



Unit title	Contribute to Decision-Making in a Business Environment
SQA code	H6H0 04
SCQF level	6
SCQF credit points	3
SSC ref	CFA22

History of changes

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Version number	Date	Description	Authorised by
02	20/11/2014	Update to Unit assessment information.	Qualifications Officer

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Title	Contribute to Decision-Making in a Business Environment	
Learning Outcomes	Assessment Criteria	
The learner will:	The learner can:	
1 Understand the purpose and process of decision-making.	1.1	Identify situations where decision-making is required.
2 Understand how to prepare to contribute to decision-making.	1.2	Explain key stages in the decision-making process.
3 Understand how to contribute to decision-making.	2.1	Understand the purpose of knowing the context in which a decision is being made.
	2.2	Describe the role and responsibilities of a person contributing to decision-making.
	2.3	Describe possible limitations on a person contributing to decision-making.
	2.4	Identify sources of information that can be used to inform decision-making.
	2.5	Explain how to research information to be used to inform decision-making.
	3.1	Explain the purpose of contributing to meetings and other discussions where decisions are being made, and ways of doing so.
	3.2	Explain how to structure own ideas and information.
	3.3	Explain the purpose and benefits of respecting other people's contributions to the decision-making process.
	3.4	Explain the purpose of listening and responding to other people during the decision-making process, and ways of doing so.
	3.5	Explain how to use evidence, argument, questioning and assertiveness to influence outcomes.
	3.6	Explain the purpose of collective responsibility.

Learning Outcomes	Assessment Criteria
The learner will:	The learner can:
<p>4 Be able to prepare contributions to decision-making.</p>	<p>4.1 Identify sources of information needed.</p> <p>4.2 Research and collect information to add value to the decision-making process.</p>
<p>5 Be able to make contributions to decision-making.</p>	<p>5.1 Present information to others and develop ideas, using accurate and current information.</p> <p>5.2 Make constructive, relevant and timely contributions to meeting(s) or other discussions to contribute to making a decision.</p> <p>5.3 Provide additional information, when asked, to contribute to making a decision.</p> <p>5.4 Contribute to identifying and agreeing criteria for making a decision.</p> <p>5.5 Contribute to structuring ideas and information in a way that helps other people understand own ideas.</p> <p>5.6 Listen to other people's contributions adapting own ideas as necessary.</p> <p>5.7 Contribute to reviewing information provided for a decision to be made.</p> <p>5.8 Confirm support for an agreed decision.</p>

Additional information about the Unit
Unit purpose and aim(s)
This Unit is about contributing to the decision making process made in a business environment.
Details of the relationship between the Unit and relevant national occupational standards (if appropriate)
Developed from Creative and Cultural Skills National Occupational Standards
Details of the relationship between the Unit and other standards or curricula (if appropriate)
N/A
Assessment requirements specified by a sector or regulatory body (if appropriate)
N/A

Assessment (evidence) Requirements

Assessors must ensure that learners provide evidence to cover all the Learning Outcomes and Assessment Criteria.

This Unit is designed to assess the skills of learners in the workplace. Evidence of occupational competence should be generated and collected through performance in workplace conditions. This includes the knowledge-based Learning Outcomes and Assessment Criteria of the competence Units.

These conditions would be those typical to the learner's normal place of work. The evidence collected under these conditions should also be as naturally occurring as possible. It is accepted that not all employees have identical workplace conditions and therefore there cannot be assessment conditions that are identical for all learners. However, assessors must ensure that, as far as possible, the conditions for assessment should be those under which the learner usually works.

Collection of evidence of performance can be used to substantiate, support and expand the evidence base for competent performance. This may include:

- ◆ Observation
- ◆ Product and photographic evidence
- ◆ Relevant active documentation, reports, presentations

Performance Evidence: Observation

Observation of performance at work. Assessors must provide information about the context of the assessment.

Performance Evidence: Products

Work products (such as reports, letters, memos, printouts, presentations, etc) are valuable items of performance evidence. Assessors are encouraged to assess work products and record the location of evidence within their assessment records. Assessment centres using 'paperless portfolios' should first discuss their approach to assessment with their awarding body.

Guidance on Methods/Instruments of Assessment

This Unit is designed to assess the knowledge of learners in the workplace. Learning Outcomes may be assessed by a work-based assessment or by observation/product evidence/witness testimony. Online assessment may also be used. The collection of supplementary evidence of performance can be used to further substantiate, support and expand the evidence base for competent performance where this is necessary. This may be required depending on the size of the organisation in which the learner is working.

Supplementary evidence may include:

- ◆ Questioning
- ◆ Professional discussion
- ◆ Witness testimony
- ◆ Other valid evidence which relates directly to learner performance

Guidance on Methods/Instruments of Assessment (cont)

Supporting Evidence: Questioning

Assessment by observation and examination of work products usually results in inferred knowledge. As a result, questions should only be asked to fill gaps where knowledge is not explicit. This style of assessment still requires the assessor to confirm how knowledge and understanding has been addressed but avoids over assessment of the learner.

Questioning includes: verbal and written questioning, questionnaires, work based tasks, reflective accounts, case studies, professional discussion and feedback reports.

Supporting Evidence: Professional Discussion

Professional discussion is a single, or series of structured, planned and in-depth discussions which can be recorded electronically or manually in paper, computer, audio or video files. Professional discussions can be used to support observation reports, examination of work products and knowledge questionnaires. It is more usually used to fill in gaps in existing performance and knowledge evidence. It can be used formatively and summatively, and using it enhances the assessment process for both learners and assessors.

Professional discussion is used in holistic assessment, which is rigorous, informative and cost-effective, provided the learner is competent in their job role and ready to be assessed. If these conditions are met, assessors can plan to assess naturally-occurring 'evidence-rich' opportunities at work by observation, examination of work products, professional discussion and questioning knowledge within one assessment session. It is also possible for assessors to obtain witness testimonies at the same assessment session. Such a comprehensive activity is likely to focus on major work activities that demonstrate learner competence.

Supporting Evidence: Witness Testimony

Witness testimony can provide valuable evidence of learner competence. In line with established principles it must be:

- ◆ a clear, authentic statement indicating how the learner carries out their job
- ◆ dated, signed and include the job title of the witness

Supporting Evidence: Other qualifications

Other qualifications can be used as supporting evidence in a learner's portfolio. The qualification must be current and be benchmarked to one or more of the national occupational standards. However, it will only be supporting evidence, as assessors must still make judgements about how the learner demonstrates competence at work.

SQA's Guide to Assessment provides information on appropriate instruments of assessment. This guide is designed to provide support for everyone who assesses for SQA qualifications. It looks at the principles of assessment, and brings together information on assessment in general as well as on best practice in assessment.

The *Guide to Assessment* can be downloaded free from SQA's website www.sqa.org.uk.

Creative and Cultural Skills Assessment Strategy also supports the assessment of this Unit.