



Mapping Document for the Business Administrator Apprenticeship Standard (Level 3)

The purpose of this document is to show where the **Highfield Standards Apprenti-kit** textbook content and workbook questions, and the **Highfield Skills and Activities pack** activities, meet the outcomes and criteria of the **Business Administrator Apprenticeship Standard (Level 3)**.

It also shows where the **Highfield Level 3 Diploma for Business Administrator (RQF)** maps to the **Business Administrator Apprenticeship Standard (Level 3)**. Where the **apprenticeship standard criteria** are not mapped word for word in the **qualification**, the criteria may be met implicitly.

Please note that where content for skills and behaviours has been identified in the **Apprenti-kit textbook**, this is underpinning knowledge only.

When using this mapping document, it is the responsibility of the training provider or employer to ensure that the learner meets the required outcomes and criteria.

Apprenticeship Standard Module	Apprenticeship Standard Learning Outcome	Apprenticeship Standard Assessment Criteria (EPA Kit)	RQF Qualification Unit	RQF Qualification Learning Outcome & Assessment Criteria	Apprenti-kit Textbook Page	Apprenti-kit Workbook Question/ Skills and Behaviours Activity Kit/ Activity Number
M1: The organisation	Learners need to show they understand their organisational, purpose, activities, aims, values, vision for the future, resources and the way that the political/ economic environment affects the organisation	K1.1 Identify the organisation's: <ul style="list-style-type: none"> • purpose • aims • ways of working 	Unit 1 J/617/2172	LO1 AC1.1	Pg3, 4	Q1
		K1.2 Describe how to apply the above in the context of the local (or sector) environment	Unit 1 J/617/2172	LO2 AC2.2	Pg4	Q2
		K1.3 Demonstrate a thorough understanding of the organisation's: <ul style="list-style-type: none"> • purpose • ways of working 	Unit 1 J/617/2172	LO1 AC1.1	Pg3, 4	Q1
		K1.4 Describe the purpose and vision of the organisation	Unit 1 J/617/2172	LO1 AC1.4		
		K1.5 Explain how the wider political and economic environment can affect the organisation	Unit 1 J/617/2172	LO2 AC2.2	Pg4, 6	Q3, Q4
M2: Value of their skills	Knows organisational structure and demonstrates understanding of their work benefits the organisation. Knows how they fit within their team and	K2.1 Describe the structure of the organisation	Unit 1 J/617/2172	LO4 AC4.1	Pg3, 4, 5, 6, 7	Q1
		K2.2 Explain how own work contributes to the organisation	Unit 1 J/617/2172	LO4 AC4.4	Pg8, 9, 10, 11	Q2

	recognises how their skills can help them to progress their career	K2.3 Explain how different teams support each other	Unit 1 J/617/2172	LO4 AC4.5	Pg12, 13	Q3
		K2.4 Explain how to promote the value of their work and how this contributes to the organisation	Unit 1 J/617/2172	LO4 AC4.4	Pg13	Q4
		K2.5 Identify their role within the team	Unit 1 J/617/2172	LO4 AC4.3	Pg13, 14	Q5
		K2.6 Identify the value of their skills			Pg14, 15, 16	Q6
		K2.7 Analyse their skills, compared with others			Pg16	Q7
M3: Stakeholders	Has a practical knowledge of managing stakeholders and their differing relationships to an organisation. This includes internal and external customers, clients and or suppliers. Liaises with internal and external customers, suppliers or stakeholders from inside or outside the UK. Engages and fosters relationships with suppliers and partner organisations	K3.1 Explain how to work with stakeholders to achieve results			Pg6	Q2
		K3.2 Describe how to liaise with the following customers: <ul style="list-style-type: none"> • internal • external • suppliers • stakeholders inside or outside the UK 	Unit 10 K/617/2181 Unit 6 H/617/2177	LO1 AC1.2 LO1 AC1.2	Pg7, 8,12	Q3a, b, c
		K3.3 Explain how to go beyond expectations to build constructive relationships with stakeholders	Unit 10 K/617/2181	LO3 AC3.4	Pg10	Q5
		K3.4 Explain how to manage stakeholders including: <ul style="list-style-type: none"> • clarifying expectations • delivering on expectations 	Unit 10 K/617/2181	LO1 AC1.1	Pg3, 4, 5	Q1a, b

