

Welcome to Management



The concept of the 'manager' has evolved over the years; today's manager is no longer the 'hero' or the person solely responsible for all decisions and actions. The concept of 'team work' introduces the requirement for a variety of skills from a good manager to 'get things done through other people'. For most of us the opportunities for wider management development is restricted by the nature of our work. If we spend most of our working life behind the same desk, our vision of management is likely to be limited and rather outdated.

The Scottish Vocational Qualification (SVQ) in Management paves a way to learn from experience. The national standards were developed originally by the Management Charter Initiative (MCI) and meet today's requirements of the Scottish Qualifications Authority (SQA). The qualifications are based on the management national standards which draw together the key functions of managing activities, people, resources, information, energy and quality.

■ *Management Standards Council (MSC)*

The MSC is an independent unit of the Chartered Management Institute, which was recognised by government as the Standards Setting Body for Management early in 2001. The MSC continues the good work carried out by the Management Charter Initiative (MCI) set up in 1988.

Management Standards Centre

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Strand
London WC2R 0EZ
Tel: 020 7240 2826
Fax: 020 7240 2853
Email: management.standards@managers.org.uk*

■ *Awarding Body*

To achieve Management Level 3 SVQ you will need to be registered with an Awarding Body by an Approved Assessment Centre. For this qualification your Awarding Body will be SQA.

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Personal Details

Please take a few moments to complete your personal details before continuing

Candidate Name:

Organisation Name:

Organisation Address:

Line-Manager Name:

Primary Assessor Name:

Assessor Contact Details:

Start Date:

Completion Date:

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■ *Scottish Vocational Qualifications (SVQs)*

SVQs are different from some other qualifications because to achieve one you have to show that you work to a set standard all the time. You must be able to do the job properly, know why you are doing it and carry out your role effectively across a range of different situations.

The qualification is made up of a number of units, mandatory (you must complete these) and optional. The optional units should be chosen using your job description, and guidance from your assessor, so that you can demonstrate that you:

- ✓ ***Actually can do the work to the agreed national standard***
- ✓ ***Can do it across a range of different situations***
- ✓ ***And that you know why you are doing it!***

SVQs are awarded to individuals on the basis of competence demonstrated in the workplace, consequently, the process of learning, development and assessment takes place concurrently. On their first visit your assessor will plan a visit schedule and produce an action plan on how and when you are going to complete your qualification.

You will have to demonstrate that you know about and abide by the policies and procedures of your organisation and the legislative requirements that affect you and the industry in which you work. Your assessor needs to make sure that you are consistent in your approach to workplace activities and as such they will apply diverse methods to assess you.

You will be allocated a qualified, occupationally competent assessor who will guide you in gathering the required evidence by giving you action plans and targets (*a bit like a shopping list of things to do and find out about*) and they will also assess your practice against the National Occupational Standards.

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■ *Welcome to Your Portfolio for Management Level 3 SVQ*

Welcome to your Management SVQ Level 3 portfolio. This programme aims to provide you with both the knowledge and performance evidence required for each unit of competence and will help you to gather supporting evidence from your work arena. Your assessor will explain to you how to deal with completing each unit competently.

The units are set out in a manner which will help you to match your development against specific aspects of your work. Please bear in mind that management is not divided into neat little compartments; so whilst you attempt to demonstrate competence in any one unit, keep your mind open to other aspects of management competence you are demonstrating at the same time. For example, when you are gathering evidence for 'contribute to development activities' (Unit C9 element C9.3) you could also be using some of the evidence against 'assess the work of teams and individuals' (unit C12 – element C12.3). In building your portfolio, the same piece of evidence could help to demonstrate your competence in several units or elements.

Therefore, try to approach this award with a holistic view, explore what it is you do every day, look at the reasons why you do what you do and ask yourself 'is this the best way to do what I am doing?'

This level 3 award requires you to complete all five mandatory units and two out of the optional units making a total of seven. Whilst deciding which optional units to do, think carefully about your job role and establish which units are the easiest for you to gather evidence for; work closely with your assessor on this.

The management information contained in each unit will help you to learn and/or confirm recognised management concepts and theories. By working through each unit you will ensure that all your managerial decisions are based on current best practice. Occasionally you will recognise that the existing workplace practices are not the best or in compliance with legislation; this is fine. However, you must then work towards amending this: this is the 'development' aspect of the SVQ, As you acquire new learning or modern management thinking, you build in fresh approaches to the application, thus moving along the personal development route as you progress through the award.

