



Higher National Unit Specification

General information

Unit title: Facilities Management: Strategy (SCQF level 7)

Unit code: HL9F 34

Superclass: VH

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Unit purpose

This unit enables learners to develop their knowledge and understanding of the drivers, tools and principles involved in developing and monitoring facilities management strategies in relation to risk profiles and the overall business strategy. This unit is suited to learners who are working or wishing to work in 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 how facilities management strategy is developed in relation to wider organisational strategy.
- 2 Explain the impact of the organisational risk profile on the facilities management strategy.
- 3 Explain how facilities management strategy is monitored.

Credit points and level

1 Higher National Unit credit at SCQF level 7: (8 SCQF credit points at SCQF level 7)

Recommended entry to the unit

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

General information (cont)

Unit title: Facilities Management: Strategy (SCQF level 7)

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: Strategy (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 how facilities management strategy is developed in relation to wider organisational strategy.

Knowledge and/or skills

- ◆ Components of facilities management strategy including:
 - Drivers
 - Measures
 - Objectives
- ◆ Role of strategy within facilities management, including relationship to:
 - Management decisions
 - Ethics
 - Behaviours
 - Objective Setting

Outcome 2

Explain the impact of the organisational risk profile on the facilities management strategy.

Knowledge and/or skills

- ◆ Risk profiles
- ◆ Management of risk profiles
- ◆ Influence of risk profiles on strategy

Outcome 3

Explain how facilities management strategy is monitored.

Knowledge and/or skills

- ◆ Principles and tools of monitoring strategy
- ◆ Relationship between monitoring and strategic change

Higher National Unit Specification: Statement of standards (cont)

Unit title: Facilities Management: Strategy (SCQF level 7)

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 key components of a facilities management strategy including its drivers, measures and objects.
- ◆ explain the importance of the strategy to the facilities management function.
- ◆ explain the relationship between organisational and facilities management strategies.

For **Outcome 2**:

- ◆ describe risk profiles and how these are managed in different organisations.
- ◆ explain the ways in which the risk profile influences the facilities management strategy.

For **Outcome 3**:

- ◆ explain the principles and tools of monitoring the facilities management strategy.
- ◆ explain how the results of the monitoring inform changes to the current facilities management strategy.



Higher National Unit support notes

Unit title: Facilities Management: Strategy (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 40 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. This unit may provide underpinning knowledge in relation to National Occupational Standards (NOS) unit 'Devise, plan and implement facilities management policies' (ASTFM402).

For **Outcome 1:**

- ◆ Explanation of key components of facilities management strategy is expected to be related to the business mission statement and include issues such as Corporate Social Responsibility (CSR), compliance, customer needs and ethics. Ethical issues should highlight issues such as the effect of facilities management on local communities, eg the impact of airports on the community.
- ◆ Explanations of the importance of the strategy are expected to include how the strategy influences management decisions and relates to matters such as ethics, behaviours and objective setting.
- ◆ Explanation of the relationships between organisational and facilities management strategies is expected to include influences from the organisational to the facilities management strategies, and vice versa.

For **Outcome 2:**

- ◆ Explanations are expected to include different types of risk to the facilities management function, such as legal compliance, financial, reputational and operational.
- ◆ Management of risk profiles should include reference to software support systems that organisations may utilise to ensure that actions taken to mitigate risk is formative.
- ◆ Explanation of the ways in which the risk profile influences the facilities management strategy is expected to include planning to identify and minimise/overcome risks, alongside how facilities managers can mitigate risk related to the wider organisations strategy.

Higher National Unit support notes (cont)

Unit title: Facilities Management: Strategy (SCQF level 7)

For **Outcome 3**:

- ◆ Explanation of principles and tools is expected to include the use of a variety of measurement techniques, to measure current performance against strategic forecasting. Performance measures may include Key Performance Indicators (KPIs), Service Level Agreements (SLAs) and other mechanisms such as balanced scorecards, customer feedback, benchmarking and Red, Amber, Green (RAG) analysis.
- ◆ Alongside the possible tools to monitor the facilities management strategy, it is expected that learners examine the different channels used to communicate strategic progress to stakeholders.
- ◆ Explanation of how results of monitoring may inform and determine changes to facilities management strategy may include reference to an analysis of the effectiveness of overall strategy, the need to implement changes/update strategy to meet stakeholder demands, the impact of daily delivery requirements, updates to financial impact on strategy.

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.

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 essay, portfolio and case study.

This unit could be assessed outcome by outcome, two or more outcomes together or all outcomes together, providing a holistic assessment of the unit.

Higher National Unit support notes (cont)

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Assessment of this unit could be integrated with *Facilities Management: Support Service Operations* and *Facilities Management: Finance. Operational services*, finance and strategy will tie closely together in many facilities management roles and learners may benefit from the context.

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 Skill of *Communication* at SCQF level 6.

History of changes to unit

Version	Description of change	Date

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General information for learners

Unit title: Facilities Management: Strategy (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 is designed to develop your knowledge and understanding of the drivers, tools and principals involved in developing and monitoring facilities management strategies in relation to risk profiles and the overall business strategy.

In Outcome 1 you will learn how strategy is developed for organisations and their facilities management function.

In Outcome 2 you will learn about the impact of the organisational risk profile on the facilities management strategy.

In Outcome 3 you will learn how facilities management strategy is monitored.

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 may have the chance to integrate your assessment of this unit with others from the HNC Facilities Management, and will be encouraged to link assessments to your experience and/or case studies.