



## Higher National Unit specification

### General information for centres

**Unit title:** Working in a Team

**Unit code:** F3XR 33

**Unit purpose:** This Unit is designed to enable candidates to develop their capabilities in managing relationships within a team and in managing the performance of a team. As a result, they will be able to undertake management responsibilities required for effective team working.

On completion of the Unit the candidate should be able to:

- 1 Contribute to the development of effective working relationships within a team.
- 2 Monitor the performance of a team.

**Credit points and level:** 1 HN credit at SCQF level 6: (8 SCQF credit points at SCQF level 6\*)

*\*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 Access 1 to Doctorates.*

**Recommended prior knowledge and skills:** This would be at the discretion of the centre. However, it would be beneficial if candidates have some experience of taking management responsibility within a team or be in a situation where they expect to undertake such responsibility.

**Core Skills:** There are opportunities to develop the Core Skill of *Working with Others* at SCQF level 5 in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

**Context for delivery:** This Unit is one of two inter-related Units which make up the (code TBA) PDA Management at SCQF level 6. It can be delivered in conjunction with F3XP 33 *Managing Self and Resources* as part of this Group Award. It may, however, if desired, be delivered on a stand-alone basis.

**Assessment:** Assessment should be based on a practical task in which the candidate participates as a member of a team. The task should be relevant to the candidate's current situation. Candidates can present evidence of their work on the practical task, including a short report, in a portfolio.

## **Higher National Unit specification: statement of standards**

**Unit title:** Working in a Team

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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.

Please refer to Evidence Requirements for the Unit after the Outcomes.

### **Outcome 1**

Contribute to the development of effective working relationships within a team

#### **Knowledge and/or Skills**

- ◆ Objectives of the team
- ◆ Giving advice and support to team members
- ◆ Motivation and commitment

### **Outcome 2**

Monitor the performance of a team towards successful achievement

#### **Knowledge and/or Skills**

- ◆ Gathering and interpreting information on performance
- ◆ Checking performance
- ◆ Corrective action

## **Higher National Unit specification: statement of standards (cont)**

**Unit title:** Working in a Team

### **Evidence Requirements for the Unit**

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that, in relation to a practical task involving a specific team with which they are involved, they can:

- ◆ identify valid objectives for the team
- ◆ give advice and support to other team members when required in a way which will help them to contribute effectively to the work of the team
- ◆ take actions which contribute positively to the overall motivation and commitment of members of the team
- ◆ use appropriate methods to gather and interpret relevant information on the performance of the team
- ◆ use the information to check the performance of the team
- ◆ identify circumstances in which corrective action might be required and suggest suitable ways by which any such action could be taken

### **Assessment Guidelines**

Assessment should be based on a practical task in which the candidate is involved as a member of a team. The candidate may have formal management responsibility within the team such as team leader or deputy team leader but a candidate who is a team member should be able to gather sufficient evidence to complete the Unit. However, in this case, the candidate should have a role within the team which involves her/him in taking some responsibility for some aspects of the work of the team.

The team may be a team established for a specific purpose such as a project or investigation team or it may be one in which the candidate participates on a regular basis as part of his/her normal activity.

The evidence could be presented as a report by the candidate (in written or audio format) supplemented by items of evidence such as team objectives, records of team meetings, details of a team task, records of team performance, witness testimony, information gathered (eg datasheets) etc. If desired, this could be submitted in a portfolio format.

## Administrative Information

**Unit code:** F3XR 33  
**Unit title:** Working in a Team  
**Superclass category:** AF  
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### History of changes:

Version	Description of change	Date

**Source:** SQA

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## Higher National Unit specification: support notes

### Unit title: Working in a Team

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 is intended for people who are gaining their first experience of working in a role with some management responsibility. The management component of the job may well be combined with operational or specialist work. This Unit is also suitable for who aspire to take up such roles and for those returning to employment after a period of absence.

The Unit is one of the two units in the (code TBA) PDA Management award at SCQF level 6. It is closely related to the other Unit, ie F3XP 33 *Managing Self and Resources*, and the two can be delivered in tandem as part of an overall management training and development package. If desired, however, the Unit may be delivered on a stand-alone basis.

The Unit is a practical Unit and aims to develop capabilities which will enable candidates to carry out effectively the managerial tasks involved in working in a successful team. It is built around two of the three key elements of team working: successful performance of activities (task management) and building suitable working relationships between members of the team (people management). In addition, it also covers team objectives and therefore takes into account the third key element of team working, which is ensuring that the team has an overall direction and works towards a common goal.

Outcome 1 deals with ensuring that the team has suitable objectives and with the people management aspects of working in a team. Specifically, this involves the motivation and commitment of team members and giving the advice and support which team members need. Both should ensure that candidates can help team members to be confident and comfortable about what they have to do and that they can work effectively together. Candidates could be made aware of the principles of SMART objectives as well as the more general characteristics of the overall goal or vision for a team. Giving advice and support provides an opportunity to consider inter-personal skills such as listening, clarifying, seeking agreement, consensus-building, as well as developing empathy with others. Support can cover a wide range of possible actions such as coaching, mentoring and supervision sessions. It could also include giving praise which may be critical to securing and maintaining motivation and commitment.

Outcome 2 is about the task management element. It concentrates on making sure that the performance of the team is meeting the targets and objectives which have been set for it. Accordingly the Outcome covers gathering and interpreting suitable information, checking this against targets and, where necessary, taking corrective action. Candidates should, as a result, be fully aware of the control loop or control process which is fundamental to any management role.

