



Unregistered
pharmacy staff
training programme
—
Pharmacy Assistant

Scientia Skills

Report of an accreditation event
October 2018

Event summary and conclusions	
Provider	Scientia Skills
Course	Combined Pharmacy Assistant programme
Event type	Accreditation
Event date	25 October 2018
Accreditation period	January 2019 – January 2022
Outcome	<p>Approval with conditions</p> <p>The accreditation team agreed to recommend to the Registrar of the General Pharmaceutical Council (GPhC) that the Combined Pharmacy Assistant programme(s) provided by Scientia Skills should be reaccredited for a period of three years, subject to one condition.</p>
Conditions	<p>Scientia Skills must review its assessment strategy to include assessment of the application of students' knowledge and skills in practice. This is because the assessment of students' fitness for purpose is singularly reliant on MCQ assessments. This is to meet criterion 2a. Scientia Skills must submit evidence of how this condition has been met to the GPhC, for approval by the accreditation team. This must be done before the first intake of students onto the programme.</p>
Standing conditions	Please refer to Appendix 1
Recommendations	Scientia Skills should strengthen its requirements for the invigilation procedure of the MCQs to ensure the integrity of the examinations.
Registrar decision	<p>Following the event, the provider submitted a response to the condition of reaccreditation, and the accreditation team agreed it had been met satisfactorily.</p> <p>The Registrar of the GPhC accepted the team's recommendation and approved the reaccreditation of the programme for a further period of 3 years.</p>
Key contact (provider)	Rachel Marchant, Managing Director
Accreditation team	<p>Ms Leonie Milliner, accreditation team chair (lay), Chief Executive, Association for Nutrition</p> <p>Ms Elizabeth Fidler, accreditation team member (pharmacy technician), Associate Head of Pharmacy, HEE London and Kent, Surrey and Sussex</p> <p>Ms Donna Bartlett, accreditation team member (pharmacy technician), Locum Technician, Lancashire Teaching Hospitals</p> <p>Dr Ruth Edwards, accreditation team member (pharmacist), Head of Pharmacy Practice, Aston Pharmacy School</p>

GPhC representatives	Mr Chris McKendrick, Quality Assurance Officer, GPhC Mr Simon Roer, Policy Manager, GPhC (Observer)
Rapporteur	Professor Ian Marshall, Emeritus Professor of Pharmacology, University of Strathclyde; Proprietor, Caldarvan Research (Educational and Writing Services)

Introduction

Role of the GPhC

The General Pharmaceutical Council (GPhC) is the statutory regulator for pharmacists and pharmacy technicians and is the accrediting body for pharmacy education in Great Britain. The accreditation process is based on the GPhC's Accreditation and Recognition of unregistered pharmacy staff training programme(s) – interim guidance (September 2018).

The powers and obligations of the GPhC in relation to the accreditation of pharmacy education are legislated in the Pharmacy Order 2010. For more information, visit:

<http://www.legislation.gov.uk/uksi/2010/231/contents/made>

Background

Scientia Skills, which had been previously accredited to provide a Medicines Counter Assistant course, was accredited originally in March 2012 to provide a Dispensing Assistant training programme for a period of three years, with no conditions or recommendations. A reaccreditation event for both programmes took place on 18 September 2015 and the accreditation team agreed to recommend to the Registrar of the General Pharmaceutical Council (GPhC) that Scientia Skills should be reaccredited as a Dispensing Assistant training course provider for a further period of three years. There were no conditions. The team made the recommendation that Scientia Skills should review the quality assurance processes for its programme, in particular the mechanisms for assuring the assessments and course materials to ensure the independent nature of the QA processes. Scientia Skills approached the GPhC with an application for accreditation of a new programme to train unregistered pharmacy staff as Combined Pharmacy Assistants. In line with the GPhC's process for accreditation of Accreditation and Recognition of unregistered pharmacy staff, an event was scheduled for 25 October 2018 to review the programme's suitability for accreditation.

Documentation

Prior to the event, the provider submitted documentation to the GPhC in line with the agreed timescales. The documentation was reviewed by the accreditation team and it was deemed to be satisfactory to provide a basis for discussion.

The event

The event was held at the GPhC offices in London on 25 October 2018 and comprised a number of meetings between the GPhC accreditation team and representatives of Scientia Skills. A teleconference with a selection of trainees and tutors was also undertaken by the accreditation team. A pre-visit meeting was held by teleconference on 11 October 2018 where the content of the submission and mapping of the programme was discussed.

Declarations of interest

There were no declarations of interest.

Key findings

Section 1: The training programme

The team was satisfied that all four criteria relating to the training provider are met subject to one criterion requiring clarification (See Appendix 2 for criteria)

The combined Pharmacy Assistant (PA) Programme is for pharmacy staff working full or part time in the dispensary and on the counter, that have not already completed a recognised dispensing or medicine counter assistant training programme. It will take between 57-72 weeks to complete. The programme consists of a Trainee Guide, Tutor Guide, six workbooks and an activity book: The essentials of pharmacy, Dispensing prescriptions, Advising on pain, coughs and colds and digestive disorders, Advising on hay fever, sleep, eye disorders, skin and travel health, Advising on infant feeding, childhood ailments, contraception, conception, urinary tract disorders and a healthy lifestyle, and Managing stock. The programme covers the following units: Assist with the provision of a pharmacy service, Make sure your own actions reduce risks to health and safety, Contribute to the effectiveness of teams, Provide advice on non-prescribed medicines and products, Receive prescriptions from individuals, Assemble prescribed items, Order pharmaceutical stock, Receive pharmaceutical stock, Maintain pharmaceutical stock, and Assist in the issuing of prescribed items. The team tested the mapping of the content of the workbooks to the GPhC learning outcomes and agreed that, after some clarification by the provider, there remained several outcomes that were insufficiently clearly mapped.

A number of assessments will run throughout the programmes, including workbook activities reviewed by the tutor, MCQs, and review meetings. The assessments will all relate directly to the content of the training material. The programme and assessments have been written and will be updated on a 6-monthly basis by Scientia Skills pharmacists. Quality assurance will be facilitated by the involvement of external pharmacist consultants and a lay person to provide a patient perspective. Interim reviews and updates will be carried out where necessary. Trainees should take a total of 55 weeks to complete the workbooks. Employers will be recommended to provide trainees with 45 minutes every week of protected time to complete their reading and activities. The minimum permitted time for completion of the training will be 40 weeks and the maximum will be 72 weeks.

