



Program Guide

BSB50420 Diploma of Leadership and Management

Standard Pathway



Health
Registered Training
Organisation

RTO Number 90198



Centre for Education
and Workforce Development



**HEALTH
EDUCATION
& TRAINING
INSTITUTE**

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V1.0 Published March 2021 by SLHD Centre for Education and Workforce Development

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Introduction

Welcome to the BSB50420 Diploma of Leadership and Management qualification. This program has been designed to provide students with opportunities to develop and enhance their management and leadership skills.

The purpose of this document is to provide students with information about how the Diploma of Leadership and Management Program is structured, how it will benefit them, and how they can meet the expectations of the Program to attain the BSB50420 Diploma of Leadership and Management.

At this level students display initiative and judgement in planning, organising, implementing and monitoring their own workload and the workload of others. They use communication skills to support individuals and teams to meet organisational or enterprise requirements. Students are able to plan, design, apply and evaluate solutions to unpredictable problems, and identify, analyse and synthesise information from a variety of sources.

For further information, prospective students should refer to the NSW Health RTO Student Handbook, which can be found by following this link:

https://www.slhd.nsw.gov.au/services/rto/students_policies.html

Target Group

BSB50420 Diploma of Leadership and Management is targeted at staff who are existing frontline managers, supervisors and senior staff or those aspiring to a management/supervisory role. Students will be in positions where they provide leadership and guidance to others and take responsibility for the effective functioning and performance of teams and work outcomes.

Students may have existing qualifications and technical skills in health professions but require extra skills vocational skills in leadership and management functions.

Program Entry and Eligibility Requirements

Applicant must meet the following criteria to be offered a place in the qualification:

- Ability to commit the required time to attend training and for independent study and assessment
- Be an existing NSW Health employee
- Have the relevant level of experience within their role as outline in the target group section of this guide.
- Complete an Expression of Interest (EOI) application form. An EOI form is available on the SLHD CEWD website. All applicants must complete the questions in the EOI form, sign it, and submit their CV, job description and any relevant documentation that will support their application. In addition they must consult with their manager, gaining their support to attend complete the qualification. The manager must sign the EOI form.

There are no prerequisite courses for the qualification.

Language, Literacy and Numeracy Requirements

All NSW Health RTO programs require you to meet minimum English language levels before you enrol. To get the most from your program, you should be able to read online material and textbooks, complete written assignments and conduct research independently. Your study will include online assessments, text-based discussions and collaboration.

Some programs require prospective students to complete an LLN assessment to determine if they have the required LLN skills to participate in the program. Where the student is deemed not to have the required level of LLN skills, NSW Health RTO will plan a program of support to enable the student to develop the required levels of skills prior to enrolling in the program or refer the student to an external provider to develop these skills.

Students enrolling in the BSB50420 Diploma of Leadership and Management are not required to undertake a formal LLN assessment. However, if students have any specific LLN areas for which they would like additional support, for example, written English, they are encouraged to discuss this with the course coordinator who can overview options for additional support.

Program Application and Selection Process

All Expressions of Interest will be assessed and a decision will be made by the program coordinators on the most suitable applicants. If further information is required, an interview may also be conducted. Successful applicants will be advised of acceptance in the program as soon as practicable after the EOI closing date.

Enrolment Process

Successful applicants will be required to complete the following NSW Health RTO enrolment requirements before program commencement:

1. Unique Student Identifier
2. AVETMISS
3. RTO Participant Declaration
4. RTO Enrolment Data Collection Form
5. Any other related forms specific to the program

The delivery site administration office will contact the successful applicants with guidelines on how to complete these requirements.

Qualification Pathway

After achieving this qualification students may undertake higher management and leadership qualifications.

This qualification may enable students to progress into leadership and management roles within NSW Health.