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Within each unit you will find exercises and/or projects to complete. These have been designed as opportunities for you to demonstrate your interpretation of the management concepts and theories and apply these to your own work practices.

Evidence record sheets have been supplied for you to use when completing the various activities within the SVQ Workbook. Please ensure you photocopy enough sheets for your requirements.

 <p>Practical Exercise</p>	<p><i>From the information you have been given, you must complete a practical exercise, relating to your own job role</i></p>	 <p>Critical Reflection</p>	<p><i>Provides you with the opportunity to reflect upon the information you have been given and what impact this has on you as you carry out your duties</i></p>
<p><i>Key point relevant to the unit</i></p>	 <p>Point to Ponder</p>	<p><i>From the information you have been given, you must complete a workbased project</i></p>	 <p>Mini Project</p>

Each of these symbols represents a certain type of activity that you must complete. From 'Critical Reflection' where you must think about what you have just learnt and apply this to your own work situation, through to completing a work-based project which captures the management principles you have been discussing. Each of these are opportunities for you to demonstrate not only that you have read and understood the information you have been given, but most importantly, that you can demonstrate how this can be applied to your own management role. By closely linking these pieces of work to your workplace you will also be able to demonstrate competence in many performance criteria as well.

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■ *Compiling your portfolio of evidence*

There are two types of evidence needed for SVQs – knowledge and performance. Both are essential to complete your award successfully. *This portfolio has been designed to provide you with the best possible opportunities for capturing both.*

- **The main source for your knowledge evidence will be provided by you completing the projects contained within each unit of this portfolio. However, please remember that by simply writing down the answers will not necessarily guarantee the successful completion of the knowledge requirements. Your assessor will have to be satisfied that you have understood and are able to apply the concepts in real work situations; to this extent he or she will question you and look at performance evidence for conformation. Whilst every attempt has been made to cover ALL knowledge requirements through the various projects in each unit, there may still be some need for additional questioning by the assessor.**
- **You will need to bring in evidence of work you have carried out in your workplace which will support your understanding and demonstrate that you have actually carried this out in a real life work-based situation. To support you we have included a page within every unit that signposts the types of performance evidence you might gather to fulfil these requirements.**
- **Your performance evidence will be captured by your work records and documentation, but also you will have to produce your own personal narrative covering each of the performance criteria within the elements, supported by evidence generated from work, as stated above. For example, when you say that you ‘identify your development needs at appropriate intervals’, you need to provide as supporting evidence a personal audit or a development plan you have agreed with your line-manager or a witness testimony from your line-manager to this effect. All evidence will have to be reliable, recent and authentic.**
- **This being a management qualification, the opportunities for direct observation of your work activities by your assessor are rather limited; simulation is not allowed except in very few cases. Therefore, it imperative that your portfolio provides enough evidence to cover all performance criteria as well as the completed knowledge requirements.**

Keep your portfolio right from the start. Keep a contents page, index and pencilled temporary page numbers so that you can move things around into an order eventually which might not be apparent in the beginning. Clearly indicate, using log numbers, the pieces of work-generated evidence as you refer to them in your personal narrative. For example, if you say ‘I am fully aware of the legislative requirements whilst advertising a post’, then go on and indicate ‘see evidence no x’ to identify an advertisement you have designed with reference to a particular piece of legislation.

The intention is that whoever is going through your portfolio should be able to move along easily and be able to pick out the evidence you are claiming to have submitted. Remember your assessor, the internal verifier and the external verifier will need to scrutinise your portfolio and be satisfied prior to you being deemed as ‘competent’. Once you understand the underlying philosophy of SVQs, you will see that the whole award is less daunting than you think. Therefore, please ask questions and clarify any issues you are not sure, at the beginning. Your assessor is there to help you.



It is useful to start your portfolio with a complete and comprehensive curriculum vitae and job description.

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Don't put anything in your portfolio unless you have had some direct input into that piece of work. A copy of a policy is useless as evidence unless you have written it, helped to write it, modified it in some way, or can justify how you use it in your work. Simply inserting a policy will give you no credit.

What is authentic evidence?

- **Witness testimonies (signed and dated by the appropriate people)**
- **Assessor observations**
- **Written questions and answers**
- **Examples from work (memos, work plans, schedules, assessments, reports, e-mails, letters to customers and suppliers, memos from your manager, colleagues, staff or clients)**

What is not evidence?

