



**Arrangements for:  
PDA in Strategic Leadership  
at SCQF level 11**

**Group Award Code: GC8V 51**

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## **Acknowledgement**

SQA acknowledges the valuable contribution that Scotland's colleges have made to the development of Higher National qualifications.

## History of changes

It is anticipated that changes will take place during the life of the qualification, and this section will record these changes. This document is the latest version and incorporates the changes summarised below.

| Version number | Description  | Date          |
|----------------|--|---------------|
| 02             | Amendments in line with revised HNC/Diploma in Management and Leadership and change in Standards Setting Body. | December 2012 |
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# 1 Introduction

This is the Arrangements Document for the new Professional Development Award (PDA) in Strategic Leadership at SCQF level 11. This document includes: background information on the development of the Group Award, its aims, guidance on access, details of the Group Award structure, and guidance on delivery.

This award is part of a suite of Professional Development Awards (PDAs) in Management and Leadership at SCQF level 7 (HNC level) to SCQF level 11 (Masters level) which have been developed under the SQA Design Principles for Professional Development Awards. These PDAs have been deliberately designed as short stand-alone awards containing two Units, which will enable candidates to enhance their managerial skills and achieve certification in a relatively short period of time.

All the Units included in these PDAs have been developed by the Skills CFA, the standards setting body for management and leadership throughout the UK. These are the Units which form the basis of the SVQs in Management. The PDAs, therefore, consist of Units which also form part of SVQ 3, 4 and 5 in Management at SCQF levels 7, 9 and 11.

The PDAs within this suite are designed to meet the needs of those who wish to develop as managers and leaders through their own experience in the workplace, ie they are targeted at those who wish to follow a work-based path to management and leadership qualifications but do not wish to embark on a full SVQ Management award.

Candidates who achieve one/some of these Management and Leadership PDAs should, therefore, have enhanced their managerial and leadership competences, including their knowledge and understanding, through development within the context of their current managerial work. In this way, they should be able to work more effectively as managers and leaders to the benefit of themselves and to the organisations for which they work. They will also have demonstrated that they are able to work in accordance with the national occupational standards for managers.

These work-based PDAs are a suite of seven short stand-alone awards which extend and complement the portfolio of management awards offered by SQA. These PDAs share a number of common aims and characteristics. Each award, however, is a qualification in its own right. A table showing these seven PDAs in Management, together with existing PDAs in Management and Leadership (consisting of HN Units) can be found at Appendix 1.

The Chartered Management Institute (CMI) has agreed to jointly certificate the PDA in Strategic Leadership at SCQF level 11 — together with all other Management awards in SQA's portfolio, including SVQs in Management, HNC in Management and Leadership, PDA Diploma in Management and Leadership and all other PDAs in Management and Leadership.

## **2 Rationale for the development of the Group Award**

### **2.1 Rationale for the development of the PDA in Strategic Leadership at SCQF level 11**

The PDA in Strategic Leadership at SCQF level 11 offers candidates the opportunity to develop their management competence in two of the areas identified by the Skills CFA, ie providing direction and achieving results. Candidates who successfully complete the award will gain a number of benefits, including:

- ◆ Knowledge and understanding of the different theories, models and styles of leadership and how to select and successfully apply these to different people and situations
- ◆ Capability to benchmark the performance of their organisation against other organisations
- ◆ Capability to inspire, motivate and empower people
- ◆ Capability to implement changes which will add value in the eyes of customers and other key stakeholders.
- ◆ Capability to create and maintain a culture within the organisation which encourages creativity and innovation

The above should ensure that candidates possess the skills and competence to provide direction for people in the organisation and enable, inspire, motivate and support them to achieve what the organisation has set out to do including, overseeing the continuous improvement of the overall performance of the organisation.

Both the Units of the PDA are at SCQF level 11, which makes it a demanding PDA for candidates. Both Units in the PDA are mandatory Units in the SVQ 5 in Management at SCQF level 11.

The levelling of the Units in the SVQ Management also highlights the fact that eligibility for this PDA, as with all others in the suite of PDAs, is determined by the occupational role filled by potential candidates. It is open to those who are involved with providing leadership within their organisation and improving organisational performance.

This PDA focuses on two of the six Skills CFA areas of competence — providing direction and achieving results. After completion of the PDA, candidates should have demonstrated that they are competent in providing leadership for people in their organisation and also improving performance in their organisation.

## 2.2 Consultation with Stakeholders: Meeting Employers' Needs

SQA made use of use of three main sources in determining the need for the PDA in Strategic Leadership:

- ◆ Research by SQA on its own awards
- ◆ Discussions at the SVQ Management Network meeting in Glasgow, in March 2011
- ◆ Discussion with External Verifiers and stakeholders

Each will now be considered in turn.

### ◆ **Research by SQA on its own awards**

Market research was carried out by SQA into part-time provision in the Business area with the Further Education Sector, and the findings were reported in January 2007. The report recommended that shorter, bite-sized qualifications were required by centres and employers. These qualifications would be more accessible to candidates in terms of time, cost and assessment.

In common with the existing PDAs in Management and Leadership, the PDA in Strategic Leadership was a response to this market research. It complements the current SQA provision in SVQ Management which require a more extended period of learning and development.

### ◆ **Discussions at the SVQ Management Network meeting in Glasgow, March 2011**

This is an annual event for centres delivering the SVQ Management. It was attended by representatives from a majority of the centres approved to offer awards in SVQ Management.