Program Learning Outcomes

At the end of this program, you will have the knowledge and skills to:

- Build and manage effective workplace relationships
- Develop and use emotional intelligence
- Develop and manage an operational plan
- Develop policy and procedures in the context of sustainability
- Manage personal and professional development
- Competently facilitate effective teamwork within the organisation
- Manage risks in a range of contexts across the organisation
- Facilitate continuous improvement
- Competently manage the performance of employees
- Develop critical thinking in others
- Lead Difficult Conversations
- Communicate with influence

Program Content

To successfully attain this qualification, students must complete twelve units of competency that meet the packaging rules for this qualification. There are six core units that must be completed, and these are identified in the list below. In addition, six elective units (see below) must be completed.

The qualification reflects the roles of senior staff and managers who are either in existing leadership positions or aspiring to become leaders and managers in the health system.

Electives selected are relevant to the health work environment and have all been chosen from the elective units as shown in the qualification in the Training Package www.training.gov.au

1. BSBCMM511 Communicate with influence (Core)
2. BSBCRT511 Develop critical thinking in others (Core)
3. BSBLDR523 Lead and manage effective workplace relationships (Core)
4. BSBOPS502 Manage business operational plans (Core)
5. BSBPEF502 Develop and use emotional intelligence (Core)
6. BSBTWK502 Manage team effectiveness (Core)
7. BSBCMM412 Lead difficult conversations (Elective)
8. BSBLDR522 Manage people performance (Elective)
9. BSBOPS504 Manage business risk (Elective)
10. BSBPEF501 Manage personal and professional development (Elective)
11. BSBSTR502 Facilitate continuous improvement (Elective)
12. BSBSUS511 Develop workplace policies and procedures for sustainability (Elective)

If you have completed any of these programs previously through NSW Health, please contact the Program Coordinators to establish whether you are eligible to apply for credit transfer or recognition of prior learning.

Program Structure

1. UOCs are standalone, i.e. not clustered.
2. Students are encouraged to engage in online forum and discussions via the Education Support Portal for the qualification.

The program requires students to conduct a series of workplace activities. These include:

- A workplace consultation process regarding risk management
- A team consultation process and performance plan
- The creation and implementation of an operational plan
- Performance review with staff
- Management of personal priorities and professional development activities
- A sustainability project including the creation of a policy and evidence of your application of the policy into your work area
- Conducting a continuous improvement activity
- Circulating surveys for feedback
- Leading a difficult conversation
- Undertaking a simulated activity in which the student conducts a facilitated discussion.

All of the program resources will be stored on the Education Support Portal (Moodle) whereby students can discuss their questions, comments and learning with their fellow students and teachers.

Delivery Mode

This qualification is delivered as a combination learning model including online, internal and workplace-based learning. In response to the COVID-19 restrictions, safety measures relevant to applicable restrictions will be put in place. These may vary according to the restrictions in place at a given time. Other course components have been redesigned to be available in an online mode.

Internal delivery: There will be thirteen (13) classroom-based workshops session. These sessions will include face to face and online classroom training, facilitation, simulated scenarios, role plays and case studies.

External delivery: Students are required to complete three (3) hours of structured online learning modules. In addition students are encouraged to engage in online forum and discussions with their teachers and peers via the Education Support Portal for the qualification.

Workplace Learning includes: Students are required to conduct a series of workplace learning tasks. These include a workplace project, creating and implementing a workplace suitability policy, undertake a team consultation process, surveys, conducting performance reviews with staff, facilitate a continuous improvement activity, and create, implement and evaluate an operational plan for their work area.

Program Duration

This program is delivered over a sixteen (16) month period, commencing 21st June 2021 and finishing on 23rd November 2022.

During this period students will:

- Attend:
 - Thirteen (13) workshop days, either face to face or online

- Undertake:
 - A workplace consultation process regarding risk management
 - A team consultation process and performance plan
 - The creation and implementation of an operational plan
 - A performance review with staff
 - Management of personal priorities and professional development activities
 - A sustainability project including the creation of a policy and evidence of your application of the policy into your work area
 - A continuous improvement activity
 - Circulating surveys for feedback
 - Leading a difficult conversation
 - A simulated activity in which the student conducts a facilitated discussion.

All workplace activities are outlined in the Student Assessment Workbooks.

- Complete and submit all assessment requirements by the due dates

Students must attend all workshop days. These sessions are designed to help enhance knowledge and skills in relation to the unit/s of competency covered under this qualification.

