SQA Advanced Unit Specification

General information for centres

Unit title: Facilities Resource Planning and Contract Management

Unit code: HV8C 48

Unit purpose: This Unit seeks to provide the candidate with knowledge and understanding of different management and operational resource structures, use of quality management and benchmarking techniques and the application of employment and health and safety law with particular regard to transfer of undertakings.

On completion of the Unit candidates should be able to:

1   Understand the alternative strategies for managing facilities services.
2   Identify alternative strategies for resourcing operational and support services.
3   Understand quality management systems and benchmarking.
4   Identify the implications of health and safety legislation relating to resourcing facilities services.

Credit points and level: 1 SQA Credit at SCQF level 8: (8 SCQF credit points at SCQF level 8*).

SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from National 1 to Doctorates.

Recommended prior knowledge and skills: It would be an advantage if candidates have basic knowledge and skills in oral and written communication, numeracy and producing formatted documents using IT applications software.

Core Skills: There are opportunities to develop the Core Skill of Problem Solving, in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

Context for delivery: If this Unit is delivered as part of a Group Award, it is recommended that it should be taught and assessed within the subject area of the Group Award to which it contributes.

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Assessment: It is possible to assess candidates either on an individual Outcome basis, combinations of Outcomes or by a single holistic assessment combining all Outcomes. The single holistic assessment event should not exceed last two hours. The assessment paper/s should comprise an appropriate balance of short answer, restricted response and structured questions. It should be noted that candidates must achieve all the minimum evidence specified for each outcome in order to pass this unit.

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the knowledge and/or skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Candidates should be expected to make their own assumptions in support of their response to these outcomes.

An exemplar instrument of assessment and marking guidelines have been produced to provide an example of the type of evidence required to demonstrate achievement of the aims of this unit and to indicate the national standard of achievement at SCQF level 8.

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Unit specification: statement of standards

Unit title: Facilities Resource Planning and Contract Management

Unit code: HV8C 48

The sections of the Unit stating the Outcomes, knowledge and/or skills, and evidence requirements are mandatory.

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the knowledge and/or skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Throughout the unit emphasis will be placed where appropriate on the application of Health and Safety and Sustainability. Safe working practices should be looked at in accordance with current safety codes of practice and regulations. Sustainability should include reference to criteria affecting sustainability, impact of not implementing sustainability on the environment and the legislation promoting sustainability.

Outcome 1

Understand the alternative strategies for managing facilities services.

Knowledge and/or skills

♦ Business factors influencing the choice of a "management" resource structure
♦ In-house, contracted-in and hybrid options in the choice of a "management" resource structure
♦ Role of the "intelligent client function" in an organisation
♦ Appropriate management structure for a given company

Evidence Requirements

Evidence for the knowledge and/or skills in this Outcome will be provided on a sample basis. In any assessment of this Outcome **two out of four** knowledge and/or skills items is required each time the Outcome is assessed. Candidates must provide a satisfactory response to both items.

In order to ensure the candidate will not be able to foresee what items they will be questioned on, a different sample of **two out of four** knowledge and/or skills items is required each time the Outcome is assessed.

Where sampling takes place, a candidate's response can be judged to be satisfactory where evidence provided is sufficient to meet the requirements for the items sampled by showing that the candidate is able to:

♦ describe and evaluate the alternative strategies for managing facilities services.

Assessment guidelines

Questions used to elicit candidate evidence should take the form of an appropriate balance of short answer, restricted response and structured questions.

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The assessment for this Outcome might be combined with one or more of the other outcomes to form one or more assessment papers. The assessment event should be carried out under closed book, supervised and controlled conditions.

Outcome 2

Identify alternative strategies for resourcing operational and support services.

Knowledge and/or skills

♦   In-house, contracted-in and hybrid options for resourcing "operational and support" services
♦   Main components and types of service level agreements
♦   Benefits of partnering with service providers
♦   Appropriate operational and support service resource structure for a given company.

