance to the office environment. Be able to adopt behaviours appropriate to sustainable practices in the office. Be able to develop a sustainability	7



Work Area	Theme	UNIT NO	UNIT TITLE	Level	LOs	Duration
					plan for the office. LO3.70 Demonstrating understanding of the importance of engaging colleagues, clients and stakeholders in sustainable practices and developing strategies for doing so.	
14 Green Issues	32 Environmental / Green Policies	5,7	Green Economy in the Office and the Manager	Level 5	LO5.30 Defining and explaining the principles and practices of green economy including the principles of sustainability, resource efficiency and circular economy. LO5.31 Applying green economy principles in the workplace as manager including tools and techniques in 'Greening' the office, through a multifaceted approach. Be able to create a plan for more sustainable solutions for your personnel.	6

Table 1: Work Areas, Themes, Units, Levels and Learning Outcomes for Level 5