The completion of this program, along with workshop attendance and completion of work-based assessments, requires a **significant time commitment**. It is expected that students will be able to undertake part of their studies in the workplace and they will also need to commit to study in their own time. For this program it is estimated at a **minimum average of at least three hours per week** for the duration of the 16 month course. For more details about the time commitment involved, contact a CEWD Consultant (contact details are at the end of this document).

Program Scheduling/Timetable

All session will be delivered 09:00 to 16:30.

Session	Date	Unit code and title
Day 1	21/6/21	BSBPEF502 Develop and use emotional intelligence
Day 2	8/9/21	BSBOPS502 Manage business operational plans
Day 3	13/10/21	BSBLDR522 Manage people performance
Day 4	14/10/21	
Day 5	3/11/21	BSBPEF501 Manage personal and professional development
Day 6	25/11/21	BSBSUS511 Develop workplace policies and procedures for sustainability
Day 7	9/2/22	BSBLDR523 Lead and manage effective workplace relationships
Day 8	10/2/22	BSBTWK502 Manage team effectiveness
Day 9	23/3/22	BSBCMM511 Communicate with influence
Day 10	24/3/22	BSBCMM412 Lead Difficult Conversations
Day 11	4/5/22	BSBCRT511 Develop critical thinking in others
Day 12	15/6/22	BSBOPS504 Manage business risk
Day 13	3/8/22	BSBSTR502 Facilitate continuous improvement

Training Location

Workshops will be delivered online or face to face at the Centre for Education and Workforce Development, SLHD Rozelle Campus.

Specific Resources

Students will be provided with handouts and references specific to each unit of competency throughout the program.

Materials and Equipment

Students will be provided with following textbook:

Cole, K. **Management Theory and Practice** 7th Edition, 2019, Cengage Publishing, Australia

There are many additional resources relevant to the qualification that students can access either by purchasing, borrowing or on online.

Workshop readings will be provided in soft copy format either prior to or following the relevant session.

General Resources

Students will need to purchase the following resources:

- Stationary items such as a pens and notebooks or appropriate technological devices such as a laptop or table to take notes during face to face session.

Assessment Requirements

To receive the BSB50420 Diploma of Leadership and Management, students must successfully complete all the assessment requirements for the twelve (12) units of competency as outlined in the program content and timetable. Students will be provided with a Student Assessment Workbook for each Unit of Competence (UOC). These workbooks contain detailed information relating to the assessment requirements and outline the tasks which require completion.

Students may choose to exit before completion of a full qualification. However, to receive a Statement of Attainment, students must complete all assessment requirements for each UOC.

Assessment Methods

The following assessment methods have been adopted for the program:

- Short answer questions/activities
- Case studies
- Workplace activities
- Portfolio of evidence
- Supervisor/Manager Reports
- Simulated Scenarios

Assessment Plan

Unit code and title	Workshop Date	Assessment Due Date
BSBPEF502 Develop and use emotional intelligence	21/6/21	18/7/21
BSBOPS502 Manage business operational plans	8/9/21	18/9/22
BSBLDR522 Manage people performance	13/10/21 14/10/21	12/12/21
BSBPEF501 Manage personal and professional development	3/11/21	10/10/21
BSBSUS511 Develop workplace policies and procedures for sustainability	25/11/21	16/10/22
BSBLDR523 Lead and manage effective workplace relationships	9/2/22	27/3/22
BSBTWK502 Manage team effectiveness	10/2/22	24/4/22
BSBCMM511 Communicate with influence	23/3/22	8/5/22
BSBCMM412 Lead Difficult Conversations	24/3/22	12/6/22
BSBCRT511 Develop critical thinking in others	4/5/22	24/7/22
BSBOPS504 Manage business risk	15/6/22	21/8/22
BSBSTR502 Facilitate continuous improvement	3/8/22	23/11/22

Students are welcome to submit workbooks prior to the due date

Submission of Assessments

If you are unable to complete the assessment tasks by the due date, you must contact the facilitator, prior to the due date, to negotiate a date for submitting the work and discuss any support needs.