Evidence Requirements

Evidence for the knowledge and/or skills in this Outcome will be provided on a sample basis. In any assessment of this Outcome **two out of four** knowledge and/or skills items is required each time the Outcome is assessed. Candidates must provide a satisfactory response to both items.

In order to ensure the candidate will not be able to foresee what items they will be questioned on, a different sample of **two out of four** knowledge and/or skills items is required each time the Outcome is assessed.

Where sampling takes place, a candidate's response can be judged to be satisfactory where evidence provided is sufficient to meet the requirements for the items sampled by showing that the candidate is able to:

♦   describe and evaluate alternative strategies for resourcing operational and support services

Assessment guidelines

Questions used to elicit candidate evidence should take the form of an appropriate balance of short answer, restricted response and structured questions.

The assessment for this Outcome might be combined with one or more of the other outcomes to form one or more assessment papers. The assessment event should be carried out under closed book, supervised and controlled conditions.

Outcome 3

Understand quality management systems and benchmarking.

Knowledge and/or skills

♦   Key essentials and benefits of quality management systems
♦   Sources of data used for measuring and monitoring quality performance
♦   Key process steps and benefits of benchmarking
♦   How quality management and benchmarking might be used to re-engineer facilities services

Evidence Requirements

Evidence for the knowledge and/or skills in this Outcome will be provided on a sample basis. In any assessment of this Outcome **two out of four** knowledge and/or skills items is required each time the Outcome is assessed. Candidates must provide a satisfactory response to both items.

In order to ensure the candidate will not be able to foresee what items they will be questioned on, a different sample of **two out of four** knowledge and/or skills items is required each time the Outcome is assessed.

Where sampling takes place, a candidate's response can be judged to be satisfactory where evidence provided is sufficient to meet the requirements for the items sampled by showing that the candidate is able to:

♦ define and explain the factors influencing re-engineering of facilities services

Assessment guidelines

Questions used to elicit candidate evidence should take the form of an appropriate balance of short answer, restricted response and structured questions.

The assessment for this Outcome might be combined with one or more of the other outcomes to form one or more assessment papers. The assessment event should be carried out under closed book, supervised and controlled conditions.

Outcome 4

Identify the implications of health and safety legislation relating to resourcing facilities services

Knowledge and/or skills

♦ Main principles upon which a safety management system is based
♦ Key health and safety legislation relating to the workplace
♦ Health and safety arrangements for management of facilities services
♦ Application of transfer of undertakings legislation to facilities services

Evidence Requirements

Evidence for the knowledge and/or skills in this Outcome will be provided on a sample basis. In any assessment of this Outcome **two out of four** knowledge and/or skills items is required each time the Outcome is assessed. Candidates must provide a satisfactory response to both items.

In order to ensure the candidate will not be able to foresee what items they will be questioned on, a different sample of **two out of four** knowledge and/or skills items is required each time the Outcome is assessed.

Where sampling takes place, a candidate's response can be judged to be satisfactory where evidence provided is sufficient to meet the requirements for the items sampled by showing that the candidate is able to:

♦ describe the implications of health and safety legislation relating to resourcing facilities services

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Assessment guidelines

Questions used to elicit candidate evidence should take the form of an appropriate balance of short answer, restricted response and structured questions.

The assessment for this Outcome might be combined with one or more of the other outcomes to form one or more assessment papers. The assessment event should be carried out under closed book, supervised and controlled conditions.

SQA Advanced Unit Specification

Administrative Information

Unit code: HV8C 48

Unit title: Facilities Resource Planning and Contract Management

Superclass category: TH

Date of publication: August 2017

Version: 01

Source: SQA

Unit specification: support notes

Unit title: Facilities Resource Planning and Contract Management

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

Guidance on the content and context for this Unit

This Unit has been written in order to allow candidates to develop knowledge, understanding and skills in the following areas:

1   Understand the alternative strategies for managing facilities services.
2   Identify alternative strategies for resourcing operational and support services.
3   Understand quality management systems and benchmarking.
4   Identify the implications of health and safety legislation relating to resourcing facilities services.