Delegates were generally very supportive of SQA developing further PDAs using SVQ Units. Centres recognised the financial implications of shorter awards especially at a time of recession. Shorter awards could, it was felt, encourage self-funding among employers and, possibly, candidates.

Discussions were held immediately after the event with a training provider and large public sector employer who were very keen to develop the PDA in Strategic Leadership. A cohort of candidates was ready and waiting to embark on this PDA.

### ◆ **Formal consultation with relevant stakeholders on the proposed suite of new awards**

Further discussions were held in the months following the Network Event with the training provider and employer to confirm the market for the PDA. In addition, a meeting was held with Improvement Skills, the training arm of COSLA who was also supportive of the development of the PDA.

The proposal was presented to SQA's Business Case Group on 4 July 2011 and received approval to proceed with the development of the PDA.

## 2.3 Specific Occupational Skills

The development of the PDA also took into account more generic information on managers in the UK labour market. The underlying intention of the PDAs in Management and Leadership parallels that of the SVQ Management as a whole which is to enhance current levels of competence among managers. There has long been a requirement to enhance managerial skills in the UK in general and Scotland in particular. The new awards can be seen as part of developments which began with the Management Charter Initiative (MCI) in the 1980s and have been taking place for some time

The Skills CFA is the body currently responsible for NOS in Management and it has been developing the work originally undertaken through the MCI and its successor body the Management Standards Centre (MSC). During 2008-9, MSC made presentations at events including the SVQ Management Networking event hosted by the SQA at Stirling in March 2009. MSC made the following key points [*Pioneering Change: Making UK Management and Leadership Skills World Class by 2020*, [www.management-standards.org](http://www.management-standards.org)]:

- ◆ there are 4.2 million manager/leaders in the UK, making up 15% of the total working population [1.75million are employed in SMEs]
- ◆ between now and 2020, there are 890,000 new managers needed
- ◆ less than 20% of managers qualified in management
- ◆ productivity of UK managers lags behind France, Germany and the US

A summary report by the Chartered Management Institute — CMI [*Environmental Scanning: Trends Affecting the World of Work in 2018*, CMI, 2008] confirms the work of the MSC. It points out that employers are 'already experiencing skills shortages in some areas and this is being exacerbated by the steady 'brain drain' of skilled managers and professionals to other countries' [*Executive Summary page 9*]. The full report [*Management Futures: The World in 2018*, CMI, March 2008] considers likely changes in the world economy in the coming decade and concludes, among other things, that 'leaders and managers will have the foresight to identify changes in the market . . . to make important business decisions' [*page 22*] and that 'although we cannot determine the future, we can prepare for it' [*page 24*]. Throughout, the report highlights the role that managers will play in future economic success.

Other research by the MSC in conjunction with the CMI confirms that managers believe qualifications are of value [Wilton, P., Woodman, P. and Essex, R., '*The Value of Management Qualifications: The perspective of UK employers and managers*', CMI, September 2007]. Based on responses from over 2,000 UK managers, it found that a clear majority of both employers (64%) and managers (74%) believed that management qualifications would become more important over the next 5 years. The drivers for this were a need for transferable skills, a focus on professional development and employer demand. Respondents also noted the importance of being able to transfer learning to the workplace.

It is clear from this brief snapshot of current research that there is a requirement for well designed awards in management which will contribute to developing the managerial skills needed by the UK. This adds weight to the conclusions from the consultation carried out in connection with the suite of PDAs in Management and Leadership. Overall, there would seem to be a requirement for focused awards which will enable individuals to develop and enhance their managerial competence.

Information on the relationship of the suite of PDAs in Management and Leadership to NOS can be found at Appendix 2.

### **2.3 Progression routes/further opportunities/relationship with other SQA awards**

Possible pathways and progression routes, together with additional advice are outlined in Appendix 4.

The PDA in Strategic Leadership at SCQF level 11 is not intended solely as a vehicle for progression. However, both Units are mandatory Units in SVQ 5 in Management at SCQF level 11. Therefore, candidates who complete this PDA could, depending on their experience and level of managerial responsibility, progress to a full SVQ 5 in Management.

Candidates who complete this PDA will have gained 2 of the 7 Units of the full SVQ 5 in Management at SCQF Level 11. The structure of the full SVQ 5 in Management is shown at appendix 3.

The PDA is also an award which will fully meet the management education needs of some candidates who would not wish to undertake further awards. It is hoped, however, that the PDA will provide an opening for all successful candidates to enhance their professional development after completing the award. The Chartered Management Institute will jointly certificate the PDA with SQA. This will enable candidates to progress within the CMI framework of qualifications.

## **3 Aims of the Group Awards**

### **3.1 General aims of the Group Award**

The general aims of the PDA in Strategic Leadership are to:

- 1 enable candidates to develop and achieve competence in a specific area of managerial work.
- 2 provide recognition for the management competence achieved by candidates in their work as a manager.
- 3 enable progression within the SCQF framework of qualifications.
- 4 provide flexibility for candidates and centres through alternative ways to undertake Units in SVQ Management.
- 5 enable candidates to acquire underpinning knowledge and understanding of key management concepts and ideas.
- 6 enable candidates to develop generic skills which can apply across the whole range of managerial work.

### **3.2 Specific aims of the PDA in Strategic Leadership**

In addition to the general aims outlined above, the PDA in Strategic Leadership at SCQF level 11 has some specific aims. It will allow candidates to:

- 1 develop capacity to confidently lead and deliver service and corporate improvement.
- 2 enhance their ability to effectively plan and implement strategic change.
- 3 improve their self awareness and judgement to make them more confident decision makers.