Section 2: Academic and management structures

The team was satisfied that three of the four criteria relating to the academic and management structures are met with one criterion subject to a condition. One recommendation was made.

Tutor-reviewed activities are included throughout the workbooks and these will enable trainees to apply knowledge gained, along with questions and statements within the checklists at the end of each section. The workbook tests will allow Scientia Skills and the tutor to ensure that the trainee has gained sufficient knowledge and understanding to move onto the following workbook and ultimately to complete the programme. The team learned that there will be a system of checking the activities and informing the trainee of their next steps. There will be a sampling plan whereby 5% of trainees return their completed activities to Scientia Skills for review to ensure that they are completing and interpreting them correctly. Summative tests will be completed online only, and will comprise 10 MCQs from a bank of 80 MCQs per workbook, divided into groups to ensure the trainee is tested across all sections of the workbook. The pass mark is 70%, and trainees will be allowed a maximum of four attempts to pass each test, with the final fourth attempt made available after a review with the trainee, tutor and Scientia Skills. This final attempt will be paper-based only, to ensure an intervention takes place with Scientia Skills to ensure that the trainee is receiving adequate support. The team found that the proposed assessment process of students' fitness for purpose was singularly reliant on MCQ assessments and agreed that it will be a **condition of accreditation** that Scientia Skills must review its assessment strategy to include assessment of the application of students' knowledge and skills in practice. This is to meet criterion 2a. The team also agreed that it should be a **recommendation** that Scientia Skills should strengthen its requirements for

the invigilation procedure of the MCQs to make sure of the integrity of the examinations. This is because the online test, although time-limited, will not be invigilated, and the team was told that it will not be possible to prevent a trainee from accessing the internet during the test. An appeals process requires issues to be emailed or submitted in writing to Scientia Skills, which will be considered by the Quality Assurance Process. If either the tutor or trainee is not satisfied with the response, the issue will be considered by a Pharmacist Associate who is independent of Scientia Skills. In the event of Scientia Skills believing that a trainee has acted in an unprofessional way, then at its discretion, it will remove the trainee from the programme; this may involve a Scientia Skills qualification that has already been achieved becoming invalid.

Section 3: Resources

The team was satisfied that all eight criteria relating to the resources are met

The programmes are fully funded by customers who wish to purchase the programme. The programme will be delivered via distance learning with online testing. The Scientia Skills Managing Director and Director both work full-time supporting this and other programmes, along with two non-executive Associates who are contracted as consultants when needed. The Associates support Trainees and help with administration. All four are pharmacists. In addition, there is a Senior Support Executive who manages calls and administration of the training programmes along with a Support Executive. There is also support from an external art-working, printing and distribution company, and contracted IT support. The Scientia Skills tracking system will generate a report on the trainee and their progress which can be accessed by the client/contractor. Spreadsheets hold relevant information for the programme, including the date the trainee successfully completed the programme, when the feedback questionnaires were sent and the date of sending their certificate; this is also held on a bespoke Customer Management System (CMS). The tutor may be either a pharmacist or pharmacy technician and would normally be someone who is working in the pharmacy, but could be someone who visits the pharmacy on a regular basis, for example, a locum pharmacist. Scientia Skills advises on arranging an initial meeting between the trainee and tutor, to discuss the trainee's experience to date, and on setting up meetings to review progress. An online/paper-based questionnaire will be provided to all trainees and tutors with feedback used to inform a review by Scientia Skills during regular QAP, resulting in any significant issues being acted upon immediately.

Appendix 1 – Standing conditions

The following are standing conditions of accreditation and apply to all providers:

1. The record and report include other comments from the team, and providers are required to take all comments into account as part of the accreditation process. The provider must confirm to the GPhC that required amendments have been made.
2. The provider must respond to the definitive version of the record and report within three months of receipt. The summary report, along with the provider's response, will be published on the GPhC's website for the duration of the accreditation period.
3. The provider must seek approval from the GPhC for any substantial change (or proposed change) which is, or has the potential to be, material to the delivery of an accredited course. This includes, but is not limited to:
 - a. the content, structure or delivery of the accredited programme;
 - b. ownership or management structure of the institution;
 - c. resources and/or funding;
 - d. student numbers and/or admissions policy;
 - e. any existing partnership, licensing or franchise agreement;
 - f. staff associated with the programme.
4. The provider must make students and potential students aware that successful completion of an accredited course is not a guarantee of employment.
5. The provider must make students and potential students aware of the existence and website address where they can view the GPhC's accreditation reports and the timescales for future accreditations.
6. Whenever required to do so by the GPhC, providers must give such information and assistance as the GPhC may reasonably require in connection with the exercise of its functions. Any information in relation to fulfilment of these standing conditions must be provided in a proactive and timely manner.

Appendix 2 – Accreditation criteria

GPhC accreditation criteria for unregistered pharmacy staff training programme(s)

Section 1: The training programme

- 1.a** For the MCA provision, the programme content is mapped to unit 4 (SFHPHARM04), unit 5 (SFHPHARM07) and unit 15 (SFHPHARM32).
- 1.b** For the DA provision, the unit(s) are relevant, specific and mapped clearly to the programme being developed.
- 1.c** For the MCA and DA 'combined' provision, the programme content is mapped to unit 4 (SFHPHARM04), unit 5 (SFHPHARM07) and unit 15 (SFHPHARM32) and additional units are relevant, specific and mapped clearly to the programme being developed.
- 1.d** The programme(s) is (are) aligned and thought to the Pharmacy National Occupational Standards (NOS) at RQF level 2 / SCQF level 5 or equivalent.
- 1.e** For each unit, the transfer of underpinning knowledge into the workplace is demonstrated through the use of a variety of methods.
- 1.f** Assessments have been developed by subject experts from the Pharmacy sector and directly relate to the relevant units of the Pharmacy National Occupational Standards (NOS) at RQF level 2 / SCQF level 5 or equivalent.

Section 2: Academic and management structures

- 2.a** Assessment process and strategies assure appropriate standards in assessment and that students are able to demonstrate fitness for purpose.
- 2.b** In the processes of programme review and development, the training provider has taken account of advances in pharmacy practice and developments potentially impacting on pharmacy.
- 2.c** Course regulations include procedures for appeals against assessment decisions.
- 2.d** Course regulations include procedures for dealing with suspected plagiarism and/or malpractice.

