



Higher National Unit specification

General information for centres

Unit title: Resource Management for Care Services

Unit code: F8VP 36

Unit purpose: This Unit is designed to enable candidates to broaden and develop their skills in effectively managing financial, human and physical resources in care service settings. Candidates will critically evaluate the application of financial models in their organisation and be able to demonstrate effective management of financial resources which fall within their role. They will critically analyse aspects of both human and physical resource management, including the management of information systems, and critically evaluate the effectiveness of the management of these resources in delivering high quality care services.

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

- ◆ Critically analyse and effectively manage the organisation's financial resources, which fall within the candidate's remit.
- ◆ Critically analyse the effectiveness of operational systems and processes which relate to the management of human resources.
- ◆ Critically evaluate and effectively manage the organisation's physical resources, which fall within the candidate's remit.

Credit points and level: 1HN credit at SCQF level 9: (8 SCQF credit points at SCQF level 9*)

**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 good communication skills, both written and oral, this could be evidenced by the achievement of Higher English or a Communication Unit at SCQF level 6. It is recommended that candidates have also achieved a relevant qualification at a minimum of SCQF level 7, but preferably at SCQF level 8, coupled with at least two years experience at practitioner level in the care sector, it is preferable that they also have some experience of supervisory responsibilities. This will ensure they have the required cognitive skills and experience to work at SCQF level 9. Candidates will also have to be in a work situation that allows them to demonstrate the Evidence Requirements for this Unit through real work activities. Alternatively, candidates may still be considered through the completion of a pre-course interview, part of which could take the form of a written assignment. The skills to undertake this Unit could also be demonstrated through an employer's reference or the process of application and interview in the absence of certificated learning.

General information for centres (cont)

Unit title: Resource Management for Care Services

Core Skills:

There are opportunities to develop the Core Skills of *Communication* at SCQF level 6, *Working with Others* at SCQF level 6, *Numeracy* at SCQF level 6 and *Information and Communication Technology* at SCQF level 6 in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

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.

This Unit forms part of the PDA in Leadership and Management for Care Services at SCQF level 9. There may be opportunities to integrate elements of the delivery and assessment within this Unit. For guidance on this please refer to the Assessment Exemplar which has been developed for this Unit.

Assessment: It is recommended that this Unit is assessed holistically with other Units from the Group Award to which it belongs. Further guidance on developing an integrated assessment scheme is contained in the arrangements documentation for the Group Award. It is important that candidates demonstrate evidence of applying their learning in practice therefore centres are encouraged to make use of the candidate's records of actual practice in the assessment of this Unit. For example, supervision notes, personal development plans and workplace presentations can be used alongside traditional methods of assessment, to demonstrate that the candidate has met the Evidence Requirements of this Unit. Please ensure that documentation from the workplace is anonymised.

Where candidates are working in supervisory situations they should write or discuss real work situations to demonstrate their understanding of theory and how it relates to practice. It is expected that candidates will be supported to take on relevant supervisory responsibilities to allow them to meet the Evidence Requirements of the Unit. Hypothetical situations or material should only be used in the most exceptional of situations.

Whether this Unit is being assessed in an integrated manner with other Units or on a standalone basis, all Evidence Requirements must be met. Where appropriate, assessment should also be verified by a manager or senior practitioner from the candidate's workplace to ensure authenticity. It is recommended that assessment of this Unit should not total more than 2,500 words or equivalent, excluding appendices.

Higher National Unit specification: statement of standards

Unit title: Resource Management for Care Services

Unit code: F8VP 36

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

Outcome 1

Critically analyse and effectively manage the organisation's financial resources, which fall within the candidate's remit.

Knowledge and/or Skills

- ◆ Basic principles of financial management, including working with budgets and financial cycles
- ◆ Forensic and predictive financial management
- ◆ Costing services and the role of managerial accounting
- ◆ Capital structure and financial planning of own organisation
- ◆ Government and international influences on organisational finances

Evidence Requirements

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

- ◆ Analyse the financial expenditure which they have responsibility for, including a critical evaluation of how financial information is used to make decisions affecting service delivery.
- ◆ Undertake a comparative cost analysis of their organisation's service and that of a similar organisation providing a service to similar users but in a different context.
- ◆ Provide a critical analysis of the current financial health of your organisation or operational unit and include a forecast for the next two years based on current trends.

Assessment Guidelines

This Outcome could be assessed by the production of a comprehensive and analytical financial report which could include information in spreadsheet or graphic form as well as detailed analysis. This could be presented in the format of a report of around 1,000 words with accompanying tables or graphs, or as an individual slideshow presentation with accompanying short summary report.

Higher National Unit specification: statement of standards (cont)

Unit title: Resource Management for Care Services

Outcome 2

Critically analyse the effectiveness of operational systems and processes which relate to the management of human resources.

Knowledge and/or Skills

- ◆ Key roles for operational managers in managing human resources
- ◆ Human resource management systems, processes and audit systems
- ◆ Role of manager in staff recruitment, selection and retention
- ◆ Grievance and disciplinary systems and processes
- ◆ Legislation and policy influences on aspects of human resource management

Evidence Requirements

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

- ◆ Critically analyse a minimum of two key roles for operational managers in managing human resources
- ◆ Critically evaluate the effectiveness of human resource management processes used in recruitment, selection and retention of staff in their organisation.
- ◆ Critically evaluate the effectiveness of either grievance or disciplinary procedures in their organisation with reference to one recent example
- ◆ Identify and critically analyse the impact of one European and one local directive influencing employment rights issues

Assessment Guidelines

This Outcome could be assessed by an evaluative report which would focus on analysing the effectiveness of existing systems and identifying ways in which any weaknesses could be addressed. This could be combined in an integrated assessment with Outcome 3. Please see Assessment Guidelines for Outcome 3 for further details.