		K3.5 Explain how to follow the principles of stakeholder management	Unit 10 K/617/2181	LO1	Pg9	Q4a, b
		K3.6 Identify methods of stakeholder management	Unit 10 K/617/2181		Pg11	Q7
		K3.7 Describe the differing relationships to an organisation including: <ul style="list-style-type: none"> • internal customers • external customers • clients and/or suppliers 	Unit 10 K/617/2181	LO1 AC1.2	Pg12	Q3a, b, c
		K3.8 Describe how to manage stakeholders including: <ul style="list-style-type: none"> • clarifying expectations • delivering on expectations 	Unit 10 K/617/2181	LO1 AC1.1	Pg6	Q1a, b
M4: Relevant regulation	Understands laws and regulations that apply to their role including data protection, health and safety, compliance etc. Supports the company in applying the regulations	K4.1 Outline relevant laws and regulations that apply to their role including: <ul style="list-style-type: none"> • data protection • health and safety • compliance 	Unit 11 M/617/2182	LO1 AC1.1, 1.2, 1.3	Pg3, 4, 5, 6	Q1
		K4.2 Outline relevant laws and regulations and how to consistently follow them	Unit 11 M/617/2182	LO1 AC1.6	Pg7,8,9,10	Q3
		K4.3 Demonstrate a thorough knowledge of relevant laws and regulations and how to consistently follow them	Unit 11 M/617/2182	LO1 AC1.1,1.2, 1.3	Pg7,8,9,10	Q3
		K4.4 Describe how to champion adherence to relevant laws and regulations within the organisation			Pg10	Q4

M5: Policies	Understands the organisations internal policies and key business policies relating to sector	K5.1 Describe how to follow the organisation's internal policies	Unit 11 M/617/2182	LO2 AC2.1	Pg3,4	Q1a, b	
		K5.2 Describe how to promote the organisation's internal policies including key business policies relating to sector			Pg5, 6	Q2a, b	
M6: Business fundamentals	Understands the applicability of business principles such as managing change, business finances and project management	K6.1 Describe the applicability of business principles			Pg3,4	Q1	
		K6.2 Describe the fundamentals of business finance	Unit 2 L/617/2173	LO1 AC1.1,1.2	Pg4,5,6	Q2	
		K6.3 Describe the fundamentals of managing change	Unit 2 L/617/2173	LO4 AC4.1,4.2,4.3	Pg4,5,6	Q2	
		K6.4 Describe the fundamentals of project management			Pg4,5,6	Q2	
		K6.5 Describe the fundamentals of marketing in business	Unit 2 L/617/2173	LO3 AC3.1,3.2,3.3,3.4,3.5,3.6			
M7: Processes	Understands the organisations processes, e.g. making payments or processing customers' data. Is able to review processes autonomously and make suggestions for improvements. Applying a solutions-based approach to improve business's processes and helping define procedures. Understands how to administer billing, process invoices and purchase orders	K7.1 Describe how to consistently follow the organisation's processes	Unit 12 T/617/2183	LO1 AC1.2	Pg3,4,5,6,7	Q1a,b	
		K7.2 Outline how to make suggestions for small improvements and support on successful implementation		LO3 AC3.4	Pg8,9,10	Pg8,9, 10	Q2a,b
		K7.3 Describe how to follow organisational processes and promote adherence and improvements to them	Unit 12 T/617/2183	LO1 AC1.2	Pg11		Q3a,b

		K7.4 Identify inefficiencies or ineffectiveness in a process and support on successful implementation of rectification	Unit 12 T/617/2183	LO3 AC3.4	Pg8	Q4a
M8: External environment factors	Understands relevant external factors, e.g. market forces, policy and regulatory changes, supply chain etc. and the wider business impact. Where necessary understands the international/global market in which the employing organisation is placed	K8.1 Describe relevant external factors: <ul style="list-style-type: none"> • market forces • policy and regulatory changes • supply chain 	Unit 1 J/617/2172	LO3 AC3.2,3.3	Pg3,4,5,6,7,8	Q1
		K8.2 Identify external factors affecting the organisation	Unit 1 J/617/2172	LO3 AC3.3	Pg3,4,5,6,7,8	Q1,2
		K8.3 Describe how external factors relate to own role			Pg9	Q3a,b
		K8.4 Demonstrate a deep understanding of the external factors facing the organisation			Pg3,4,5,6,7,8	Q1
		K8.5 Describe how external factors relate to own role			Pg9	Q3a,b
		K8.6 Describe the placement of the organisation within the international/global market (where necessary)			Pg10	Q4a,b
M9: IT	Skilled in the use of multiple IT packages	S1.1 Use IT packages, specifically to: <ul style="list-style-type: none"> • write letters or emails • record and analyse information 	Unit 7 K/617/2178	LO1 AC1.1 LO2 AC2.1 LO3 AC3.1	Pg3, 4,5	Activity 1, 4

