**ABSTRACT**

Britain's National Vocational Qualifications (NVQs) are work qualifications that measure what an employee or potential employee can do as well as how much he or she knows and understands about a particular job. Used as written proof of usable workplace skills that can be put to profitable use by an employer, NVQs range from basic Level 1, for everyday routine tasks, up to Level 5 professional skills, providing a way to develop skills and build a career ladder that benefits both employer and employee. This packet contains NVQ competency lists for the following areas of sports and recreation occupations: (1) organizing activities, levels 1-2 (coaching and activity delivery for adults and children); (2) coaching, level 3 (coaching adults, children, and participants with disabilities); (3) facility operations, levels 2-4 (sport and recreation supervision and management); and (4) sports development, levels 3-4 (sports and recreation development and management of sports development. (KC)
Sport & Recreation--Organising Activities, Levels 1-2
Sport & Recreation--Coaching, Level 3
Sport & Recreation--Facility Operations, Levels 2-4
Sport & Recreation--Sports Development, Levels 3-4
National Vocational Qualifications

Business and Technology Education Council
London, England
NVQs

- better qualifications for better jobs

NATIONAL VOCATIONAL QUALIFICATIONS

Sport & Recreation – Organising Activities
**NVQs** – better qualifications for work

NVQs are the work qualifications that employers have always been asking for, because NVQs measure what you can do, as well as how much you know and understand about the job you do.

**Practical, work-based qualifications**

An NVQ is the ideal qualification for people who intend to work, or already work, in a particular industry, service or business. On-the-job training is more relevant than book-learning, so the ability to run an organisation or repair a motor vehicle is what counts, rather than having GCSEs.

**For every industry and business**

NVQs are already available for most kinds of work (and the range is constantly being added to, in order to meet new employment needs).

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**For every kind of person**

There is training for NVQs, but there’s no laid-down course of study: someone – anyone of any age, provided they’re over 16 – who can prove the ability to do the job, with the required degree of skill, is entitled to be assessed for an NVQ.

An NVQ is recognition and certification of someone’s ability to perform specific tasks. It may involve study to reach the appropriate level. On the other hand, some candidates or employees may already possess the necessary skills – acquiring an NVQ certificate can be valuable recognition of those skills, especially in areas where previously no formal qualification existed.
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Sport and Recreation
NVQ Level 1

**Assist in preparing an activity**
Collect information to plan an activity
Contribute suggestions for a plan for an activity
Assist in making arrangements for an activity

**Assist in conducting an activity**
Assist in preparing participants
Help participants gain skills, techniques and knowledge
Assist in supervising participants
Assist in preparing participants to end the activity
Provide feedback on the activity and suggestions for future practice

**Maintain facility areas**
Clean facility areas
Tidy facility areas
Handle cleaning chemicals
Store cleaning chemicals
Ensure the continued operation of coin operated machines

**Contribute to the health and safety of self and others**
Take action to prevent accidents
Report and record accidents
Follow emergency procedures
Respond to injuries and signs of illness

**Communicate information**
Process incoming and outgoing telephone calls
Receive and relay oral and written messages
Develop relationships with participants and colleagues
Establish and maintain relationships with participants
Communicate with participants
Work with colleagues in a team

Provide equipment for activities
Set up equipment
Take down equipment
Store equipment
Issue equipment to the customer/client
Check in equipment
Coaching and Activity Delivery (Adults)
NVQ Level 2

Prepare for adults to participate in sport and active recreation
Collect information to plan participation
Identify the needs of adults taking part
Produce a plan for adults to participate
Make arrangements for participation

Enable adults to participate in sport and active recreation
Prepare adults to participate
Help adults gain skills, techniques and knowledge
Supervise and encourage adults in sports and activities
Provide feedback on participation
Prepare adults to end the activity
Evaluate the effectiveness of activities with adults

Contribute to the health and safety of self and others
Take action to prevent accidents
Report and record accidents
Follow emergency procedures
Respond to injuries and signs of illness

