Higher National Unit specification

General information

Unit title: Managing Teams in the Police Service (SCQF level 8)

Unit code: H6M9 35

Superclass:	AF
Publication date:	March 2014
Source:	Scottish Qualifications Authority
Version:	02

Unit purpose

This Unit is intended for learners who are aspiring to a managerial position within the Police Service. It is concerned with enabling those aspiring to management positions to manage teams in an operational working environment, providing learners with the key skills and techniques that they require. The relationship between managing individuals and teams is addressed and the implementation of a work-based project enables learners to put into practice these skills.

The Unit also addresses creativity and innovation in priority setting and delivery of work. The focus is on the learner executing a project to address a specific problem or issue in an organisational environment.

Outcomes

On successful completion of the Unit the learner will be able to:

1   Appraise the roles and responsibilities of managers of teams.
2   Propose actions to monitor, maintain and improve the performance of teams in relation to organisational objectives within Police Scotland.
3   Evaluate managerial innovation in relation to the management of teams.

Credit points and level

2 Higher National Unit credits at SCQF level 8: (16 SCQF credit points at SCQF level 8)

Higher National Unit specification: General information (cont)

Unit title: Managing Teams in the Police Service (SCQF level 8)

Recommended entry to the Unit

It is recommended that learners undertaking this Unit possess a qualification to at least SCQF level 7 or experience at an equivalent level.

Core Skills

Achievement of this Unit gives automatic certification of the following:

Complete Core Skills   Problem Solving at SCQF level 6
Working with Others at SCQF level 6

Core Skill component(s)   None

There are also opportunities to develop aspects of Core Skills which are highlighted in the Support Notes of this Unit Specification.

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.

If this Unit is delivered as part of a Group Award, it is recommended that it should be used in conjunction with a Unit involving the management of individuals for example *Human Resource Management: Performance Management*.

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**.

Higher National Unit specification: Statement of standards

Unit title: Managing Teams in the Police Service (SCQF level 8)

Acceptable performance in this Unit will be the satisfactory achievement of the standards set out in this part of the Unit specification. All sections of the statement of standards are mandatory and cannot be altered without reference to SQA.

Outcome 1

Appraise the roles and responsibilities of managers of teams.

Knowledge and/or Skills

- Definition of manager
- Team management theories and their suitability
- Application of roles and responsibilities to a practical managerial scenario
- Alternative roles and responsibilities of managers of teams
- Stages of team development
- Situational management
- Individual/team distinctions
- Managing Diversity in teams

Outcome 2

Propose actions to monitor, maintain and improve the performance of teams in relation to organisational objectives within Police Scotland.

Knowledge and/or Skills

- Perceptual concerns
- Motivational concepts
- Evaluation of suitability of the actions selected
- Team dynamics
- Delegation skills
- Compatibility of team objectives with organisational goals

Outcome 3

Evaluate managerial innovation in relation to the management of teams.

Knowledge and/or Skills

- Creation and implementation of plans for your area of responsibility
- Communication strategy
- Monitoring and adjustment of plans
- Theories and concepts in relation to innovation and creativity
- Resource allocation

Higher National Unit specification: Statement of standards (cont)

Unit title: Managing Teams in the Police Service (SCQF level 8)

Evidence Requirements for this Unit

Candidates will need to provide written and performance evidence to demonstrate their ability to manage teams in order to meet operational objectives within Police Scotland. The holistic evidence across the three Outcomes will consist of:

(a)   A written proposal document consisting of a project plan which will be designed by the learner to address an issue which meets an organisational priority within Police Scotland. The proposal must be based on analysis of information and must be compatible with the objectives of Police Scotland.

The project plan proposal should include:

♦   Background history to the issue being addressed
♦   Justification for selection of the project
♦   A clear definition of the project
♦   Analysis of team and team dynamics
♦   Justification of the approach, with reference to relevant theory
♦   Anticipated results of the project
♦   Resources required
♦   Roles and responsibilities of those involved
♦   Consideration of potential issues in relation to team, eg motivation, perception
♦   Key tasks to be achieved
♦   Project timeline
♦   Target audience

(b)   Performance evidence from a work-based project which follows the plan in (a) above and which must involve a team of more than two people. Approval regarding the suitability of the project must be obtained from course tutors before progressing. The project should be delivered in a team environment with team members contributing towards the effectiveness of the project.

The work-based project should include:

♦   Communication strategy used
♦   Briefings delivered
♦   Project monitoring
♦   Feedback from key individuals
♦   Outcome of plan/project

(c)   An evaluative report, either in writing or orally, regarding the team management skills the learner used in implementing their project. This should incorporate: reference to suitable underpinning theory; a rationale explaining why the theory they used was most suitable in the implementation of the project and the management of the individuals and the team involved; how successful it may/may not have been in achieving the planned operational objectives; the innovation in relation to priority setting and delivery which was needed/applied.

