



Higher National Unit specification: general information

Unit title: Childhood Practice: Leadership and Management

Unit code: FD6X 36

Superclass: PN

Publication date: September 2017

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Version: 02

Unit purpose

This Unit has been designed to allow candidates to identify and analyse leadership and management theories and concepts in relation to their role. It is also a Unit, which allows the candidate to demonstrate their leadership skills and knowledge in the everyday management of a workplace.

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

- 1 Develop a critical awareness of key theories and concepts in leadership and management.
- 2 Demonstrate leadership and management through the management of staff in the workplace.
- 3 Demonstrate an understanding of the process of Policy Development for Childhood Practice.
- 4 Manage resources and services in the Childhood Practice workplace.

Recommended prior knowledge and skills

Candidates should already have qualifications that meet the requirements of the Scottish Social Services Council for practitioner (SCQF level 7) and have relevant qualifications at SCQF level 8.

Candidates should be working at lead practitioner or manager level within a day care service for children and young people.

Candidates should have well-developed communication and interpersonal skills and be able to demonstrate the ability to think analytically and reflectively.

General information (cont)

Credit points and level

2 Higher National credits at SCQF level 9: (16 SCQF credit points at SCQF level 9*)

**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.*

Core Skills

There are opportunities to develop the Core Skill(s) of *Communication, Working with Others* and *Problem Solving* in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

Candidates who use the Internet to conduct research will also have opportunities to develop skills in *Information and Communications Technology* and *Numeracy* depending on the variety of data gathered and how the data is presented.

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.

This Unit is a mandatory Unit within the PDA Childhood Practice (level 9).

Assessment

The assessments for this Outcome take the form of three pieces of work.

The first is a 1,500 word report linking Outcomes 1 and 2. Outcome 3 is a 750 word critical essay and Outcome 4 is a folio, presentation or professional discussion of workplace records, which the candidate can use to demonstrate knowledge and skills.

Higher National Unit specification: statement of standards

Unit title: Childhood Practice: Leadership and Management

Unit code: FD6N 36

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.

Outcome 1

Develop a critical awareness of key theories and concepts in leadership and management.

Knowledge and/or Skills

Candidates should demonstrate ability to:

- ◆ Investigate appropriate leadership and management theories for the Childhood Practice workplace
- ◆ Investigate appropriate leadership and management models or theories for managing change
- ◆ Demonstrate an understanding of the principles of organisational visions and values
- ◆ Demonstrate an understanding of the principles of monitoring and evaluation
- ◆ Analyse personal leadership and management styles

Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ Critically analyse and apply a range of key leadership and management theories and concepts in relation to work practice through organisational development
- ◆ Investigate and relate to appropriate leadership and management theories for the workplace and for the individual style

Assessment Guidelines

This Outcome should be assessed by the completion of a report. It is recommended that evidence should be holistically assessed with Outcome 2.

Higher National Unit specification: statement of standards (cont)

Unit title: Childhood Practice: Leadership and Management

Outcome 2

Demonstrate leadership and management through the management of staff in the workplace.

Knowledge and/or Skills

- ◆ Manage the personal professional development of staff within the team-working framework
- ◆ Investigate and apply effective communication strategies
- ◆ Develop supportive and inclusive practices with staff
- ◆ Investigate key policies and legislation relevant to staff employment

Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ Apply effective strategies and principles in the leadership and management of the staff in the workplace based on investigation and application of communication strategies and the key policies and legislation for employment of staff

Assessment Guidelines

The assessment for Outcomes 1 and 2 can take the form of a critical report identifying theories, concepts and strategies which the candidates carries out in the workplace in relation to the leadership and management of the workplace and the staff. The report will analyse why some theories are used by the candidate and how these best relate to the particular workplace and staff requirements. The report should also outline the policies; procedures and legislation required which may influence staff management and workplace management. It is expected for the essay to make reference to at least two theories or concepts and at least one communication strategy.

The report should be fully referenced in a recognised academic style, e.g. Harvard style, and may include appendices from workplace procedures if relevant.

The report should have a word count of 1500 words.

Higher National Unit specification: statement of standards (cont)

Unit title: Childhood Practice: Leadership and Management

Outcome 3

Demonstrate an understanding of the process of Policy Development for Childhood Practice.

Knowledge and/or Skills

Candidates should demonstrate ability to:

- ◆ Critically analyse the impact of National policy initiative drivers on Local policy initiative development
- ◆ Investigate and analyse the key stages in the process of policy development
- ◆ Understand the relationship to effective policy development and effective practice

Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ Demonstrate a critical understanding of the process of policy development and its impact on the workplace and work practice

Assessment Guidelines

The assessment for this Outcome takes the format of a critical essay of 750 words, which highlights and reflects on the following aspects:

- ◆ Critical analysis of the impact of a policy on practice
- ◆ The impact of the policy process on practice
- ◆ The process of developing a policy from, policy driver initiatives, consultation, draft, feedback, to time-lined delivery

Higher National Unit specification: statement of standards (cont)

Unit title: Childhood Practice: Leadership and Management

Outcome 4

Manage resources and services in the Childhood Practice workplace.

Knowledge and/or Skills

Candidates should demonstrate ability to:

- ◆ Investigate and apply the principles and process in the recruitment and retention of staff
- ◆ Manage effective resources
- ◆ Understand the key concepts and requirements in budget planning and evaluation
- ◆ Evaluate models of business planning process
- ◆ Investigate the relationship between resources and finance and the business plan of the organisation

Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ Demonstrate an effective process for the ordering, storing and monitoring of resources
- ◆ Demonstrate the management of the resources in the workplace including budget plans and staffing
- ◆ Demonstrate an understanding of the process and management of staff recruitment and retention

Assessment Guidelines

The assessment for this Outcome may take the format of a folio presentation or professional discussion of workplace records and reports relating to the Evidence Requirements.