### **3.3 Target groups**

The target group for this award is senior managers; chief executives; directors and those in strategic posts who can generate the evidence within the workplace. The award is suitable across private sector; public sector and voluntary sector.

## **4 Access to Group Award(s)**

Access to the award will be determined by the Assessment Strategy developed by Skills CFA for the SVQs in Management which is set out in Appendix 5. In this case, managers should have current experience in a managerial role which will enable them to demonstrate the competences of both Units in this PDA. There should, however, be no artificial barriers to entry and the award should be open to all candidates who are in a suitable managerial post.

Both Units in this PDA have been levelled at SCQF level 11. Before commencing the award, candidates should be able to show that they have the requisite background to attempt a Unit at SCQF level 11. In particular they should be able to demonstrate appropriate written and oral communications skills for Units at this Level and the capacity to be able to grasp the underpinning knowledge and understanding required for a PDA at this SCQF Level.

## 5 Group Award structure

### 5.1 Framework

| Unit title                               | Code    | SCQF credit points | SCQF level | SQA credit value |
|--|---------|--------------------|------------|------------------|
| Provide Leadership for your Organisation | DR70 04 | 13                 | 11         | 1                |
| Improve Organisational Performance       | DR58 04 | 11                 | 11         | 1                |
| Total                                    |         | 24                 |            |                  |

### 5.2 Mapping information

Each Unit of the PDA aligns to all the general aims of the suite of PDAs given earlier. The following table shows how the **specific** aims of the course align to the Units in the award:

| CfA Unit code | Unit title                               | Aim 1 | Aim 2 | Aim 3 |
|---------------|--|-------|-------|-------|
| B7            | Provide Leadership for your Organisation | ✓     | ✓     | ✓     |
| F12           | Improve Organisational Performance       | ✓     | ✓     | ✓     |

### 5.3 Articulation, professional recognition and credit transfer

As outlined earlier, the PDA in Strategic Leadership at SCQF level 11 is jointly certificated by SQA and CMI. Candidates registered on the PDA are eligible for 12 months free studying membership of CMI.

On successful achievement of the PDA, candidates can apply for membership of CMI which means that they can become part of the professional community of managers and can benefit from the development opportunities that this can bring.

Candidates who complete this PDA will have gained two of the mandatory Units in the full SVQ 5 in Management at SCQF level 11.

## **6 Approaches to delivery and assessment**

### **6.1 Delivery and assessment**

The delivery and assessment of the PDA in Strategic Leadership at SCQF level 11 is governed by the Assessment Strategy for the SVQ Management. This is based on the principles set out by the Skills CFA and is reproduced in Appendix 5. Centres must abide by the requirements of this Assessment Strategy.

It is expected that centres will deliver the PDA in Strategic Leadership at SCQF level 11 using the methods which they know from past experience comply with the Assessment Strategy. This PDA is a workplace award and candidates will be based at work and complete the Units while carrying out their everyday tasks as a manager.

Predominantly, delivery and assessment in centres is based on a portfolio of evidence gathered by the candidate. This has to be presented in a manner which indicates that the candidate is able, through their work as a manager, to meet the three components of the standards as set out in the SVQ Management Units, ie Performance Criteria, behaviours and knowledge and understanding. Each Unit specification incorporates a table which give possible examples of evidence that candidates could use to prove that they are competent in terms of the performance criteria, behaviours and knowledge/understanding requirements of the Units.

Candidates are guided through the process of portfolio building by an adviser or mentor who helps them to prepare and implement assessment plans and offers guidance and support. In many centres, the role of adviser and assessor are combined and one person fills both roles. Traditionally, portfolios were paper based but e-portfolios have become common. It is expected that e-portfolios will be widely used for the delivery and assessment of the PDA in Strategic Leadership at SCQF level 11.

Some centres cover the knowledge and understanding requirements by using specific questions which candidates have to answer. Others encourage candidates to meet the knowledge and understanding requirements through the personal statements which explain how the evidence submitted demonstrate competence against the performance criteria and behaviours in the SVQ Management Units. Any gaps in the knowledge requirements can be filled by asking the candidate to respond to specific questions.

An example of a training provider and employer partnership approach to the delivery of the PDA is highlighted below. This programme includes eight taught sessions which are delivered over eight weeks (half day per week):

Part 1 covers a pre programme evaluation of the candidate's current strengths and areas for development.

Part 2 is the half day taught session per week for eight consecutive weeks focusing on research based leadership theory and reinforced by issues that are real to the organisation. This covers sessions such as:

- ◆ Fit for the future
- ◆ Leadership and Leaders
- ◆ Values, Purpose and Vision
- ◆ Putting Vision into Practice
- ◆ Benchmarking and Measuring Improvement
- ◆ Taking People with You
- ◆ Changing Culture

Part 3 is the key driver of the programme and is designed to support candidates as they develop and hone their leadership skills and put them into effective practice. Candidates will select and deliver a corporate project which will provide the high level evidence required to achieve the SCQF level 11 Units. This part of the programme will run in parallel to the eight taught sessions.

Part 4 is the evaluation and reflection stage.

## **6.2 Support materials**

Candidates registered on the PDA in Strategic Leadership are eligible for 12 months free studying membership of CMI which allows them access to a range of management information, tools and support materials.

## **6.3 Arrangements for Open/Distance Learning**

It has already been noted that the PDA in Strategic Leadership at SCQF level 11 is a workplace award. While most candidates will have face to face contact with advisers and/or assessors through regular meetings, it is also possible for candidates to complete the awards remotely and maintain contact through e-mail or other methods. The use of electronic portfolios greatly facilitates working with remote candidates. Further information on open and distance learning is available at [www.sqa.org.uk](http://www.sqa.org.uk).