		S1.2 Consistently demonstrate use of IT packages, providing: <ul style="list-style-type: none"> varied examples quality examples 	Unit 7 K/617/2178	LO1 AC1.1 LO2 AC2.1 LO3 AC3.1	Pg8	Activity 1, 4
		S1.3 Coach others in the use of IT			Pg9, 10	Activity 1
		S1.4 Use IT packages to perform tasks relevant to own role without supervision	Unit 7 K/617/2178	LO1 AC1.1 LO2 AC2.1 LO3 AC3.1	Pg8	Activity 1
M10: Record and document production	Produces accurate records and documents including: emails, letters, files, payments, reports and proposals. Makes recommendations for improvements and present solutions to management. Draft correspondence writes reports and able to review others work. Maintains records and files, handles confidential information in compliance with the organisation's procedures. Coaches others in the processes required to complete these tasks.	S2.1 Ensure that records are accurate, and rarely require correction	Unit 4 Y/617/2175	LO1 AC1.2 LO3 AC3.4	Pg5, 6	Activity 1, 2, 4
		S2.2 Ensure that records are treated confidentially, in compliance with the organisation's procedures	Unit 4 Y/617/2175	LO2 AC2.3	Pg8	Activity 1
		S2.3 Propose recommendations and solutions that only need minor improvements			Pg6, 9	Activity 1
		S2.4 Support others with the production of documents			Pg6,7	Activity 2
		S2.5 Ensure that records are consistently accurate and confidential	Unit 4 Y/617/2175	LO1 AC1.4,1.5	Pg5,6	Activity 1, 2
		S2.6 Recommend insightful improvements that result in a clear benefit to the organisation	Unit 4 Y/617/2175	LO3 AC3.1	Pg9,10	Activity 1
		S2.7 Coach others and provide relevant feedback	Unit 4 Y/617/2175	LO3 AC3.1	Pg10	Activity 1,4

M11: Decision making	Exercises proactivity and good judgement. Makes effective decisions based on sound reasoning and is able to deal with challenges in a mature way. Seeks advice of more experienced team members when appropriate	S3.1 Decisions are thought through, using a range of information to make a sound judgement			Pg3	Activity1, 3
		S3.2 Challenges appropriately and is polite when doing so	Unit 8 M/617/2179	LO2 AC2.4	Pg4	Activity 1
		S3.3 Exercises sound judgement when asking for advice by choosing the appropriate time, manner and person			Pg5	Activity 2, 4
		S3.4 Decisions are timely and consistently show good judgement			Pg5	Activity 1,2,3
		S3.5 Decisions are continuously made by thoughtfully considering different information and the risks of any actions			Pg6	Activity 1,2
		S3.6 Decisions are fully evidenced and justifiable			Pg3	Activity 1,2,3
		S3.7 Consistently behaves and seeks advice in a mature way			Pg6,7	Activity 2
M12: Interpersonal skills	Builds and maintains positive relationships within their own team and across the organisation. Demonstrates ability to influence and challenge appropriately. Becomes a role model to peers and team members, developing coaching skills as they gain area knowledge	S4.1 Works effectively with a range of people			Pg3	Activity 2,3,4
		S4.2 Influences and challenges peers when necessary			Pg4	Activity2,4
		S4.3 Support others in the organisation and demonstrates coaching skills			Pg6	Activity 2,3

