



Business & Computing Examinations (BCE) LONDON (UK)

BCE Operational Management

Operational Management Process Approach

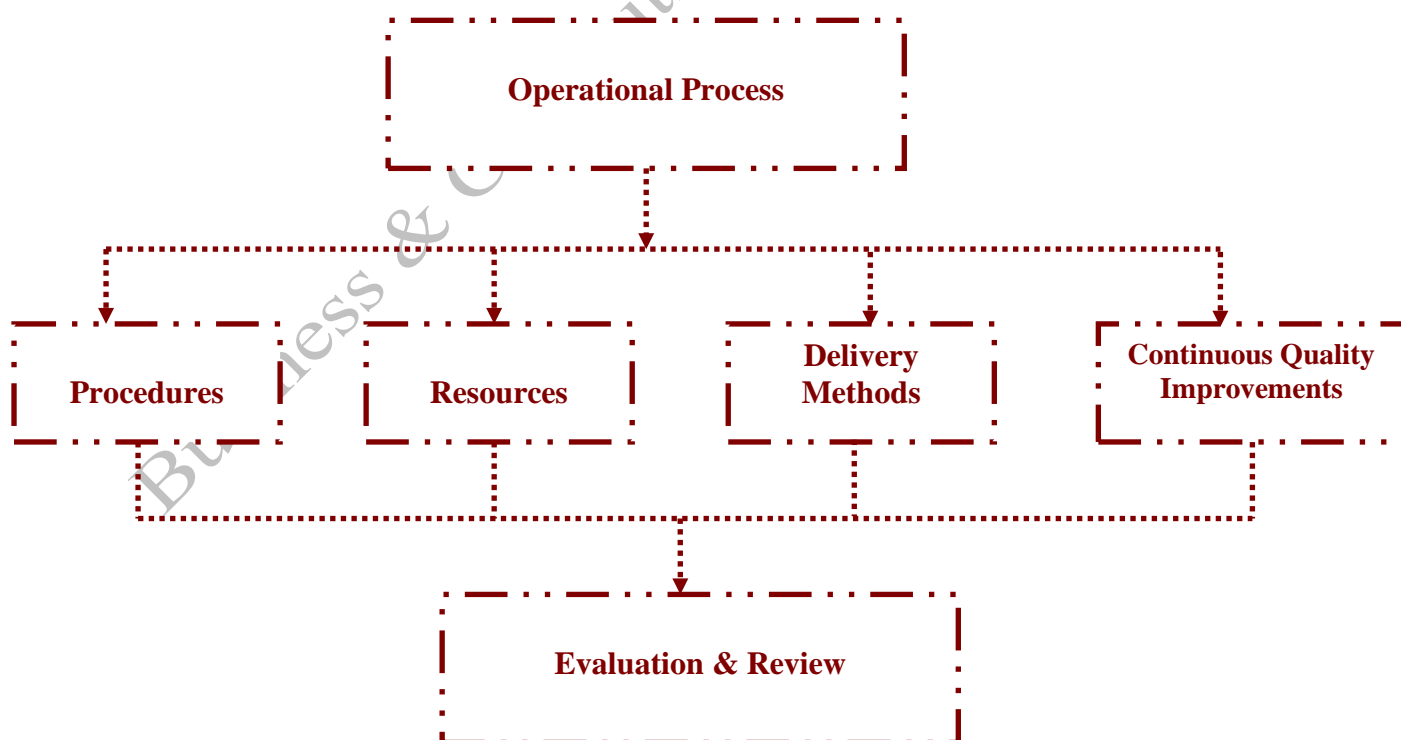
Although each functional unit has its own evaluation and supervisory issues and concerns, BCE is structured to provide a consistent rating system for all significant financial, asset quality, internal control management, assessment management, qualifications development, operational management factors and system reviews and techniques known as operational management and evaluation workpapers. These operational management processes are grouped under the following headings:

- Procedures
- Resources
- Delivery Media/Strategies/Methods
- Continuous Quality Reviews

Composite and component ratings are assigned based on a **1 to 5** numerical scale. A **1** is the highest rating, indicates the strongest level of performance, adequate risk management practices, and the least degree of supervisory concern, while a **5** is the lowest rating, and indicates the weakest performance, inadequate risk management practices and, therefore, the highest degree of supervisory concern. Assigned composite and component ratings are disclosed to the Board of Advisors and Chief Executive Officer (CEO).