When delivering the PDA in Strategic Leadership at SCQF level 11, centres should take account of the additional support needs of individual candidates. Further advice can be found in the SQA document *Introduction to Assessment Arrangements for Schools and Colleges*, which is available at the SQA website at [www.sqa.org.uk](http://www.sqa.org.uk).

## **6.4 Opportunities for Developing Core Skills and Generic Management Skills**

There are no core skills embedded in this PDA but the PDA offers opportunities to develop core skills to the highest level ie SCQF level 6.

The acquisition of generic management skills are of equal significance to core skills as far as managers are concerned. The following table shows the generic skills which, according to Skills CFA, are developed in each Unit of the PDA:

| Generic skill                 | Unit Code |     |
|-------------------------------|-----------|-----|
|                               | B7        | F12 |
| Thinking strategically        | ✓         | ✓   |
| Empowering                    | ✓         |     |
| Communicating                 | ✓         | ✓   |
| Influencing and persuading    | ✓         |     |
| Leading by example            | ✓         |     |
| Planning                      | ✓         | ✓   |
| Inspiring                     | ✓         |     |
| Motivating                    | ✓         |     |
| Problem solving               | ✓         |     |
| Valuing and supporting others | ✓         | ✓   |
| Monitoring                    | ✓         |     |
| Consulting                    | ✓         |     |
| Obtaining feedback            | ✓         |     |
| Following                     | ✓         |     |
| Managing conflict             | ✓         |     |
| Information management        |           | ✓   |
| Benchmarking                  |           | ✓   |
| Thinking systematically       |           | ✓   |
| Analysing                     |           | ✓   |
| Decision making               |           | ✓   |
| Prioritising                  |           | ✓   |
| Leadership                    |           | ✓   |
| Presenting information        |           | ✓   |
| Evaluating                    |           | ✓   |
| Involving others              |           | ✓   |

## 7 General information for centres

### 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](http://www.sqa.org.uk/assessmentarrangements).

### Internal and external verification

All instruments of assessment used within this/these Group Award(s) should be internally verified, using the appropriate policy within the centre and the guidelines set by SQA.

External verification will be carried out by SQA to ensure that internal assessment is within the national guidelines for these qualifications.

Further information on internal and external verification can be found in SQA's *Guide to Assessment* ([www.sqa.org.uk](http://www.sqa.org.uk)).

## 8 General information for candidates

Welcome to the Professional Development Award (PDA) in Strategic Leadership at SCQF level 11. You have just made a vitally important decision for your work as a manager and leader and we are delighted that you have decided to study for your PDA in Strategic Leadership at SCQF level 11. We hope that this is an enjoyable and stimulating learning experience for you

The award makes use of the National Occupational Standards (NOS) for management and leadership as specified by the Skills CFA. The NOS are at the forefront of current management practices within leading organisations.

It means that by doing the award you will be able to demonstrate that, in your work as a manager, you are able to operate in accordance with these national standards. Success in the award will mean that you will have proof that your work is up to the national standards. In this way you can contribute to your own future and to that of the organisation you work for.

The PDA in Strategic Leadership at SCQF Level 11 is made up of 2 mandatory Units:

- ◆ Provide leadership for your organisation [B7]
- ◆ Improve organisational performance [F12]

Each Unit contains performance criteria, behaviours and underpinning knowledge and understanding and each will enable you to develop different management competences. Each Unit, therefore, contains aspects of the management standards. In other words, if you meet the requirements of the Unit, you will be managing in accordance with the national standards.

The Unit 'Provide leadership for your organisation' will help you to develop your leadership skills by providing direction to people in the organisation and enabling, inspiring, motivating and supporting them to achieve what the organisation has set out to do.

The Unit 'Improve organisational performance' is closely linked to 'Provide leadership for your organisation'. It will enable you to oversee continuous improvement of the overall performance of the organisation. The emphasis of this Unit is very much on identifying and implementing changes which will add value in the eyes of customers and other key stakeholders.

You will be guided through the Units by an adviser/assessor who will help you plan for assessment and advise and help you on how to prove that you can meet the standards in the Units.

You will prove that you can meet the standards by gathering evidence from your place of work of the things that you have done, and are doing, as a manager. You will be expected to explain to your assessor, in writing or by discussion, exactly how the evidence that you have, shows that you meet the standards set out in the requirements of the Units. You will gather your evidence together in a portfolio which you will be able to use to prove that you are a competent manager in terms of those parts of the national standards covered by the PDA.

The PDA is a qualification in its own right but it will also help you to progress to further management awards such as the full SVQ 5 in Management at SCQF level 11.

The PDA is jointly certificated by SQA and The Chartered Management Institute. While undertaking the PDA in Strategic Leadership, you are eligible for 12 months free studying membership of CMI which allows you access to a range of management information, tools and materials.

On successful completion of the PDA, you will be able to apply for membership of CMI which means you can become part of the professional community of managers and benefit from the development opportunities that this can bring.

Good luck with your studies.

## 9 Glossary of terms

**SCQF:** This stands for the Scottish Credit and Qualification Framework, which is a new way of speaking about qualifications and how they inter-relate. We use SCQF terminology throughout this guide to refer to credits and levels. For further information on the SCQF visit the SCQF website at [www.scqf.org.uk](http://www.scqf.org.uk)

**SCQF credit points:** One HN credit is equivalent to 8 SCQF credit points. This applies to all HN Units, irrespective of their level.