Overall, the Unit provides opportunities for candidates to develop appropriate knowledge and understanding. For example, candidates can be introduced to the various factors which may enhance motivation and commitment. However, in a Unit of this type it is **not** appropriate to present candidates with detailed accounts of different theories. The emphasis should be on the way candidates can make use of management thought in their role, or expected role, as managers.

## Higher National Unit specification: support notes (cont)

**Unit title:** Working in a Team

### Guidance on the delivery and assessment of this Unit

This is a practical Unit and delivery methods should reflect this. This Unit is flexible and can be tailored to the particular situation and needs of specific employers and candidates. It would be possible therefore for candidates to achieve this Unit as part of a workplace training and development programme structured to meet the requirements of a particular employer. The programme could be built directly around the team or teams within which the candidate works.

The Unit can also be delivered in a centre environment. It may be particularly suited to candidates who aspire to a management role or where candidates come from a number of different employers.

In both cases, practical exercises eg in developing inter-personal skills are likely to be an important part of delivery. Whatever the delivery environment there may well be opportunities for candidates to make use of any work experience they have. Candidates may, for example, be able to use examples of teams which they work in at the moment or have done in the past. Candidates not currently working in a management role may be able, for example, to gather information on the performance of a team with which they are familiar. They may be able to identify ways in which they can offer advice and support to their team members.

Assessment for the Unit can be closely integrated with the delivery. Ideally, it should be based on the candidate's work within a team. This team may be one in which the candidate participates on a regular basis as part of his/her normal activity. This is likely to be a work-based team but candidates may choose a team with which they are involved in other capacities, eg a voluntary organisation, charity, church or a sports or social club. It also could be a team set up for a specific purpose such as a project team.

The candidate does not have to have formal management responsibility within the team. However, it is likely to be easier if the candidate has some responsibility for some aspects of the work of the team. It may be, for example, that the candidate's role within the team involves taking responsibility for training new team members, liaising with other teams or sourcing some supplies. In some cases, it may be possible for candidates who do not have formal management responsibility to become involved in a team set up for a specific purpose, eg to investigate new equipment or new ways of working.

One possible method of delivering and assessing the Unit is to provide candidates with some formal, but practically oriented, instruction on the various methods and principles of developing effective working relationships and monitoring the performance of a team. Candidates can then put this into practice in relation to a specific team activity with which they are involved.

This also provides an opening to deliver this Unit in conjunction with F3XP 33 *Managing Self and Resources*, the other of the two Units comprising the (Code TBA) PDA Management at SCQF level 6. It is possible for candidates to work in a team on a management task (the underlying requirement of F3XP 33 *Managing Self and Resources*). Candidates could, for example, be given a project which involves working with others in a team capacity but which also constitutes a management task which they could organise and which they could review. Candidates could, for example, be tasked to investigate an issue affecting the workplace (such as a new method of working) and be asked to work with others in doing this.

## Higher National Unit specification: support notes (cont)

### Unit title: Working in a Team

While candidates are working on the task, centres may wish to ensure that regular contact is maintained between tutors and candidates. This can help to ensure that candidates remain on track and are able to produce all the evidence required. Tutors and candidates could meet regularly, for example, to discuss progress. It is possible that records of these meetings could provide evidence which a candidate could use for assessment purposes.

Candidates would be expected to produce a short report on the activity to show how they have met the Evidence Requirements. This could be given orally if desired and retained in a suitable audio format. There is considerable scope to supplement the report with performance evidence of what the candidate has actually done. This could be team objectives, team targets, records of team performance and so on. There may also be scope for witness testimony, eg from team members who have been supported by the candidate. The evidence can be gathered together in a portfolio format. The report could act as an introduction and explanation of the performance evidence.

### *Opportunities for developing Core Skills*

This Unit provides opportunities for candidates to work towards the Core Skill of *Working with Others* at SCQF level 5. The following gives some examples of the opportunities for developing this Core Skill within this Unit.

Candidates will be required to work with other members of a team in order to ensure that activities consistent with the objectives of the team are successfully undertaken. As part of this, they will be expected to encourage co-operative working by contributing to team decisions and offer advice and support to others which is likely to include keeping them up to date with progress. They are expected also to seek information from others as part of the requirement to monitor progress of the team.

### Open Learning

This Unit could be delivered on an Open Learning basis. It is, however, primarily a practical Unit and any Open Learning arrangements should be firmly grounded in the candidate's own particular situation. Appropriate arrangements would need to be made for assessment and quality assurance. For information on these, please refer to the SQA document *Assessment and Quality Assurance of Open and Distance Learning*, which is available at the SQA's website: [www.sqa.org.uk](http://www.sqa.org.uk).

### Candidates with disabilities and/or additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering alternative Outcomes for Units. Further advice can be found in the SQA document *Guidance on Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs* ([www.sqa.org.uk](http://www.sqa.org.uk)).

## **General information for candidates**

### **Unit title: Working in a Team**

This Unit will enable you to develop capabilities that will help you as a manager when working in a team. In particular, it will help you to develop effective working relationships within a team and to monitor the performance of a team to make sure that it reaches the targets that have been set for it.

It will be of value to you if you have already begun to work in a managerial role or if you expect to do so in the near future. You do not have to hold a position of formal management responsibility to undertake this Unit. It has been designed to suit both those who are in a management post and those who aspire to one. It is a practical Unit and concentrates on what you have to do as a manager.

In order to successfully complete the Unit, you may have to produce a report which explains how you develop effective working relationships and how you monitored the performance of a team. The report can be supplemented with other evidence from a team that you have worked in. This could include the team objectives or information on the performance of the team.