BCE Operational Management Process Framework

Operational Management Framework



Functional Unit	Responsible Person in Charge	Sub-division	Activities and Procedures	Resources	Delivery Media / Strategies/Methods	Continuous Quality Improvements
Board of Advisors	Chairperson	N/A	Oversight provided through: a. Annual Reports update b. BCE Business / Strategic Plans <ul style="list-style-type: none"> Strategic goals c. CEO Actions Plans d. Risk/Contingency Plans e. Board of Advisors Self Assessment Checklist f. Internal Control updates g. Quality assurance (supervision & monitoring of Centres, meeting standards and reviews) h. Self evaluation i. Financial Report updates <ul style="list-style-type: none"> Business Plans Budgets Annual Financial Reports 	a. BCE Personnel (CEO) / Line Managers / Auditors / Consultants b. Minutes/Agendas c. IT infrastructure d. Reports and Workpapers e. Financial Statements f. BCE Website	a. Meetings b. Telephone c. email/web d. Video conference	a. Frequency and effectiveness of meetings b. Implementation of passed resolutions c. Feedback from Approved Centres / Auditors / Consultants (Responsible Persons) d. Reviewing oversight procedures e. Reviewing policies and procedures
Entire Organisation	CEO	<ul style="list-style-type: none"> Appeals Committee Programme Design and Review Panel Programme Development & Services Administration 	Effective leadership and management provided through: a. Business Plans <ul style="list-style-type: none"> Strategic Plan (Long term) <ul style="list-style-type: none"> Strategic Goals SWOT Analysis Quality Goals and Priorities Corporation Plan (short term) operational plans and performance objectives <ul style="list-style-type: none"> Marketing Plan Financial Plan (Income and 	a. BCE Personnel in all functional units Appeals Committee (Committee Chairperson), Programme Design and Review Panel (Project Manager); Programme Development & Services (Programme Development Manager, Assessment Panel,	a. Meetings / Seminars b. Internet / Web c. Telephone d. Video conference	a. Functional units analysis b. Quality Assurance Approaches c. Customer Service d. Efficiency and Effectiveness e. Innovation, Learning and Growth f. Risk Management / Contingency Plan logs review g. Action Plans review

			<p>Expenditure Estimates)</p> <ul style="list-style-type: none"> b. BCE Policy design/update c. BCE Operations (Centre Approval, Seminars, Assessment Management and Procedures, Qualifications Development) d. Internal Controls and Audit e. Compliance processes and procedures f. Accountability g. Centre Supervision and Monitoring h. Risk Management / Contingency Plan logs i. Complaints Management 	<p>Quality Assurance); Administration (Manager, Office Manager, Marketing Manager, Accountant / Bookkeeper)</p> <ul style="list-style-type: none"> b. Action Plan templates c. BCE Policies, procedures and forms d. Reports from within BCE; Centres, Accountants / Auditors and regulators e. IT infrastructure f. Equipment and Office Space g. Financial Statements h. Files i. Utilities (water, electricity) j. BCE Qualifications and Credit Framework (CF) Levels k. Examination Questions Data Bank a. Risk Management Log l. Contingency Plan log m. Customer Service Charter n. Complaints Database o. BCE Asset register p. BCE website 	<ul style="list-style-type: none"> h. Board of Advisors recommendations i. Internal control review j. BCE rating system review k. Conduct of overall evaluation and review process l. Annual Review m. Centre supervision and monitoring review n. Centre enforcement reviews
--	--	--	---	---	--