- **Copied pages from books, leaflets, manuals**
- **Copies of organisational policies (unless you are directly involved), minutes of meetings (unless you can identify your part in them)**
- **Handouts from courses, cuttings from journals and magazines (unless you can show how you have utilised these at work)**
- **Things that aren't yours to claim!**

The trick is to find a piece of evidence that covers as much as possible. Quality not quantity.

■ *Go, see, learn...*

The practice of management is not divorced from real life. On the contrary you will see aspects of management in operation in almost everything you do. When you watch your children play, you notice leaders and followers emerge; going to your corner shop will provide you with examples of 'focus on customers'; when you explore your housekeeping you will identify 'budgetary planning and control'. Remember the message is, 'keep your eyes open, there is something to be learnt from whatever you see'. Try to interpret the marketing ploy being used by persuasive advertising campaigns (toys prior to Christmas, beauty products) and learn about effective communication and strengthen your own power to judge and make decisions. Every aspect of life can easily provide you with an element of management skills; look for it, learn from it, and apply it in your work practices.

And so to work... good luck and remember that if you have any questions regarding this qualification speak to your line-manager or your assessor – they want you to succeed just as much as you do!

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With your assessor identify from the following list the SVQ units you are going to complete. You must include all five of the mandatory units. Then complete your Qualification Completion Plan on page 10.

Mandatory Units – you must complete all five

<i>Unit</i>	<i>Unit Title</i>
A1	Maintain activities to meet requirements
Element A1.1	Maintain work activities to meet requirements
Element A1.2	Maintain healthy, safe and productive working conditions
Element A1.3	Make recommendations for improvements to work activities
B1	Support the efficient use of resources
Element B1.1	Make recommendations for the use of resources
Element B1.2	Contribute to the control of resources
C1	Manage yourself
Element C1.1	Develop your own skills to improve your performance
Element C1.2	Manage your time to meet your objectives
C4	Create effective working relationships
Element C4.1	Gain the trust and support of colleagues and team members
Element C4.2	Gain the trust and support of your manager
Element C4.3	Minimise conflict in your team
D1	Manage information for action
Element D1.1	Gather required information
Element D1.2	Inform and advise others
Element D1.3	Hold meetings

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Choose TWO of the following units

<i>Unit</i>	<i>Unit Title</i>
C7	Contribute to the selection of personnel for activities
Element C7.1	Contribute to identifying personnel requirements
Element C7.2	Contribute to selecting required personnel
C9	Contribute to the development of teams and individuals
Element C9.1	Contribute to the identification of development needs
Element C9.2	Contribute to planning the development of teams and individuals
Element C9.3	Contribute to development activities
Element C9.4	Contribute to the assessment of people against development objectives
C12	Lead the work of teams & individuals to achieve their objectives
Element C12.1	Plan the work of teams and individuals
Element C12.2	Assess the work of teams and individuals
Element C12.3	Provide feedback to teams and individuals on their work
C15	Respond to poor performance in your team
Element C15.1	Help team members who have problems affecting the performance
Element C15.2	Contribute to implementing disciplinary and grievance procedures
F5	Provide advice and support for the development and implementation of quality systems
Element F5.1	Provide advice and support for the assessment of processes and working environments
Element F5.2	Provide advice and support for the development of plans to improve quality systems
Element F5.3	Provide advice & support for the development of measurement systems
Element F5.4	Provide advice and support for the collection, analysis and documentation of information

■ *Starting off*

Once you have decided which units you are going to complete, your assessor will supply you with the SVQ standards. Insert the UNITS YOU HAVE DECIDED TO COMPLETE into the back of this portfolio and you are ready to GO!

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Qualification Completion Plan

Your assessor will help you complete the completion plan below. The purpose of this document is to identify which optional units you have decided to complete and indicate a target date for completion.

Mandatory Units – you must complete all five

<i>SVQ Unit</i>	<i>Start Date</i>	<i>Planned Completion Date</i>	<i>Actual Completion Date</i>	<i>Assessor Initials</i>	<i>Candidate Initials</i>
A1					
B1					
C1					
C4					
D1					

Optional Units – choose two

<i>SVQ Unit</i>	<i>Start Date</i>	<i>Planned Completion Date</i>	<i>Actual Completion Date</i>	<i>Assessor Initials</i>	<i>Candidate Initials</i>