**SCQF levels:** The SCQF covers 12 levels of learning. HN Units will normally be at levels 6–9. Graded Units will be at level 7 and 8.

**Subject Unit:** Subject Units contain vocational/subject content and are designed to test a specific set of knowledge and skills.

**Graded Unit:** Graded Units assess candidates' ability to integrate what they have learned while working towards the Units of the Group Award. Their purpose is to add value to the Group Award, making it more than the sum of its parts, and to encourage candidates to retain and adapt their skills and knowledge.

**Dedicated Unit to cover Core Skills:** This is a non-subject Unit that is written to cover one or more particular Core Skills.

**Embedded Core Skills:** This is where the development of a Core Skill is incorporated into the Unit and where the Unit assessment also covers the requirements of Core Skill assessment at a particular level.

**Signposted Core Skills:** This refers to the opportunities to develop a particular Core Skill at a specified level that lie outwith automatic certification.

**Qualification Design Team:** The QDT works in conjunction with a Qualification Manager/Development Manager to steer the development of the HNC/HND from its inception/revision through to validation. The group is made up of key stakeholders representing the interests of centres, employers, universities and other relevant organisations.

**Consortium-devised HNCs and HNDs** are those developments or revisions undertaken by a group of centres in partnership with SQA.

**Specialist single centre and specialist collaborative devised HNCs and HNDs** are those developments or revisions led by a single centre or small group of centres who provide knowledge and skills in a specialist area. Like consortium-devised HNCs and HNDs, these developments or revisions will also be supported by SQA.

## 10 Appendices

- Appendix 1: Full list of PDAs
- Appendix 2: Suite of PDAs in Management — relationship to National Occupational Standards
- Appendix 3: Structure of the SVQ 5 in Management
- Appendix 4: Possible pathways and progression routes
- Appendix 5: Skills CFA Assessment Strategy

## Appendix 1: Full List of PDAs in Management and Leadership

(PDAs based on SVQ Units)

| Title of PDA  | Units making up the PDA   | SCQF level | SCQF credits points |
|---|---|------------|---------------------|
| PDA in Managing Self and the Work of Others at SCQF level 7 (GC6H 47)     | A2 (DR67 04) Managing Your Own Resources and Professional Development (level 7; credits 8)<br>D6 (FD3K 04) Allocate and Monitor Progress and Quality in Your Area of Responsibility (level 7; credits 14) | 7          | 22                  |
| PDA in Leadership at SCQF level 8 (G9MN 48)                               | B6 (DR75 04) Provide Leadership in Your Area of Responsibility (level 8; credits 9)<br>B1 (DR47 04) Develop and Implement Operational Plans for Your Area of Responsibility (level 8; credits 11)         | 8          | 20                  |
| PDA in Managing Finances at SCQF level 8 (G9N2 48)                        | E1 (DR5F 04) Manage a Budget (level 7; credits 11)<br>E2 (DR5T 04) Manage Finance in Your Area of Responsibility (level 8; credits 14)  | 8          | 25                  |
| PDA in Managing Projects and Business Processes at SCQF level 9 (G9N3 49) | F1 (DR5J 04) Manage a Project (level 8; credits 11)<br>F3 (FM5P 04) Manage Business Processes (level 9; credits 15)   | 9          | 26                  |
| PDA in Planning and Implementing Change at SCQF level 9 (GC6F 49)         | C6 (FM4X 04) Implement Change (level 8; credits 11)<br>C5 (FM4W 04) Plan Change (level 9; credits 15)   | 9          | 26                  |
| PDA in Leading Change at SCQF level 9 (GC6G 49)                           | C4 (FM4T 04) Lead Change (level 9; credits 15)<br>C2 (FD3G 04) Encourage Innovation in your area of responsibility (level 9; credits 12)  | 9          | 27                  |
| PDA in Strategic Leadership at SCQF level 11 (GC8V 51)                    | B7 (DR70 04) Provide Leadership for your Organisation (level 11, 13 credits)<br>F12 (DR58 04) Improve Organisational Performance (level 11, 11 credits)   | 11<br>11   | 24                  |