		S4.4 Influence managers as well as peers			Pg4	Activity 2
		S4.5 Constructively challenge managers, as well as peers, when necessary			Pg6	Activity 1,2,3,4
		S4.6 Proactively offer coaching to others, providing relevant feedback			Pg8	Activity 2
M13: Communications	Demonstrates good communication skills, whether face-to-face, on the telephone, in writing or on digital platforms. Uses the most appropriate channels to communicate effectively. Demonstrates agility and confidence in communications, carrying authority appropriately. Understands and applies social media solutions appropriately. Answers questions from inside and outside of the organisation, representing the organisation or department	S5.1 Demonstrate clear communication, both written and verbal	Unit 6 H/617/2177	LO2 AC1.2 LO3 AC3.2	Pg3,4	Activity1,2,3,4
		S5.2 Answer questions from inside and outside of the organisation, representing the organisation or department	Unit 6 H/617/2177	LO5 AC5.1	Pg5	Activity 2
		S5.3 Use appropriate communication channels dependent on the subject matter	Unit 6 H/617/2177	LO1 AC1.4	Pg6	Activity 1, 3
		S5.4 Communication is consistently clear, both written and verbally	Unit 6 H/617/2177	LO2 AC1.2 LO3 AC3.2	Pg5	Activity1,2,3,4
		S5.5 Champions an appropriate choice of communication channels			Pg6,7,8	Activity1,2,3,4
		S5.6 Show flexibility to different situations	Unit 6 H/617/2177	LO3 AC3.1	Pg9	Activity1,2,3,4,
		S5.7 Consistently answer queries from both inside and outside of the organisation in a confident way	Unit 6 H/617/2177	LO5 AC5.2	Pg5	Activity1,2,3,4,

M14: Quality	Completes tasks to a high standard. Demonstrates the necessary level of expertise required to complete tasks and applies themselves to continuously improve their work. Is able to review processes autonomously and make suggestions for improvements. Shares administrative best practice across the organisation, e.g. coaches' others to perform tasks correctly. Applies problem-solving skills to resolve challenging or complex complaints and is a key point of contact for addressing issues	S6.1 Checks own work before submission and makes improvements			Pg3	Activity2
		S6.2 Produce work that is largely accurate and meets expectations			Pg4	Activity2
		S6.3 Identify areas for improvement and can justify why				Activity 2
		S6.4 Promote best practice examples of administration, such as accurate records			Pg10	Activity1,2,3,
		S6.5 Take ownership for work and apply processes to check it				Activity2,3,
		S6.6 Produce work that is consistently accurate and meets the agreed outcomes				Activity2
		S6.7 Identify, recommend and implement process improvements			Pg11	Activity1,2,3
		S6.8 Proactively coach others and communicate requirements for work			Pg12	Activity2
M15: Planning and organisation	Takes responsibility for initiating and completing tasks, manages priorities and time in order to successfully meet deadlines. Positively manages the expectations of colleagues at all levels and sets a positive example for others in the workplace. Makes suggestions for improvements to working practice, show understanding of implications beyond	S7.1 Effectively plan work to achieve deadlines	Unit 9 H/617/2180	LO1 AC1.1	Pg4	Activity1,3,4,
		S7.2 Manage resources effectively, e.g. equipment or facilities	Unit 9 H/617/2180	LO3 AC3.1	Pg6	Activity3,4
		S7.3 Effectively organise meetings and events			Pg7,8	Activity3,4,

	the immediate environment, (e.g. impact on clients, suppliers, other parts of the organisation). Manages resources, e.g. equipment or facilities. Organises meetings and events, takes minutes during meetings and creates action logs as appropriate. Takes responsibility for logistics, e.g. travel and accommodation	S7.4 Take responsibility for logistics, e.g. travel and accommodation			Pg11	Activity3
		S7.5 Make plans that efficiently maximise resources and personally ensures results are achieved	Unit 9 H/617/2180	LO4 AC4.1	Pg3,4	Activity1,3
		S7.6 Proactively take responsibility for areas of logistics				Activity 3
		S7.7 Shares areas to improve plans with others			Pg12	Activity1,3
		S7.8 Improve the management of resources, e.g. identify cost savings or process improvements			Pg12	Activity1,3
		S7.9 Make suggestions for improvements to working practice showing understanding or implications beyond immediate environment	Unit 9 H/617/2180	LO3 AC3.7		Activity1,3
M16 Project management	Uses relevant project management principles and tools to scope, plan, monitor and report. Plans required resources to successfully deliver projects. Undertakes and leads projects as when required	S8.1 Effectively plan and manage small projects	Unit 3 R/617/2174	LO1	Pg3,4,5	Activity 3
		S8.2 Able to lead small projects when required	Unit 3 R/617/2174	LO2	Pg3,4,5	Activity 3
		S8.3 Plan and manage a significant project and describe what made it a success	Unit 3 R/617/2174	LO2	Pg7,8	Activity 3
		S8.4 Identify effective leadership skills when managing a project				Activity 3

