



Higher National Unit specification: general information

Unit title: Radio Station Management

Unit code: FT5Y 35

Superclass: AB

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Unit purpose

This Unit is designed to develop knowledge and skills in the management of a radio station with a particular emphasis on the legal responsibilities of employers and the importance of effective communication.

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

- 1 Apply employment law to current radio industry practice.
- 2 Communicate effectively with staff.
- 3 Evaluate own management skills.

Recommended prior knowledge and skills

Entry to this Unit is at the discretion of the delivering centre, however candidates would benefit from having a good basic understanding of the regulatory and legal framework in which radio broadcasting operates. While external experience may be appropriate, it is recommended that candidates have already passed *Law and the Creative Industries* (level 7) and *Law: Ethics and Compliance* (level 8).

Credit points and level

1 Higher National Unit 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 Access 1 to Doctorates.*

General information (cont)

Core Skills

Opportunities to develop aspects of Core Skills are highlighted in the Support Notes of this Unit specification.

There is no automatic certification of Core Skills or Core Skill components in this Unit.

Context for delivery

This Unit is delivered as part of the HND in Creative Industries: Radio. It is likely to be taught and assessed within the subject area of that Group Award. However, it may also be delivered on a stand-alone basis, or as part of a limited package of HN Units from the award, to candidates interested in, for example, community or online radio.

Assessment

Outcome 1 can be assessed orally, by written submission or in the form of an audio programme. It concentrates on the basics of current employment law as applied to the radio industry and may be assessed open-book as the intention is for candidates to be able to understand and apply legislation rather than quote statutes.

Outcome 2 can be assessed separately or jointly with Outcome 3:

- ◆ Outcome 2 is a practical assessment of the candidate's ability to communicate with the team as a whole *and* with individuals, particularly those who require a specialist approach, for example on-air talent, senior managers and so on.
- ◆ Outcome 3 revolves around applying station policy effectively in a given scenario. The scenario could be the same for all of a group, a choice from several options, or a naturally emerging issue in the course of programme making.

For Outcomes 2 and 3, the candidate is assessed on the appropriateness and correctness of their response and the effectiveness of their communication.

Higher National Unit specification: statement of standards

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Outcome 1

Apply employment law to current radio industry practice.

Knowledge and/or Skills

- ◆ Employment law for freelance
- ◆ Employment law for staff
- ◆ Legal obligations in the workplace
- ◆ Station practice

Evidence Requirements

Candidates will need to provide evidence to demonstrate that they can:

- ◆ explain when a freelance position becomes protected under employment law
- ◆ explain the difference between freelance and employed staff in relation to:
 - contracts
 - taxation
 - holiday entitlement
 - equality legislation
- ◆ explain the legal obligations of employers in the workplace
- ◆ explain the legal obligations of employees in the workplace

Assessment Guidelines

This Outcome lends itself to a written and/or recorded oral assessment requiring a series of answers to questions about employment law and its implementation in the radio industry.

Higher National Unit specification: statement of standards (cont)

Unit title: Radio Station Management

Outcome 2

Communicate effectively with staff.

Knowledge and/or Skills

- ◆ importance of effective communication
- ◆ performance management

Evidence Requirements

Candidates will need to provide evidence to demonstrate that they can:

- ◆ devise a strategy for delivering information to a team
- ◆ provide constructive feedback on performance of a task with at least two team members

Assessment Guidelines

This Outcome could be assessed by means of an essay or recorded oral presentation of approximately 500 words or equivalent of a strategy for communicating with the team. In addition a recording of a meeting/s or a checklist of the meetings held with two station staff from different parts of the operation could provide evidence for the second Evidence Requirement.

This Unit assumes that station guidelines already exist or are being developed elsewhere. If this is not the case, an existing framework (eg the BBC Producer Guidelines) should be used. Candidates should develop a strategy for delivering the need for a policy and its key points in a manner that is appropriate to a wide range of station staff. Candidates are not expected to actually deliver the strategy as a whole.