**(PDAs based on HN Units)**

| <b>Titles of PDA</b>   | <b>Units making up the PDA</b>   | <b>SCQF level</b> | <b>SCQF credit points</b> |
|--|--|-------------------|---------------------------|
| PDA in Management at SCQF level 6 (G972 46)                              | <ul style="list-style-type: none"> <li>◆ Managing Self and Resources (F3XP 33)</li> <li>◆ Working in a Team (F3XR 33)</li> </ul>   | 6                 | 16                        |
| PDA in Managing Self and Others at SCQF level 7 (G9CR 47)                | <ul style="list-style-type: none"> <li>◆ Management: Developing Self Management Skills (DV86 34)</li> <li>◆ Managing and Working with People (H1F4 34)</li> </ul>  | 7                 | 24                        |
| PDA in Managing Self and Others at SCQF level 8 (G9CT 48)                | <ul style="list-style-type: none"> <li>◆ Develop Skills for Personal Effectiveness (DF4F 35)</li> <li>◆ Managing People (F5GF 35)</li> </ul>   | 8                 | 24                        |
| PDA in Managing Resources and Quality at SCQF level 7 (G9CP 47)          | <ul style="list-style-type: none"> <li>◆ Manage Operational Resources (H1F5 34)</li> <li>◆ Management of Quality (DW6G 34)</li> </ul>  | 7                 | 32                        |
| PDA in Leadership and Change at SCQF level 8 (G9CN 48)                   | <ul style="list-style-type: none"> <li>◆ Management: Leadership at Work (H1F2 34)</li> <li>◆ Management: Plan, Lead and Implement Change (H1F3 35)</li> </ul>  | 8                 | 16                        |
| PDA in Project Management at SCQF level 8 (G9CK 48)                      | <ul style="list-style-type: none"> <li>◆ Project Management: Project Justification and Planning (DV5H 35);</li> <li>◆ Project Management: Managing the Implementation of a Project (DV5J 35);</li> </ul> | 8                 | 24                        |
| PDA in Strategic Management at SCQF level 8 (GF93 48)                    | <ul style="list-style-type: none"> <li>◆ Management: Strategic Change (H1S6 35)</li> <li>◆ Management: Develop Strategic Plans (H1S7 35)</li> </ul>  | 8                 | 16                        |
| PDA in Organisational Leadership at SCQF level 9 (G9CV 49)               | <ul style="list-style-type: none"> <li>◆ Management: Organisational Leadership and Development (H1S8 35)</li> <li>◆ Leadership for Managers (F5GH 36)</li> </ul>   | 9                 | 24                        |
| PDA in Decision Making and Innovation at SCQF level 9 (G9CM 49)          | <ul style="list-style-type: none"> <li>◆ Decision Making for Managers (F5GG 36)</li> <li>◆ Management: Organisational Innovation (DV80 36)</li> </ul>  | 9                 | 24                        |
| PDA in Organisational Ethics and Decision Making SCQF level 11 (G9M9 51) | <ul style="list-style-type: none"> <li>◆ Organisational Ethics (F8K9 39)</li> <li>◆ Organisational Decision Making (F8KA 39)</li> </ul>  | 11                | 32                        |

## Appendix 2: Suite of awards — relationship to National Occupational Standards (NOS)

There have been National Occupational Standards in management and leadership for some time. As noted above, current responsibility for the maintenance and development of these NOS lies with the Skills CFA. The standards were completely revised in 2005 and are now subject to a process of regular incremental review. This has led to the development and introduction of standards in additional aspects of management in 2007 and 2008.

The NOS highlight six functional areas of management and leadership. In line with the consultation and review just mentioned, Skills CFA has developed, and continues to develop, Units of competence within each of these functional areas.

These competences apply to the work of managers as a whole and provide, therefore, an indicator of potential management development needs. The PDAs have been mapped against the six functional areas:

- A Managing Self
- B Providing Direction
- C Facilitating Innovation and Change
- D Working with People
- E Using Resources
- F Achieving Results

The table below summarises the links between each PDA and the Skills CFA functional areas.

| SVQ PDA   | Functional Area                          |
|---|--|
| PDA in Managing Self and the Work of Others at SCQF level 7     | Managing Self<br>Working with People     |
| PDA in Leadership at SCQF level 8                               | Providing Direction                      |
| PDA in Managing Finances at SCQF level 8                        | Using Resources                          |
| PDA in Managing Projects and Business Processes at SCQF level 9 | Achieving Results                        |
| PDA in Planning and Implementing Change at SCQF level 9         | Facilitating Innovation and Change       |
| PDA in Leading Change at SCQF level 9                           | Facilitating Innovation and Change       |
| PDA in Strategic Leadership at SCQF level 11                    | Providing Direction<br>Achieving Results |

It is apparent that the suite of awards meets each of the 6 areas of competence. The first and last PDAs straddle more than one area but the remaining PDAs are intended to enable managers to develop a specific area of their competence. The awards, therefore map into the key areas of managerial competence identified by Skills CFA.

### Appendix 3: Structure of the SVQ 5 in Management at SCQF level 11 (GC48 25)

Candidates will need to complete seven Units, ie three mandatory Units and four optional Units, in order to achieve the full qualification.

#### Mandatory Units (all of the following):

| CfA Code | SQA Code | Units                                     | SCQF level | SCQF credit |
|----------|----------|---|------------|-------------|
| B7       | DR70 04  | Provide leadership for your organisation  | 11         | 13          |
| C3       | FM4R 04  | Encourage innovation in your organisation | 11         | 16          |
| F12      | DR58 04  | Improve organisational performance        | 11         | 11          |