Appeals Committee	Committee Chairperson	N/A	<p>Ensure transparency and fairness of BCE Appeals process through:</p> <ol style="list-style-type: none"> Clear documented procedures. Consistent hearing procedures. Democratic and efficient deliberations. Transparent and consistent appeal hearing, venues, dates and times. 	<ol style="list-style-type: none"> BCE Appeals Forms Appellant submitted evidence Relevant BCE policies and procedures Examination question papers Appellant written scripts / coursework Reasonable Adjustment & Special Consideration Forms and Centre Reports Exemption Form 	<ol style="list-style-type: none"> Meetings Email Letters Telephone Briefings 	<ol style="list-style-type: none"> Feedback from Centres Monitoring and Evaluation of Assessment procedures Assessment Management reviews Qualifications Development reviews Qualifications Pilot Programme Evaluation Report Appeals Hearing Process reviews Appeals planning and adjourned hearing processes
Programme Design & Review Panel	Project Manager (CEO / Programme Development Manager)	N/A	<p><i>Development of Qualification Titles Levels, Unit Specifications and Learner Study materials.</i></p> <ol style="list-style-type: none"> Credit Framework (CF) <ul style="list-style-type: none"> CF Level and Credit Value Unit Credit Value Guided Learning Hours Complying with (i) General Conditions of Recognition (ii) Regulatory Arrangements for the CF to ensure; <p>Conformity to standards; Reliability; Distinctiveness; Usefulness; Credibility using (i) Specification design principles</p> 	<ol style="list-style-type: none"> Skills, knowledge and competence of designers / writers Project plan schedules Qualification Credit Framework outline BCE literature, feed back from Centres, consultation data BCE Qualifications Development process documents Minutes / Meetings / Reports 	<ol style="list-style-type: none"> Meetings Briefings Emails Video conference Direct, Parallel, Phased and Pilot implementation schemes. 	<ol style="list-style-type: none"> Monitoring and evaluation of qualifications and specifications Annual meetings to assess currency of qualifications. Centre / learner / stakeholder feedback review Reports from Chief Examinations Officer review Reports from

		<ul style="list-style-type: none"> • clear qualification and unit titles • Intended Learning Outcomes and Assessment criteria • Credit values (both qualifications and units) • Sector/subject areas • Purpose of qualifications • Assessment methods (multiple choice, essay questions or online testing) <p>(ii) Statement of Equity (Fair Access by Design) Principles; aims, objectives, outcomes, content, teaching, learning and assessment strategies which incorporate:</p> <ul style="list-style-type: none"> • supporting pursuit of excellence • supporting quality teaching and learning • encouraging personal growth and self confidence • promoting a fair and just to society • valuing diversity • encouraging English language literacy <p>c. Identifying risk parameters</p> <p>d. Establishing a framework which reflects BCE's culture and ethical business standards</p> <p>e. Systems Development Life Cycle standards and procedures</p> <p>f. Piloting new qualifications implementation procedures</p>	<p>g. BCE Management and Accreditation Handbooks</p> <p>h. Regulatory documents (General Conditions of Regulation and other regulatory literature.</p> <p>i. Economic projections literature</p> <p>j. Regulatory literature</p> <p>k. Government technical reports on education, qualifications and assessment.</p> <p>l. Learner Study Materials Handbooks</p> <p>m. BCE Qualifications</p> <p>n. BCE Unit Specifications</p> <p>o. Feedback from Centres and other stakeholders</p>	<p>f. Examiners review</p> <p>g. Reports from External Verifiers review</p> <p>h. Reports from Exam Setters review</p> <p>i. BCE Workpapers on qualifications review</p> <p>j. Evaluation of identified risks.</p> <p>k. Qualification development system review</p>
--	--	--	--	--

