

	Business & Projects			Finance			Human Resources			Information Systems & Information Technology			Office Services			Patient Services			Communications & Public Relations			Transferable & General Management				
SCQF Levels	Examples of corresponding AIC Band Range/Job Roles	Specialist Qualifications	Apprenticeships	Examples of corresponding AIC Band Range/Job Roles	Specialist Qualifications	Apprenticeships	Examples of corresponding AIC Band Range/Job Roles	Specialist Qualifications	Apprenticeships	Examples of corresponding AIC Band Range/Job Roles	Specialist Qualifications	Apprenticeships	Examples of corresponding AIC Band Range/Job Roles	Specialist Qualifications	Apprenticeships	Examples of corresponding AIC Band Range/Job Roles	Specialist Qualifications	Apprenticeships	Examples of corresponding AIC Band Range/Job Roles	Specialist Qualifications	Apprenticeships	Transferable Qualifications	General Management Qualifications			
	Project management staff manage the progress of individual elements of a programme.			Staff in this area support a range of finance functions, including accounting and financial management.			Human Resources (HR) or Personnel Management supports clinical and business operations throughout the NHS.			Staff in this area provide IT support within NHSScotland, or work on the development of IT systems.			Personal Assistants and other office administrators work closely with clinical and business teams to ensure that the NHS works efficiently.			staff in this area provide services directly to or for patients.			People involved in public relations or communications are responsible for managing the organisation's reputation and communications strategies.			The qualifications listed below may be applicable to all job families and roles across Business & Administration. These include team leading and management type qualifications.				
12	Heads of Service			Level 4 Experts & Emerging Leaders AIC Bands 9, 8a - 8d	CIMA Qualified with Strategic Management Experience		HR Director AIC Bands 8a - 9	CPD Level 7 Award in Human Resources											Senior Communication & PR Manager AIC Bands 7 - 9	CPD Diploma		Masters in Business Administration	PDA in Planning and Implementing Change			
11		Masters in Business Administration	Modern Apprenticeship Management at SCQF Level 11	Level 3 Experienced Professionals AIC Bands 8A	CCAB/CIMA Qualified with Some Experience			CPD Level 7 Certificate in Human Resources						Masters in Business Administration								Masters in Business Administration	PDA in Organisational Ethics & Decision Making			
11	Operational Business Manager AIC Bands 7 - 8b	PRINCE 2 Practitioner (Not Credit Rated by SCQF)			CPFA Qualified			CPD Level 7 Diploma in Human Resource Management															Project Management			
11		APM Project Risk Management Certificate					HR Business Partners AIC Bands 7 - 8a	CPD Level 7 Diploma in Human Resource Development							Modern Apprenticeship Management at SCQF Level 11	GP Practice Managers Service Managers AIC Bands 5 - 8a								SVQ Management at SCQF Level 11		
10																						Marketing & Society	SVQ Leadership & Management for Care Services at SCQF Level 10			
10																							BA (HONS) Business Management			
9	Project Manager/Project Coordinator AIC Bands 5 - 7	PDA Managing Projects & Business Processes	Modern Apprenticeship Management at SCQF Level 9	Level 2 Foundation Professionals AIC Bands 6 - 7	Association of Accounting Technicians (AAT) Diploma (High Level)		HR Manager/Advisor AIC Bands 5 - 7	CPD Level 9 Diploma in Applied Human Resource Management		IT Business Analyst AIC Bands 6 - 8a	ITIL Diploma in IT Service Management				Modern Apprenticeship Management at SCQF Level 9	GP Practice Managers AIC Bands 5 - 8a						Corporate Communications Manager AIC Bands 5 - 7	CPD Advanced Certificate	PDA Resilience Management	SVQ Management at SCQF Level 9	
9		APM Project Risk Management Certificate						SVQ in Learning & Development at SCQF Level 9		IT Systems Support Specialist AIC Bands 5 - 7	Communication & Information Technologies													PDA Strategic Management		
9										IT Systems Developer AIC Bands 5 - 7														PDA Leading Change		
9																								PDA Leadership & Management for Care Services		
9																								ILM Level 5 Coaching & Mentoring		
8	Project Support Officer AIC Bands 4 - 6	HNC/HND Business		Level 2 Foundation Professionals AIC Bands 4 - 6	HNC/HND Accounting	Modern Apprenticeship in Accounting at SCQF Level 8	HR Manager/Advisor AIC Bands 5 - 7	HNC/HND Human Resource Management		IT Support Engineer AIC Bands 5 - 6	HNC/HND Information Technology	Technical Apprenticeship in Data Analytics	Office Manager/Team Leader AIC Bands 4 - 5									Corporate Communications Manager AIC Bands 5 - 7	HNC/HND Marketing	PDA Managing Finance	PDA in Leadership	
8																									PDA Workplace Assessment using Direct & Indirect Methods (LD9D)	
8																									PDA in Project Management	
8																									PDA Healthcare Professionals Facilitating Learning, Training and Assessment in the Workplace	
8																									PDA in Leadership and Change	
8																									PDA in Internal Verification of workplace Assessment (IAD11)	
8																									Diploma in Management (PDA)	
8																									ILM Level 4 Leadership & Management	