Providing information to customers and clients
Respond to customer/clients specific requests for information on products and services offered by the organisation
Inform customers/clients about available products and services
Contribute to the promotion and improvement of service delivery

Contribute to the display and distribution of promotional material
Deal with suggestions and complaints
Report on aspects of service delivery which could be improved
Suggest changes to policy and practice

Establish and maintain relationships with organisations and individuals

Establish and maintain links with organisations
Work with organisations
Establish and maintain relationships with customers and clients

Establish and maintain relationships which support delivery

Establish relationships with participants
Maintain relationships with participants
Communicate with participants

Support the work of a team

Work as a member of a team
Contribute to team meetings
Contribute to the development of good practice of the team
Help colleagues in their work
Respond to conflict in the team

Provide and maintain equipment for activities

Set up equipment
Take down equipment
Store equipment
Issue equipment to the customer/client
Coaching and Activity
Delivery (Children)
NVQ Level 2

**Prepare for children to participate in sport and active recreation**
Collect information to plan participation
Identify the needs of the children taking part
Produce a plan for children to participate
Make arrangements for children to participate

**Enable children to participate in sport and active recreation**
Prepare children to participate
Help children gain skills, techniques and knowledge
Supervise and encourage children in sports and activities
Provide feedback on participation
Prepare children to end the activity
Evaluate the effectiveness of activities involving children

**Contribute to the health and safety of self and others**
Take action to prevent accidents
Report and record accidents
Follow emergency procedures
Respond to injuries and signs of illness

**Support the protection of children from abuse**
Identify signs of possible abuse
Respond to child’s disclosure of abuse or neglect
Provide information to professionals about child abuse

**Providing information to customers and clients**
Respond to customer/clients specific requests for information on products and services offered by the organisation
Inform customers/clients about available products and services
Contribute to the promotion and improvement of service delivery

Contribute to the display and distribution of promotional material

Deal with suggestions and complaints

Report on aspects of service delivery which could be improved

Suggest changes to policy and practice

Establish and maintain relationships with organisations and individuals

Establish and maintain links with organisations

Work with organisations

Establish and maintain relationships with customers and clients

Establish and maintain relationships which support delivery

Establish relationships with participants

Maintain relationships with participants

Communicate with participants

Support the work of a team

Work as a member of a team

Contribute to team meetings

Contribute to the development of good practice of the team

Help colleagues in their work

Respond to conflict in the team

Provide and maintain equipment for activities

Set up equipment

Take down equipment

Store equipment

Issue equipment to the customer/client
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NVQs

- better qualifications for better jobs

NATIONAL VOCATIONAL QUALIFICATIONS

Sport & Recreation – Coaching

LEVEL 3
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NVCs
Sport & Recreation –
Coaching
Level 3

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Coaching Adults NVQ Level 3

**Prepare a programme of activities**

Collect information to plan and prepare a programme of activities
Identify the needs of participants
Negotiate a plan of activities/opportunities to meet participant needs
Make arrangements to enable the programme to take place

**Coordinate a programme of activities**

Coordinate and allocate programme resources
Monitor and adjust the programme to meet new needs and circumstances
Conclude a programme
Evaluate the effectiveness of a programme

**Prepare a coaching activity to enhance the performance of adults**

Collect information to plan and prepare an activity for adults
Agree a plan for the activity
Resource the activity for adults
Provide activity information
Prepare facilities and equipment for adults

**Conduct a coaching activity to enhance the performance of adults**

Organise adult participants
Present skills and techniques within the activity
Prepare adult participants for the activity
Provide opportunities for development and learning
Provide feedback on performance
Prepare adult participants to end the activity
Access emergency services and initiate remedial action
Help adult participants return to activity after injury or illness
Evaluate the coaching activity

**Prepare an individual training programme to enhance the performance of an adult participant**

Collect information to plan and prepare a training programme for an adult participant
Design an individual training programme for an adult participant
Organise a training programme for an adult participant
Evaluate an individual training programme