Section 3: Resources

- 3.a** Buildings, human, equipment, and other resources available to the training provider are sufficient for the effective delivery of the course to the numbers of students on the course, and overall.
- 3.b** Record keeping systems are able to generate data on candidates completing, completion rates, student sector of practice, and disability.
- 3.c** Systems are in place for issuing certificates of completion to successful students in the GPhC's approved format.
- 3.d** There is an appropriate mix of tutors, mentors and assessors.
- 3.e** The student has access to a personal tutor or tutors for academic guidance and pastoral care.
- 3.f** The student is instructed in the use of information resources.
- 3.g** There are adequate student feedback mechanisms in place.
- 3.h** The training provider seeks to provide the student with a positive learning experience.

Submission template part 2: unregistered staff training programme mapping

PA MAPPING

--	--

1.	Assist with the provision of a pharmacy service		
General Pharmaceutical Council (GPhC) Learning Outcomes			
		Name of document and unit/module number	Accreditation team use only
To demonstrate knowledge and understanding in this NOS, assistants should be able to apply:			
1.1	A working knowledge of the Standard Operating Procedures and the importance of adhering to them at all times	Provider's commentary PA Workbook 1 The essentials of pharmacy P7, p34-35	Accreditation team's commentary Maps
1.2	A working knowledge of the importance of working within the limits of your competence and authority, when to seek agreement or permission from others and when to refer on to an appropriate person	PA Workbook 1 The essentials of pharmacy P2-5, p12, p22, p33, p37, p40-43, p47-54, p62, p64, p66 PA Letter to accompany certificate	Maps
1.3	A working knowledge of the current health and safety legislation and how it applies to the working environment	PA Workbook 1 The essentials of pharmacy P68-80	Maps
1.4	A working knowledge of the legal,	PA Workbook 1 The essentials of pharmacy	Maps

	organisational and policy requirements relevant to your role, the role of others in your organisation and the activities being carried out	P7, p10-13, p20-28, p31, p34-35, p49, p67, p80	
1.5	A working knowledge of the relevant national and local guidelines, policies and procedures that are available and how and when they should be accessed	PA Workbook 1 The essentials of pharmacy P29-35	Maps
1.6	A working knowledge of the importance of adhering to information governance policies and maintaining confidentiality when sharing information about individuals with others	PA Workbook 1 The essentials of pharmacy P3-4, p25-26, p30-31	Maps
1.7	A working knowledge of the duty to report any acts or omissions that could be detrimental to individuals, yourself, colleagues or your employer	PA Workbook 1 The essentials of pharmacy P6	Additional activity included by provider. Now maps
1.8	A working knowledge of what constitutes good customer service	PA Workbook 1 The essentials of pharmacy P36-67	Maps
1.9	A working knowledge of the organisation's policy on the service provided to individuals and how this applies to your role	PA Workbook 1 The essentials of pharmacy P60	Maps
1.10	A working knowledge of the organisation's procedure for handling complaints	PA Workbook 1 The essentials of pharmacy P65, p66	Maps
1.11	A working knowledge of how to assess complaints and what action to take	PA Workbook 1 The essentials of pharmacy P65, p66	Maps
1.12	A working knowledge of when you should refer complaints and to whom	PA Workbook 1 The essentials of pharmacy P65, p66	Maps
1.13	A working knowledge of the methods of enabling effective communication and supporting individuals to communicate their needs, views and preferences	PA Workbook 1 The essentials of pharmacy P36-41, p55-60	Maps
1.14	A working knowledge of the importance of establishing the requirements of individuals clearly and accurately	PA Workbook 1 The essentials of pharmacy P55-60	Maps

1.15	A working knowledge of the importance of collecting the relevant information about the individual and their problem	PA Workbook 1 The essentials of pharmacy P55-60	Maps
1.16	A working knowledge of the importance of verbal and non-verbal communication when communicating with individuals	PA Workbook 1 The essentials of pharmacy P55-60	Maps
1.17	A working knowledge of how to give clear and accurate information and check the individual's understanding	PA Workbook 1 The essentials of pharmacy P61-62	Maps
1.18	A working knowledge of how to manage conflict and/or individuals who are distressed	PA Workbook 1 The essentials of pharmacy P40, p64-66	Maps
1.19	A working knowledge of the relevant products and services or advice for which information and/or advice is required	PA Workbook 1 The essentials of pharmacy P61-65	Maps
1.20	A working knowledge of the where to get assistance if you cannot provide information and advice yourself	PA Workbook 1 The essentials of pharmacy P62	Maps
1.21	A working knowledge of the source(s) of information that can be accessed and the information that can be given to individuals by you and other colleagues	PA Workbook 1 The essentials of pharmacy P6-9, p48, p62-63	Maps
1.22	A working knowledge of the importance of recording, storing and retrieving information in accordance with organisational procedures	PA Workbook 2 Dispensing prescriptions P28-29	Remapped by provider and now maps

2	Make sure your own actions reduce risks to health and safety		
	General Pharmaceutical Council (GPhC) Learning Outcomes		
	To demonstrate knowledge and understanding in this NOS, assistants	Name of document and unit/module number	Accreditation team use only

	should be able to apply:		
2.1	A working knowledge of what 'hazards' and 'risks' are	Provider's commentary PA Workbook 1 The essentials of pharmacy P67	Accreditation team's commentary Maps
2.2	A working knowledge of what their own responsibilities and legal duties for health and safety in the workplace	PA Workbook 1 The essentials of pharmacy P68-70	Maps
2.3	A working knowledge of their own responsibilities for health and safety as required by the law covering their job role	PA Workbook 1 The essentials of pharmacy P68-70	Maps
2.4	A working knowledge of the hazards which exist in their workplace and the safe working practices which they must follow	PA Workbook 1 The essentials of pharmacy P67, p72-76	Maps
2.5	A working knowledge of the particular health and safety hazards which may be present in their own job and the precautions they must take	PA Workbook 1 The essentials of pharmacy P68-70, p72	Maps
2.6	A working knowledge of the importance of remaining alert to the presence of hazards in the whole workplace	PA Workbook 1 The essentials of pharmacy P67-70	Maps
2.7	A working knowledge of the importance of dealing with, or promptly reporting risks	PA Workbook 1 The essentials of pharmacy P67, p70, p73-75	Maps
2.8	A working knowledge of the responsibilities of health and safety in their job description	PA Workbook 1 The essentials of pharmacy P68	Maps
2.9	A working knowledge of the safe working practices for their own job role	PA Workbook 1 The essentials of pharmacy P72-79	Maps
2.10	A working knowledge of the responsible people they should report health and safety matters to	PA Workbook 1 The essentials of pharmacy P68-70	Maps
2.11	A working knowledge of where and when to get additional health and safety assistance	PA Workbook 1 The essentials of pharmacy P68-69, p76	Maps