		S8.5 Identify project management tools and principles	Unit 3 R/617/2174	LO4	Pg6	Activity 3
		S8.6 Describe strong leadership skills when managing a project team			Pg8	Activity 3
		S8.7 Understands and is able to apply a strong grasp of project management tools and principles			Pg6,7	Activity 3
M17 Professionalism	Behaves in a professional way. This includes: personal presentation, respect, respecting and encouraging diversity to cater for wider audiences, punctuality and attitude to colleagues, customers and key stakeholders. Adheres to the organisations code of conduct for professional use of social media. Acts as a role model, contributing to team cohesion and productivity- representing the positive aspects of team culture and respectfully challenging inappropriate prevailing cultures	B1.1 Describe how to consistently behave in a professional way			Pg3	Activity 3
		B1.2 Identify how to demonstrate punctuality			Pg4	Activity 3
		B1.3 Describe how to show respect for others			Pg3	Activity 3
		B1.4 Describe appropriate personal presentation in line with organisational standards			Pg4,5	Activity 3
		B1.5 Identify how to follow the standard of conduct required by the organisation			Pg5,6	Activity 3
		B1.6 Identify the organisations code of conduct for professional use of social media			Pg7	Activity 3
		B1.7 Describe how to behave as a role model			Pg7,8	Activity 3
		B1.8 Describe how to show professionalism in conduct			Pg8	Activity 3

		B1.9 Describe the importance of being consistently punctual			Pg4	Activity 3
		B1.10 Describe how to show respect for others, irrespective of background, even in difficult circumstances			Pg8	Activity 3
		B1.11 Describe how to be a reliable representative of the team			Pg9	Activity 3
		B1.12 Describe how to be an ambassador for the organisation			Pg9	Activity 3
M18 Personal qualities	Shows exemplary qualities that are valued including integrity, reliability, self-motivation, being pro-active and having a positive attitude. Motivates others where responsibility is shared	B2.1 Outline how to regularly show exemplary qualities that are valued including: <ul style="list-style-type: none"> • integrity • reliability • positivity • self-motivation 			Pg10	Activity 3
		B2.2 Describe how to always show exemplary qualities that are valued including: <ul style="list-style-type: none"> • integrity • reliability • positivity • self-motivation 			Pg10	Activity 3
M19 Managing performance	Takes responsibility for their own feedback in a positive way, uses initiative and shows resilience. Also	B3.1 Identify how to clarify requirements and take responsibility for work produced			Pg12	Activity 4

	takes responsibility for their own development, knows when to ask questions to complete a task and informs their line manager when a task is complete. Performs thorough self-assessments of their work and complies with the organisations procedures	B3.2 Describe how to act with responsibility and deliver work to the right level of quality without requiring additional supervision and coaching			Pg13	Activity 4
		B3.3 Outline the appropriate process to ask for feedback and how to effectively take feedback on board			Pg14	Activity 4
		B3.4 Describe how to show a strong personal responsibility for all aspects of work			Pg15	Activity 4
		B3.5 Outline how to work with minimal supervision, while adhering to: <ul style="list-style-type: none"> • policies • procedures • standards 			Pg16	Activity 4
		B3.6 Explain how to take responsibility for own development by continually assessing the quality of work			Pg16,17,18,19	Activity 4
M20: Adaptability	Is able to accept and deal with changing prioritise related to both their own work and to the organisation	B4.1 Describe how to accept change			Pg20,21	Activity 4
		B4.2 Describe how to respond positively to change			Pg20,21	Activity 4
		B4.3 Evaluate the impact of any change			Pg21	Activity 4
		B4.4 Explain how to use change to improve work			Pg21,22	Activity 4

M21: Responsibility	Demonstrates taking responsibility for team performance and quality of projects delivered.	B5.1 Identify how to accept personal responsibility for own work			Pg22	Activity 4
		B5.2 Describe how to deliver work on time and to the right level of quality			Pg22	Activity 4
		B5.3 Describe how to take ownership and show willingness to see work completed			Pg22	Activity 4
		B5.4 Describe how to apply initiative in developing own skills and behaviours			Pg25	Activity 4
		B5.5 Describe how to behave as a role model and take personal responsibility for themselves and peers			Pg25	Activity 4
		B5.6 Explain how to deliver work both within targets and exceeding expectations			Pg22,23,24	Activity 4
		B5.7 Describe how to develop their own skills and behaviours			Pg28,29	Activity 4
		B5.8 Describe how to act as a role model who has taken personal responsibility for themselves and peers			Pg28,29	Activity 4
		B5.9 Describe how to proactively seek opportunities to develop themselves and share this learning with others			Pg29	Activity 4