The Academic Progress Procedure will be triggered and your Manager/School notified if you:

- Fail to submit your assessment on time, without prior approval

All assessment submissions must be typed. Hand written submissions will not be accepted.

Requesting an Extension

An extension is a request for additional time to complete program assessment requirements. To be granted an extension you must apply in writing to your program coordinator prior to the assessment due date (except in circumstances that prevent you from doing so). You must include the following information in your request for extension:

1. Reasons for your inability to complete the assessment by the original due date
2. An extended due date that you will be able to submit the assessment.

The program coordinator will assess the request and grant extension on case by case basis. Only extenuating circumstances will be considered for extension.

Reasonable Adjustment

Reasonable adjustment means a modification made to the learning environment, training or assessment methods used to enable students with a specific identified need, such as disability, learning difficulty, etc. to access and participate in training on the same basis as those without a disability. The adjustment must be 'reasonable' in that it must not impose unjustifiable hardship on the person or the NSW Health RTO and must not compromise the integrity of the assessment.

Examples of reasonable adjustment could include: providing support to individual students, assistive technology, modifying the assessment process or the format of materials, or adjusting the physical environment.

Make sure you discuss your assessment needs with your Program Coordinator/assessor prior to the assessment.

Recognition of Prior Learning

Recognition of Prior Learning (RPL) is an assessment process that allows experienced individuals to gain a qualification or SOA by producing evidence of what they already know, can do, or have done.

Applicants interested in claiming recognition for one or more units of competence within this Program should contact the Program Coordinator to discuss eligibility and process requirements.

Credit Transfer

Credit Transfer will be granted for any qualification and/or unit(s) of competency (UOCs) that you have previously attained from other RTOs or education providers, and which directly match or are deemed equivalent to UOCs within the program you have enrolled in.

To apply for credit transfer, or to find out more, contact your Program Coordinator prior to or on enrolment to discuss arrangements.

If you decide to apply for course credit, you will be required to provide originals or certified copies of your qualification or Statement of Attainments SOA(s).

Once your Program Coordinator has verified the documents you provided, the credit transfer will be noted and recorded on your file and will show the unit/s for which you have received credit.

Where the qualification or SOA that you have is not considered equivalent, your Program Coordinator may advise you to apply for Recognition of Prior Learning (RPL). Refer to RPL section above.

There is no charge for this process.

Exit Pathway

Students who complete all requirements of the BSB50420 Diploma of Leadership and Management will be awarded the full certificate.

A Statement of Attainment will be awarded to students who may withdraw from the program and have completed one or more UOCs. This is called partial completion.

Students who choose to exit before completing a full qualification will only be granted a Statement of Attainment for UOCs completed and marked competent.

A Statement of Attainment will not be issued if all requirements for at least one UOC are not met.

Withdrawal

It is recommended that students, who wish to withdraw, must discuss this with the Program Coordinators prior to withdrawing from the program. In exceptional cases, after discussion with the Program Coordinator, the option to defer may be granted.

Students must also complete an APPLICATION to Withdraw. The form must be signed and returned to your Program Coordinator or your Delivery Site Administration Office.

Deferral

A deferral is a request to delay the continuance of your training without jeopardising your enrolment including subsidised training under Smart and Skilled. A deferral, if approved, will be allowed up to a maximum of 12 months.

Deferral will only be granted in exceptional circumstances and will only be granted where a student has shown that they have, until their request for deferral, fully committed to the program. Commitment can be shown by a history of on time assessment submission, or appropriate negotiation of extensions in a timely manner.

Deferral will not be granted for students who have participated in training and/or attended class but have not handed in any assessments. It is not granted as a mechanism for delaying Assessment submission.

NSW Health RTO cannot guarantee that your course will still be available at your delivery site when you are ready to return to your studies.

You must return to study by the deferral end date. Failure to do so will result in you being automatically withdrawn from the program.

To be granted a deferral you must apply in writing via email to your Program Coordinator by completing the **Application to Defer Studies**. You must include the following information in your request:

- Reasons and where possible supporting evidence for the deferral
- Propose new program dates.

