



Higher National Unit Specification

General information

Unit title: Facilities Management: Managing Stakeholder Delivery
(SCQF level 7)

unit code: HL9A 34

Superclass: VH

Publication date: May 2017

Source: Scottish Qualifications Authority

Version: 01

Unit purpose

This unit enables learners to develop their understanding of the importance of stakeholder management and the ways in which Facilities Managers can deliver a stakeholder focused service. It also covers how service level agreements can be managed, evaluated and improved.

This unit is suited to learners who are working in, or are aiming to work within the field of Facilities Management and is part of the HNC Facilities Management group award.

Outcomes

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

- 1 Explain the importance of stakeholder relationship management within facilities management.
- 2 Explain the service culture and how to deliver a stakeholder focused service in a Facilities Management context.
- 3 Describe how to identify various stakeholders, assess their requirements and satisfaction levels.
- 4 Explain how to develop and manage service level agreements (SLAs).

Credit points and level

1.5 Higher National Unit credits at SCQF level 7: (12 SCQF credit points at SCQF level 7)

Higher National Unit Specification: General information (cont)

Unit title: Facilities Management: Managing Stakeholder Delivery
(SCQF level 7)

Recommended entry to the unit

Entry to this unit is at the discretion of the delivering centre.

Core Skills

Opportunities to develop aspects of Core Skills are highlighted in the support notes for this unit specification.

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

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.

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: Facilities Management: Managing Stakeholder Delivery
(SCQF level 7)

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.

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. Learners 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

Explain the importance of stakeholder relationship management within facilities management.

Knowledge and/or skills

- ◆ Importance of stakeholder relationship management
- ◆ Stakeholder relationship management process
- ◆ Building stakeholder loyalty and confidence

Outcome 2

Explain the service culture and how to deliver a stakeholder focused service in a Facilities Management context.

Knowledge and/or skills

- ◆ Organisations responsibilities to stakeholders
- ◆ Stakeholder relationships:
 - Internal/external stakeholders and the difference in relationship management
- ◆ Stakeholder focused service
- ◆ Communication methods for a stakeholder focused service:
 - Tailoring to stakeholder requirements

Outcome 3

Describe how to identify various stakeholders, assess their requirements and satisfaction levels.

Knowledge and/or skills

- ◆ Organisations stakeholder base:
 - Internal/external stakeholders
- ◆ Techniques to identify stakeholder requirements and satisfaction levels
- ◆ Stakeholder feedback mechanisms and the information provided for service improvement

Higher National Unit Specification: Statement of standards

Unit title: Facilities Management: Managing Stakeholder Delivery
(SCQF level 7)

Outcome 4

Explain how to develop and manage service level agreements.

Knowledge and/or skills

- ◆ Process of developing and managing Service Level Agreements
- ◆ Performance measures

Evidence requirements for this unit

Learners will need to provide evidence to demonstrate their knowledge and/or skills across all outcomes by showing that they can:

For Outcome 1:

- ◆ explain the importance of stakeholder relationship management in the context of Facilities Management.
- ◆ explain how to build stakeholder loyalty and confidence.
- ◆ explain the ways in which stakeholder relationships are managed, evaluated and improved.

For Outcome 2:

- ◆ describe the responsibilities that Facilities Managers have to their stakeholders.
- ◆ explain what is meant by the term 'customer focused service' in relation to stakeholder management including the various customers facilities managers will have, internal/external and the end user.
- ◆ describe a range of communication methods used in delivery of a stakeholder focused service.

For Outcome 3:

- ◆ describe how to identify the customer base of an organisation and the range of stakeholders involved within facilities management.
- ◆ explain the techniques that Facilities Managers can utilise to determine stakeholder requirements.
- ◆ explain the ways in which Facilities Managers can determine what stakeholders feel about the services that they receive.
- ◆ explain how Facilities Managers can utilise the information that they gather to improve Facilities Management services.

Higher National Unit Specification: Statement of standards (cont)

Unit title: Facilities Management: Managing Stakeholder Delivery
(SCQF level 7)

For **Outcome 4:**

- ◆ describe the legal aspects of stakeholder relationship management.
- ◆ explain how SLAs are developed and agreed.
- ◆ describe the tools that may be used to measure the performance of an SLA.
- ◆ explain how SLAs can be managed so that all stakeholders understand expectations, responsibilities and priorities.



Higher National Unit support notes

Unit title: Facilities Management: Managing Stakeholder Delivery
(SCQF level 7)

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 60 hours.

Guidance on the content and context for this unit

The following guidance provides additional information on the extent and scope of information learners could expect to display when meeting outcomes.

The unit could provide underpinning knowledge for the National Occupational Standard (NOS) unit 'Develop productive working relationships with others when delivering Facilities Management services' (ASTFM408).

Displaying this level of knowledge would meet NOS ASTFM408.