<p>Programme Development & Services</p>	<p>Programme Development Manager</p>	<ul style="list-style-type: none"> • Assessment Panel • Quality Assurance 	<p>Delivers, supports a range of assessment services ensuring quality standards in BCE Qualifications Development and Assessment Management.</p> <p>a. Deal with enquiries from corporate, industry, sector skills, centres and learners.</p> <p>b. Development of Assessment</p> <ul style="list-style-type: none"> • Assessment Calendar • Assessment Design Principles • Setting/revising question papers • Assessment Management • Examination Dates • Assessments printing and despatch dates • Standardisation meetings <p>c. Assessment and examination documents</p> <ul style="list-style-type: none"> • Exemptions • Reasonable Adjustment and Special Consideration • Invigilation process • Malpractice allegations • Learner scripts safety • Candidate Examination numbers <p>d. Marking Examinations</p> <ul style="list-style-type: none"> • Personnel (Chief Examinations Officer, Examiners, External Verifiers) • Venue • Marking process • Quality Assurance 	<p>a. Assessment panel, data entry personnel</p> <p>b. Stationary (Certificates, examinations slips, bond paper, toner etc.)</p> <p>c. Computer Hardware and Software.</p> <p>d. BCE Assessment Policies</p> <p>e. Exam storage facilities</p> <p>f. Exam Answer sheets</p> <p>g. Reasonable Adjustment and Special Consideration reports</p> <p>h. BCE Management and Accreditation Handbooks</p> <p>i. Examiner marking comments</p> <p>j. Chief Examinations Officer / External Verifier Reports</p> <p>k. Centre Invigilation Comments</p> <p>l. BCE Candidate Assessment forms</p> <p>m. BCE Centre Management forms</p> <p>n. Venues for Standardisation meetings / marking process</p> <p>o. Standardisation meeting / marking</p>	<p>a. Email</p> <p>b. Telephone</p> <p>c. Meetings</p> <p>d. Courier / Post</p>	<p>a. Standardisation meetings review</p> <p>b. Assessment Management Annual reviews</p> <p>c. Centre Invigilation reports review</p> <p>d. Centre Annual Reports review</p> <p>e. Chief Examinations Officer and External Verifier Reports review</p> <p>f. Malpractice / Maladministration reports review</p> <p>g. Complaints database review</p> <p>h. Risk Management / Contingency Plan logs review</p> <p>i. Internal control review</p> <p>j. Centre levels of supervision review</p> <p>k. Centre enforcement reviews</p> <p>l. Verification and authentication reviews</p>
---	--------------------------------------	---	---	---	---	--

			<ul style="list-style-type: none"> Recording of candidate marks, issuing of examination results Printing Candidate Certificates <p>e. Centre Quality Assurance</p> <ul style="list-style-type: none"> Centre visits Centre training/seminars Accreditation requirements Centre Supervision & Monitoring <p>f. Assessment Management</p> <p>Internal control</p> <p>g. Queries and complaints</p> <p>h. Compliance requirements</p> <p>i. Centre malpractice & maladministration and investigations</p> <p>j. Qualifications Withdrawal / Introduction</p>	<p>documents</p> <p>p. BCE Qualifications</p> <p>q. Verification and Authentication policy</p> <p>r. BCE Unit Specifications</p> <p>s. BCE Learner Study Materials / recommended textbook</p> <p>t. Examination Question Bank</p> <p>u. BCE invoicing policy</p> <p>v. BCE fee listing charges, exam timetables</p> <p>w. Exam questions, validity criteria templates</p> <p>x. Assessment Panel Terms of Reference</p>		
		Assessment Panel	<p>Delivery of assessment to ensure assessment settings and processes are managed and conducted effectively.</p> <ul style="list-style-type: none"> Training Assessment Panel Setting examination papers Revising examination papers for errors Marking examinations Producing examination reports Examination results verification Reasonable adjustment reports Assessment Quality Assurance Risk Management 	<p>a. BCE Unit Specifications and Qualification Credit Framework</p> <p>b. BCE Learner Study Materials</p> <p>c. BCE Policies</p> <p>d. Qualification Levels</p> <p>e. Learner Scripts / Coursework</p> <p>f. Marking Scheme</p> <p>g. Examination Question Answer Models</p> <p>h. Accreditation Handbook</p>	<p>a. Meetings</p> <p>b. Performance Standards / Statistical Analysis Report</p> <p>c. Grading System</p> <p>d. Evaluation Methods</p>	<p>a. Evaluation of current assessment practices</p> <p>b. Standardisation meeting minutes/reports review</p> <p>c. Chief Examinations Officer and/or External Verifiers recommendations review.</p> <p>d. BCE Assessment Workpaper reviews</p>

