

BSB30407

Certificate III in Business Administration

Course information and vocational outcomes

This accredited qualification is designed for entry level students, existing workers and independent learners who wish to gain recognition for their skills in the business administration field. In the current labour market environment, creating career pathways becomes almost exclusively an individual responsibility. People need special skills to take on these responsibilities and this course provides training in those areas. It reflects the role of individuals who apply a broad range of administrative competencies in varied work contexts, using some discretion and judgement. They may provide technical advice and support to a team. Job roles and titles vary across different industry sectors. Possible job titles relevant to this qualification include: accounts receivable clerk; accounts payable clerk; clerk; data entry operator; junior personal assistant; receptionist; office administration assistant; office administrator; and word processing operator. There are no prerequisite requirements for individual units of competency.

Preferred pathways for candidates considering this qualification include any of the following options:

- BSB20107 Certificate II in Business or other relevant qualification/s
- with vocational experience assisting in a range of support roles without a formal business qualification.
- Examples of indicative job roles for candidates seeking entry based upon their vocational experience include: administration assistant; clerical worker; data entry operator; information desk clerk; office junior; receptionist. This breadth of expertise would equate to the competencies required to undertake this qualification.

After achieving this qualification candidates may undertake BSB40507 Certificate IV in Business Administration.

There is no direct link between this qualification and licensing, legislative and/or regulatory requirements. However, where required, a unit of competency will specify relevant licensing, legislative and/or regulatory requirements that impact on the unit.

To complete this course thirteen units must be successfully undertaken. These units must consist of:

- Two core units
- Eleven elective units
 - **7 elective units** must be selected from the **Group A** units listed below.
 - The remaining 4 elective units may be selected from the Group A or Group B elective units listed below, or any currently endorsed Training Package or accredited course at the same qualification level. If not listed below 2 of the electives units may be selected from a Certificate II or Certificate IV qualification.
 - Elective units must be relevant to the work outcome, local industry requirements and the qualification level.

- Where the packaging rules of this qualification meet the rules of a specialist qualification, the specialist qualification and not the generic qualification must be awarded.

Employability skills

The following is summary of the employability skills/enterprise requirements for this qualification and should be interpreted in conjunction with the detailed requirements of each unit of competency packaged in this qualification. The outcomes described here are broad industry requirements that may vary depending on the packaging options.

Communication

- clearly communicating workplace information to others (verbal and non-verbal)
- communicating sensitively in a cross-cultural context
- communicating with colleagues and clients to handle verbal enquiries such as clarifying instructions and responding to requests for information
- communicating with people who speak languages other than English
- interpreting needs of clients (internal or external)
- interpreting the needs of customers
- reading and interpreting workplace related documentation
- writing to audience needs

Teamwork

- applying knowledge of own role to complete activities efficiently to support team activities and tasks
- working in a team of people to provide office administration services
- working with diverse individuals and groups

Problem solving

- developing practical responses to common breakdowns in workplace systems and procedures
- rectifying discrepancies or errors in documentation and transactions
- taking action to resolve concerns

Initiative and enterprise

- adapting to new and emerging situations in the workplace
- being proactive and creative in responding to workplace problems, changes and challenges

Planning and organising

- allocating resources to workplace tasks and requirements
- collecting, analysing and organising workplace data
- identifying risk factors and taking action to minimise risk
- organising meeting schedules for clients and colleagues and negotiating alternative arrangements
- planning for contingencies
- planning information and documentation requirements
- utilising or determining required resources

Self management

- following workplace documentation such as codes of practice or operating procedures
- projecting a professional image when representing the organisation
- setting own work program and managing time to ensure tasks are done on time
- taking personal responsibility at the appropriate level

Self management (cont.)

- working ethically when dealing with financial transactions

Learning

- maintaining continuous learning by seeking out opportunities for improvement and developing new skills
- seeking assistance and expert advice

Technology

- using business related technology safely (OHS)
- using business technology such as software programs for word processing spreadsheets, presentation and scheduling

This is a summary of employability skills that are typical of this qualification and should not be interpreted as definitive.