2.12	A working knowledge of their own scope and responsibility for controlling risks	PA Workbook 1 The essentials of pharmacy P68-70	Maps
2.13	A working knowledge of workplace instructions for managing risks which they are unable to deal with	PA Workbook 1 The essentials of pharmacy P68-70	Maps
2.14	A working knowledge of suppliers' and manufacturers' instructions for the safe use of equipment, materials and products which they must follow	PA Workbook 1 The essentials of pharmacy P78-79	Maps
2.15	A working knowledge of the importance of personal presentation in maintaining health and safety in their workplace	PA Workbook 1 The essentials of pharmacy P71	Maps
2.16	A working knowledge of the importance of personal behaviour in maintaining the health and safety of themselves and others	PA Workbook 1 The essentials of pharmacy P68-70	Maps

3	Contribute to the effectiveness of teams		
	General Pharmaceutical Council (GPhC) Learning Outcomes		
	To demonstrate knowledge and understanding in this NOS, assistants should be able to apply:	Name of document and unit/module number	Accreditation team use only
3.1.	A working knowledge of legal and organisational requirements on equality, diversity, discrimination and rights when working in teams	Provider's commentary PA Workbook 1 The essentials of pharmacy P16-17, p26-28	Accreditation team's commentary Please type your commentary here Maps
3.2.	A working knowledge of codes of practice and	PA Workbook 1 The essentials of pharmacy	Maps

	conduct, standards and guidance relevant to their own roles, responsibilities, accountability and duties of others when working in teams to support individuals	P10-14, p28-29	
3.3.	A working knowledge of current local, UK and European legislation, and organisational requirements, procedures and practices for: a) Accessing records b) Recording, reporting, confidentiality and sharing information, including data protection c) Team working	PA Workbook 1 The essentials of pharmacy P3-4, p17-19, p25-26 PA Workbook 2 Dispensing prescriptions P28-29 Activity 10 and 19 in the PA Activity book	Maps
3.4.	A working knowledge of how to access up-to-date copies of the organisation's workplace policies, procedures and systems, and practice and service standards related to team working	PA Workbook 1 The essentials of pharmacy P17 Activity 10- please see the PA Activity book	Maps
3.5.	A working knowledge of the principles that underpin effective team working	PA Workbook 1 The essentials of pharmacy P13-17	Maps
3.6.	A working knowledge of individuals' styles of interaction and how these can affect team working	PA Workbook 1 The essentials of pharmacy P16	Maps
3.7.	A working knowledge of barriers to developing relationships within the team and how these can be overcome	PA Workbook 1 The essentials of pharmacy P14-15	Maps
3.8.	A working knowledge of problems which may be encountered when relating to and interacting with other team members and how these can be best handled	PA Workbook 1 The essentials of pharmacy P14-15, p16-17	Maps
3.9.	A working knowledge of their own strengths and weaknesses as an individual worker and as a team member	PA Workbook 1 The essentials of pharmacy P19	Maps
3.10.	A working knowledge of development and learning opportunities available to support	PA Workbook 1 The essentials of pharmacy P19 and PA Letter to accompany certificate	Maps

them in team working and activities		
-------------------------------------	--	--

4	Provide advice on non-prescribed medicines and products		
General Pharmaceutical Council (GPhC) Learning Outcomes			
	To demonstrate knowledge and understanding in this NOS, assistants should be able to apply:	Name of document and unit/module number	Accreditation team use only
4.1.	A working knowledge of the Standard Operating Procedures and the importance of adhering to them at all times	Provider's commentary PA Workbook 1 The essentials of pharmacy P7, p34-35	Accreditation team's commentary Maps
4.2.	A working knowledge of the importance of working within the limits of your competence and authority, when to seek agreement or permission from others and when to refer on to an appropriate person	PA Workbook 1 The essentials of pharmacy P2-5, p12, p22, p33, p37, p40-43, p47-54, p62, p64, p66 PA Letter to accompany certificate	Maps
4.3.	A working knowledge of the current health and safety legislation and how it applies to the working environment	PA Workbook 1 The essentials of pharmacy P67-79	Maps
4.4.	A working knowledge of the legal, organisational and policy requirements relevant to your role, the role of others in your organisation and the activities being carried out	PA Workbook 1 The essentials of pharmacy P7, p10-13, p20-28, p34-35	Maps
4.5.	A working knowledge of the relevant national and local guidelines, policies and procedures that are available and how and when they	PA Workbook 1 The essentials of pharmacy P29-34, p60	Maps

	should be accessed		
4.6.	A working knowledge of the importance of adhering to information governance policies and maintaining confidentiality when sharing information about individuals with others	PA Workbook 1 The essentials of pharmacy P3, p25-26, p30-31	Maps
4.7.	A working knowledge of the duty to report any acts or omissions that could be detrimental to individuals, yourself, colleagues or your employer	PA Workbook 1 The essentials of pharmacy P6	Maps
4.8.	A working knowledge of the methods of enabling effective communication and supporting individuals to communicate their needs, views and preferences	PA Workbook 1 The essentials of pharmacy P37-41, p54-61	Maps
4.9.	A working knowledge of the when and how to use the relevant protocols for the safe sale of medicines	PA Workbook 1 The essentials of pharmacy P22-23, p48-54 And throughout workbooks 3-11 in the 'WWHAM' boxes	Maps
4.10.	A working knowledge of the main actions and side effects of the active ingredients within the most commonly used non-prescription medicines	PA Workbook 1 The essentials of pharmacy P51-52 And throughout workbooks 3-11 with descriptions of active ingredients, actions and side effects	Maps
4.11.	A working knowledge of the different classes of medicines	PA Workbook 1 The essentials of pharmacy P20-22	Maps
4.12.	A working knowledge of the interactions, cautions and contraindications of commonly used non-prescribed medicines	PA Workbook 1 The essentials of pharmacy P42 And throughout workbooks 3-11 under 'Disadvantages' titles	Maps
4.13.	A working knowledge of the which medicines or products are liable to misuse or abuse by individuals	PA Workbook 1 The essentials of pharmacy P42-43 PA Workbook 3 Advising on pain, coughs and colds and digestive disorders P11, p23, p27, p30, p44, p71, p72 PA Workbook 4 Advising on hay fever, sleep, eye disorders, skin and travel health P6, p11	Maps

