International Vocational Unit Specification

General information for centres

Unit title: People Management

Unit code: F3RF 48

Unit purpose: This Unit is designed to enable candidates to develop the knowledge and skills they will need to manage people effectively in police organisations.

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

1. Analyse the role and responsibilities of managers
2. Propose actions to maintain and improve the performance of people at work
3. Advise on the management of teams
4. Evaluate processes for the recruitment and selection of people

Credit points and level: 2 HN credits at SCQF level 8: (16 SCQF credit points at SCQF level 8*)

*SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.

Recommended prior knowledge and skills: Candidates should have a good working knowledge of general procedures gained through experience of working in a police environment. They should be aiming towards a promoted police post within the police service. Candidates should have good communication, analytical, evaluative and diagnostic skills.

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.

Assessment: This Unit can be assessed holistically by means of a report on aspects of managing people in a police environment. Candidates will be expected to demonstrate that they can apply relevant concepts to situations which they could face as managers in a police environment. They will also be expected to suggest, justify and evaluate possible courses of actions which managers may take to deal with situations and with challenges that they face as managers. A report could be supplemented by oral questions to ensure all aspects of the Evidence Requirements are fully met.

International Vocational Unit specification: statement of standards

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The sections of the Unit stating the Outcomes, Knowledge and/or Skills, and Evidence Requirements are mandatory.

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. Candidates 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

Analyse the role and responsibilities of managers

Knowledge and/or Skills

♦ Nature of managerial work
♦ Responsibilities of managers
♦ Managerial attitudes
♦ Legislative responsibilities

Outcome 2

Propose actions to maintain and improve the performance of people at work

Knowledge and/or Skills

♦ Individual differences
♦ Theories of motivation
♦ Performance review
♦ Training and development
♦ Strategies to improve job performance
♦ Grievance and disciplinary procedures

Outcome 3

Advise on the management of teams

Knowledge and/or Skills

♦ Differences between groups and teams
♦ Characteristics of effective teams
♦ Stages of group development

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Outcome 4

Evaluate processes for the recruitment and selection of people

Knowledge and/or Skills

♦   Human resource planning
♦   Specifying job requirements
♦   Selecting people for jobs
♦   Induction

Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

♦   apply relevant concepts to the work of a manager and use them to suggest and justify courses of action which a manager could take
♦   apply relevant concepts to the work of a manager and use them to suggest and justify ways by which a manager could resolve problems which s/he might face
♦   apply different theoretical approaches to the analysis of a situation and draw conclusions on the effect of different approaches for the work of a manager
♦   use relevant concepts to evaluate human resource management processes in an organisation in terms of their impact on the effectiveness of the work of a manager

Evidence must cover routine and non-routine aspects of the work of a manager and be consistent with the roles and responsibilities of managers in a police organisation. It should cover the performance of people at work, team management and the recruitment and selection of people. Candidates will be a given a brief to which they have to respond. Candidates must obtain a mark of 50%, or more for the response to the brief.

Assessment Guidelines for the Unit

Assessment for this Unit can be undertaken holistically. Candidates can be asked to investigate selected aspects of their own organisation or they can be given a case study of organisational scenario covering aspects of the work of a manager in a police organisation. This could be presented in video format.

Candidates can present their evidence in the form of a report in which case it should be about 3,000 words long which can be completed in their own time. A written report could be supplemented by oral questions to ensure all aspects of the Evidence Requirements are fully met.

Administrative Information

Unit code: F3RF 48

Unit title: People Management

Superclass category: AJ

Original date of publication: July 2008

Version: 01

History of Changes:

Version	Description of change	Date

Source: SQA

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Additional copies of this Unit specification can be purchased from the Scottish Qualifications Authority. Please contact the Customer Contact Centre for further details, telephone 0845 279 1000.

International Vocational Unit specification: support notes

Unit title: People Management

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 80 hours.

Guidance on the content and context for this Unit

The Unit is designed to enable candidates to become conversant with current approaches and techniques of managing people and be able to apply them to the work of managers in police organisations. As a result, their effectiveness in promoted posts should be increased. The Unit enables managers to assess the matters that they will have to deal with when managing people in police organisations and to consider the type of managerial actions they will have to take. It encourages managers to base their actions on relevant approaches, models and techniques and to use these to reflect on the success of managerial intervention.

There is a considerable amount of material on people management and on human resource management processes within organisations. The crucial requirement is that candidates recognise that theories, approaches and techniques can be a guide to managerial action in a police environment and can help to ensure that any managerial intervention is effective. The following notes give some guidance on approaches and theories which could be covered as part of each Outcome. In many cases, there are alternative approaches which could also be used if desired.

Throughout this Unit Police Regulations and determinations will be used as a reference point.

Outcome 1

Nature of managerial work: Planning, organising, coordinating, communicating, control (Fayol); Mintzberg's managerial roles; demands, constraints, choices (Stewart).