The nominal hours of this qualification are between 350 and 665 hours depending on the units selected.

Completion of this course carries with it a Nationally Recognised Certificate.

Course content

Core units:

IT use

- **BSBITU307A - Develop keyboarding speed and accuracy (50 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to develop keyboard skills with speed and accuracy using touch typing techniques. This unit contains employability skills. This unit applies to individuals who work in a range of environments and are required to enter text and data with speed and accuracy. On successful completion of this unit, individuals must be assessed in accordance with the current version of AS 2708: 2001 and issued with a speed statement.)

1. Use safe work practices
2. Identify and develop keyboard skills
3. Check accuracy

Occupational Health and Safety

- **BSBOHS201A - Participate in OHS processes (20 nominal hours)**

(This unit covers the skills and knowledge required to work effectively within a commercial or business environment. It includes identifying the rights and responsibilities of employees and employers and conducting business in accordance with the organisational goals, values and standards. This unit is related to BSBCM101A 'Prepare for work' and BSBCM301A 'Exercise initiative in a business environment'.)

1. Work within organisational requirements
2. Determine future work/career directions

Elective units:

Group A units:

Financial administration

- **BSBFIA302A - Process payroll (30 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to process payroll from provided data using manual and computerised payroll systems. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals employed in a range of work environments who are responsible for payroll functions within an organisation. They may work as individuals providing administrative support within an enterprise, or may be other members of staff who have been delegated payroll responsibilities.)

1. Record payroll data
2. Prepare payroll
3. Handle payroll enquiries

- **BSBFIA303A - Process accounts payable and receivable (30 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to maintain accounts payable and accounts receivable records, including processing payments to creditors and handling overdue accounts receivable. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals employed in a range of work environments supporting the accounting functions and aspects of an enterprise. They may provide administrative support within an enterprise, or may be members of staff who have been delegated accounting responsibilities.)
 1. Maintain financial journal systems
 2. Prepare bank reconciliations
 3. Maintain accounts payable and accounts receivable systems
 4. Process payments for accounts payable
 5. Prepare statements for accounts receivable
 6. Follow up outstanding accounts

- **BSBFIA304A - Maintain a general ledger (60 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to maintain a general ledger within an organisation including processing journal entries and preparing a trial balance. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals employed in a range of work environments with responsibility for simple accounting functions within an organisation. They may work as individuals providing administrative support within an enterprise, or may be other members of staff with delegated responsibilities relating to general ledger maintenance.)
 1. Process journal entries
 2. Prepare a trial balance

General administration

- **BSBADM307B - Organise schedules (15 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to manage appointments and diaries for personnel within an organisation, using manual and electronic diaries, schedules and other appointment systems. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals employed in a range of work environments who provide administrative support to teams and individuals in the management of diaries, schedules and other appointment mechanisms.)
 1. Establish schedule requirements
 2. Manage schedules

IT use

- **BSBITU302B - Create electronic presentations (20 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to design and produce electronic presentations for speakers, for self access and for online access. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit applies to individuals employed in a range of work environments who design electronic presentations. They may work as individuals providing administrative support within an enterprise, or may be responsible for production of their own electronic presentations. This unit contains employability skills.)
 1. Prepare to create presentation
 2. Create presentation
 3. Finalise presentation

- **BSBITU303A - Design and produce text documents (90 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to design and develop predominantly text based documents using advanced features of word processing software. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals who possess fundamental skills in computer operations and keyboarding, and basic skills in the operation of word processing software. They may work as individuals who provide administrative support within an enterprise, or may be technical/knowledge experts responsible for production of their own word processed documents.)

 1. Prepare to produce word processed documents
 2. Design word processed documents
 3. Add tables and other data
 4. Produce text documents

- **BSBITU304A - Produce spreadsheets (35 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to develop spreadsheets through the use of spreadsheet software. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals employed in a range of environments who require skills in the creation of spreadsheets that encompass formatting, formulae and charts. They tend to be personally responsible for designing and working with spreadsheets under minimal supervision.)