4.14.	A working knowledge of the how to give advice on the appropriate use of non-prescribed medicines and products	PA workbooks 3 to 11 under 'Dose' and 'Practical advice' titles	Maps
4.15.	A working knowledge of the how to maintain the privacy of the individual when asking questions related to their needs	PA Workbook 1 The essentials of pharmacy P3, p25-26, p41 and activity 21	Maps
4.16.	A working knowledge of the use of appropriate questioning techniques to obtain relevant information	PA Workbook 1 The essentials of pharmacy P48-61 And throughout workbooks 3-11 in the 'WWHAM' boxes	Maps
4.17.	A working knowledge of the divergent needs of individuals	PA Workbook 1 The essentials of pharmacy P26-27, p36-41	Maps
4.18.	A working knowledge of the sources of information that can be accessed and the information that can be given to individuals by you and other colleagues	PA Workbook 1 The essentials of pharmacy P6-9, p61-63	Maps
4.19.	A working knowledge of the when you should refer for information/advice and to whom	PA Workbook 1 The essentials of pharmacy P37, p42-43, p47-53	Maps
4.20.	A working knowledge of the importance of recording, storing and retrieving information in accordance with organisational procedures	PA Workbook 1 The essentials of pharmacy P25-26	Maps

5	Receive prescriptions		
	General Pharmaceutical Council (GPhC) Learning Outcomes		
	To demonstrate knowledge and understanding in this NOS, assistants should be able to apply:	Name of document and unit/module number	Accreditation team use only
5.1	A working knowledge of the Standard Operating Procedures regarding the receiving	Provider's commentary PA Workbook 1 The essentials of pharmacy	Accreditation team's commentary Maps

	and retrieving of prescriptions and the importance of adhering to them at all times	P34-35 PA Workbook 2 Dispensing prescriptions P4, 14-15 including activities	
5.2	A working knowledge of the importance of working within the limits of your competence and authority, when to seek agreement or permission from others and when to refer on to an appropriate person	PA Workbook 1 The essentials of pharmacy P2, p4-5 PA Workbook 2 Dispensing prescriptions P2, p4-5, p14, p17 PA Letter to accompany certificate	Maps
5.3	A working knowledge of the current legislation relating to prescription charges and exemptions and differences in practice across the UK	PA Workbook 2 Dispensing prescriptions P11-13	Maps
5.4	A working knowledge of the legal, organisational and policy requirements relevant to your role, the role of others in your organisation and the activities being carried out	PA Workbook 1 The essentials of pharmacy P7, p10-13,p20-28, p31, p34-35, p48, p66	Maps
5.5	A working knowledge of the relevant national and local guidelines, policies and procedures that are available and how and when they should be accessed	PA Workbook 1 The essentials of pharmacy P29-34, p59 PA Workbook 2 Dispensing prescriptions P14	Maps
5.6	A working knowledge of the importance of adhering to information governance policies and maintaining confidentiality when sharing information about individuals with others	PA Workbook 1 The essentials of pharmacy P3-4, p25-26, p30-31	Additional information included by provider. Maps
5.7	A working knowledge of the duty to report any acts or omissions that could be detrimental to individuals, yourself, colleagues or your employer	PA Workbook 1 The essentials of pharmacy P6	Maps
5.8	A working knowledge of regulations and procedures relating to different types of prescriptions and medicines	PA Workbook 1 The essentials of pharmacy P20-28 PA Workbook 2 Dispensing prescriptions P6-10	Maps
5.9	A working knowledge of methods of enabling effective communication and supporting	PA Workbook 1 The essentials of pharmacy P36-62	Maps

	individuals to communicate their needs, views and preferences	PA Workbook 2 Dispensing prescriptions P16-17	
5.10	A working knowledge of the different types of prescribers	PA Workbook 2 Dispensing prescriptions P6-10 For the 'Insert the tables as in MCA and DA programme' These can be found in DA Workbook 2 Dispensing prescriptions pages 7-9	Maps
5.11	A working knowledge of the different types of prescriptions and when they are used	PA Workbook 2 Dispensing prescriptions P6-10 For the 'Insert the tables as in MCA and DA programme' These can be found in DA Workbook 2 Dispensing prescriptions pages 7-9	Maps
5.12	A working knowledge of the different ways of receiving prescriptions	PA Workbook 2 Dispensing prescriptions P14-17	Additional information included by provider. Maps
5.13	A working knowledge of the details required on a prescription and why they are necessary	PA Workbook 2 Dispensing prescriptions P9-10	Maps
5.14	A working knowledge of exemptions and how individuals can claim refunds, including the use of official forms and prepayment certificates	PA Workbook 2 Dispensing prescriptions P11-13	Maps
5.15	A working knowledge of the transactional and administration procedures as required by government regulations and those that apply to your workplace	PA Workbook 2 Dispensing prescriptions P11-13 including activity	Maps
5.16	A working knowledge of the importance of recording, storing and retrieving information in accordance with organisational procedures	PA Workbook 2 Dispensing prescriptions P28-29 including activity, p49-55	Maps

6	Assemble prescribed items		
	General Pharmaceutical Council (GPhC) Learning Outcomes		

	To demonstrate knowledge and understanding in this NOS, assistants should be able to apply:	Name of document and unit/module number	Accreditation team use only
6.1.	A working knowledge of the Standard Operating Procedures and the importance of adhering to them at all times	Provider's commentary PA Workbook 1 The essentials of pharmacy P34-35 PA Workbook 2 Dispensing prescriptions P4, p37 Activity 24	Accreditation team's commentary Maps
6.2.	A working knowledge of the importance of working within the limits of your competence and authority, when to seek agreement or permission from others and when to refer on to an appropriate person	PA Workbook 1 The essentials of pharmacy P2, p4-5 PA Workbook 2 Dispensing prescriptions P2, p4-5, p14, p18-19 PA Letter to accompany certificate	Maps
6.3.	A working knowledge of the current health and safety legislation and how it applies to the working environment	PA Workbook 1 The essentials of pharmacy P69-71	Maps
6.4.	A working knowledge of the legal, organisational and policy requirements relevant to your role, the role of others in your organisation and the activities being carried out	PA Workbook 1 The essentials of pharmacy P7, p10-13, p20-28, p31, p34-35, p48, p66 PA Workbooks 2 Dispensing prescriptions P4	Maps
6.5.	A working knowledge of the relevant national and local guidelines, policies and procedures that are available and how and when they should be accessed	PA Workbook 2 Dispensing prescriptions P37 including activity, p39-30, p43-44	Maps
6.6.	A working knowledge of the importance of adhering to information governance policies and maintaining confidentiality when sharing information about individuals with others	PA Workbook 1 The essentials of pharmacy P3-4, p25-26, p30-31	Maps
6.7.	A working knowledge of the duty to report any acts or omissions that could be detrimental to individuals, yourself,	PA Workbook 1 The essentials of pharmacy P6	Maps