**Contribute to the health and safety of self and others**
Take action to prevent accidents
Report and record accidents
Follow emergency procedures
Respond to injuries and signs of illness

**Exchange information to solve problems and make decisions**
Lead meetings and group discussions to solve problems and make decisions
Contribute to discussions to solve problems and make decisions
Advise and inform others

**Provide specialist advice and information on request**
Clarify the need for advice and information
Identify and agree a solution in response to a request for advice
Contribute support to the implementation of an agreed solution
Provide specialist information on request
Evaluate the effectiveness of advice and information

**Contribute to the planning, organisation and evaluation of work**
Contribute to planning work activities and methods to achieve objectives
Organise work and assist in the evaluation of work
Provide feedback on work performance to teams and individuals

**Contribute to the training and development of teams, individuals and self to enhance performance**
Contribute to planning the training and development of teams and individuals
Contribute to training and development activities for teams and individuals
Contribute to the assessment of teams and individuals against training and development objectives
Develop oneself within the job
Work with colleagues in a team
Contribute to the work of the team
Contribute to team meetings
Contribution to the development of good practice of the team
Contribute to support for colleagues
Respond to conflict in the team

Establish and maintain relationships with organisations and individuals
Establish and maintain links with organisations
Work with organisations
Establish and maintain relationships with customers and clients

Coordinate support to others
Identify the needs and resources of other organisations and individuals
Help organisations and individuals share information on needs and resources
Coordinate support to others

Coaching Children NVQ Level 3

Prepare a programme of activities
Collect information to plan and prepare a programme of activities
Identify the needs of participants
Negotiate a plan of activities/opportunities to meet participant needs
Make arrangements to enable the programme to take place

Coordinate a programme of activities
Coordinate and allocate programme resources
Monitor and adjust the programme to meet new needs and circumstances
Conclude a programme
Evaluate the effectiveness of a programme of activities
Prepare a coaching activity to enhance children’s performance
Collect information to plan and prepare an activity for children
Agree a plan for the activity
Resource the activity
Provide activity information
Prepare facilities and equipment for the children to take part

Conduct a coaching activity to enhance children’s performance
Organise children to take part in the activity
Present skills and techniques within the activity
Prepare children for the activity
Provide opportunities for development and learning
Provide feedback on performance
Prepare children to end the activity
Access emergency services and initiate remedial action
Help children to return to activity after injury or illness
Evaluate the effectiveness of the coaching activity

Prepare an individual training programme to enhance a child’s performance
Collect information to plan and prepare a training programme for a child participant
Design a training programme for a child participant
Organise a training programme for a child participant
Evaluate an individual training programme

Contribute to the health and safety of self and others
Take action to prevent accidents
Report and record accidents
Follow emergency procedures
Respond to injuries and signs of illness

Support the protection of children from abuse
Identify signs of possible abuse
Respond to child’s disclosure of abuse or neglect
Provide information to professionals about child abuse
Exchange information to solve problems and make decisions
Lead meetings and group discussions to solve problems and make decisions
Contribute to discussions to solve problems and make decisions
Advise and inform others

Provide specialist advice and information on request
Clarify the need for advice and information
Identify and agree a solution in response to a request for advice
Contribute support to the implementation of an agreed solution
Provide specialist information on request
Evaluate the effectiveness of advice and information

Contribute to the planning, organisation and evaluation of work
Contribute to planning work activities and methods to achieve objectives
Organise work and assist in the evaluation of work
Provide feedback on work performance to teams and individuals

Contribute to the training and development of teams, individuals and self to enhance performance
Contribute to planning the training and development of teams and individuals
Contribute to training and development activities for teams and individuals
Contribute to the assessment of teams and individuals against training and development objectives
Develop oneself within the job

Work with colleagues in a team
Contribute to the work of the team
Contribute to team meetings
Contribution to the development of good practice of the team
Contribute to support for colleagues
Respond to conflict in the team
Establish and maintain relationships with organisations and individuals