 1. Select and prepare resources
 2. Plan spreadsheet design
 3. Create spreadsheet
 4. Produce simple charts
 5. Finalise spreadsheets

- **BSBITU306A - Design and produce business documents (80 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to design and produce various business documents and publications. It includes selecting and using a range of functions on a variety of computer applications. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals who possess fundamental skills in computer operations and keyboarding. They may exercise discretion and judgement using appropriate theoretical knowledge of document design and production to provide technical advice and support to a team.)

 1. Select and prepare resources
 2. Design document
 3. Produce document

- **BSBITU309A - Produce desktop published documents (50 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to design and produce desktop published documents. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals who work in a range of environments and require skills in desktop publishing. They may work as individuals providing administrative support within an enterprise, or may be technical or knowledge experts responsible for the production of their own documents.)

 1. Prepare to produce desktop published documents
 2. Set up desktop published document
 3. Create desktop published document
 4. Finalise desktop published document

Writing

- **BSBWRT301A - Write simple documents (30 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to plan, draft and review a basic document before writing the final version. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals who are skilled operators and apply a broad range of competencies in various work contexts. They may exercise discretion and judgement to produce a range of basic workplace documentation.)
 1. Plan document
 2. Draft document
 3. Review document
 4. Write final document

Group B units:

Customer service

- **BSBCUS301A - Deliver and monitor a service to customers (35 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to identify customer needs and monitor service provided to customers. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals who are skilled operators and apply a broad range of competencies in various work contexts. They may exercise discretion and judgement using appropriate theoretical knowledge of customer service to provide technical advice and support to customers over either a short or long term interaction.)
 1. Identify customer needs
 2. Deliver a service to customers
 3. Monitor and report on service delivery

Diversity

- **BSBDIV301A - Work effectively with diversity (30 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to recognise and interact productively with diversity in the workplace. It covers sensitive responses to, and interactions with, all manner of diversity that might be encountered during the course of work. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals who work in a variety of contexts, where they will be expected to interact with a diverse client and/or co-worker population.)
 1. Recognise individual differences and respond appropriately
 2. Work effectively with individual differences

Financial administration

- **BSBFIA301A - Maintain financial records (60 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to maintain financial records for a business. It includes maintaining daily financial records such as reconciling debtors' and creditors' systems, preparing and maintaining a general ledger, and preparing a trial balance. It also includes activities associated with monitoring cash control for accounting purposes. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals who are skilled operators and apply a broad range of competencies in various work contexts. They may exercise discretion and judgement using appropriate theoretical knowledge of financial records to provide technical advice and support to a team.)

1. Maintain daily financial records
2. Maintain general ledger
3. Monitor cash control

General administration

- **BSBADM302B - Produce texts from notes (60 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to take notes from oral or printed sources to produce accurate text. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals employed in a range of work environments who produce notes and texts from oral or printed sources. They may work as individuals providing administrative support within an enterprise, or they may be responsible for the production of their own notes and other documentation.)

1. Take notes
2. Transcribe notes
3. Edit and revise text

- **BSBADM303B - Produce texts from audio transcription (30 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to transcribe from an audio source using keyboarding techniques and to produce accurate texts. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals employed in a range of work environments who produce texts from audio sources using keyboarding techniques. They may work as individuals who provide administrative support within an enterprise and may be responsible for their own output.)

1. Prepare for audio transcription
2. Transcribe audiotape
3. Edit and revise text

- **BSBADM311A - Maintain business resources (15 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to determine, administer and maintain resources and equipment to complete a variety of tasks. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals who are skilled operators and apply a broad range of competencies in various work contexts. They may exercise discretion and judgement using appropriate theoretical knowledge of business resources and their maintenance to provide technical advice and support to a team.)