They should discuss performance on station activity with at least two members of the station team. Care should be taken to ensure that the two discussions are with people from different disciplines.

Meetings can either be face-to-face or by other means.

Candidates may record their thoughts on the effectiveness of their strategy and communications in a diary, as an essay or orally.

All evidence should be retained.

Higher National Unit specification: statement of standards (cont)

Unit title: Radio Station Management

Outcome 3

Evaluate own management skills.

Knowledge and/or Skills

- ◆ prioritisation
- ◆ communication
- ◆ conflict management

Evidence Requirements

Candidates will need to provide evidence to demonstrate that they can:

- ◆ evaluate their own style of management
- ◆ analyse their own strengths and weaknesses
- ◆ identify points for improvement in future

Assessment Guidelines

Candidates could provide an essay or recorded oral report of approximately 500 words or equivalent demonstrating their understanding of their style of management and communication with station teams.

This Outcome could be assessed separately or jointly with Outcome 2.

Higher National Unit specification: support notes

Unit title: Radio Station 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

The purpose of this Unit is to equip candidates with a working knowledge of the skills managers in radio broadcast operations need to have. Many of these skills are transferrable to other creative industries, for example effective communication within a business. But other areas, notably reacting to listener complaints and interpretation of the regulatory framework, are unique to the broadcast environment.

This Unit is not structured to mimic the operational structures of any particular broadcaster, preferring to be as generic as possible. Centres may wish to assess it in the context of a particular sector of the industry or a student-run radio station.

In Outcome 1, candidates should be able to differentiate between freelance and employed staff while recognising the increasing burden on employers to give staff many of the protections of employed staff.

They will also be able to comment on where the regulatory framework ends and the station's own personnel policy begins in framing the rights and responsibilities of the individuals.

In Outcome 2, candidates communicate with station teams. To do this they first devise a communication plan (eg. policy on meetings, newsletters or memos) and then record their input to meetings with two people from different parts of the station team.

Finally in Outcome 3 candidates reflect on their current management style and how well they used the plan they had devised in Outcome 2. They then produce an action plan for future improvements.

Guidance on the delivery and assessment of this Unit

Centres are encouraged to be creative in their approach to delivering this Unit. It is entirely possible to deliver and assess it in tandem with other Units of the award as a project-based Unit provides more opportunities to apply new skills.

Outcome 1 can be assessed orally or by written submission.

Outcome 2 can be observed by the assessor, with an appropriate checklist to record behaviour. This could be supported by a written or recorded oral communication plan produced by the candidate.

The scenario for Outcome 3 candidates should keep a diary of their progress and thoughts throughout a team-based (or series of team based) activities, recording their input to the management of the project and reflecting on its effectiveness. These notes can form their evidence for part of this Outcome, accompanied by an action plan.

Higher National Unit specification: support notes (cont)

Unit title: Radio Station Management

Opportunities for developing Core Skills

There are opportunities to develop the Core Skills of *Communication* and *Working with Others* at SCQF level 6 in this Unit, in Outcome 2 especially as the candidate is required to communicate effectively with a range of staff.

There is no automatic certification of Core Skills or Core Skills components.

Open learning

Some aspects of this Unit may lend themselves to open or distance learning, however Outcome 2 focuses on communication and would require very careful planning to deliver and assess if not delivered in a college setting.

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

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General information for candidates

Unit title: Radio Station Management

This Unit is designed to allow you to develop knowledge and skills in the area of Radio Station Management. You will develop your knowledge of the legal requirements for employers of both freelance and permanent staff in a Radio Station environment. You will also develop knowledge and skills in effectively communicating with staff and finally, will have an opportunity to reflect and evaluate your own management and communication style.

On completion of the Unit you will be able to:

- 1 Apply employment law to current radio industry practice.
- 2 Communicate effectively with staff.
- 3 Evaluate own management skills.

You will likely be assessed through a combination of essays and/or reports, practical work in communicating with staff and a self-evaluation of your own management style.