	colleagues or your employer		
6.8.	A working knowledge of the importance of personal hygiene and correct use of protective clothing	PA Workbook 2 Dispensing prescriptions P3, p41-43	Maps
6.9.	A working knowledge of the importance of maintaining a clean working environment and equipment	PA Workbook 1 The essentials of pharmacy P72-73 PA Workbook 2 Dispensing prescriptions P3, p41-43	Maps
6.10.	A working knowledge of the factors which cause deterioration of stock	PA Workbook 2 Dispensing prescriptions P43-45	Remapped by provider and now maps
6.11.	A working knowledge of the sources of contamination and appropriate corrective action	PA Workbook 2 Dispensing prescriptions P41-45	Does not map
6.12.	A working knowledge of the prescribing conventions, abbreviations and medical terminology	PA Workbook 2 Dispensing prescriptions P25-26	Maps
6.13.	A working knowledge of the proprietary and generic names of medicines within your scope of practice	PA Workbook 2 Dispensing prescriptions P37-38	Maps
6.14.	A working knowledge of how medicines are administered	PA Workbook 2 Dispensing prescriptions P20-23, p30-32, p42, p60-62	Additional text proposed by provider which should be emailed to the GPhC and the amended text be included in the workbooks immediately.
6.15.	A working knowledge of the different strengths, forms, doses and quantities of medicines, and why they are used and how to calculate them	PA Workbook 2 Dispensing prescriptions P20-28, p39-40	Additional text proposed by provider which should be emailed to the GPhC and the amended text be included in the workbooks immediately.
6.16.	A working knowledge of the different stages of the checking procedure	PA Workbook 2 Dispensing prescriptions P4, p49-50	Maps
6.17.	A working knowledge of the how to identify near misses and dispensing errors	PA Workbook 2 Dispensing prescriptions P54-56	Maps
6.18.	A working knowledge of the causes and consequences of near misses and dispensing errors	PA Workbook 2 Dispensing prescriptions P39-40, p54-56	Maps
6.19.	A working knowledge of the local and/or	PA Workbook 2 Dispensing prescriptions	Maps

	national error reporting procedures and communication channels	P54-56	
6.20.	A working knowledge of the importance of selecting the correct equipment for use	PA Workbook 2 Dispensing prescriptions P42-44	Maps
6.21.	A working knowledge of the properties of different types of container types and when to use each	PA Workbook 2 Dispensing prescriptions P44-46	Maps
6.22.	A working knowledge of the safe handling and storage of hazardous material and procedures to minimise risk	PA Workbook 1 The essentials of pharmacy P72-75	Maps
6.23.	A working knowledge of the processes for reconstitution	PA Workbook 2 Dispensing prescriptions P44	Maps
6.24.	A working knowledge of the labelling requirements and conventions	PA Workbook 2 Dispensing prescriptions P29, p47, p48	Maps
6.25.	A working knowledge of when and why patient medication records are used	PA Workbook 2 Dispensing prescriptions P28-30 including activity	Maps
6.26.	A working knowledge of the importance of recording, storing and retrieving information in accordance with organisational procedures	PA Workbook 2 Dispensing prescriptions P28-30 including activity	Maps

7	Order pharmaceutical stock		
	General Pharmaceutical Council (GPhC) Learning Outcomes		
	To demonstrate knowledge and understanding in this NOS, assistants should be able to apply:	Name of document and unit/module number	Accreditation team use only
7.1	A working knowledge of the Standard Operating Procedures and the importance of adhering to them at all times	Provider's commentary PA Workbook 1 The essentials of pharmacy P34-35	Accreditation team's commentary Maps

		PA Workbook 6 Managing stock P3, p10 activity 9	
7.2	A working knowledge of the importance of working within the limits of your competence and authority, when to seek agreement or permission from others and when to refer on to an appropriate person	PA Workbook 1 The essentials of pharmacy P2, p4-5 PA Workbook 6 Managing stock P2-11 PA Letter to accompany certificate	Maps
7.3	A working knowledge of the current health and safety legislation and how it applies to the working environment	PA Workbook 1 The essentials of pharmacy P67-70 PA Workbook 6 Managing stock P2-3	Maps
7.4	A working knowledge of the legal, organisational and policy requirements relevant to your role, the role of others in your organisation and the activities being carried out	PA Workbook 1 The essentials of pharmacy P7, p10-13, p20-28, p31, p34-35, p48, p66	Maps
7.5	A working knowledge of the relevant national and local guidelines, policies and procedures that are available and how and when they should be accessed	PA Workbook 1 The essentials of pharmacy P29-35, p59	Maps
7.6	A working knowledge of the importance of adhering to information governance policies and maintaining confidentiality when sharing information about individuals with others	PA Workbook 1 The essentials of pharmacy P3-4, p25-26, p30-31	Maps
7.7	A working knowledge of the duty to report any acts or omissions that could be detrimental to individuals, yourself, colleagues or your employer	PA Workbook 1 The essentials of pharmacy P6	Maps
7.8	A working knowledge of the different procurement processes and legislation that applies to the ordering of pharmaceutical stock	PA Workbook 6 Managing stock P2-10	Maps
7.9	A working knowledge of your responsibilities and current guidelines that apply when ordering pharmaceutical stock	PA Workbook 6 Managing stock P2-11	Maps