1. Advise on resource requirements
2. Monitor resource usage and maintenance
3. Acquire resources

Information management

- **BSBINM301A - Organise workplace information (30 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to gather, organise and apply workplace information in the context of an organisation's work processes and knowledge management systems. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals who are skilled operators and apply a broad range of competencies in various work contexts. They may exercise discretion and judgement using appropriate theoretical knowledge of information management to provide technical advice and support to a team.)
 1. Collect and assess information
 2. Organise information
 3. Review information needs

- **BSBINM302A - Utilise a knowledge management system (50 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to access and use a knowledge management system, to input into a knowledge management system, and to contribute to monitoring, reviewing and improving a knowledge management system and work practices. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals who apply a broad range of competencies in various work contexts. They may exercise discretion and judgement using appropriate theoretical knowledge of knowledge management to assist in increasing productivity, to improve quality or to recognise the benefits to the organisation through the improved use of knowledge. For the purpose of this unit, knowledge management is defined as the whole range of strategies, methods, activities and techniques used formally and informally by individuals and the organisation (as formalised in a knowledge management system) to identify, collect, organise, store, retrieve, analyse, share and apply knowledge to the work of the organisation.)
 1. Access and use knowledge management system
 2. Input to knowledge management system
 3. Review and improve work practices

- **BSBINM303A - Handle receipt and despatch of information (15 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to receive and distribute incoming mail, and to collect and despatch outgoing mail. It also covers collating and despatching bulk mail according to Australia Post and AUSDOC specifications. This unit contains employability skills. This unit applies to individuals who, while under supervision, provide services to support legal practitioners. All aspects of legal practice may be subject to a range of legislation, rules, regulations and/or codes of practice relevant to different job roles and jurisdictions.)
 1. Receive and distribute incoming mail
 2. Receive and dispatch outgoing mail
 3. Collate and dispatch documents for bulk mailing
 4. Organise urgent and same day deliveries

Innovation

- **BSBINN201A - Contribute to workplace innovation (35 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to make a pro active and positive contribution to workplace innovation. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals working in any industry or community context, in both small and large organisations. They take a pro active approach to identifying, suggesting and developing ideas about better ways of doing things at a practical operational level in a specific area of activity. While the individual's overall work is undertaken with some supervision and guidance, the nature of this process requires the application of discretion, judgement and effective interpersonal skills. The unit assumes that there is wider organisational and management support for innovation and for individuals at all levels to contribute to the innovation process.)

1. Identify opportunities to do things better
2. Discuss and develop ideas with others
3. Address the practicalities of change

Intellectual property

- **BSBIPR301A - Comply with organisational requirements for protection and use of intellectual property (40 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to assist with the protection and lawful use of an organisation's intellectual property and to avoid intellectual property infringement. It focuses on supporting the maintenance of an organisation's policies and procedures for the protection of intellectual property and avoidance of intellectual property infringement. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit applies to individuals who operate in a broad range of work roles and contexts. Their role may include assisting the organisation to comply with intellectual property requirements for the protection and use of intellectual property. This unit contains employability skills.)

1. Identify organisational expectations for complying with intellectual property requirements
2. Support policies and procedures for the protection and use of intellectual property
3. Contribute to recommendations about non-compliance issues with intellectual property requirements

Interpersonal communication

- **BSBCMM301A - Process customer complaints (30 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to handle formal and informal negative feedback and complaints from customers. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals who are skilled operators and apply a broad range of competencies in various customer service contexts. They may exercise discretion and judgement using appropriate knowledge of products, customer service systems and organisational policies to provide technical advice and support to a team.)

1. Respond to complaints
2. Refer complaints
3. Exercise judgement to resolve customer service issues

IT use

- **BSBITU301A - Create and use databases (30 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to create simple two table relational databases with reports and queries, for the storage and retrieval of information. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals employed in a range of work environments who develop and use simple databases to store and retrieve data. They may provide administrative support within an enterprise, or may be independently responsible for the storage and retrieval of data relating to their own work roles.)
 1. Create a simple database
 2. Create reports and queries
 3. Use database

