**SVQ Management: Levelling Tool**

***Purpose of the tool***

This tool is designed to help assessors/advisors and potential candidates decide on the most appropriate level of award in the SVQ Management suite of awards. These comprise:

SVQ in Team Leading at SCQF Level 6

SVQ in Management at SCQF Level 7

SVQ in Management at SCQF Level 9

SVQ in Management at SCQF Level 11

The tool is intended to be used in cases where there is some doubt as to which level of the award is suitable for a potential candidate. It is does not provide a definitive answer as to which level is likely to be best for the candidate – or indeed whether any management award would be appropriate. However, it does provide evidence which may be useful in making a decision. It may also give assessors/advisors a good basis around which they can discuss the requirements of the award with potential candidates.

The value of the tool is that it helps to clarify from the outset that the potential candidate should be able to gather sufficient and suitable evidence to succeed in an SVQ Management award.

***Description of the tool***

The tool covers each award separately. For each award there are a series of questions which link directly to the requirements of each of the mandatory units in the award. Potential candidates can respond to the questions on the basis of their current job role as a team leader/manager. Respondents decide on the frequency with which they undertake the activities in the questions. There is scope for responders to comment on a question if they wish to do so.

***Using the tool***

The best way to make use of the tool is for assessors/advisors to form an initial broad judgement, based on their experience, on which level of award is likely to be most suitable for a potential candidate. The candidate can then be given the tool which matches this level of SVQ Management. The responses should help to confirm whether this initial judgement is valid or whether the award at a different level might be more appropriate.

The tool is essentially a questionnaire which can be given to potential candidates and designed to be completed fairly quickly. Candidates should be encouraged to answer questions as carefully and as accurately as possible but should not spend a long time trying to get a perfect answer. Respondents can be told to make use of the comment boxes to make comments on questions where, for example:

* they are unsure about the exact meaning of terms in the question
* where the answers do not seem to be fit e.g. they do not do something always but do it sufficiently frequently that sometimes does not seem a suitable reply

***Interpreting the Results***

For each level there is guidance on interpreting the responses to the questions. This guidance tends to be general and may not produce a definitive answer. This is to be expected given the nature of most managerial jobs.

Assessors/Advisors can play a key role in helping candidates to interpret their results. All potential candidates are likely to benefit from discussing the results with an assessor/advisor. This, as noted above, is a key purpose of the diagnostic/confirmation tool – it provides a framework around which assessor/advisors and candidates can discuss the requirements of the award and how well the candidate is likely to be able to meet them.

When discussing the results, assessor/advisors can focus on factors such as:

* the number of As [for always] – if there is a majority of these overall, a candidate is likely to be at the right SVQ level
* the number of Ns [for never] and where they occur – if the responses for one whole section are N, this may suggest a significant gap in the candidate’s work role which may make the award hard to achieve; if there are several Ns spread through the sections, the candidate may be at too high an SVQ level
* the number of Ss [for sometimes] and Os [for occasionally] – these may highlight gaps where the candidate may need particular help in working out how to generate suitable evidence for the SVQ Management
* the degree of understanding of managerial terms shown by the responses – this may indicate the extent of a potential candidate’s underpinning knowledge: where this is strong it may help to confirm that the candidate is at the appropriate level; it may also give a guide as to whether a candidate can cope at the SCQF level of the award (see below)

***Using SCQF Levels***

It can sometimes be hard to determine the most suitable level of award for a candidate. This can be the case even after the diagnostic/confirmation tool has been used. Some candidates, for example, may be able to respond positively to most questions at different levels. In these cases, the SCQF level of the award may help to make a final decision. Assessor/Advisors could refer to the generic level descriptors for the relevant SCQF level and discuss these with the potential candidate.

In general, assessor/advisors should bear the SCQF level of the SVQ Management award in mind when helping candidates decide which level of award is most appropriate for their job role. Where a candidate’s job role appears, for example, to sit between SVQ Management SCQF Level 7 and SVQ Management SCQF Level 9, a more experienced candidate may be able to attempt SVQ Management SCQF level 9. This is because their experience may help them to generate suitable evidence which will meet the requirements of SCQF Level 9 and the occupational demands of this level. This could be done, perhaps, by their manager delegating them some additional responsibilities. A less experienced or less mature candidate may find SVQ Management SCQF level 7 more realistic especially as they may not yet be at the stage of their managerial development where others feel confident in delegating them further responsibility beyond their specific remit.