#### Optional Units (four of the following):

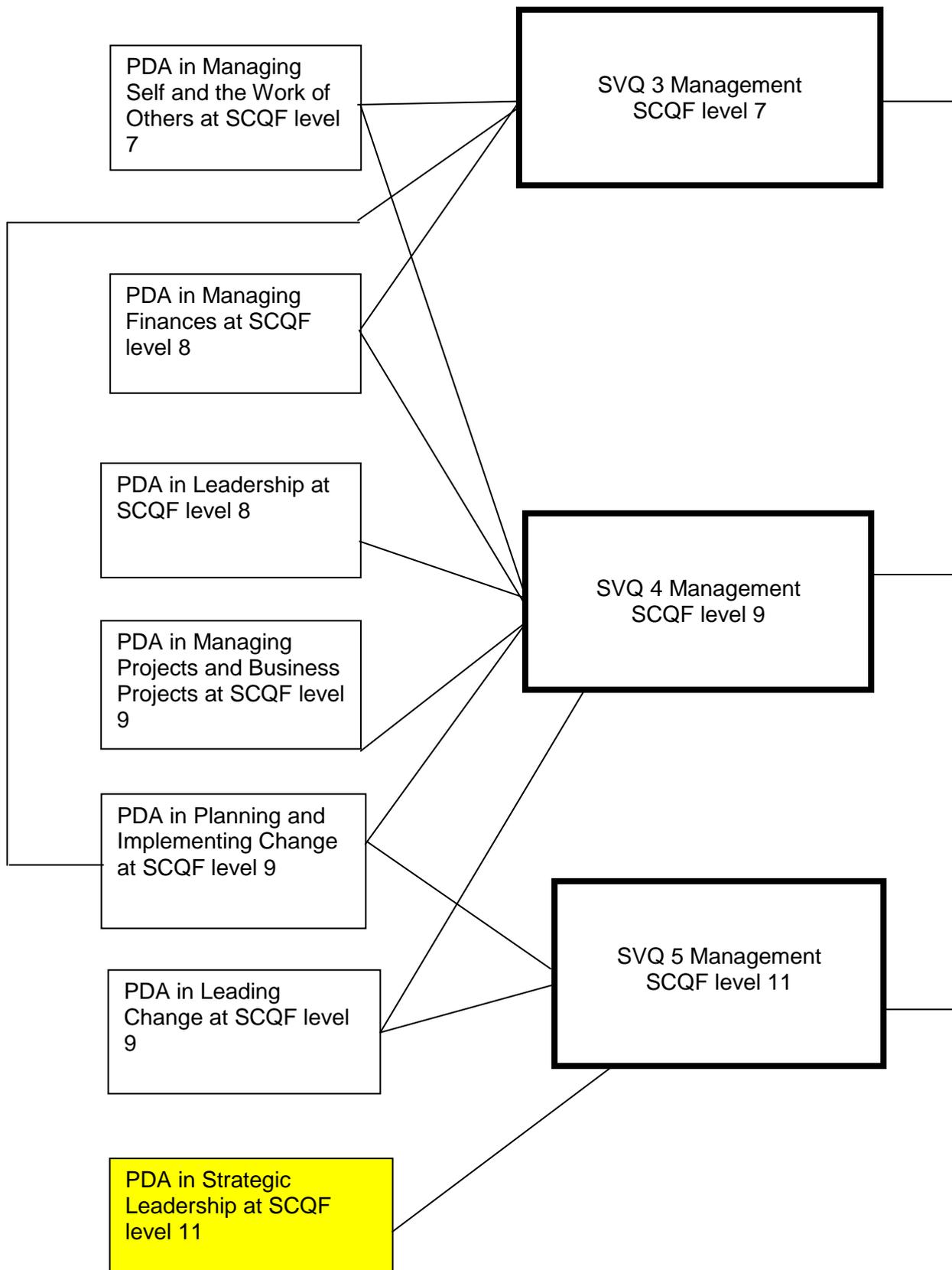
| CfA Code | SQA Code | Units   | SCQF level | SCQF credit |
|----------|----------|---|------------|-------------|
| A3       | FM4F 04  | Develop your personal networks  | 9          | 10          |
| B2       | FM4G 04  | Map the environment in which your organisation operates                       | 11         | 14          |
| B3       | FM4H 04  | Develop a strategic business plan for your organisation                       | 11         | 14          |
| B4       | DR7G 04  | Put the strategic business plan into action                                   | 10         | 9           |
| B8       | FM4K 04  | Ensure compliance with legal, regulatory, ethical and social requirements     | 9          | 12          |
| B9       | DR4J 04  | Develop the culture of your organisation                                      | 11         | 13          |
| B10      | DR5X 04  | Manage risk   | 11         | 12          |
| B12      | FM4M 04  | Promote equality of opportunity, diversity and inclusion in your organisation | 11         | 12          |
| C4       | FM4T 04  | Lead change   | 9          | 15          |
| C5       | FM4W 04  | Plan change   | 9          | 15          |
| C6       | FM4X 04  | Implement change  | 8          | 11          |
| D2       | FD3J 04  | Develop productive working relationships with colleagues and stakeholders     | 9          | 12          |
| D4       | FM51 04  | Plan the workforce  | 11         | 12          |
| D17      | FM5A 04  | Build and sustain collaborative relationships with other organisations        | 11         | 6           |
| E3       | FM5C 04  | Obtain additional finance for the organisation                                | 10         | 18          |
| E4       | FM5D 04  | Promote the use of technology within your organisation                        | 11         | 12          |

| <b>CfA Code</b> | <b>SQA Code</b> | <b>Units</b>   | <b>SCQF level</b> | <b>SCQF credit</b> |
|-----------------|-----------------|--|-------------------|--------------------|
| E7              | DR4X 04         | Ensure an effective organisational approach to health and safety                         | 11                | 12                 |
| E13             | FM5J 04         | Promote knowledge management in your organisation  | 11                | 7                  |
| E17             | FM5N 04         | Outsource business processes   | 9                 | 9                  |
| F2              | DT4K 04         | Manage a programme of complementary projects   | 10                | 12                 |
| F9              | DR41 04         | Build your organisation's understanding of its market and customers                      | 9                 | 12                 |
| F10             | DR43 04         | Develop a customer focussed organisation   | 11                | 12                 |
| F15             | FM60 04         | Carry out quality audits   | 10                | 6                  |
| F16             | FM61 04         | Manage the development and marketing of products/services in your area of responsibility | 10                | 9                  |

## Appendix 4: Possible pathways and progression routes

### SVQ PDA

### SVQ Management



There are opportunities for progression for candidates who have completed the entire SVQ Management award. The diagram shows that candidates may progress from SVQ Level 3 to Level 4 and on to Level 5. The work based nature of SVQ Management, however, means that progression from one SVQ level to another is conditional on candidates occupying a managerial role with a suitable level of responsibility. Progression from one SVQ Level to another does not depend entirely on the wishes of the candidate but also depends on she/he obtaining an appropriate management position, where relevant evidence can be generated.