Academic Progress

All students enrolled in NSW Health RTO Programs are required to meet academic progress requirements as specified in the NSW Health RTO Student Handbook and any additional requirements outlined in this Program Guide.

Academic Misconduct

All NSW Health RTO staff and students are bound by the NSW Health Code of Conduct.

Academic misconduct is any action or attempted action that may result in creating an unfair academic advantage for oneself or an unfair academic advantage or disadvantage for any other member or members of the academic community. Examples include, but not limited to, cheating, collusion, plagiarism.

NSW Health RTO has no tolerance for academic misconduct. These actions are not permitted and will be penalised. Substantial misconduct will result in dismissal.

NSW Health RTO Student Handbook provide further details on Academic Misconduct. All students should become familiar with this.

Referencing Guidelines

The SLHD Centre for Education and Workforce Development follows the Harvard Referencing guidelines. This is the most commonly used method of referencing, which uses the Author-Date system. The Referencing Guidelines are provided and discussed on the first day during introduction.

Access and Equity Arrangements

The needs of students are identified upon enrolment in their chosen program of study. During training you may decide that you need additional support or your Trainer/Assessor may identify that you might benefit from additional support.

NSW Health RTO is committed to ensuring that all its students are supported to successfully complete their program. If you believe you require additional support, please do not hesitate to discuss this with your Trainer/Assessor or Program Coordinator.

Information on the student's support needs is gathered through one or more of the following methods:

- Information provided by the student on the application and/or enrolment forms.
- Completion of a formal language, literacy and numeracy skills test and assessment of the results to determine level of student and therefore suitability for program.
- Discussion with the student during their program orientation.
- Gathering information about each students' prior formal and informal learning and encouraging them to seek recognition for this through the RPL process.

NSW Government Funding Subsidy

Places in this program **may** be subsidised by the NSW Government. If you are successful in receiving a subsidised place you will be notified by the delivery site administration office. You will be provided with:

- Appropriate information about the Consent Forms and Declarations that need to be signed
- Information about fees and refunds, and
- Any additional information.

You will need to provide identification such as a Drivers Licence or Passport.

Smart and Skilled Student fees for BSB50420 Diploma of Leadership and Management employees will be paid by SLHD.

For more information regarding government subsidy please contact your program Coordinator.

For further information on Smart and Skilled, refer to www.smartandskilled.nsw.gov.au

Program Fees, Refunds and Payment Options

All Smart and Skilled Funded students may be required to pay a Student Contribution Fee. Students will be informed of that fee on confirmation of their Smart and Skilled place. NSW Health may choose to pay this contribution on the student's behalf. Students will be advised of this on confirmation of their place.

This program is targeted for NSW Health employees working in SLHD. NSW Health will pay all student charges for SLHD employees only.

Program Enquiries

If you require any further information, please contact the following program co-ordinators for details:

SLHD Centre for Education and Workforce Development (CEWD)

Rozelle Campus, Building 301, Gate A,
Corner Cecily Street and Balmain Road, Lilyfield 2040

Program Coordinator

Name: Sue Marshall

Title: Senior Workforce Development Consultant

Telephone: (02) 8755 3524

Email: Sue.Marshall@health.nsw.gov.au

Administration

Telephone: (02) 8755 3500

Email: SLHD-CEWD@health.nsw.gov.au

Training Plan

RTO Number 90198

This Training Plan:

- Specifies the necessary training and assessment activities that will be provided to the Student
- Must be prepared by the Program Coordinator prior to program commencement
- Must be completed in collaboration with the student enrolled in each program
- Is customised and amended to individual student needs
- Can cover a group of Enrolled Students where the training and assessment is similar, subject to individual student requirements
- Will be maintained and kept up to date by the Program Coordinators and a copy is provided to the student
- Please see the timetable in this Program Guide for the scheduled hours of delivery.