Establish and maintain links with organisations

Work with organisations

Establish and maintain relationships with customers and clients

**Coordinate support to others**

Identify the needs and resources of other organisations and individuals

Help organisations and individuals share information on needs and resources

Coordinate support to others

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**Coaching Participants with Disabilities**

**NVQ Level 3**

**Prepare a programme of activities**

Collect information to plan and prepare a programme of activities

Identify the needs of participants

Negotiate a plan of activities/opportunities to meet participant needs

Make arrangements to enable the programme to take place

**Coordinate a programme of activities**

Coordinate and allocate programme resources

Monitor and adjust the programme to meet new needs and circumstances

Conclude a programme

Evaluate the effectiveness of a programme of activities

**Prepare a coaching activity to enhance the performance of participants with disabilities**

Collect information to plan and prepare an activity for participants with disabilities

Agree a plan for an activity

Resource an activity for participants with disabilities

Provide activity information

Prepare facilities and equipment for participants with disabilities
Conduct a coaching activity to enhance the performance of participants with disabilities

- Organise participants with disabilities to take part in the activity
- Present skills and techniques within the activity
- Prepare participants with disabilities for the activity
- Provide opportunities for development and learning
- Provide feedback on performance
- Prepare participants with disabilities to end the activity
- Access emergency services and initiate remedial action
- Help participants with disabilities to return to activity after injury or illness
- Evaluate the effectiveness of the coaching activity

Prepare an individual training programme to enhance the performance of a participant with disabilities

- Collect information to plan and prepare a training programme for a participant with disabilities
- Design a training programme for a participant with disabilities
- Organise the training programme
- Evaluate an individual training programme

Contribute to the health and safety of self and others

- Take action to prevent accidents
- Report and record accidents
- Follow emergency procedures
- Respond to injuries and signs of illness

Exchange information to solve problems and make decisions

- Lead meetings and group discussions to solve problems and make decisions
- Contribute to discussions to solve problems and make decisions
- Advise and inform others

Provide specialist advice and information on request

- Clarify the need for advice and information
- Identify and agree a solution in response to a request for advice
- Contribute support to the implementation of an agreed solution
Provide specialist information on request
Evaluate the effectiveness of advice and information

**Contribute to the planning, organisation and evaluation of work**
Contribute to planning work activities and methods to achieve objectives
Organise work and assist in the evaluation of work
Provide feedback on work performance to teams and individuals

**Contribute to the training and development of teams, individuals and self to enhance performance**
Contribute to planning the training and development of teams and individuals
Contribute to training and development activities of teams and individuals
Contribute to the assessment of teams and individuals against training and development objectives
Develop oneself within the job

**Work with colleagues in a team**
Contribute to the work of the team
Contribute to team meetings
Contribution to the development of good practice of the team
Contribute to support for colleagues
Respond to conflict in the team

**Establish and maintain relationships with organisations and individuals**
Establish and maintain links with organisations
Work with organisations
Establish and maintain relationships with customers and clients

**Coordinate support to others**
Identify the needs and resources of other organisations and individuals
Help organisations and individuals share information on needs and resources
Coordinate support to others
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NVQs
better
qualifications
for better
jobs

NATIONAL VOCATIONAL QUALIFICATIONS

Sport & Recreation – Facility Operations

LEVELS

2-4
NQVs – better qualifications for work

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Practical, work-based qualifications

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For every kind of person

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NVQs
Sport & Recreation – Facility Operations
Levels 2–4

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Facility Operations
NVQ Level 2

Maintain facility areas
Clean facility areas
Tidy facility areas
Handle cleaning chemicals
Store cleaning chemicals
Ensure the continued operation of coin operated machines

Contribute to the health and safety of self and others
Take action to prevent accidents
Report and record accidents
Follow emergency procedures
Respond to injuries and signs of illness

Contribute to the security, safety and comfort of clients/customers
Contribute to maintaining the security of the premises
Monitor levels of heating, lighting and ventilation
Contribute to the control of clients/customers
Assist customers to make use of the opportunities available