The context of knowledge delivered in this unit will focus on "human resource planning and contract management" therefore developing on prior knowledge, providing new knowledge and forming links with subject areas in SQA Advanced Diploma in Facilities Management.

The context for delivery will therefore encourage candidates to adopt a holistic approach in connecting existing and new knowledge across the relevant subject areas within the group award.

The context of delivery will also present knowledge in the form of mini case studies which will encourage candidates in their application of concepts and analysis in problem solving.

This Unit has been developed as part of a group of facilities management units. There are three other units in the group entitled Facilities Management: Property Services, Facilities Management: Operational and Support Services and Data and Telecommunications Infrastructure. This unit at SCQF level 8 is a mandatory unit within the SQA Advanced Diploma in Facilities Management award.

The three Units mentioned in the previous paragraph have been developed as an integrated suite of units to meet all the facilities management requirements of the SQA Advanced Certificate and SQA Advanced Diploma in Built Environment awards. However this does not preclude the use of one or more of these Units in other awards where award designers consider this to be appropriate. As well as providing a substantial course in facilities management principles these units also provide important underpinning knowledge, understanding and skills for other parts of the SQA Advanced Certificate and SQA Advanced Diploma in Built Environment awards.

In designing this Unit the unit writers have identified the range of topics they would expect to be covered by lecturers. The writers have also given recommendations as to how much time should be spent on each outcome. This has been done to help lecturers to decide what depth of treatment should be given to the topics attached to each of the outcomes. Whilst it is not mandatory for the centre to use the list of topics it is strongly recommended that it does so. This is to ensure continuity of teaching and learning across the Facilities Management units and because the assessment exemplar pack for this unit is based on the knowledge and/or skills and list topics in each of the outcomes.

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This Unit is core to the delivery of this Group Award.

The list of topics is given below. Lecturers are advised to study this list of topics in conjunction with the assessment exemplar pack so that they can get a clear indication of the standard of achievement expected of candidates in this Unit.

1   **Understand the alternative strategies for managing facilities services (10 hours)**

    ♦   Business factors associated with in-house, managing agent, managing and total facilities management contractor options and selection criteria including competence, previous experience, safety policy, financial status and quality systems.

2   **Identify alternative strategies for resourcing operational and support services (12 hours)**

    ♦   Quality, value and risk factors associated with in-house, dispersed, centralised, bundled and total contracted-in services and selection criteria including competence, previous experience, safety policy, financial status and quality systems.

3   **Understand quality management systems and benchmarking (8 hours)**

    ♦   Quality and service delivery triangle, quality management systems and benchmarking, sources of data and how these can be used in re-engineering processes to achieve best practice.

4   **Identify the implications of health and safety legislation relating to resourcing facilities services (8 hours)**

    ♦   Safety management systems, management cycle, primary and subordinate legislation relating to the workplace and the application of transfer of undertakings to facilities services.

The content of this unit will include provision and application of knowledge across a typical range of management, operational and support services, examples of successful partnerships, quality management and best practice.

Guidance on the delivery and assessment of this Unit

Where this Unit is incorporated into other group awards it is recommended that it be delivered in the context of the specific occupational area(s) that the award is designed to cover.

Details on approaches to assessment are given under Evidence Requirements and Assessment guidelines under each Outcome. It is recommended that these sections be read carefully before proceeding with assessment of candidates.

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The format of delivery of this unit may include:

♦ a series of lectures based on written handouts providing information in the form of first principles and processes including examples case studies and best practice
♦ open and networking sessions encouraging interactive discussion
♦ computing sessions encouraging searching given websites for information
♦ summary and feedback session

Lectures will be designed to encourage two-way discussion relevant to the given subject areas.