Candidates with an SVQ Management may, however, progress into more traditional management education. The possibilities for this depend very much on the institutions involved and are thus not shown on the diagram. Candidates with SVQ 5 Management SCQF level 11, for example, are accepted by some HE institutions on courses which lead to an MBA; also candidates who achieve the SVQ 4 Management at SCQF level 9 are accepted by Napier University for their BA in Business and Enterprise. Candidates who complete an SVQ Management at any level will, of course, accumulate SCQF credit points and these will help them to gain entry into courses such as diploma and degree programmes offered by further and higher education establishments. Centres have developed links with other institutions which facilitate progression of candidates into awards offered by these institutions.

It is worth emphasising that the PDAs are awards which will fully meet the management development needs of some candidates who would not wish to undertake further awards. For candidates in this situation, an important progression from the PDAs is the opening they provide for candidates to enhance their professional development after successfully completing an award. The awards are recognised by CMI and successful candidates can begin the process of becoming part of the professional community of managers and benefit from the development opportunities that this can bring.

## Appendix 5: Assessment Strategy for the SVQs in Management

This section of the document is based on the final Assessment Strategy developed by Skills CFA and provides information on the requirements of the Assessment Strategy for centres. The full Assessment Strategy document is available to view on and download from the CFA website (<http://www.cfa.uk.com/qualifications/leadership-and-management.html>)

### 1 External quality control

Skills CFA has included a number of measures in the assessment strategy relating to appropriate risk management processes to achieve external quality control of assessment. To comply with these measures, SQA will apply its normal risk rating strategy to ensure that any risk to National Standards and wrongful certification is minimised. This will involve the use of a structured approach to risk identification and subsequent targeting of SQA's support and monitoring activity.

### 2 Assessing performance

The SVQs in management are intended to be assessed using evidence from the workplace, ie observable performance, physical products of work (such as reports, plans, correspondence etc), witness testimony etc Such evidence, together with information gained from discussion with and questioning by the assessor, should enable candidates to show that they:

- ◆ have achieved all the stated performance criteria
- ◆ have demonstrated all the behaviours which underpin effective performance
- ◆ possess and are capable of applying all the required items of knowledge and understanding

Assessment of all units at any level of Management and Team Leading SVQs may be based on either candidate performance at work or through simulation. However, simulation can only be used in exceptional circumstances and must be approved by SQA (See Section 3 below).

Units which have been imported by the Skills CFA in their Management and Team Leading SVQs will be assessed in compliance with the imported assessment strategies.

### 3 Simulation of SVQ Units

Simulation is only permitted in exceptional circumstances where natural work evidence is unlikely to occur. If simulated evidence is used, it should be done sparingly and should only form a small part of the evidence for the qualification. It should **not** be used for any part of the leadership and management role that involves the direct supervision of others.

Where a centre believes simulation that exceptional circumstances exist and that simulation is necessary for a candidate to achieve the award, it must seek prior approval from SQA. This must be obtained before the simulation is undertaken and the simulated evidence is obtained. Evidence of prior agreement for the use of simulation must be retained for External Verification purposes.

#### 4 Occupational expertise to assess performance, and verify assessments

The following applies to all levels of SVQs in Management and Team Leading.

Candidates work achievements must be assessed or verified **at work** by:

- a) **Assessors** or **verifiers** who have achieved, or are working towards achievement of, the appropriate regulatory body approved qualifications for assessment or verification (see section 5 below for details);

**OR**

- b) A trainer, supervisor or manager, elected by an employer, who must either:
1. Have achieved, or be working towards achieving, appropriate regulatory body approved unit qualifications for assessment, moderation or verification;

**OR**

2. Seek guidance and approval from their awarding body to demonstrate that the;
  - ◆ Organisation has appropriate processes in place to facilitate assessment or verification functions;
  - ◆ Trainer, supervisor or manager is able to map their assessment or verification skills and knowledge 100% to the National Occupational Standards upon which the qualifications above are based. This is known as the employer direct model in Scotland.

**Assessors** must be occupationally competent to make Management and Team Leading assessment judgements about the level and scope of individual candidate performance at work; and occupationally competent to make assessment judgements about the quality of assessment and the assessment process.

**Internal Verifiers** must be occupationally competent to make Management and Team Leading verification judgements about the quality of assessment and the assessment process.

Skills CFA and SQA requires all assessors, and verifiers to maintain current Management and Team Leading competence to deliver these functions. Skills CFA recognises this can be achieved in many ways but must be recorded in individual continual professional development (CPD) records that are maintained in Management and Team Leading assessment centres.

## **5 Requirements for competence in undertaking assessment and verification of SVQs**

In addition to the occupational expertise requirements noted above, assessors and internal verifiers will also need to meet the requirements for competence in undertaking assessment and verification of SVQs as laid down by the regulatory authorities. Assessors must hold or be working towards the Assessor Unit, L&D9DI *Assess Workplace Competence Using Direct and Indirect Methods* or be in possession of A1\* *Assess Candidates Using a Range of Methods* or D32\* and D33\*. Internal verifiers must hold or be working towards the Verifier Unit, L&D11 *Internally Monitor and Maintain the Quality of Workplace Assessment* or be in possession of V1\* *Conduct Internal Quality Assurance of the Assessment Process* or of D34\*.

\* plus CPD: working in line with current standards