			<p>How candidate achievements are assessed and quality assured in BCE Qualifications.</p> <p>Principles:</p> <ul style="list-style-type: none"> • Fairness: Consistency in marking of assessment and treatment of centres. • Transparency: Independent of examiners and external verifiers. 	<ul style="list-style-type: none"> i. Roles and Responsibilities j. Past examinations papers k. Standardisation / Training Reports l. Assessment Management documents 		<ul style="list-style-type: none"> e. Assessment Management review f. Identifying risks in assessments g. Internal Control and Audit review
	Quality Assurance	<p>Review of the quality management system to ensure it continues to:</p> <ul style="list-style-type: none"> • Meet organisational requirements. • Comply with relevant standards and requirements. <ul style="list-style-type: none"> a. Centre Approval Process • BCE/Centre Cooperation and collaboration: Centres, other learning providers, and BCE have complementary responsibility for the management of procedures that assure the integrity of BCE assessment. • Interdependence and responsibility: cooperation between BCE and Approved Centres. b. Centre Training/Seminars c. Centre Supervision and Enforcement d. Centre Incidents e. Malpractice / maladministration allegation investigations f. Sanctions enforcement 	<ul style="list-style-type: none"> a. BCE Policies b. Centre Reports c. Accreditation Handbook d. Job descriptions e. Centre enforcement actions f. Centre Incident Report Forms g. Centre visits, training and seminars h. Centre monitoring and supervision i. Centre assessment and record keeping 	<ul style="list-style-type: none"> a. Training Seminars b. Centre visits c. Performance standards d. Statistical analysis e. Text/sms f. Telephone 	<ul style="list-style-type: none"> a. External Verifier Reports review b. Quality Assurance Reports review c. Malpractice / Maladministration Reports review d. Third party / Responsible person malpractice invigilation review e. Centre Annual Reports review f. Annual Review Reports g. Centre feedback Review h. Complaints database review i. BCE / Approved Centre responsibilities review j. Centre levels of supervision 	

			g. Centre Terms and Conditions			review k. Internal control and audit review l. Assessment quality assurance review m. Centre Evaluation review
Administration	Office Manager	<ul style="list-style-type: none"> • Marketing • Accounting 	Working closely with all BCE functional units and stakeholders. a. Customer Service – respond to email and telephone enquiries b. Visitors – attend and receive visitors as per BCE Policies c. Correspondence – respond to all written enquiries d. Information System – update candidates database, learner and centre records e. Assessment – confirm centres receive/send candidate examination scripts, record received assessment, respond to Reasonable Adjustment and Special Consideration and Exemption requests and despatch exam results to respective centres f. Website information updates upload current content and remove obsolete news/information g. Complaints management – record all complaints receive through email and telephone. h. Centre invoicing – ensure Centres are billed on time and	a. IT infrastructure b. BCE Policies and Procedures c. Approved Centre Monthly Reports d. BCE Customer charter e. Word, Excel, Database Software Packages f. Management and Accreditation Handbooks g. Job Descriptions h. Centre Databases (Centre enquiries / Approved Centres) i. Learners and Candidate records (registers, candidate exam number requests and candidate exam registration forms) j. BCE Qualifications k. BCE Curriculum l. Membership Forms m. Health and Safety Reports	a. Internet / Web b. Minutes / Meetings c. Email d. Telephone e. Text (sms)	a. Centre feedback review b. Complaints Database review c. Annual reviews d. Marketing cost benefit analysis e. Enquiries / statistical analysis f. Compliance analysis and evaluation g. Customer charter fulfilment h. Complaints tracking solved/outstanding i. Annual query updates