Open and networking sessions will encourage candidates to share knowledge and experiences within given subject areas.

Computing sessions will encourage candidates to use information technology to source knowledge relevant to given subject areas.

Summary and feedback will highlight areas of strength and weakness in both knowledge and skills relative to the subject areas within this Unit.

The main aims of this format of delivery of the unit should ensure:

♦ clarity of purpose
♦ opportunity to share knowledge and skills
♦ opportunity of developing existing and new skills in Oral and Written Communication, Numeracy, Information Technology, Problem Solving and Working with Others

Opportunities for developing Core Skills

The following grid provides a general guide to opportunities for the development of Core Skills in this Unit. Opportunities for the development of Core Skills at the output level are more fully identified in the Core Skills Signposting Guide.

Core Skill	Outcome 1	Outcome 2	Outcome 3	Outcome 4
1 Communication				
Reading				
Writing				
Oral				
2 Numeracy				
Using Number				
Using Graphical Information				
3 IT				
Using Information Technology				
4 Problem Solving				
Critical Thinking				
Planning and Organising		3	3	
Reviewing and Evaluating	3	3		
5 Working with Others				

Open learning

Given the availability of suitable learning material this Unit could be delivered by distance learning, which may incorporate some degree of on-line support. However, with regard to assessment, planning would be required by the centre concerned to ensure the sufficiency and authenticity of candidate evidence. Arrangement would be required to be put in place to ensure that the assessment, which is required to be at a single event, was conducted under controlled, supervised conditions.

For information on normal open learning arrangements, please refer to the SQA guide *Assessment and Quality Assurance of Open and Distance Learning* (SQA 2000).

Equality and inclusion

This unit specification has been designed to ensure that there are no unnecessary barriers to learning or assessment. The individual needs of learners should be taken into account when planning learning experiences, selecting assessment methods or considering alternative evidence.

Further advice can be found on our website www.sqa.org.uk/assessmentarrangements.

SQA Advanced Unit Specification

General information for candidates

Unit title: Facilities Resource Planning and Contract Management

This Unit has been designed to allow you to develop knowledge, understanding and skills in facilities resource management across a range of management operational and support services. It will enable you to interpret the requirements and propose practical schemes for managing these services in commercial buildings. The content of the unit is intended to provide sufficient depth of knowledge and understanding of facilities management for those following courses in the Built Environment programme.

You will be given an introduction to the unit including a list of recommended reading texts and journals some of which would be available in the college library.

You will be encouraged to form links with other subject areas within the unit and with other units within the group.

During formative sessions you should be able to demonstrate ability in synthesizing knowledge across other subject areas within this, and other units relevant to the group award.

The content within this Unit will include:

♦   The subtle differences between "contracted-in" and "outsourcing" will be explained.
♦   Options for resourcing the management structure will be explained including amongst others in-house, management or commercial contracts and how this impacts on the role of the intelligent client function.
♦   Options for resourcing operational will be explained including amongst others in-house, contracted-in or outsourced and opportunities for bundling services.
♦   Options for bundling services will be explained across a range of operational and support services.
♦   Quality management will be explained in connection with service level agreements and the dual objectives of improving quality and reducing costs will connect with re-engineering and benchmarking processes.
♦   Procurement processes for service contracts will be explained as will employment law in the context of transfer of undertakings.

Whilst the above subjects will be discussed within the context of facilities management there will be natural links with knowledge gained in other units within the group award.

The central theme of the unit will be facilities management practice within the context of "buildings in use" connections will be made to core business, thus demonstrating the contribution of facilities to overall business performance.

On completion of this Unit you should be able to:

1   Understand the alternative strategies for managing facilities services.
2   Identify alternative strategies for resourcing operational and support services.
3   Understand quality management systems and benchmarking.
4   Identify the implications of health and safety legislation relating to resourcing facilities services.