Receive customers and visitors
Control entry
Enrol customers/clients
Take bookings for activities

Providing information to customers and clients
Respond to customer/clients' specific requests for information on products and services offered by the organisation
Inform customers/clients about available products and services
Contribute to the promotion and improvement of service delivery

Contribute to the display and distribution of promotional material
Deal with suggestions and complaints
Report on aspects of service delivery which could be improved
Suggest changes to policy and practice

Achieving a sale

Identify requirements
Respond to customer requirements
Sell the goods
Close the sale

Processing the sale

Operate the payment point
Take payment for the sale

Support the work of a team

Work as a member of a team
Contribute to team meetings
Contribute to the development of good practice of the team
Help colleagues in their work
Respond to conflict in the team

Provide and maintain equipment for activities

Set up equipment
Take down equipment
Store equipment
Issue equipment to the customer/client
Check-in equipment
Maintain equipment in a serviceable condition

Handling Stock

Receive incoming stock
Unpack stock
Deal with discrepancies/damaged stock
Deposit stock in selection and storage locations
Sport and Recreation Supervision
NVQ Level 3

Contribute to the planning, monitoring and control of resources
Plan for the use of resources
Monitor and control the use of resources

Contribute to the health and safety of self and others
Take action to prevent accidents
Report and record accidents
Follow emergency procedures
Respond to injuries and signs of illness

Contribute to the security, safety and comfort of clients/customers
Contribute to maintaining the security of the premises
Monitor levels of heating, lighting and ventilation
Contribute to the control of clients/customers
Assist customers to make use of the opportunities available

Receive customers and visitors
Control entry
Enrol customers/clients
Take bookings for activities

Provide information and advice for action towards meeting organisational objectives
Obtain, evaluate, record and store information
Provide information and advice
Contribute to the promotion and improvement of service delivery
Contribute to the display and distribution of promotional material
Deal with suggestions and complaints
Report on aspects of service delivery which could be improved
Suggest changes to policy and practice

Recording sales transactions
Collect cash and sales information
Prepare cash and sales transaction documentation

Contribute to the planning, organisation and evaluation of work
Contribute to planning work activities and methods to achieve objectives
Organise work and assist in the evaluation of work
Provide feedback on work performance to teams and individuals

Maintain services and operations to meet quality standards
Maintain services and operations
Maintain the necessary conditions for an effective and safe work environment

Contribute to the provision of personnel
Contribute to the identification and supply of personnel requirements
Contribute to the selection of personnel
Contribute to the training and development of teams, individuals and self to enhance performance
Contribute to planning the training and development of teams and individuals
Contribute to training and development activities for teams and individuals
Contribute to the assessment of teams and individuals against training and development objectives
Develop oneself within the job

Create, maintain and enhance productive working relationships
Establish and enhance productive working relationships with colleagues and those for whom one has supervisory responsibility
Enhance productive working relationships with one’s immediate manager
Identify and minimise interpersonal conflict
Contribute to the implementation of disciplinary and grievance procedures

Support the management of physical resources for sport and recreation
Respond to failed or unsafe equipment
Monitor on-site maintenance contracts and contractors
Supervise the storage of resources in own area of responsibility
Plan a maintenance schedule
Contribute to the selection of resources

Provide and maintain equipment for activities
Set up equipment
Take down equipment
Store equipment
Issue equipment to the customer/client
Sport and Recreation Management (Facilities) NVQ Level 4

Work with others to commission a new facility
Establish the need for a new facility
Negotiate a design brief
Work with others to finalise plans
Support others in realising the plans
Check and approve the completed facility

Manage the maintenance and improvement of facilities
Develop plans and arrangements for the upkeep and maintenance of the facility
Commission and manage improvements to the facility
Supervise contractors carrying out maintenance

Recommend, monitor and control the use of resources
Make recommendations for expenditure
Monitor and control the use of resources