			<p>constantly reminded.</p> <p>i. Centres – keep track of Centre status, training dates, centre reports, Candidate Certificate replacement requests.</p> <p>j. Staff Handbooks – encourage personnel to follow laid down procedures.</p> <p>k. Tracking - compile statistical enquiries and web traffic.</p> <p>l. Recruitment and Employment – implement good practice and guidance by addressing the legal rights of employees and employers.</p> <p>m. Health and Safety – ensure personnel are more aware of the health and safety issues that affect them and their responsibilities.</p> <p>n. Compliance Requirements – of both Regulatory agency and Approved Centres.</p>			
		Marketing	<p>Marketing BCE products to educational establishments by:</p> <p>a. Visiting educational establishments</p> <p>b. Advertising in different media (newspapers, web, radio or TV)</p> <p>c. Creating and building appropriate partnerships and networks</p> <p>d. Distribution of marketing materials</p> <p>e. Creating signposts</p> <p>f. Designing Marketing Plan</p>	<p>a. BCE Qualifications</p> <p>b. Brochures</p> <p>c. Web site</p> <p>d. Accreditation handbook</p> <p>e. Marketing plans</p> <p>f. Marketing promotional materials</p> <p>g. Marketing plan schedule dates</p>	<p>a. Different transport systems to sites (road, rail or air)</p> <p>b. Email / web</p> <p>c. Seminars</p> <p>d. Advertising Media (TV, Radio, Internet, Newspapers)</p>	<p>a. Number of new centres analysis</p> <p>b. Number of new candidates taking examinations analysis</p> <p>c. Centre / Candidate feedback analysis</p> <p>d. Marketing cost benefit analysis</p> <p>e. Enquiries tracking reviews</p> <p>f. Marketing media effectiveness evaluation</p>

						g. qualification implementation and Centres / learners involved
		Accountant / Bookkeeping	Provide appropriate accounting / bookkeeping system by: <ol style="list-style-type: none"> Preparing Financial Plans / Budgets Complying with Accounting Principles Recording all transactions (learners, candidates taking examinations, funds received from centres, training/seminar fees) Producing financial statements Predicting profitability and growth prospects Measuring financial performance Assessing past, current performance and operational efficiency Predicting bankruptcy, business failure and losses Renewal of annual returns Filling annual statements with companies' house. 	<ol style="list-style-type: none"> Past financial statements Centre / Candidate data (learner numbers, Qualifications enrolled) BCE fee prices Invoice statements Debtors / Creditors Learner Registers Candidate Examination Number Request spreadsheet Candidate Exam Registration Forms Bank Statements Tax Returns 	<ol style="list-style-type: none"> Excel Meetings Internet / email Telephone 	<ol style="list-style-type: none"> Financial performance reviews Financial Analysis comparisons Trend of past sales, cost of goods / services sold, operating expenses, net income, cash flows and return on investment. Internal control review

BCE Operational Management Process Evaluation

This document outlines the operational management processes for BCE to survive in the very fast changing assessment sector industry and markets. It analyses BCE operational management processes and suggests the improvement directions, under the following headings:

- Activities and Procedures
- Resources
- Delivery media/strategies/methods
- Continuous Quality Improvements

For each section, the Responsible Person/Auditor would provide composite and component rating category [based on 1 to 5 numerical scale] management factors and corrective actions.

Composite and component ratings are assigned based on a **1 to 5** numerical scale. A **1** is the highest rating, and indicates the strongest level of performance and risk management practices, and the least degree of supervisory concern, while a **5** is the lowest rating, and indicates the weakest performance, inadequate risk management practices and, therefore, the highest degree of supervisory concern.

BCE resources and processes are assigned into three categories: Acceptable, Doubtful and Substandard.

- **Acceptable** - These are assets/processes of highest quality.
- **Doubtful** – Have weaknesses that could hinder normal operations. Possibility of operational problems is high, though sometimes might work.
- **Substandard** – their continuance as bookable assets/policies or procedures is not warranted. Though the assets might be salvaged, rather, it is not practical or desirable to defer writing off this basically worthless asset.