- **BSBITU305A - Conduct online transactions (40 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to undertake a range of online transactions, including banking, buying and selling products and services. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals who are skilled operators and apply a broad range of competencies in various work contexts. They may exercise discretion and judgement using appropriate theoretical knowledge of conducting online transactions to provide technical advice and support to a team.)
 1. Identify and investigate online service provider
 2. Perform online transactions
 3. Maintain records of online transactions
 4. Review online transactions

Occupational Health and Safety

- **BSBOHS407A - Monitor a safe workplace (50 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to implement and monitor the organisation's occupational health and safety (OHS) policies, procedures and programs in the relevant work area to meet legislative requirements. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to employees with supervisory responsibilities for implementing and monitoring the organisation's OHS policies, procedures and programs in a work area. This unit applies to individuals with a broad knowledge of OHS policies who contribute well developed skills in creating solutions to unpredictable problems through analysis and evaluation of information from a variety of sources. They provide supervision and guidance to others and have limited responsibility for the output of others.)
 1. Provide information to the workgroup about OHS policies and procedures
 2. Implement and monitor participative arrangements for the management of OHS
 3. Implement and monitor the organisation's procedures for providing OHS training
 4. Implement and monitor procedures for identifying hazards and assessing risks
 5. Implement and monitor the organisation's procedures for controlling risks
 6. Implement and monitor the organisation's procedures for maintaining OHS records for the team

Product skills and advice

- **BSBPRO301A - Recommend products and services (20 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to provide advice and information within an organisation about the development and distribution of its products and services. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals who are skilled operators and apply a broad range of competencies in various work contexts. They may exercise discretion and judgement using appropriate knowledge of products and services to provide technical advice and support to a team.)

1. Develop and maintain knowledge of products and services
2. Recommend products and services
3. Advise on promotional activities

Sustainability

- **BSBSUS201A - Participate in environmentally sustainable work practices (20 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to effectively measure current resource use and to carry out improvements including reducing the negative environmental impact of work practices. This unit requires the ability to access industry information, and applicable legislative and occupational health and safety (OHS) guidelines. While no licensing, legislative, regulatory or certification requirements apply holistically to this unit at the time of publication, relevant national, state and territory legislation, regulations and codes of practice impact upon this unit. This unit contains employability skills. This unit applies to operators/team members under supervision or guidance, who are required to follow workplace procedures and instructions, and to work in an environmentally sustainable manner. It covers: efficient resource use; potential environmental hazards; regulatory compliance; improving environmental performance (within the scope of competency, authority and own level of responsibility). It addresses the knowledge, processes and techniques necessary to participate in environmentally sustainable work practices.)

1. Identify current resource use
2. Comply with environmental regulations
3. Seek opportunities to improve resource efficiency

Workplace effectiveness

- **BSBWOR204A - Use business technology (20 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to select, use and maintain a range of business technology. This technology includes the effective use of computer software to organise information and data. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals who use business technology to perform a range of routine tasks. They use a limited range of practical skills and fundamental knowledge of equipment use and the organisation of data or files in a defined context, under direct supervision or with limited individual responsibility.)

1. Select and use technology
2. Process and organise data
3. Maintain technology

- **BSBWOR301A - Organise personal work priorities and development (30 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to organise own work schedules, to monitor and obtain feedback on work performance, and to maintain required levels of competence. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals who are skilled operators and apply a broad range of competencies in various work contexts. They may exercise discretion and judgement using appropriate theoretical knowledge of work scheduling and performance improvement to provide technical advice and support to a team.)
 1. Organise and complete own work schedule
 2. Monitor own work performance
 3. Coordinate personal skill development and learning

- **BSBWOR302A - Work effectively as an off-site worker (25 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to negotiate and perform self managed, self directed work as an off site worker performing agreed duties at an alternative site during some or all of scheduled work hours. It is a flexible employment option that meets all legal and regulatory employment requirements. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals who are skilled operators and apply a broad range of competencies in various off site contexts. Most commonly this will apply to people working from home or other location away from a central office or organisation.)
 1. Negotiate off site working arrangements
 2. Organise off site work environment
 3. Plan off-site work schedules
 4. Complete off-site work
 5. Monitor and improve off-site work performance