Seek, evaluate and organise information for action
Obtain and evaluate information to aid decision making
Record and store information

Exchange information to solve problems and make decisions
Lead meetings and group discussions to solve problems and make decisions
Contribute to discussions to solve problems and make decisions
Advise and inform others
Promote and evaluate services to maximise participation
Select activities to promote services
Organise and evaluate activities to promote services
Seek and deal with customer feedback on quality of service
Report on aspects of service delivery which could be improved
Suggest changes to policy and practice

Contribute to the implementation of change in services and systems
Contribute to the evaluation of proposed changes to services and systems
Implement and evaluate changes to services and systems

Maintain and improve service operations
Maintain operations to meet quality standards
Create and maintain the necessary conditions for productive work activity
Establish and agree customer requirements

Contribute to the recruitment and selection of personnel
Define future personnel requirements
Contribute to the assessment and selection of candidates against team and organisational requirements

Develop teams, individuals and self to enhance performance
Develop and improve teams through planning and activities
Identify, review and improve development activities for individuals
Develop oneself within the job role
Plan, allocate and evaluate work carried out by teams, individuals and self

Set and update work objectives for teams and individuals
Plan work activities and determine work methods to achieve objectives
Allocate work and evaluate teams, individuals and self against objectives
Provide feedback to teams and individuals on their performance

Create, maintain and enhance effective working relationships
Establish and maintain the trust and support of one’s staff
Establish and maintain the trust and support of one’s immediate manager/superior
Establish and maintain relationships with colleagues
Identify and manage conflict
Implement disciplinary and grievance procedures
Counsel staff

Contribute to the implementation of policy
Contribute to setting operational aims and objectives
Contribute to setting performance targets
Contribute to establishing guidelines and codes of practice
Contribute to the evaluation of strategic and operational aspects of the service
Develop programmes to implement policy
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better qualifications for better jobs

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NVQs
Sport & Recreation –
Sports Development
Levels 3–4

| Sports and Recreation Development NVQ Level 3 | 6 |
| Management (Sports Development) NVQ Level 4 | 9 |
Sport and Recreation Development
NVQ Level 3

Prepare a programme of activities
Collect information to plan and prepare a programme of activities
Identify the needs of participants
Negotiate a plan of activities/opportunities to meet participant's needs
Make arrangements to enable the programme to take place

Coordinate a programme of activities
Coordinate and allocate programme resources
Monitor and adjust the programme to meet new needs and circumstances
Conclude a programme
Evaluate the effectiveness of a programme of activities

Encourage personal and social development
Encourage group formation and social development
Encourage personal development
Help participants to recognise and deal with their feelings
Encourage the development of self esteem and a realistic self-image

Contribute to the planning, monitoring and control of resources
Plan for the use of resources
Monitor and control the use of resources

Contribute to the health and safety of self and others
Take action to prevent accidents
Report and record accidents
Follow emergency procedures
Respond to injuries and signs of illness
Provide information and advice for action towards meeting organisational objectives

Obtain, evaluate, record and store information

Provide information and advice

Promote and evaluate services to maximise participation

Select activities to promote services

Organise and evaluate activities to promote services

Seek and deal with customer feedback on quality of service

Report on aspects of service delivery which could be improved

Suggest changes to policy and practice

Contribute to the planning, organisation and evaluation of work

Contribute to planning work activities and methods to achieve objectives

Organise work and assist in the evaluation of work

Provide feedback on work performance to teams and individuals

Maintain services and operations to meet quality standards

Maintain services and operations

Maintain the necessary conditions for an effective and safe work environment

Contribute to the provision of personnel

Contribute to the identification and supply of personnel requirements

Contribute to the selection of personnel
Contribute to the training and development of teams, individuals and self to enhance performance

Contribute to planning the training and development of teams and individuals
Contribute to training and development activities for teams and individuals
Contribute to the assessment of teams and individuals against training and development objectives
Develop oneself within the job