7	Project Coordinator AIC Bands 4 - 5	HNC/HND Business	Modern Apprenticeship in Business and Administration at SCQF Level 7	Level 2 Foundation Professionals AIC Bands 3 - 4	HNC/HND Accounting		HR Manager/Advisor AIC Bands 5 - 7	HNC/HND Human Resource Management		IT Officer AIC Bands 4 - 5	HNC/HND Information Technology		Office Manager/Team Leader AIC Bands 4 - 5									Corporate Communications Manager AIC Bands 5 - 7	HNC/HND Marketing	SVQ Healthcare Support (Non-Clinical) at SCQF Level 7	SVQ Management at SCQF Level 7	
7		APMP: The APM Project Management Qualification	Modern Apprenticeship Management at SCQF Level 7																							PDA in Managing Self and Others
7		SVQ Business and Administration at SCQF Level 7																								PDA in Managing Self and Work of Others
7		An Introduction to Business Management																								PDA in Managing Resources and Quality
7																										ILM Level 3 Leadership & Management Practice
6	Project Officer/Project Administrator AIC Bands 2 - 4	SVQ Business and Administration at SCQF Level 6	Modern Apprenticeship in Business and Administration at SCQF Level 6	Level 1 Finance Technicians / Payroll Officer/Clerk AIC Bands 3 - 4	Association of Accounting Technicians (AAT) Diploma	Modern Apprenticeship in Accounting at SCQF Level 6	HR Administrator / HR Assistant AIC Bands 2 - 4	NPA Human Resources and the Law	Modern Apprenticeship in Business and Administration at SCQF Level 6	IT Administrator AIC Bands 2 - 4	NC Digital Media Computing at SCQF Level 6	Modern Apprenticeship in IT and Telecommunications at SCQF Level 6	Service Support Administrator / Personal Assistant AIC Bands 2 - 5	City & Guilds (C&G) Diploma for Medical Secretaries	Modern Apprenticeship in Business and Administration at SCQF Level 6	Medical Receptionist/Ward Clerk/Call Handler AIC Bands 2 - 4	SVQ Healthcare Support (Non-Clinical) at SCQF Level 7	Modern Apprenticeship in Business and Administration at SCQF Level 7								SVQ Healthcare Support (Non-Clinical) at SCQF Level 6
6		PRINCE 2 Foundation Qualification (Not credit rated by SCQF)	Foundation Apprenticeship Business Skills at SCQF Level 6					NPA Legal Studies	Foundation Apprenticeship Business Skills at SCQF Level 6					City & Guilds (C&G) Certificate in Medical Administration	Modern Apprenticeship in Healthcare Support (Non-Clinical) at SCQF Level 6											SVQ Healthcare Support (Non-Clinical) at SCQF Level 6
6		Introductory Certificate: The APM Project Fundamentals Qualification						CPD Level 3 Foundation Award in Human Resources Essentials (OCP)						City & Guilds (C&G) Certificate in Medical Terminology	Foundation Apprenticeship Business Skills at SCQF Level 6											SVQ Healthcare Support (Non-Clinical) at SCQF Level 6
6								CPD Level 3 Foundation Certificate in Human Resources Practice (OCP)						City & Guilds (C&G) Diploma for Medical Secretaries												SVQ Healthcare Support (Non-Clinical) at SCQF Level 6
6								CPD Level 3 Foundation Diploma in Human Resources Practice (OCP)						SVQ Healthcare Support (Non-Clinical) at SCQF Level 6												SVQ Healthcare Support (Non-Clinical) at SCQF Level 6
6								CPD Level 3 Foundation Award in Learning & Development Essentials (OCP)						SVQ Business and Administration at SCQF Level 6												SVQ Business and Administration at SCQF Level 6
6								CPD Level 3 Foundation Certificate in Learning & Development Practice (OCP)																		SVQ Business and Administration at SCQF Level 6
6								CPD Level 3 Foundation Diploma in Learning & Development Practice (OCP)																		SVQ Business and Administration at SCQF Level 6
5	Project Officer/Project Administrator AIC Bands 2 - 4	SVQ Business and Administration at SCQF Level 5	Modern Apprenticeship in Business and Administration Level at SCQF Level 5	Level 1 Finance Technicians AIC Bands 2 - 3	Association of Accounting Technicians (AAT) Accounting Certificate	Modern Apprenticeship in Accounting at SCQF Level 5	HR Administrator / HR Assistant AIC Bands 2 - 4	SVQ Business and Administration at SCQF Level 5	Modern Apprenticeship in Business and Administration Level at SCQF Level 5				Office Administrator / AIC Bands 2 - 4	NPA Administration, Information Technology & Audio	Modern Apprenticeship in Business and Administration Level at SCQF Level 5	Medical Receptionist/Ward Clerk/Call Operator AIC Bands 2 - 4	NPA Administration, Information Technology & Audio	Modern Apprenticeship in Business and Administration Level at SCQF Level 5								NC Digital Media Computing at SCQF Level 5
5		NC Administration																								NC Administration at SCQF Level 5
5		NPA Administration, Office Skills & Services																								NC Business with Information Technology
5		NC Business																								NC Business with Information Technology & Audio
5																										NPA Business with Information Technology at SCQF Level 5
5																										SVQ Business & Administration at SCQF Level 5
4		SVQ Business and Administration at SCQF Level 4																								SVQ Business and Administration at SCQF Level 4
4		NC Business at																								NC Business

For a more detailed explanation of the work-related qualifications listed within the pathway e.g. NPA, SVQ, HNC/HND, NC and PDA please refer to The NHS Education for Scotland publication The Well Qualified Workforce