**SVQ in Team Leading at SCQF level 6**

The questions below are designed to help you decide whether this award is suitable for you in your work as a team leader. For each question, indicate the extent to which it applies to your current job role. There are 18 questions altogether and they are divided into sections which cover different parts of a team leader’s work. These sections match the mandatory units in the award.

***Your job as a team leader***

To respond to each question, you should use the following categories:

A = always

S = sometimes

O = occasionally

N = never

If you wish you can add a comment against each question to give some further information. When you have finished, answering the questions you can summarise your responses in the table at the end of the questionnaire. On the basis of this summary you can check whether this award fits in with your work as a team leader.

Try to answer the questions as accurately as you can. The aim of the questionnaire is to identify key activities in your work as a team leader. The more honest you are in your replies the more useful the answers will be. It will also make it easier for you to decide on whether the award will be appropriate for you.

|  |  |  |
| --- | --- | --- |
| **Managing Yourself** | A/S/O/N | Comment |
| Do you ensure you have the personal resources (particularly knowledge, understanding, skills and time) to undertake your work role?  |  |  |
| Do you agree your own personal work objectives, goals and responsibilities? |  |  |
| Do you prioritise objectives and plan work to make best use of time and resources.  |  |  |
| Do you review your performance against agreed objectives?  |  |  |
| **Working with Colleagues** |  |  |
| Do you work productively with colleagues to ensure delivery of your own work and that of the overall organisation? |  |  |
| Do you present information to others clearly, concisely, accurately and in ways that promote understanding? |  |  |
| Do you fulfill agreements made with colleagues?  |  |  |
| Do you seek feedback from others and provide feedback to colleagues on their performance? |  |  |
| **Allocating Work to Team Members**  |  |  |
| Do you plan and organise your team’s work? |  |  |
| Do you allocate work to team members on a fair basis? |  |  |
| Are you responsible for briefing team members on the work to be done and the standard expected? |  |  |
| Do you take leadership responsibility for some of the tasks done by your team? |  |  |
| **Health and Safety Responsibilities**  |  |  |
| Are you responsible for managing the health and safety process in your area of responsibility? |  |  |
| Are you responsible for ensuring that the organisation’s health and safety policy statement is clearly communicated to all people in your area of responsibility?  |  |  |
| Are you responsible for ensuring that the health and safety policy statement is put into practice in your area of responsibility? |  |  |
| Are you responsible for ensuring that a system is in place for identifying hazards and assessing risks in your area of responsibility? |  |  |
| Are you responsible for ensuring systems are in place for effective monitoring, measuring and reporting of health, safety and security performance in your area of responsibility?  |  |  |
| Are you responsible for ensuring sufficient resources are allocated across your area of responsibility to deal with health, safety and security issues?  |  |  |

***Interpreting your responses***

Now add up the different responses you have made to the questions and record them in the following table:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **A** | **S** | **O** | **N** |
| **Managing Yourself** |  |  |  |  |
| **Working with Colleagues** |  |  |  |  |
| **Allocating Work to Team Members** |  |  |  |  |
| **Health and Safety Responsibilities** |  |  |  |  |
| **Total**  |  |  |  |  |

Now look at the criteria listed below. If your responses meet each of these criteria, your job role as a team leader should enable you to gather evidence to meet the requirements of SVQ Team Leading at SCQF Level 6:

* you have at least 2 As [for always] for each section
* you have more than 10 As [for always] in total across all 4 sections
* you have 3 or less Os [for occasionally] in total across all 4 sections
* you have 2 or less Ns [for never] in total across all 4 sections

If you do not meet all these 4 criteria, your job role may still be sufficient for you to undertake SVQ Team Leading at SCQF Level 6. To find out whether this is the case, you can go back and look at your comments and discuss them with your assessor/advisor.

**SVQ in Management at SCQF level 7**

The questions below are designed to help you decide whether this award is suitable for you in your work as a manager. For each question, indicate the extent to which it applies to your current job role. There are 22 questions altogether and they are divided into sections which cover different parts of a manager’s work. These sections match the mandatory units in the award.