Establish and maintain relationships with organisations and individuals

Establish and maintain links with organisations
Work with organisations
Establish and maintain relationships with customers and clients

Create, maintain and enhance productive working relationships

Establish and enhance productive working relationships with colleagues and those for whom one has supervisory responsibility
Enhance productive working relationships with one's immediate manager
Identify and minimise interpersonal conflict
Contribute to the implementation of disciplinary and grievance procedures

Support the management of physical resources for sport and recreation

Respond to failed or unsafe equipment
Monitor on-site maintenance contracts and contractors
Supervise the storage of resources in own area of responsibility
Plan a maintenance schedule
Contribute to the selection of resources
Management (Sports Development)
NVQ Level 4

Recommend, monitor and control the use of resources
Make recommendations for expenditure
Monitor and control the use of resources

Secure resources to support the service
Seek to secure additional finances to support services
Generate income

Seek, evaluate and organise information for action
Obtain and evaluate information to aid decision making
Record and store information

Exchange information to solve problems and make decisions
Lead meetings and group discussions to solve problems and make decisions
Contribute to discussions to solve problems and make decisions
Advise and inform others

Develop new services to meet the needs of potential clients and customers
Collect information to establish development potential
Analyse the needs of the target community
Propose new services
Bring together groups and individuals to take the initiative forward
Contribute specialist help to the planning of an initiative
Contribute specialist help to the development of an initiative
Evaluate the effectiveness of the initiative and own professional contribution
Promote and evaluate services to maximise participation

Select activities to promote services
Organise and evaluate activities to promote services
Seek and deal with customer feedback on quality of service
Report on aspects of service delivery which could be improved
Suggest changes to policy and practice

Contribute to the implementation of change in services and systems

Contribute to the evaluation of proposed changes to services and systems
Implement and evaluate changes to services and systems

Maintain and improve service operations

Maintain operations to meet quality standards
Create and maintain the necessary conditions for productive work activity
Establish and agree customer requirements

Contribute to the recruitment and selection of personnel

Define future personnel requirements
Contribute to the assessment and selection of candidates against team and organisational requirements

Develop teams, individuals and self to enhance performance

Develop and improve teams through planning and activities
Identify, review and improve development activities for individuals
Develop oneself within the job role

Plan, allocate and evaluate work carried out by teams, individuals and self

Set and update work objectives for teams and individuals
Plan work activities and determine work methods to achieve objectives
Allocate work and evaluate teams, individuals and self against objectives

Provide feedback to teams and individuals on their performance

**Create, maintain and enhance effective working relationships**

Establish and maintain the trust and support of one’s staff

Establish and maintain the trust and support of one’s immediate manager/superior

Establish and maintain relationships with colleagues

Identify and manage conflict

Implement disciplinary and grievance procedures

Counsel staff

**Coordinate support to others**

Identify the needs and resources of other organisations and individuals

Help organisations and individuals share information on needs and resources

Coordinate support to others

**Contribute to the formulation of policy**

Identify and enlist the support of organisations and individuals

Report on factors affecting the formulation of policy

Develop policy

Disseminate policy information

Agree a strategy to implement policy

Review policy in the light of implementation

**Contribute to the implementation of policy**

Contribute to setting operational aims and objectives

Contribute to setting performance targets

Contribute to establishing guidelines and codes of practice

Contribute to the evaluation of strategic and operational aspects of the service

Develop programmes to implement policy
BTEC – builds better qualifications for work

BTEC is the Business & Technology Education Council, an independent body which awards National Vocational Qualifications (NVQs).

BTEC authorises firms or colleges to carry out NVQ training and assessment. It also appoints external verifiers who check that trainees' work meets NVQ standards.

BTEC itself does not do NVQ training. But it constantly monitors the providers and assessors to ensure that NVQ trainees develop the necessary skills to the standards required by industry.

Your next step

Please see your training officer or personnel department, talk to the local careers advisory service, or contact colleges in your area. Your Training and Enterprise Council may also be able to help.