Core Skills Signposting: Management and Leadership NOS

This document presents the core skill signposting for the current Management & Leadership (M&L) Scottish Vocational Qualifications (SVQs) at the following level:

- SVQ 4 in Management

The following tables signpost the five SQA Core Skills standards to the Management and Leadership National Occupational Standards.

Key:

/	No coverage
	Some or partially coverage
	Full coverage

Core Skills Signposting

SVQ 4 in Management Units Signposted to SCQF Levels

Unit	Unit Title	C	N	PS	WWO	ICT
B1	Develop and implement operational plans for your area of responsibility	6	5	6	6	/
B6	Provide leadership in your area of responsibility	6	4	5	6	/
D2	Develop productive working relationships with colleagues and stakeholders	6	4	6	6	/
F3	Manage business processes	6	6	6	6	/
A2	Manage your own resources and professional development	5	5	5	5	/
A3	Develop your personal networks	6	4	5	6	/
B8	Ensure compliance with legal, regulatory, ethical and social requirements	6	5	6	6	/
B11	Promote equality of opportunity, diversity and inclusion in your area of responsibility	5	5	5	5	/
C2	Encourage innovation in your area of responsibility	6	6	6	6	/
C4	Lead change	6	6	6	6	/
C5	Plan change	6	6	6	5	/
C6	Implement change	6	5	6	6	/
D3	Recruit, select and keep colleagues	5	5	5	6	/
D6	Allocate and monitor the progress and quality of work in your area of responsibility	6	5	6	6	/
D7	Provide learning opportunities for colleagues	6	4	4	5	/
D9	Build and manage teams	5	/	/	5	/
D10	Reduce and manage conflict in your team	5	/	5	6	/
D11	Lead meetings	5	/	/	5	/
D13	Support individuals to develop and maintain their performance	4	/	5	5	/
D14	Initiate and follow disciplinary procedure	5	/	5	5	/
D15	Initiate and follow grievance procedure	5	/	5	5	/
D16	Manage redundancies in your area of responsibility	6	5	6	6	/
E2	Manage finance for your area of responsibility	6	6	6	6	/
E3	Obtain additional finance for the organisation	6	6	6	6	/
E6	Ensure health and safety requirements are met in your area of responsibility	5	5	5	5	/
E8	Manage physical resources	5	6	6	6	6

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E9	Manage the environmental impact of your work	5	/	5	5	/
E10	Take effective decisions	5	5	6	6	5
E12	Manage knowledge in your area of responsibility	5	/	5	4	6
E14	Support team and virtual working	5	/	5	6	6
E15	Procure supplies	5	4	4	4	/
E16	Select suppliers through a tendering process	5	5	4	5	/
E17	Outsource business processes	6	6	6	6	/
F1	Manage a project	6	6	6	6	/
F2	Manage a programme of complementary projects	6	6	6	6	/
F4	Develop and implement marketing plans for your area of responsibility	6	6	5	6	/
F9	Build your organisation's understanding of its market and customers	6	6	6	6	/
F11	Manage the achievement of customer satisfaction	6	6	6	6	6
F13	Manage quality systems	4	/	4	4	4
F14	Prepare for and participate in quality audits	4	/	4	6	4
F15	Carry out quality audits	4	/	6	6	/
F16	Manage the development and marketing of products/services in your area of responsibility	5	5	5	4	/
F18	Prepare sales proposals and deliver sales presentations	5	/	4	5	/
F19	Sell products/services to customers	4	5	5	6	/
BB2	Develop, maintain and evaluate business continuity plans and arrangements	6	6	6	6	/
BB3	Manage corporate social responsibility (CSR)	6	6	6	6	/
CA1	Identify and evaluate opportunities for innovation and improvement	6	6	5	6	/
CA3	Engage people in change	6	5	6	6	/
CA5	Evaluate change	6	6	/	5	/
DA4	Manage the redeployment of people	6	5	6	6	/
DB7	Manage flexible working	5	5	6	6	/
DD5	Manage conflict in the broader work environment	6	/	6	5	/
EA1	Identify and justify requirements for financial resources	6	6	6	5	/
ED1	Decide whether to produce or buy in products and/or services	5	6	6	5	/
FC1	Plan and monitor the work of sales teams	5	5	5	5	/
FC2	Bid for contracts	6	6	6	5	/

| FE2 | Manage quality audits | 5 | 5 | 5 | 5 | / |