Responsibilities of managers: to the organisation, to colleagues, to people who report to them, to their own manager, to customers; self-management – time management, stress management, dealing with role conflict, role ambiguity, role incompatibility, role overload/underload.

Managerial attitudes: Theory X and Theory Y; Theory Z.

Legislative responsibilities: this should cover current legislation in all areas relevant to the human resource aspects of the work of a manager in a police organisation including all forms of discrimination and unfair treatment; employee protection; human rights; freedom of information; data protection; health and safety; occupational health.

International Vocational Unit specification: support notes (cont)

Unit title: People Management

Outcome 2

Individual differences: ability; perception; attitudes; learning.

Theories of motivation: content theories — Maslow, Herzberg, Alderfer; process theories — expectancy theory (eg Vroom, Porter and Lawler), equity theory.

Performance review: SMART objectives; setting targets and standards; appraisal; monitoring performance; absence management; giving and receiving feedback; 360 degree feedback.

Strategies to improve job performance: job design — techniques, approaches; job enrichment; empowerment; self-managed work groups; flexible working arrangements; quality circles.

Training and development: identifying training and development needs; personal development plans (PDP); delegation; coaching and mentoring; management development.

Grievance and disciplinary procedures: Advisory Conciliation and Arbitration Service (ACAS) procedures; police procedures — discipline, efficiency and grievance regulations and policies.

Outcome 3

Differences between groups and teams: formal and informal groups; support and co-operation between members; nature of task; values and norms.

Characteristics of effective teams: team role theory — Belbin; patterns of interaction; processes and procedures — task, maintenance; size; nature of the task.

Stages of group development: forming; storming; norming; performing, mourning.

Outcome 4

Human resource planning: job analysis — role, skill and competence analysis; analysing existing human resources; employee turnover; forecasting future human resource requirements; human resource plan.

Specifying job requirements: job description; person specification.

Selecting people for jobs: interview — planning and structuring, interview techniques; assessment centres; use of tests.

Induction: differences between induction and socialisation; induction programmes; exit interviews.

Guidance on the delivery and assessment of this Unit

This Unit can be delivered on a stand-alone basis or as part of a development programme for police officers seeking promotion.

International Vocational Unit specification: support notes (cont)

Unit title: People Management

Delivery of this Unit will involve ensuring that candidates become familiar with relevant concepts of people management. However, the emphasis is on applying these ideas to the work of a manager in the police service. Delivery should therefore encourage candidates to relate the theories, techniques and approaches to their own experience in police organisations and to consider how they could be used to improve the quality of managerial interventions and also to reflect on incidents and actions that have been undertaken. Candidates should be encouraged to recognise that managing people requires a flexible, non—dogmatic approach and that, in any situation, a number of courses of action are likely to be available and that there may not be a single best option. In particular, different theoretical approaches may suggest different types of intervention. Candidates can be encouraged to compare possible options and relate them to various theoretical approaches and to their relevance to particular situations and to the role and responsibilities of managers in police organisations. Candidates should also be aware that good self management is a crucial aspect to successfully managing others. Throughout, the Unit is concerned with effectiveness — of what managers do and how others perform. This, too, should permeate the delivery of the Unit.

Candidates can be given short case studies or examples to help them to recognise how the concepts in the Unit relate to situations which they can encounter as managers of people in police organisations. Candidates could also carry out their own investigations into the human resource processes in their own organisations. These investigations and the case studies could form the basis of assignments which could act as formative assessments.

This type of approach should help to prepare candidates for the final summative assessment for which they will be required to prepare a report covering aspects of people management. The formative assessment referred to above is likely to assist candidates to develop the skills and ability to analyse situations and challenges which managers in police organisations may face when dealing with people. It can also help them to suggest actions which managers could take.

Open learning

This Unit is particularly suitable for Open Learning as candidates should be able to acquire the relevant knowledge by working through the distance learning material which will be available for this Unit. Appropriate arrangements would need to be made for assessment and quality assurance.

Candidates with disabilities and/or additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering alternative Outcomes for Units. Further advice can be found in the SQA document *Guidance on Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs* (**www.sqa.org.uk**).

General information for candidates

Unit title: People Management

The Unit enables you to analyse and evaluate the kind of situations which you will meet when managing people as a manager in the police service. It aims to enable you to recognise that 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 human resource management but the emphasis is on applying these to the work of a manager in the police service. 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 the police service. It will encourage you to relate and apply the ideas to your own work experience in police organisations. It provides an opportunity for you to investigate for yourself what happens elsewhere in your own and in other organisations. This will help you to develop the analytical skills which you will need for the assessment.

The assessment for the Unit is based on routine and non-routine contexts of people management. You will be given a brief and asked to provide a report which tests your ability to analyse and evaluate human resource management issues in a police organisation and to suggest actions which managers could take. Your report should be about 3,000 words long and you will be expected to achieve a mark of 50%, or more.

You will have succeeded in meeting all the requirements of this Unit if you pass this assessment.