***Your job as a manager***

To respond to each question, you should use the following categories:

A = always

S = sometimes

O = occasionally

N = never

If you wish you can add a comment against each question to give some further information. When you have finished, answering the questions you can summarise your responses in the table at the end of the questionnaire. On the basis of this summary you can check whether this award fits in with your work as a manager.

Try to answer the questions as accurately as you can. The aim of the questionnaire is to identify key activities in your work as a manager. The more honest you are in your replies the more useful the answers will be. It will also make it easier for you to decide on whether the award will be appropriate for you.

|  |  |  |
| --- | --- | --- |
| **Developing your Knowledge, Skills and competence** | **A/S/O/N** | **Comment** |
| Do you manage your personal resources (particularly knowledge, understanding, skills, experience and time) and your professional development in order to achieve your work objectives and your career and personal goals? |  |  |
| Do you prioritise objectives and plan work to make best use of time and resources? |  |  |
| Do you take personal responsibility for making things happen?  |  |  |
| **Leading your Team**  |  |  |
| Are you responsible for setting out and communicating the purpose and objectives of the team to all members  |  |  |
| Do you motivate and support them to achieve the objectives of the team and their personal work objectives? |  |  |
| Do you take the lead in implementing agreed plans for your team? |  |  |
| Do you use a range of forms of communication when communicating with team members? |  |  |
| Do you encourage and recognise creativity and innovation within the team? |  |  |
| Do you allow team members to develop their own ways of working and take decisions within agreed boundaries? |  |  |
| **Managing People’s Performance at Work**  |  |  |
| Do you plan how the work of your team will be undertaken, identifying any priorities or critical activities? |  |  |
| Do you delegate responsibilities/tasks fairly?  |  |  |
| Do you manage limited resources within your work area and make best use of the available resources?  |  |  |
| Do you exercise some initiative and independence in carrying out the activities defined for you as a manager  |  |  |
| Do you take account of your own and others’ roles and responsibilities in carrying out and evaluating your managerial tasks? |  |  |
| Do you monitor the progress and quality of the work of your team on a regular and fair basis?  |  |  |
| Are you responsible for identifying unacceptable or poor performance and agreeing ways of improving performance?  |  |  |
| **Health and Safety Responsibilities**  |  |  |
| Are you responsible for managing the health and safety process in your area of responsibility? |  |  |
| Are you responsible for ensuring that the organisation’s health and safety policy statement is clearly communicated to all people in your area of responsibility?  |  |  |
| Are you responsible for ensuring that the health and safety policy statement is put into practice in your area of responsibility? |  |  |
| Are you responsible for ensuring that a system is in place for identifying hazards and assessing risks in your area of responsibility? |  |  |
| Are you responsible for ensuring systems are in place for effective monitoring, measuring and reporting of health, safety and security performance in your area of responsibility?  |  |  |
| Are you responsible for ensuring sufficient resources are allocated across your area of responsibility to deal with health, safety and security issues?  |  |  |

***Interpreting your responses***

Now add up the different responses you have made to the questions and record them in the following table:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **A** | **S** | **O** | **N** |
| **Developing your Knowledge, Skills and Competence** |  |  |  |  |
| **Leading Your Team**  |  |  |  |  |
| **Managing Peoples Performance at Work** |  |  |  |  |
| **Health and Safety Responsibilities** |  |  |  |  |
| **Total**  |  |  |  |  |

Now look at the criteria listed below. If your responses meet each of these criteria, your job role as a team leader should enable you to gather evidence to meet the requirements of SVQ in Management at SCQF Level 7:

* you have at least 2 As [for always] for each section
* you have more than 12 As [for always] in total across all 4 sections
* you have 4 or less Os [for occasionally] in total across all 4 sections
* you have 4 or less Ns [for never] in total across all 4 sections

If you do not meet all these 4 criteria, your job role may still be sufficient for you to undertake SVQ in Management at SCQF Level 7. To find out whether this is the case, you can go back and look at your comments and discuss them with your assessor/advisor.