7.10	A working knowledge of the difference between proprietary and generic medicines	PA Workbook 2 Dispensing prescriptions P38-39, p40 Activity 27	Maps
7.11	A working knowledge of the different forms of medicines and why it is important to order appropriate quantities of the correct form and strength	PA Workbook 2 Dispensing prescriptions P 20-23 including activity PA Workbook 6 Managing stock P6-7	Maps
7.12	A working knowledge of how to place an order with the appropriate supplier	PA Workbook 6 Managing stock P6-10	Maps
7.13	A working knowledge of the importance of ensuring that stock is available based on the needs of individuals	PA Workbook 6 Managing stock P2, p10-11	Maps
7.14	A working knowledge of the impact stock availability may have on the care of individuals	PA Workbook 6 Managing stock P10-11	Maps
7.15	A working knowledge of the importance of taking account of seasonal variations when ordering pharmaceutical stock	PA Workbook 6 Managing stock p 4-5, p6-7	Maps
7.16	A working knowledge of the action to be taken if stock is unavailable	PA Workbook 6 Managing stock P6, p15-16	Maps
7.17	A working knowledge of the input and retrieval of stock data to ensure levels are appropriate for stock management	PA Workbook 6 Managing stock P4-6	Maps
7.18	A working knowledge of the importance of recording, storing and retrieving information in accordance with organisational procedures	PA Workbook 6 Managing stock P4-5	Maps

8	Receive pharmaceutical stock		
	General Pharmaceutical Council (GPhC)		

	Learning Outcomes		
	To demonstrate knowledge and understanding in this NOS, assistants should be able to apply:	Name of document and unit/module number	Accreditation team use only
8.1	A working knowledge of the Standard Operating Procedures and the importance of adhering to them at all times	Provider's commentary PA Workbook 1 The essentials of pharmacy P34-35 PA Workbook 6 Managing stock P12, p15-16, p18	Accreditation team's commentary Maps
8.2	A working knowledge of the importance of working within the limits of your competence and authority, when to seek agreement or permission from others and when to refer on to an appropriate person	PA Workbook 1 The essentials of pharmacy P2, p4-5 PA Workbook 6 Managing stock P2-3 PA Letter to accompany certificate	Maps
8.3	A working knowledge of the current health and safety legislation and how it applies to the working environment	PA Workbook 1 The essentials of pharmacy P67-70 PA Workbook 6 Managing stock P2-3	Maps
8.4	A working knowledge of the legal, organisational and policy requirements relevant to your role, the role of others in your organisation and the activities being carried out	PA Workbook 1 The essentials of pharmacy P7, p10-13, p20-28, p31, p34-35, p48, p66 PA Workbook 6 Managing stock P2-3	Maps
8.5	A working knowledge of the relevant national and local guidelines, policies and procedures that are available and how and when they should be accessed	PA Workbook 1 The essentials of pharmacy P29-35, p59 PA Workbook 6 Managing stock P3	Maps
8.6	A working knowledge of the importance of adhering to information governance policies and maintaining confidentiality when sharing	PA Workbook 1 The essentials of pharmacy P3-4, p25-26, p30-31	Maps

	information about individuals with others		
8.7	A working knowledge of the duty to report any acts or omissions that could be detrimental to individuals, yourself, colleagues or your employer	PA Workbook 1 The essentials of pharmacy P6	Maps
8.8	A working knowledge of the current guidelines that apply to the receipt of pharmaceutical stock	PA Workbook 6 Managing stock P12	Maps
8.9	A working knowledge of the different forms of medicines and why it is important to stock appropriate quantities of the correct form and strength	PA Workbook 2 Dispensing prescriptions P20-23 including activity PA Workbook 6 Managing stock P6-7, p10, p14-15	Maps
8.10	A working knowledge of the importance of how receiving the correct form and quantity of stock can affect the care of individuals	PA Workbook 6 Managing stock P15-16, p19	Maps
8.11	A working knowledge of the importance of referring to current drug alerts and company recalls when receiving pharmaceutical stock	PA Workbook 6 Managing stock P25-26	Maps
8.12	A working knowledge of the sources and suppliers of stock	PA Workbook 6 Managing stock P2, p4-5, p6	Maps
8.13	A working knowledge of the equipment used when receiving pharmaceutical stock	PA Workbook 1 Working in the dispensary P72 PA Workbook 6 Managing stock P14	Maps
8.14	A working knowledge of the action to be taken if received stock: a) is not on the original order b) is not the complete order c) is short dated or expired d) has the wrong batch number e) has a batch number for which drug alerts/recalls have been issued f) is damaged, contaminated or suspected to be counterfeit g) has not been stored correctly during	PA Workbook 6 Managing stock P16-19	Maps

	transportation		
8.15	A working knowledge of the action to be taken if stock is unavailable	PA Workbook 6 Managing stock P14-15	Maps
8.16	A working knowledge of how to promptly inform the appropriate person of the availability of the stock where the goods received are for a special or outstanding order	PA Workbook 6 Managing stock P10-11, p14-15, p19	Maps
8.17	A working knowledge of the storage requirements of different types of products and why they are important	PA Workbook 6 Managing stock P12-13, p19-22	Maps
8.18	A working knowledge of the importance of stock rotation and the safe storage of stock	PA Workbook 6 Managing stock P14-15, p19-25	Maps
8.19	A working knowledge of how to receive an order into stock	PA Workbook 6 Managing stock P12	Maps
8.20	A working knowledge of the input and retrieval of stock data to ensure levels are appropriate	PA Workbook 6 Managing stock P25-26	Maps
8.21	A working knowledge of the importance of recording, storing and retrieving information in accordance with organisational procedures	PA Workbook 6 Managing stock P4-6, p25-26	Maps

9	Maintain pharmaceutical stock		
	General Pharmaceutical Council (GPhC) Learning Outcomes		
	To demonstrate knowledge and understanding in this NOS, assistants should be able to apply:	Name of document and unit/module number	Accreditation team use only
9.1	A working knowledge of the Standard Operating Procedures and the importance of adhering to them at all times	Provider's commentary PA Workbook 1 Working in the dispensary P34-35 PA Workbook 6 Managing stock	Accreditation team's commentary Maps