Higher National Unit specification: Statement of standards (cont)

Unit title: Managing Teams in the Police Service (SCQF level 8)

Satisfactory achievement in each piece of evidence will be as follows:

♦ The project plan must be clear, comprehensive and designed to improve team performance in relation to an operational objective.
♦ The work-based project must illustrate how the learner is able to show creativity/innovation in planning to meet operational objectives, adapt their plans and management style as appropriate; and
♦ The evaluative report should clearly explain the learner's use of underpinning theory to justify the management skills they have used; comment on how they have incorporated tutor feedback throughout the Unit into their practice; and show that they have considered how to apply the lessons learned in the future in their approach to the management of teams within the Police Service.

Higher National Unit Support Notes

Unit title: Managing Teams in the Police Service (SCQF level 8)

Unit Support Notes are offered as guidance and are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 160 hours.

Guidance on the content and context for this Unit

This Unit is intended for learners who are aspiring to a managerial position within the Police Service. It is concerned with enabling those aspiring to management positions to manage teams in an operational working environment. The focus of the Unit is Managing Teams in the Police Service.

Learners will normally be following a recognised training and development programme. It may be delivered as part of a Group Award (eg The Diploma in Police Service Leadership and Management).

The purpose of the Unit is to provide learners with the key skills and techniques that they require to manage teams within an organisational environment. The relationship between managing individuals and teams is addressed and the implementation of a work-based project enables learners to put into practice these skills. The Unit also addresses creativity and innovation in priority setting and delivery of work. The focus is on the learner executing a project to address a specific problem or issue in an organisational environment.

Outcome 1

Appraise the roles and responsibilities of managers of teams

Within this section learners will learn key concepts and theories in relation to managerial roles and responsibilities. This will cover the management of individuals and teams in an organisational environment. Learners will develop an understanding of the changing managerial roles which are relevant in different practical scenarios. Learners will have to demonstrate these skills in a practical setting in the workplace.

Outcome 2

Propose actions to monitor maintain and improve the performance of teams in relation to organisational objectives within Police Scotland

Learners will be expected to gain an awareness of the issues managers face when leading teams including perception. They should consider a number of approaches which could be utilised in dealing with the management of teams. Learners will be expected to be innovative and creative in their approaches to dealing with the problem.

Higher National Unit Support Notes (cont)

Unit title: Managing Teams in the Police Service (SCQF level 8)

For example, how managers in the organisational environment use approved models and Key Performance Indicators to improve performance and set priorities. Through a practical project in an organisational environment, learners will demonstrate the efficient use of resources based on results from statistical information. This will involve learners planning and implementing a work-based project. Learners will demonstrate that the project is compatible with the wider goals of the organisation.

Outcome 3

Evaluate managerial innovation in relation to the management of teams

Learner will learn theories and concepts in relation to innovation and creativity in the workplace. This learning will be demonstrated through the creation and implementation of their work-based project. Learners will also be expected to demonstrate effective communication skills in the execution of this project. This can be performed through the effective allocation of resources. Learners will demonstrate the monitoring and adjustment of plans during the execution of the project.

The National Occupational Standards in which this Unit reflects are as follows:

SFJ HB7	Provide leadership for your organisation
HC4 (ML C4)	Lead change
SFJHC6	Implement change
CFACSB9	Deliver customer service using service partnerships
SFJ CD101	Supervise the response to critical incidents
SFJ CI105	Supervise investigations and investigators
SFJ HB5	Provide leadership for your team
SFJ HB6	Provide leadership in your area of responsibility
SFJHD6	Allocate and monitor the progress and quality if work in your area of responsibility
SFJ CB3	Conduct Intelligence driven briefings
SFJ CC7	Prepare for, monitor and maintain, law enforcement operations
SFJ HC5	Plan Change

Guidance on approaches to delivery of this Unit

This Unit should focus on helping learners to understand the relevant concepts of team management and innovation. The emphasis is on applying these ideas to the work of a manager in an organisation. Delivery should encourage learners to relate the theories and techniques to real life projects or scenarios in an organisation. Outcome 1 focuses on the management of teams; Outcome 2 emphasises the importance of monitoring, maintaining and improving the performance of teams and linking this to organisational objectives; Outcome 3 encourages learners to evaluate managerial innovation in relation to the management of teams.

Higher National Unit Support Notes (cont)

Unit title: Managing Teams in the Police Service (SCQF level 8)

Delivery of the Outcomes will be sequential. Learners will attend tutorials as an introduction to the topic where they will take part in group exercises and discussions. Learners will be provided the assessment brief at this stage with tutorial support provided. Learners will then undergo a period of open and distance learning with access to learning materials via an online platform. Further guidance and discussion will also be available via the online platform. Learners requiring specific assistance will have access to a tutor.

If this Unit is delivered as part of a Group Award (eg The Diploma in Police Service Leadership and Management) it is recommended that it should be delivered in conjunction with a Unit involving the management of individuals for example *Human Resource Management: Performance Management.*

Guidance on approaches to assessment of this Unit

Evidence can be generated using different types of assessment. The following are suggestions only. There may be other methods that would be more suitable to learners.

Centres are reminded that prior verification of centre-devised assessments would help to ensure that the national standard is being met. Where learners experience a range of assessment methods, this helps them to develop different skills that should be transferable to work or further and higher education.