**SVQ in Management at SCQF level 9**

The questions below are designed to help you decide whether this award is suitable for you in your work as a manager. For each question, indicate the extent to which it applies to your current job role. There are 22 questions altogether and they are divided into sections which cover different parts of a manager’s work. These sections match the mandatory units in the award.

***Your job as a manager***

To respond to each question, you should use the following categories:

A = always

S = sometimes

O = occasionally

N = never

If you wish you can add a comment against each question to give some further information. When you have finished, answering the questions you can summarise your responses in the table at the end of the questionnaire. On the basis of this summary you can check whether this award fits in with your work as a manager.

Try to answer the questions as accurately as you can. The aim of the questionnaire is to identify key activities in your work as a manager. The more honest you are in your replies the more useful the answers will be. It will also make it easier for you to decide on whether the award will be appropriate for you.

|  |  |  |
| --- | --- | --- |
| **Developing Operational Plans** | A/S/O/N | Comment |
| Do you develop operational plans for your area of responsibility? |  |  |
| Are you responsible for developing and assigning objectives to people together with the associated resources?  |  |  |
| Do you monitor and control your operational plans? |  |  |
| Do you evaluate the implementation of your plans? |  |  |
| Do you draw on a range of sources in making judgements about operational plans? |  |  |
| **Providing Leadership in Your Area of Work** |  |  |
| Are you responsible for creating a vision of where your area of work is going? |  |  |
| Do you communicate regularly with people in your area of responsibility? |  |  |
| Do you make use of a range of different communication methods?  |  |  |
| Do you take some responsibility for the work of others and for a range of resources? |  |  |

|  |  |  |
| --- | --- | --- |
| Do you motivate and support people to achieve their work and development objectives?  |  |  |
| Do you exercise autonomy and initiative in some of your managerial activities? |  |  |
| **Developing and Sustaining Productive Relationships with Stakeholders**  |  |  |
| As a manager, do you work in ways which take account of your own and others’ roles and responsibilities? |  |  |
| Do you provide stakeholders with appropriate information to enable them to perform effectively?  |  |  |
| Is the information you provide presented clearly, concisely, accurately and in ways that promote understanding? |  |  |
| Are you responsible for creating a sense of common purpose with stakeholders?  |  |  |
| Are you required to consult stakeholders in relation to key decisions and activities and take account of their views, including their priorities, expectations and attitudes to potential risks?  |  |  |
| Do you deal with ethical and professional issues in accordance with current professional and/or ethical codes or practices? |  |  |
| **Managing Business Processes**  |  |  |
| Do you design processes that deliver outcomes based on organisational strategy?  |  |  |
| Are you responsible for ensuring processes and resources in your area are sustainable? |  |  |
| Do you define process responsibilities for processes in your area?  |  |  |
| Are you responsible for developing affordable ways to measure the operation of business processes? |  |  |
| Do you monitor the quality of work and progress against plans and take appropriate corrective action, where necessary?  |  |  |

***Interpreting your responses***

Now add up the different responses you have made to the questions and record them in the following table:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **A** | **S** | **O** | **N** |
| **Developing Operational Plans** |  |  |  |  |
| **Providing Leadership in Your Area of Work** |  |  |  |  |
| **Developing Productive Relationships with Stakeholders**  |  |  |  |  |
| **Managing Business Processes**  |  |  |  |  |
| **Total**  |  |  |  |  |

Now look at the criteria listed below. If your responses meet each of these criteria, your job role as a team leader should enable you to gather evidence to meet the requirements of SVQ Management at SCQF Level 9:

* you have at least 3 As [for always] for each section
* you have more than 12 As [for always] in total across all 4 sections
* you have 4 or less Os [for occasionally] in total across all 4 sections
* you have 4 or less Ns [for never] in total across all 4 sections

If you do not meet all these 4 criteria, your job role may still be sufficient for you to undertake SVQ Management at SCQF Level 9. To find out whether this is the case, you can go back and look at your comments and discuss them with your assessor/advisor.

**SVQ in Management at SCQF level 11**

The questions below are designed to help you decide whether this award is suitable for you in your work as a manager. For each question, indicate the extent to which it applies to your current job role. There are 25 questions altogether and they are divided into sections which cover different parts of a manager’s work. These sections match the mandatory units in the award.

***Your job as a manager***

To respond to each question, you should use the following categories:

A = always

S = sometimes

O = occasionally

N = never

If you wish you can add a comment against each question to give some further information. When you have finished, answering the questions you can summarise your responses in the table at the end of the questionnaire. On the basis of this summary you can check whether this award fits in with your work as a manager.

Try to answer the questions as accurately as you can. The aim of the questionnaire is to identify key activities in your work as a manager. The more honest you are in your replies the more useful the answers will be. It will also make it easier for you to decide on whether the award will be appropriate for you.

|  |  |  |
| --- | --- | --- |
| **Leading Your Organisation**  | A/S/O/N | Comment |
| Are you responsible for providing direction to people in the organisation? |  |  |
| Do you enable, inspire, motivate and support them to achieve what the organisation has set out to do?  |  |  |
| Do you take personal responsibility for making things happen? |  |  |
| Are you responsible for creating and maintaining a culture within the organisation which encourages and rewards creativity and innovation? |  |  |
| Do you ensure your leadership styles are appropriate to the different people and situations you face? |  |  |
| Do you empower people across the organisation to develop their own ways of working within agreed boundaries? |  |  |
| Do you encourage people across the organisation to take the lead when suitably able?  |  |  |
| Can you steer the organisation successfully through difficulties and challenges? |  |  |

|  |  |  |
| --- | --- | --- |
| **Identifying and Evaluating Opportunities for Innovation and Improvement** |  |  |
| Are you responsible for encouraging and supporting the identification and practical implementation of ideas across your organisation?  |  |  |
| Do you encourage, generate and recognize imaginative and innovative solutions? |  |  |
| Do you challenge the status quo and seek better alternatives? |  |  |
| Do you monitor the performance of your organisation’s products/services and benchmark against comparable organisations |  |  |
| Do you identify and pursue opportunities for your organisation to work in partnership with external experts and/or in partnership with other organisations to generate and develop ideas? |  |  |
| Do you evaluate potential innovations and improvements against set criteria? |  |  |
| Do you communicate your evaluations in ways that show the value and benefits of the proposed innovations and improvements  |  |  |
| Do you monitor trends and developments in your organisation’s operating environment? |  |  |
| Have you established systems for measuring innovation within the organisation? |  |  |
| **Managing Continuous Improvement** |  |  |
| Do you take responsibility for your own work and/or significant responsibility for the work of others across the organisation? |  |  |
| Are you responsible for developing systems across the organisation to gather and manage information and knowledge effectively?  |  |  |
| Are you responsible for establishing valid and appropriate measures for evaluating the performance of your organisation? |  |  |
| Are you responsible for establishing a culture across the organisation where people freely come forward with suggestions for improvement? |  |  |
| Do you benchmark the performance of your organisation against other carefully selected organisations and take action based on the findings? |  |  |
| Do you ensure that any improvements made are in line with the organisation’s vision and objectives? |  |  |
| Do you ensure that knowledge and understanding of how improvements have or can be made is shared across the organisation?  |  |  |
| Do you ensure that your communications methods are appropriate to the different levels of knowledge/expertise across the organisation? |  |  |

***Interpreting your responses***

Now add up the different responses you have made to the questions and record them in the following table:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **A** | **S** | **O** | **N** |
| **Leading Your Organisation** |  |  |  |  |
| **Identifying and Evaluating Opportunities for Innovation and Improvement** |  |  |  |  |
| **Managing Continuous Improvement** |  |  |  |  |
| **Total**  |  |  |  |  |

Now look at the criteria listed below. If your responses meet each of these criteria, your job role as a team leader should enable you to gather evidence to meet the requirements of SVQ Management at SCQF Level 11:

* you have at least 5 As [for always] for each section
* you have more than 15 As [for always] in total across all 3 sections
* you have 4 or less Os [for occasionally] in total across all 3 sections
* you have 2 or less Ns [for never] in total across all 3 sections

If you do not meet all these 4 criteria, your job role may still be sufficient for you to undertake SVQ Management at SCQF Level 11. To find out whether this is the case, you can go back and look at your comments and discuss them with your assessor/advisor.