The **5 Cs of BCE Resources and Processes Management factors** are: Capacity, Capital, Collateral, Character and Condition.

- **Capacity** – Capacity refers to ability to develop/maintain operations or implement resources/processes effectively.
- **Capital** – Capital relates to the ability to meet obligations, continue promoting the qualifications and assessment to meet industry requirements.
- **Collateral** – Written contracts, policies/procedures for all operations including qualifications and assessment recognitions. Guarantee from Approved Centres to implement qualifications and assessment to the best of their abilities and as per BCE requirements.
- **Character** – BCE's integrity and management ability. Responsible and cooperative management to manage the qualifications and assessment must be evident.
- **Conditions** – Meeting Accreditation/Recognition General Conditions of Recognition; supervision and monitoring of BCE functional units and Approved Centres.

Main Principles	Composite and Component Rating	Category	Management Factors	Corrective Actions
Activities and Procedures				
The way in which BCE is managed to develop effective operational processes and procedures.				
1 Do procedures clearly define measurable aims and objectives which link to any wider organisational strategic aims?				
2 Are procedures provided with clear leadership and direction?				
3 Does BCE implement policies to promote equality and diversity, impartiality, confidentiality and professional integrity in all aspects of operational procedures?				
4 Does BCE comply with existing and new legislation which might impact upon the procedures?				
5 Does BCE define outcomes and uses them as a measure of success for the operational procedures?				
6 Does BCE promote ways which are accessible to all those eligible to use?				
7 Do BCE personnel have influence in the design and development of procedures?				
8 Does BCE establish effective links with other appropriate partnerships and networks to enhance procedures?				
9 Are procedures defined so that clients and stakeholders are clear about what they might expect?				
10 Are procedures delivered effectively to meet aims and objectives?				
11 Are procedures provided impartially and objectively?				
12 Are clients and stakeholders given appropriate options to explore and understand that they are responsible for making their own decisions?				
13 Are clients and stakeholders updated of processes, procedures and regulatory requirements?				

Resources and Processes				
Describes the assets invested and applied in providing effective services.				
1	Does BCE use its resources effectively to deliver the operations?			
2	Are Stakeholders provided with current, accurate and quality assured information?			
3	Does BCE define the skills, knowledge, competencies and qualifications, in line with current national recognised professional qualifications and frameworks, for individual personnel roles, linked to the aims and objectives of the operations?			
4	Are personnel supported in undertaking continuous professional development and provided with opportunities for career progression?			
5	Are effective induction processes in place for all personnel?			
6	When exploring options, are clients and stakeholders provided with and supported to use appropriate resources including access to technology?			
Delivery media/strategies/methods				
Describes the way in which the services are delivered.				
1.	Are delivery strategies / methods effective?			
2.	Are delivery strategies / methods cost effective?			
3.	Are delivery strategies / methods reliable?			
4.	Are delivery strategies / methods outdated?			
5.	Are delivery strategies / methods supported?			
6.	Are delivery strategies / methods legal?			
7.	Are delivery strategies / methods safe?			

Continuous Quality Improvements				
Describes the way in which the services provided are reviewed and improved on an ongoing basis.				
1	Does BCE measure and evaluate the services against its stated aims and objectives and identify improvements?			
2	Does BCE monitor and evaluate client outcomes to support and improve service delivery?			
3	Does BCE evaluate feedback on the services to build upon its strengths and addresses any areas for improvement?			
4	Does BCE evaluate the effectiveness of its partnerships and networks to improve the services?			
5	Does BCE define quality assurance approaches which are used to improve the service?			
6	Are personnel performance, linked to the roles within the aims and objectives reviewed and evaluated to improve the services?			
7	Are effective uses of technology made to improve the services?			
8	Does BCE continually review improvements to help inform the future aims and objectives of the services?			

Comments: