



### *What are Professional Development Awards?*

Professional Development Awards (PDAs) are normally qualifications for people who are already in a career or vocation and who wish to extend or broaden their skills.

### *PDAs in Management*

SQA has developed a suite of short, concise PDAs in Management designed to enable you to develop specific management competences and demonstrate your achievement of nationally recognised standards.

There are seven PDAs in this suite consisting of existing SVQ Units, ranging from SCQF level 7 (ie HNC level) to SCQF level 11 (ie Masters level). An outline of the PDAs is shown in the table below:

<b>Title of PDA</b>	<b>Units making up the PDA</b>	<b>SCQF credits points</b>
<b>PDA in Managing Self and the Work of Others at SCQF level 7 (G6CH 47)</b>	A2 (DR67 04) Managing Your Own Resources and Professional Development (Level 7; credits 8) D6 (FD3K 04) Allocate and Monitor Progress and Quality in Your Area of Responsibility (Level 7; credits 14)	22
<b>PDA in Leadership at SCQF level 8 (G9MN 48)</b>	B6 (DR75 04) Provide Leadership in Your Area of Responsibility (Level 8; credits 9) B1 (DR47 04) Develop and Implement Operational Plans for Your Area of Responsibility (Level 8; credits 11)	20
<b>PDA in Managing Finances at SCQF level 8 (G9N2 48)</b>	E1 (DR5F 04) Manage a Budget (Level 7; credits 11) E2 (DR5T 04) Manage Finance for Your Area of Responsibility (Level 8; credits 14)	25
<b>PDA in Managing Projects and Business Processes at SCQF level 9 (G9N3 49)</b>	F1 (DR5J 04) Manage a Project (Level 8; credits 11) F3 (FM5P 04) Manage Business Processes (Level 9; credits 15)	26
<b>PDA in Planning and Implementing Change at SCQF level 9 (GC6F 49)</b>	C6 (FM4X 04) Implement Change (Level 8; credits 11) C5 (FM4W 04) Plan Change (Level 9; credits 15)	26
<b>PDA in Leading Change at SCQF level 9 (GC6G 49)</b>	C4 (FM4T 04) Lead Change (Level 9; credits 15) C2 (FD3G 04) Encourage Innovation in your area of responsibility (Level 9; credits 12)	27

<b>PDA in Strategic Leadership at SCQF level 11 (GC8V 51)</b>	B7 (DR70 04) Provide Leadership for your Organisation (Level 11, 13 credits) F12 (DR58 04) Improve Organisational Performance (Level 11, 11 credits)	11	24
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The awards have been designed as short stand-alone awards consisting of two Units which will enable you to enhance your managerial skills and achieve certification in a relatively short period of time. All the Units included in these awards have been developed by the Council for Administration (CfA), the standards setting body for management and leadership throughout the UK. These Units also form the basis of the SVQ Management. The PDAs, therefore, consist of Units which also form part of an SVQ Management at Levels 3, 4 or 5.

The awards aim to achieve three different purposes. You may:

1. attempt a PDA as an end in itself to meet a specific management development need which has arisen as part of your current managerial position
2. be able to undertake more than one PDA as part of a programme of management development
3. be able to use one or more of the awards as a stepping stone to further qualifications eg a full SVQ Management at Level 3 or Level 4.

You must successfully complete both Units of each award in order to achieve the relevant PDA in Management. Achievement of the PDAs in Management should enhance your managerial competences, including your knowledge and understanding, through development within the context of your current managerial work. In this way, you should be able to work more effectively as a manager to the benefit of yourself and to your organisation. You will also have demonstrated that you are able to work in accordance with the national occupational standards for managers. The awards can be described as workplace awards. For those not currently in a management position, but aspiring to a managerial post, there is an alternative suite of PDAs made up of Higher National Units which can be delivered through colleges or training providers.

On successful completion of each of the PDAs in Management, you will achieve a joint certificate from SQA and the Chartered Management Institute (CMI). CMI will recognise the PDAs for membership, but you would need at least 60 SCQF credit points at level 8 or above, to be eligible.

A separate Information Sheet has been developed for each PDA providing more detailed information on the specific PDA.



## **PDA in Managing Self and the Work of Others at SCQF level 7**

Welcome to the Professional Development Award (PDA) in Managing Self and the Work of Others at SCQF level 7. This PDA offers you the opportunity to develop your competence, knowledge and skills in self management and managing the work of others.

The award has been developed through rigorous research involving employers, centres, and potential candidates of the qualification. The award makes use of the National Occupational Standards (NOS) for management as specified by the Council for Administration (CfA).

By doing this award, you will be able to demonstrate that, in your work as a manager, you are able to operate in accordance with these national standards. Success in the award will mean that you will have proof that your work is up to the national standards. In this way you can contribute to both your own future and to that of the organisation you work for.

The PDA in Managing Self and the Work of Others at SCQF level 7 is made up of two mandatory Units:

- ◆ Managing Your Own Resources and Professional Development [A2]
- ◆ Allocate and Monitor Progress and Quality of Work in Your Area of Responsibility [D6]

The Unit 'Managing Your Own Resources and Professional Development' will enable you to manage your personal resources (such as skills, experience and time) and your professional development in order to achieve your work objectives and your career and professional goals.

The Unit 'Allocate and Monitor Progress and Quality of Work in Your Area of Responsibility' is about ensuring that you are able to plan the work in your area of responsibility effectively and allocate work to individuals or team members fairly. It also enables you to monitor the progress of work and make sure that it is up to the required standard.

You will be guided through the Units by an adviser/assessor who will help you plan for assessment and advise and help you on how to prove that you can meet the standards in the Units.

You will prove that you can meet the standards by gathering evidence from your place of work of the things that you have done, and are doing, as a manager. You will be expected to explain to your assessor, in writing or by discussion, exactly how the evidence that you have shows that you meet the standards set out in the requirements of the Units. You will gather your evidence together in a portfolio which you will be able to use to prove that you are a competent manager in terms of those parts of the national standards covered by the PDA.

The PDA is a qualification in its own right but it will also help you to progress to further management awards such as the full SVQ Management at Level 3.

The PDA is jointly certificated by SQA and The Chartered Management Institute (CMI). If you are successful you will be able to become part of the professional community of managers and benefit from the development opportunities that this can bring.



## **PDA in Leadership at SCQF Level 8**

Welcome to the Professional Development Award (PDA) in Leadership at SCQF Level 8. This PDA offers you the opportunity to develop your competence, knowledge and skills in practical leadership through implementing operational plans.

The award has been developed through rigorous research involving employers, centres, and potential candidates of the qualification. The award makes use of the National Occupational Standards (NOS) for management as specified by the Council for Administration (CfA).

It means that by doing the award you will be able to demonstrate that, in your work as a manager, you are able to operate in accordance with these national standards. Success in the award will mean that you will have proof that your work is up to the national standards. In this way you can contribute to both your own future and to that of the organisation you work for.

The PDA in Leadership at SCQF Level 8 is made up of two mandatory Units:

- ◆ Develop and Implement Operational Plans for Your Area of Responsibility [B1]
- ◆ Provide Leadership in Your Area of Responsibility [B6]

The Unit 'Develop and Implement Operational Plans for Your Area of Responsibility' will enable you to develop an operational plan and carry out an operational plan which will contribute to achieving the objectives set out in your organisation's strategic plan.

The Unit 'Provide Leadership in Your Area of Responsibility' is about ensuring that you can provide direction to people and motivate and support people to enable them to achieve the vision and objectives of your part of your organisation.

You will be guided through the Units by an adviser/assessor who will help you plan for assessment and advise and help you on how to prove that you can meet the standards in the Units.

You will prove that you can meet the standards by gathering evidence from your place of work of the things that you have done, and are doing, as a manager. You will be expected to explain to your assessor, in writing or by discussion, exactly how the evidence that you have shows that you meet the standards set out in the requirements of the Units. You will gather your evidence together in a portfolio which you will be able to use to prove

that you are a competent manager in terms of those parts of the national standards covered by the PDA.

The PDA is a qualification in its own right but it will also help you to progress to further management awards such as the full SVQ Management at Level 3 or Level 4, depending on the management position you occupy and your experience as a manager.

The PDA is jointly certificated by SQA and The Chartered Management Institute (CMI). If you are successful you will be able to become part of the professional community of managers and benefit from the development opportunities that this can bring.



## **PDA in Managing Finances at SCQF Level 8**

Welcome to the Professional Development Award (PDA) in Managing Finances at SCQF Level 8. This PDA offers you the opportunity to develop your competence, knowledge and skills in budgeting and financial management.

The award has been developed through rigorous research involving employers, centres, and potential candidates of the qualification. The award makes use of the National Occupational Standards (NOS) for management as specified by the Council for Administration (CfA).

It means that by doing the award you will be able to demonstrate that, in your work as a manager, you are able to operate in accordance with these national standards. Success in the award will mean that you will have proof that your work is up to the national standards. In this way you can contribute to your own future and to that of the organisation you work for.

The PDA in Managing Finances at SCQF Level 8 is made up of two mandatory Units:

- ◆ Manage a Budget [E1]
- ◆ Manage Finance for Your Area of Responsibility [E2]

The Unit 'Manage a Budget' is about helping you to take ownership of and be responsible for a budget in defined area of work. It will enable you to prepare, submit and agree a budget for a set operating period.

The Unit 'Managing Finances in Your Area of Responsibility' is about enabling to achieve objectives in your area of work by developing and agreeing a master budget.

Both Units will enable you to use budgets to monitor and evaluate the performance of those for whom you are responsible. They will also enable you to take the necessary action to respond to variances in budgets.

Both Units also are part of the 'Using Resources' area of competence identified by the Council for Administration (CfA) and between them, they should help you to consolidate your overall competence in managing the critical resource of finance.

You will be guided through the Units by an adviser/assessor who will help you plan for assessment and advise and help you on how to prove that you can meet the standards in the Units.

You will prove that you can meet the standards by gathering evidence from your place of work of the things that you have done, and are doing, as a manager. You will be expected to explain to your assessor, in writing or by discussion, exactly how the evidence that you have shows that you meet the standards set out in the requirements of the Units. You will gather your evidence together in a portfolio which you will be able to use to prove that you are a competent manager in terms of those parts of the national standards covered by the PDA.

The PDA is a qualification in its own right but it will also help you to progress to further management awards such as the full SVQ Management at Level 3 or Level 4, depending on the management position you occupy and your experience as a manager.

The PDA is jointly certificated by SQA and The Chartered Management Institute (CMI). If you are successful you will be able to become part of the professional community of managers and benefit from the development opportunities that this can bring.



## **PDA in Managing Projects and Business Processes at SCQF Level 9**

Welcome to the Professional Development Award (PDA) in Managing Projects and Business Processes at SCQF Level 9. This PDA offers you the opportunity to develop your competence, knowledge and skills in managing projects in a business context.

The award has been developed through rigorous research involving employers, centres, and potential candidates of the qualification. The award makes use of the National Occupational Standards (NOS) for management as specified by the Council for Administration (CfA).

It means that by doing the award you will be able to demonstrate that, in your work as a manager, you are able to operate in accordance with these national standards. Success in the award will mean that you will have proof that your work is up to the national standards. In this way you can contribute to your own future and to that of the organisation you work for.

The PDA in Managing Projects and Business Processes at SCQF Level 9 is made up of two mandatory Units:

- ◆ Manage a Project [F1]
- ◆ Manage Business Processes [F3]

The Unit 'Manage a Project' is about helping you to manage a project for which you have been given responsibility. It will enable you develop, agree and implement a plan for a project. It will enable you to ensure that the project achieves its key objectives and is completed to the satisfaction of the project sponsor and other stakeholders.

The Unit 'Manage Business Processes' will enable you to manage business processes to make sure your organisation meets the needs of stakeholders in line with organisational and legal requirements.

The Units fit together because managing a project has much in common with managing business processes on a day to day basis. The main difference is that a project is a one-off which has a clear start and finish date. These set the boundaries for it. However, during the actual implementation of the project your work as a manager closely resembles what you would do when managing business processes.

Both Units are part of the 'Achieving Results' area of competence identified by the Council for Administration (CfA). Between them, they should help you, as a manager, to

confirm that you are able to manage in a way which ensures that you achieve the targets you are set and that you reach the standards expected of you by your organisation.

You will be guided through the Units by an adviser/assessor who will help you plan for assessment and advise and help you on how to prove that you can meet the standards in the Units.

You will prove that you can meet the standards by gathering evidence from your place of work of the things that you have done, and are doing, as a manager. You will be expected to explain to your assessor, in writing or by discussion, exactly how the evidence that you have shows that you meet the standards set out in the requirements of the Units. You will gather your evidence together in a portfolio which you will be able to use to prove that you are a competent manager in terms of those parts of the national standards covered by the PDA.

The PDA is a qualification in its own right but it will also help you to progress to further management awards such as the full SVQ Management at Level 3 or Level 4, depending on the management position you occupy and your experience as a manager.

The PDA is jointly certificated by SQA and The Chartered Management Institute (CMI). If you are successful you will be able to become part of the professional community of managers and benefit from the development opportunities that this can bring.



## **PDA in Planning and Implementing Change at SCQF level 9**

Welcome to the Professional Development Award (PDA) in Planning and Implementing Change at SCQF level 9. This PDA offers you the opportunity to develop your competence, knowledge and skills in planning and implementing change.

The award has been developed through rigorous research involving employers, centres, and potential candidates of the qualification. The award makes use of the National Occupational Standards (NOS) for management as specified by the Council for Administration (CfA).

It means that by doing the award you will be able to demonstrate that, in your work as a manager, you are able to operate in accordance with these national standards. Success in the award will mean that you will have proof that your work is up to the national standards. In this way you can contribute to your own future and to that of the organisation you work for.

The PDA in Planning and Implementing Change at SCQF Level 9 is made up of two mandatory Units:

- ◆ Plan Change [C5]
- ◆ Implement Change [C6]

Each Unit contains outcomes, behaviours and underpinning knowledge and understanding and each will enable you to develop different management competences. Each Unit, therefore, contains aspects of the management standards. In other words, if you meet the requirements of the Unit, you will be managing in accordance with the national standards.

The Unit 'Plan Change' will help you to develop a strategy to successfully introduce a change at work. It will help you to take into account the barriers to the change and the risks involved as well as the need to communicate the change to other and to monitor the progress of your plan.

The Unit 'Implement Change' follows on from 'Plan Change'. It will enable you to put into practice your change plan by ensuring that you have the necessary resources and support systems which will enable you to turn the vision of the change into a reality.

The two Units are closely linked to each other and they cover a specific change or putting into practice a programme of change. Both are part of the 'Facilitating Change' area of

competence identified by the Council for Administration (CfA) and together, they should help you, as a manager, to demonstrate that you have the competence to manage change in your organisation.

You will be guided through the Units by an adviser/assessor who will help you plan for assessment and advise and help you on how to prove that you can meet the standards in the Units.

You will prove that you can meet the standards by gathering evidence from your place of work of the things that you have done, and are doing, as a manager. You will be expected to explain to your assessor, in writing or by discussion, exactly how the evidence that you have shows that you meet the standards set out in the requirements of the Units. You will gather your evidence together in a portfolio which you will be able to use to prove that you are a competent manager in terms of those parts of the national standards covered by the PDA.

The PDA is a qualification in its own right but it will also help you to progress to further management awards such as the full SVQ Management at Level 3, 4 or 5, depending on the management position you occupy and your experience as a manager. There is a related PDA to this one, PDA in Leading Change at SCQF Level 9. It focuses on the vision for change and innovation in the organisation. It complements this PDA and you may wish to consider attempting both of them if you have a suitable management role in your organisation.

The PDA is jointly certificated by SQA and The Chartered Management Institute (CMI). If you are successful you will be able to become part of the professional community of managers and benefit from the development opportunities that this can bring.



## **PDA in Leading Change at SCQF Level 9**

Welcome to the Professional Development Award (PDA) in Leading Change at SCQF Level 9. This PDA offers you the opportunity to develop your competence, knowledge and skills in encouraging innovation and leading others through the changes that may follow.

The award has been developed through rigorous research involving employers, centres, and potential candidates of the qualification. The award makes use of the National Occupational Standards (NOS) for management as specified by the Council for Administration (CfA).

By achieving this award you will be able to demonstrate that, in your work as a manager, you are able to operate in accordance with these national standards. Success in the award will mean that you will have proof that your work is up to the national standards. In this way you can contribute to your own future and to that of the organisation you work for.

The PDA in Leading Change at SCQF Level 9 is made up of two mandatory Units:

- ◆ Encourage Innovation in Your Area of Responsibility [C2]
- ◆ Lead Change [C4]

The Unit 'Encourage Innovation in Your Area of Responsibility' will help you to encourage and support the identification practical implementation of new ideas in your area. New ideas may come from yourself or from those for whom you are responsible as well as from your line manager. These ideas can range over all aspects of your organisation's activity and can include:

- new products and/or services
- improvements to existing products and/or services
- improvements to existing practices, procedures, systems, ways of working within a team or within the wider organisation.

The Unit, Lead Change, follows on from the identification of new ideas. It will enable you to put into practice new ideas by taking control and provide a lead in selling a vision of the new ideas and supporting people so that the ideas can be turned into reality.

Both Units emphasise how you, as a manager, can create a culture of change within your organisation. This will enable the people you are responsible for to see change as something which is normal and which can be challenging and motivating. Both the Units

are part of the 'Facilitating Change' area of competence identified by the Council for Administration and together, they should help you, as a manager, to demonstrate that you have the competence to manage change in your organisation.

You will be guided through the Units by an adviser/assessor who will help you plan for assessment and advise and help you on how to prove that you can meet the standards in the Units.

You will prove that you can meet the standards by gathering evidence from your place of work of the things that you have done, and are doing, as a manager. You will be expected to explain to your assessor, in writing or by discussion, exactly how the evidence that you have shows that you meet the standards set out in the requirements of the Units. You will gather your evidence together in a portfolio which you will be able to use to prove that you are a competent manager in terms of those parts of the national standards covered by the PDA.

The PDA is a qualification in its own right but it will also help you to progress to further management awards such as the full SVQ Management at Level 4 or 5, depending on the management position you occupy and your experience as a manager.

The PDA is jointly certificated by SQA and The Chartered Management Institute (CMI). If you are successful you will be able to become part of the professional community of managers and benefit from the development opportunities that this can bring.



## **PDA in Strategic Leadership at SCQF Level 11**

Welcome to the Professional Development Award (PDA) in Strategic Leadership at SCQF Level 11. This PDA offers you the opportunity to develop your competence, knowledge and skills to provide direction for people in your organisation and inspire and motivate them to achieve what your organisation has set out to do - including overseeing the continuous improvement of the overall performance of your organisation.

This award has been developed through rigorous research involving employers, centres, and potential candidates of the qualification. The award makes use of the National Occupational Standards (NOS) for management as specified by the Council for Administration (CfA). By achieving this award, you will be able to demonstrate that, in your work as a manager, you are able to operate in accordance with these national standards. Success in the award will mean that you will have proof that your work is up to the national standards and in this way you can contribute to your own future and to that of your organisation.

The PDA in Strategic Leadership at SCQF Level 11 is made up of two mandatory Units:

- ◆ Provide Leadership for your Organisation [B7]
- ◆ Improve Organisational Performance [F12]

Both these Units are at SCQF level 11, which makes it a demanding PDA and in order to be eligible this PDA, you have to be in a role where you are providing leadership within your organisation and also improving organisational performance on an on-going basis.

The Unit 'Provide leadership for your organisation' will help you to develop your leadership skills by providing direction to people in your organisation and enabling, inspiring, motivating and supporting them to achieve what your organisation has set out to do.

The Unit 'Improve organisational performance' is closely linked to 'Provide leadership for your organisation'. It will enable you to oversee continuous improvement of the overall performance of your organisation. The emphasis of this Unit is very much on identifying and implementing changes which will add value in the eyes of customers and other key stakeholders

You will be guided through the two Units by an adviser/assessor who will help you plan for assessment and advise and help you on how to prove that you can meet the standards in the Units.

You will prove that you can meet the standards by gathering evidence from your place of work of the things that you have done, and are doing, as a manager. You will be expected to explain to your assessor, in writing or by discussion, exactly how the evidence that you have shows that you meet the standards set out in the requirements of the Units. You will gather your evidence together in a portfolio which you will be able to use to prove that you are a competent manager in terms of those parts of the national standards covered by the PDA.

The PDA is a qualification in its own right but it will also help you to progress to further management awards such as the full SVQ Management at level 5 (both Units are mandatory within this SVQ), depending on the management position you occupy and your experience as a manager.

The PDA is jointly certificated by SQA and The Chartered Management Institute (CMI). If you are successful you will be able to become part of the professional community of managers and benefit from the development opportunities that this can bring.