For **Outcome 1:**

- ◆ Explanation on the importance of stakeholder relationship management is expected to cover the need to build long standing relationships, keep stakeholders, maximise profit and build a reputation that will attract potential new internal and external stakeholders.
- ◆ Sensitive areas of stakeholder relationship management should cover areas pertinent to Facilities Management including issues of data protection, HR, intellectual property, health and safety, PVG/CRB checks and,
- ◆ Explanations on how to build customer loyalty, confidence and the management of customer relationships would benefit from drawing on the learner's own experience/s and/or case studies.

For **Outcome 2:**

- ◆ Description of responsibilities to stakeholders is expected to include service delivery, service improvement, value enhancement, provision of management reports.
- ◆ Stakeholder relationship management and improvement is expected to highlight general management, communication methods, and include additional mechanisms used to manage contractors, such as service level agreements and key performance indicators.
- ◆ A range of stakeholders should be identified, focusing on both internal and external stakeholders such as inter-departmental, management, contractors and end users
- ◆ Explanation of the term 'customer focused service' is expected to include meeting the customer's needs, dealing with customer care problems and having policies in place to achieve excellent customer care/service.

Higher National Unit support notes (cont)

Unit title: Facilities Management: Managing Stakeholder Delivery
(SCQF level 7)

- ◆ Description of a range of communication methods is expected to be supported by using examples such as contract review meetings, operational meetings, face to face, telephone, email, customer surveys, feedback forms, notice boards, job requests, complaint procedures.

For **Outcome 3:**

- ◆ Techniques utilised to determine stakeholder requirements and feelings on the service should include relevant examples such as customer needs analysis, customer mapping, customer surveys, audits, focus groups, inter-departmental feedback, contractor meetings and feedback forms.
- ◆ Explanation of how information gathered can be used to improve Facilities Management services is expected to include methods for reviewing stakeholder information and identifying trends and emerging issues. Using these to influence items such as SLAs, KPI's and improvement plans.

For **Outcome 4:**

- ◆ Legal aspects of stakeholder relationship management is expected to make reference to SLAs, Planned Preventative Maintenance (PPM), Statutory Compliance Audit Risk Tool (SCART) and contract management Tools used to measure the performance of SLAs is expected to include standard tools such as KPIs, customer feedback surveys, audits, customer feedback forms, benchmarking and inter-departmental feedback. Consideration should be taken of the type of stakeholder and the best method of measurement to meet stakeholders needs.
- ◆ Explanation of the management of SLAs in terms of stakeholders understanding expectations, responsibilities and priorities is expected to include information regarding communication tools such as review meetings, publication of stakeholder feedback and transparency of contract content.

Guidance on approaches to delivery of this unit

This unit is likely to form part of a group award designed to provide learners with technical and professional skills and knowledge for employment within Facilities Management. It supports delivery for learners who are employed within this field and will be able to draw on their previous knowledge and experience of the sector. It would be appropriate for centres to contextualise their teaching and encourage learners to use evidence and case studies from employment.

There are a range of textbooks and web resources that learners may find helpful, such as the Institute of Customer Services website and Customer Service: aiming for Excellence.

Higher National Unit support notes (cont)

Unit title: Facilities Management: Managing Stakeholder Delivery
(SCQF level 7)

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.

Due to the focus on vocational skills and experience relevant to the Facilities Management sector throughout this unit, suggested methods for assessment will focus on utilising the learner's own experience. Suitable forms assessment would include case studies, project based assessment, extended response questions, portfolio of evidence.

This unit could be assessed outcome by outcome, two or more outcomes together or all outcomes together, providing a holistic assessment of the unit. Outcomes 3 and 4 may benefit from being assessed together through a case study.

This unit would benefit from being delivered with *Facilities: Support Services Operations* to build the learners understanding of the various stakeholders who are pertinent to facilities management.

Assessment could be delivered as an e-assessment if desired.

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.

Opportunities for developing Core and other essential skills

There is no automatic certification of Core Skills or Core Skills components in this unit, however there may be opportunities to develop the Core Skills of *Communication* and *Problem Solving* at SCQF level 5.

History of changes to unit

Version	Description of change	Date

© Scottish Qualifications Authority 2017

This publication may be reproduced in whole or in part for educational purposes provided that no profit is derived from reproduction and that, if reproduced in part, the source is acknowledged.

Additional copies of this unit specification can be purchased from the Scottish Qualifications Authority. Please contact the Business Development and Customer Support team, telephone 0303 333 0330.

General information for learners

Unit title: Facilities Management: Managing Stakeholder Delivery
(SCQF level 7)

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 unit has been designed to develop your understanding of the importance of customer relationship management. The ways in which Facilities Managers can deliver a customer focused service and how service level agreements can be managed, evaluated and improved.

In Outcome 1 you will learn about the importance of stakeholder relationships within a Facilities Management role.

In Outcome 2 you will learn how about the service culture and how to deliver a stakeholder focused service within facilities management.

In Outcome 3 you will learn how to identify various stakeholders, assess their requirements and satisfaction levels.

In Outcome 4 you will learn how to develop and manage service level agreements for the Facilities Management sector.

This unit could be assessed outcome by outcome, two or more outcomes together or all outcomes together, providing a holistic assessment of the unit. You will be encouraged to link assessments to your experience.