Outcomes 1–3 will be assessed via the implementation of a work-based project to address a particular problem or issue within Police Scotland, eg creation and implementation of a project, addressing key performance indicators, solving an internal problem or issue. The learner will be required to provide a portfolio of evidence to support their project. In addition, the learner will produce an evaluative report reflecting on the execution of the project, and the assessment feedback received throughout the development of the project. This will be supported with relevant concepts and theories.

Candidates are expected to be proactive in their approach to learning and to seek feedback from course tutors at key milestones.

The emphasis in assessment should be on encouraging self-review and personal development.

Since the Core Skills of Problem Solving and Working with Others at SCQF Level 6 are embedded in this Unit, it is strongly recommended that you follow the assessment guidelines given. If you wish to use a different assessment model, you should seek prior verification of the assessment instrument(s) you intend to use to ensure that the Core Skill is still covered.

Opportunities for e-assessment

E-assessment may be appropriate for some assessments in this Unit. By e-assessment we mean assessment which is supported by Information and Communication Technology (ICT), such as e-testing or the use of e-portfolios or social software. Centres which wish to use e-assessment must ensure that the national standard is applied to all learner evidence and that conditions of assessment as specified in the Evidence Requirements are met, regardless of the mode of gathering evidence. The most up-to-date guidance on the use of e-assessment to support SQA's qualifications is available at **www.sqa.org.uk/e-assessment**.

Higher National Unit Support Notes (cont)

Unit title: Managing Teams in the Police Service (SCQF level 8)

Opportunities for developing Core and other essential skills

This Unit has the Core Skills of Problem Solving and Working with Others embedded in it. This means that when the candidates achieve the Unit, their Core Skills profile will also be updated to show they have achieved Problem Solving and Working with Others at SCQF level 6.

All elements of the Core Skill of *Problem Solving* — Critical Thinking, Planning, Organising, Reviewing and Evaluating — will be naturally developed and enhanced as learners plan and implement a work based project in which they monitor, maintain and improve performance in individuals and teams. All factors impacting on achievement of goals will require to be analysed as learners design and implement appropriate strategies for use within available resources. Detailed analysis and evaluation of strategies applied will include justification in terms of theories and concepts of innovative practice. Learners should be able to critically analyse, evaluate and adjust planning in reaction to changing circumstances.

There will be opportunities to explore and enhance co-operative working with a diverse range of others. Learners have to evidence critical understanding of the principles, nature, purposes and stages of team development and management as they apply roles and responsibilities to a practical managerial scenario. Strategies to work to the strengths of all involved will be devised, described and evaluated. Negotiation, partnership and empathic understanding of the physical, emotional and cultural needs of teams and individuals will underpin the promotion of positive attitudes. Although skills in communication are not formally assessed, staff should be briefed and plans communicated in a team environment using a range of positive verbal and non-verbal techniques. They will present key information and ideas accurately, to occupational standards, using a formal structure and recognised format.

Practical numeracy demonstrated will include the review of statistical information to highlight priorities for the project. Allocation of resources must be efficient, appropriate and creative with use of resources formally reviewed and evaluated. Calculation and communication of complex information within resources and timescales is an aspect of competence.

Learners need to be familiar with available technologies to support the process and, as they undertake the Unit, ICT skills will be enhanced. Efficient systems of recording and storing information for ease of reference and access will be required. The effective and responsible use of equipment and software applications will be routine practice.

Skills for Learning, Life and Work will be further enhanced with particular emphasis on sustainable development, health and wellbeing.

History of changes to Unit

Version	Description of change	Date
02	Core Skills Problem Solving and Working with Others at SCQF level 6 embedded.	31/03/14

General information for learners

Unit title: Managing Teams in the Police Service (SCQF level 8)

This section will help you decide whether this is the Unit for you by explaining what the Unit is about, what you should know or be able to do before you start, what you will need to do during the Unit and opportunities for further learning and employment.

This is a 2 credit Unit (16 SCQF credit points) at SCQF level 8 and is designed to enable you to develop the skills required for managing teams in an organisational environment. It has been designed to offer developmental opportunities to those seeking a promoted position within Police Scotland.

The Unit enables you to analyse and evaluate the kind of situations which you will meet when managing people and teams. It aims to enable you to recognise the roles and responsibilities that a manager has and how these can be applied to enable the people that you manage to perform effectively. The Unit will introduce you to a number of different theories, approaches and techniques of people management, but the emphasis is on applying these to the perspective of Managing Teams in the Police Service (SCQF level 8). In this way, you can operate more effectively as a manager and, in this way contribute to the overall performance of the organisation.

You will be given support material to help you work on this Unit on your own. It will give you the background knowledge and understanding that you need as well as case studies and examples of how different approaches can be applied to the work of managers in an organisation. It will encourage you to relate and apply the ideas to your own work experience in your organisations.

For successful completion of the Unit, you will be required to implement a project to address a particular problem or issue within your organisational environment, eg creation and implementation of a project, addressing key performance indicators, solving an internal problem or issue. You will submit a portfolio of evidence to demonstrate the implementation of your project together with a justification report which should demonstrate the supporting theories which were used during the implementation of your project.