The folio will include:

- ◆ Title
- ◆ Contents page
- ◆ The process in the workplace for ordering resources
- ◆ Budget and finance process in the workplace
- ◆ The workplace recruitment and retention process and paperwork

A folio, explaining the process for each of these three areas, should be included with an explanation of how these processes affect the overall organisational business plan.

The folio should be fully referenced and have a word count of 750–1000 words, alternatively, the candidate can be assessed by a presentation of their work. Candidates must include presentation of slides including speaker notes. The presentation should be in front of a group of peers, and should include reference to the Evidence Requirements.

Higher National Unit specification: support notes

Unit title: Childhood Practice: Leadership and 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 80 hours.

Guidance on the content and context for this Unit

This Unit is a mandatory Unit within the SCQF level 9 Award – Childhood Practice.

The Unit is linked to the Unit: *Leadership and Management Practice (Workplace Practice)* and there will be opportunities for the candidate to utilise many of the transferable skills developed. These may include but are not confined to:

- ◆ critical evaluation
- ◆ self motivation
- ◆ knowledge of current best practice
- ◆ investigative skills
- ◆ professional papers
- ◆ government policies
- ◆ own workplace practice and policy, etc

The Unit may also be used as a freestanding Unit by candidates in relevant employment who wish to develop and/or enhance their skills as a form of Continuing Professional Development (CPD).

Guidance on the delivery and assessment of this Unit

The Unit assessment is split into three assignments. It is recommended that Outcomes 1 and 2 be delivered and assessed holistically. Outcome 3 and Outcome 4 can be delivered in conjunction with other Units within the qualification.

Outcomes 1 and 2

Outcome 1 – the candidate has to research and critically analyse leadership and management theories and concepts, such as chaos theory, situation leadership, managing change this list is not exhaustive. The candidate should then identify which is the most appropriate to their own style of management and their approach to the management of staff and organisation. The delivery should include communication strategies and the relevance of these again in their particular workplace. It should include an element of critical reflection or evaluation relating to the requirements of the workplace and the leadership and management styles and practices.

Candidates should have the opportunity to develop their understanding of leadership and management in relation to the Scottish Social Services Council: The Standard for Childhood Practice Revised 2015 and the Codes of Practice for Social Service Workers and Employers (revised 2016).

Higher National Unit specification: support notes (cont)

Unit title: Childhood Practice: Leadership and Management

Outcome 3

The candidate should understand the process of current National policy development and the impact of this development within the management of the organisation. The effect of National and local initiatives on policy development should be highlighted to candidates as part of the process.

The candidate should have the opportunity to consider other factors that may influence the development of policy, for example: feedback from regulatory and inspection bodies, impact of research; etc.

They need to describe the process of consultation and participation that is involved in policy development – with children and young people, parents and carers, staff team, management and external partners. They should explore the need to seek advice and support from specialist services and professionals as required.

The candidate should also explore the implementation and monitoring cycle that needs to be in place to ensure that the policy is ‘fit for purpose’, and that review processes are in place.

Outcome 4

Candidates should have knowledge of the content of this Outcome from related studies at SCQF level 8.

The process and procedures for staff recruitment and retention will be different in all organisations, but there are clear principles, which the candidate must understand. With budget and resource constraints, smaller organisations compared to local authority settings may have different systems. However a comparison should encourage the candidate to understand the main point of the Outcome.

Candidates should consider the legislative framework for recruitment, and workplace practice which supports the retention of staff. They will also need to consider registration criteria for staff as part of this process.

The candidate should have the opportunity to consider various methods of procurement and resource management in relation to childcare organisations, as well as developing their understanding of their own organisational procedures.

They should develop their knowledge of legal and organisational requirements for financial management, and have a clear understanding of their role and responsibilities for budgeting and finance.

Opportunities for developing Core Skills

There are opportunities to develop the Core Skill(s) of *Communication*, *Working with Others* and *Problem Solving* in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

Candidates who use the Internet to conduct research will also have opportunities to develop skills in *Information and Communications Technology* and *Numeracy* depending on the variety of data gathered and the form in which the data is presented.

Open learning

It may be possible to deliver the Unit by this route and if the Unit is delivered by open learning methods, additional resources will be required for candidate support, assessment and quality assurance.

Disabled candidates and/or those with additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering whether any reasonable adjustments may be required. Further advice can be found on our website www.sqa.org.uk/assessmentarrangements.

History of changes to Unit

Version	Description of change	Date
02	Revised due to legislation and regulation changes within Industry. Also clarification of assessment for centres	28/09/17

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General information for candidates

Unit title: Childhood Practice: Leadership and Management

This Unit has been designed to allow you to identify and analyse leadership and management theories and concepts in relation to your role. It is also a Unit, which allows you to demonstrate their leadership skills and knowledge in the everyday management of a workplace.

On completion of the Unit you should be able to:

- 1 Develop a critical awareness of key theories and concepts in leadership and management.
- 2 Demonstrate leadership and management through the management of staff in the workplace.
- 3 Demonstrate an understanding of the process of Policy Development for Childhood Practice.
- 4 Manage resources and services in the Childhood Practice workplace.

It is recommended that the assessments for this Unit take the form of three pieces of work. The first is a 1500 word report linking Outcomes 1 and 2. This report asks you to critically analyse theories and concepts of leadership and management in relation to your style and the workplace you are in. Outcome 3 is a 750 word critical essay based on policy development and the process. Outcome 4 is a folio, presentation or professional discussion of workplace records, which is used to demonstrate knowledge and skills of managing the workplace resources.