Student Personal Details (not work details) – Student to Complete this Section			
Full Name			
Position			
Personal Address			
Phone	Mobile		Work
Email			
Student Declaration: I the undersigned, agree that: <ol style="list-style-type: none"> I have been given the opportunity for input into the development of this Training Plan I am aware of, and agree to, my responsibilities as outlined in this Training Plan. I will make every effort to successfully complete the training outlined in this Training Plan. I have received a Program Guide for the training I am undertaking I have received and/or have access to an electronic/online copy of this training plan I will notify the program staff with any changes to my details 			
Student Signature		Date signed	

BSB50420 Diploma of Leadership and Management			
Qualification Code	BSB50420		
Qualification Title	Diploma of Leadership and Management		
Training Start Date	21/06/2021	Training Completion Date	23/10/2022

Delivery Site Contact Details – Program Coordinator to Complete			
Program Coordinator Name	Sue Marshall		
Position Title	Senior Workforce Development Consultant		
Phone:	Mobile	Work	(02) 8755 3524
Email Address	Sue.Marshall@health.nsw.gov.au		
Program Coordinator Signature		Date signed	

Customisation Details – Program Coordinator to Complete with the Student		
Does the Student need additional support to achieve the qualification? If yes, indicate the issue/s identified and what support and assistance will be provided?	Issue/s identified:	Support and assistance:
<input type="checkbox"/> Yes <input type="checkbox"/> No		
What learning materials and resources will be provided to the Student by the RTO?	Leadership and Management: Theory and Practice, 7 th ed, Cole 2019 Additional resources, including readings and links, shared via Moodle.	

Student Name:				Version No:	V1.0	Date:		
Units of Competency				Training Details				^ Assessment Methods
Unit Code	Unit Title	* Unit Type	Δ RPL, CT	Start Date	End Date	# Delivery Modes	Name of trainer/ assessor	
BSBPEF502	Develop and use emotional intelligence	C		21/6/21	18/7/21	4	Marie Heydon	WA, WE
BSBOPS502	Manage business operational plans	C		09/09/21	18/9/22	4	Brenda Bradbery	WA, WP
BSBLDR522	Manage people performance	E		13/10/21 & 14/10/21	10/10/21	4	Brenda Bradbery	WA, CA, WE, RP, S/MR
BSBPEF501	Manage personal and professional development	E		3/11/21	12/12/21	4	Rebecca Bedford	WA, CA, WE
BSBSUS511	Develop workplace policies and procedures for sustainability	E		25/11/21	16/10/22	4	Marie Heydon	WA, WE
BSBLDR523	Lead and manage effective workplace relationships	C		9/2/22	27/3/22	4	Marie Heydon	WA, CA, WE, RP, S/MR
BSBTWK502	Manage team effectiveness	C		10/2/22	24/4/22	4	Marie Heydon	WA, CA, WE
BSBCMM511	Communicate with influence	C		23/3/22	8/5/22	4	Marie Heydon Rebecca Bedford	WA, WE
BSBCMM412	Lead Difficult Conversations	C		24/3/22	12/6/22	4	Marie Heydon Rebecca Bedford	WA, WE, RP
BSBCRT511	Develop critical thinking in others	E		4/5/22	24/7/22	4	Marie Heydon Rebecca Bedford	WA, S, WP
BSBOPS504	Manage business risk	E		15/6/22	21/8/22	4	Marie Heydon	WA, CA, WP
BSBSTR502	Facilitate continuous improvement	E		3/8/22	23/11/22	4	Marie Heydon Rebecca Bedford	WA, CA, WE, WP, S

β Ensure that the Version number is changed each time the Training Plan is changed.

*Unit type	Δ Skills Recognition	# Delivery Modes	^ Assessment Methods	
C: Core E: Elective	RPL = Recognition of Prior Learning CT = Credit Transfer	1 = Face to Face 2 = Electronic/Online 3 = Workplace 4 = Blended 5 = Other, specify	A = Assignment, Essays CA = Case Study OB = Observation (Workplace and/or Simulated Environment Observation) OQ = Oral Questions RP = Role play S = Simulations (simulated activities, clinical and non-clinical simulations)	S/MR = Supervisor/Manager Reports WA = Written Activities (Exam, test, quiz, short answer questions, scenarios, etc.) WE – Workplace Evidence (samples of work, etc.) WP = Workplace projects and activities O = Other (Specify)