		P3, p10	
9.2	A working knowledge of the importance of working within the limits of your competence and authority, when to seek agreement or permission from others and when to refer on to an appropriate person	PA Workbook 1 Working in the dispensary P2, p4-5 PA Workbook 6 Managing stock P12, p15-16, p18 AP Letter to accompany certificate	Maps
9.3	A working knowledge of the current health and safety legislation and how it applies to the working environment	PA Workbook 1 Working in the dispensary P67-70 PA Workbook 6 Managing stock P2	Maps
9.4	A working knowledge of the legal, organisational and policy requirements relevant to your role, the role of others in your organisation and the activities being carried out	PA Workbook 1 Working in the dispensary P7, p10-13, p20-28, p31, p34-35, p48, p66 PA Workbook 6 managing stock P2-3	Maps
9.5	A working knowledge of the relevant national and local guidelines, policies and procedures that are available and how and when they should be accessed	PA Workbook 1 Working in the dispensary P29-35, p59 PA Workbook 6 Managing stock P3	Maps
9.6	A working knowledge of the importance of adhering to information governance policies and maintaining confidentiality when sharing information about individuals with others	PA Workbook 1 Working in the dispensary P3-4, p25-26, p30-31	Maps
9.7	A working knowledge of the duty to report any acts or omissions that could be detrimental to individuals, yourself, colleagues or your employer	PA Workbook 1 Working in the dispensary P6	Maps
9.8	A working knowledge of the current guidelines that apply to maintaining pharmaceutical stock	PA Workbook 6 Managing stock P19-23, p25-26	Maps
9.9	A working knowledge of the different forms of medicines and why it is important to stock appropriate quantities of the correct formulation and strength	PA Workbook 2 Dispensing prescriptions P20-23 including activity PA Workbook 6 Managing stock P6-7, p10, p15-16	Maps

9.10	A working knowledge of the action to take immediately when drug alerts and company recalls are received	PA Workbook 6 Managing stock P25-26	Maps
9.11	A working knowledge of the importance of monitoring and maintaining a safe, secure and clean environment	PA Workbook 6 Managing stock P14, p19, p22	Maps
9.12	A working knowledge of the storage requirements of different types of products and why they are important	PA Workbook 6 Managing stock P19-23	Maps
9.13	A working knowledge of the importance of good stock management, including: a) the rotation of stock b) checking expiry dates of stock c) the quantity of stock, taking account of seasonal variations d) identifying damaged, contaminated or deteriorated stock	PA Workbook 6 Managing stock P2-4, p6-7, p19-20, p22-23	Maps
9.14	A working knowledge of the importance of taking appropriate action if stock is unavailable	PA Workbook 6 Managing stock P6, p15-16	Maps
9.15	A working knowledge of the action to be taken if stock: a) is short dated or expired b) is damaged or contaminated c) has a batch number for which drug alerts/recalls have been issued d) has been returned to the pharmacy	PA Workbook 6 Managing stock P22-23, p25-26, p27-29	Maps
9.16	A working knowledge of the procedures for the safe handling and disposal of waste materials	PA Workbook 6 Managing stock P27-29	Maps
9.17	A working knowledge of how automation is used to control stock	PA Workbook 6 Managing stock P4-5	Maps
9.18	A working knowledge of how to ensure that stock levels are maintained to meet demand	PA Workbook 6 Managing stock P4-7	Maps

9.19	A working knowledge of the input and retrieval of stock data to ensure levels are appropriate	PA Workbook 6 Managing stock P4-6, p10	Maps
9.20	A working knowledge of the importance of recording, storing and retrieving information in accordance with organisational procedures	PA Workbook 6 Managing stock P4-8	Maps

15	Assist in the issuing of prescribed items		
General Pharmaceutical Council (GPhC) Learning Outcomes			
	To demonstrate knowledge and understanding in this NOS, assistants should be able to apply:	Name of document and unit/module number	Accreditation team use only
15.1	A working knowledge of the Standard Operating Procedures and the importance of adhering to them at all times	Provider's commentary PA Workbook 1 Working in the dispensary P34-35 PA Workbook 2 Dispensing prescriptions P4, p37 Activity 24	Accreditation team's commentary Maps
15.2	A working knowledge of the importance of working within the limits of your competence and authority, when to seek agreement or permission from others and when to refer on to an appropriate person	PA Workbook 1 Working in the dispensary P2, p4-5 PA Workbook 2 Dispensing prescriptions P2, p4-5, p14, p18-19 PA Letter to accompany certificate	Maps
15.3	A working knowledge of the current health and safety legislation and how it applies to the working environment	PA Workbook 1 Working in the dispensary P67-70	Maps
15.4	A working knowledge of the legal, organisational and policy requirements	PA Workbook 1 Working in the dispensary p7, p10-13, p20-28, p31, p34-35, p48, p66	Maps

	relevant to your role, the role of others in your organisation and the activities being carried out	PA Workbook 2 Dispensing prescriptions P57-60	
15.5	A working knowledge of the relevant national and local guidelines, policies and procedures that are available and how and when they should be accessed	PA Workbook 1 Working in the dispensary P29-35, p59 PA Workbook 2 Dispensing prescriptions P57-60	Maps
15.6	A working knowledge of the importance of adhering to information governance policies and maintaining confidentiality when sharing information about individuals with others	PA Workbook 1 Working in the dispensary P3-4, p25-26, p30-31 PA Workbook 2 Dispensing prescriptions P57	Maps
15.7	A working knowledge of the duty to report any acts or omissions that could be detrimental to individuals, yourself, colleagues or your employer	PA Workbook 1 Working in the dispensary P6	Maps
15.8	A working knowledge of methods of enabling effective communication and supporting individuals to communicate their needs, views and preferences	PA Workbook 1 Working in the dispensary P36-41, p54-61 PA Workbook 2 Dispensing prescriptions P60-62	Maps
15.9	A working knowledge of the current ethical and legal requirements that govern the issuing of a prescription	PA Workbook 2 Dispensing prescriptions P57-62	Maps
15.10	A working knowledge of the importance of confirming the individual's identity before issuing dispensed items	PA Workbook 2 Dispensing prescriptions P57-58	Maps
15.11	A working knowledge of the importance of providing relevant information on the prescribed item within your scope of practice	PA Workbook 2 Dispensing prescriptions 59-61	Maps
15.12	A working knowledge of how medicines are administered and how to safely store them	PA Workbook 2 Dispensing prescriptions P20-23, p58-61	Maps
15.13	A working knowledge of the importance of ensuring that the appropriate packaging is used for issued medication	PA Workbook 2 Dispensing prescriptions P20-23, p57	Maps
15.14	A working knowledge of the importance of	PA Workbook 2 Dispensing prescriptions	Maps

recording, storing and retrieving information
in accordance with organisational procedures

P29-31, p50-56