Higher National Unit specification: statement of standards (cont)

Unit title: Resource Management for Care Services

Outcome 3

Critically evaluate and effectively manage the organisation's physical resources, which fall within the candidate's remit.

Knowledge and/or Skills

- ◆ Formal methods of managing and presenting information on the organisation's resources
- ◆ Key roles for managers and processes for managing the physical resources of the organisation
- ◆ Quality models and purposes of audit in relation to physical resources
- ◆ Internal and external influences on aspects of physical resource management

Evidence Requirements

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

- ◆ Identify and critically analyse the effectiveness of a minimum of two processes involved in the management of information required to make decisions regarding physical resources.
- ◆ Use a recognised presentation tool to critically evaluate one aspect of the organisation's systems and/or processes that fall under their remit.
- ◆ Critically analyse the effectiveness of two quality models with regard to how well they evaluate the quality of service experienced by service users
- ◆ Identify and critically analyse the impact of one external and one internal influence on the organisations use of physical resources.

Assessment Guidelines

This Outcome could be assessed in a similar way to Outcome 2 by an evaluative report which would focus on analysing the effectiveness of existing systems and identifying ways in which any weaknesses could be addressed. Ideally both these Outcomes would be assessed in an integrated manner by the production of a report combining Evidence Requirements for both Outcomes and with a suggested maximum word count of around 1,500 words.

Administrative Information

Unit code: F8VP 36

Unit title: Resource Management for Care Services

Superclass category: AK

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Version	Description of change	Date

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Higher National Unit specification: support notes

Unit title: Resource Management for Care Services

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 40 hours.

Guidance on the content and context for this Unit

This Unit will provide opportunities to develop underpinning knowledge for the following Units in the SVQ Leadership and Management level 4, however please note that this is not automatic and will depend on the evidence produced by the individual:

- ◆ **LMC A1** Manage and Develop Yourself and Your Workforce Within Care Services
- ◆ **LMC B1** Lead and Manage Provision of Care Services that Respects, Protects and Promotes the Rights and Responsibilities of People
- ◆ **LMC E1** Lead and Manage Effective Communication that Promotes Positive Outcomes for People within Care Services
- ◆ **LMC A3** Actively Engage in the Safe Selection and Recruitment of Workers and their Retention in Care Services
- ◆ **LMC A5** Allocate and Monitor the Progress and Quality of Work in Your Area of Responsibility
- ◆ **LMC E2** Identify, Implement and Evaluate Systems, Procedures and Practice within Care Services that Measure Performance
- ◆ **LMC E5** Plan Operations and Manage Resources to Meet Current and Future Demands on the Provision of Care Services
- ◆ **LMC E8** Manage Finance in Your Area of Responsibility
- ◆ **LMC E10** Ensure Policies, Procedures and Practice for the Conduct of Workers within Care Services are Adhered To
- ◆ **LMC E13** Market, Cost and Contract to Ensure the Viability of the Provision of Care Services

Higher National Unit specification: support notes (cont)

Unit title: Resource Management for Care Services

General Guidance

The Unit can be delivered as a stand-alone component or integrated within the Units that make up the PDA in Leadership and Management for Care Services at SCQF level 9. The integrated approach is by far the preferred option in that the materials potentially under examination overlap across the range of leadership and management activities and functions. It is recognised that this Unit also has considerable value for continuous professional development.

Managing Resources, as a concept, is one which refuses to reduce itself into manageable, discrete components. It would be true to say that all management involves to some degree managing resources. Traditionally resources are money, people and buildings. These are more accurately referred to as financial, human and physical resources (a term encompassing buildings, land, equipment etc). An additional and often overlooked component is also information as a resource.

Financial resources can be looked at as the overarching resource from which all other resources are controlled. Money is necessary to pay staff, pay for building and material resources. It therefore needs to be monitored and information produced so that decisions are made through which it is used effectively. The knowledge and skills of Outcome one, although dedicated to financial resource management are not shared with but are overlaid on the management activities across the Unit and PDA in Leadership and Management for Care Services as a whole.

Managing human resources on the other hand is more difficult to separate from other Units in the PDA in Leadership and Management for Care Services. The resource management activities of recruitment and selection can be viewed as a standalone but activities concerned with retention and development such as developing teams, self and individuals and appraisal are solidly shared with the Supervision and Professional Development in Care Services Unit. Managers need to develop an awareness of grievance and discipline issues no matter how much of the operational burden of this falls within his or her remit.

Physical Resource management looks at how the manager expends effort in auditing, distributing, purchasing and deploying the physical resources that they manage. This looks at the systems and processes employed to monitor their use, make decisions regarding their employment, replacement, disposition etc.

Outcome 1: Critically analyse and effectively manage the organisation's financial resources, which fall within the candidate's remit.

From a broad perspective the role of the manager in financial management is to monitor and control (and recommend) the use of the organisation's resources. It is difficult to separate financial management from the broader perspective of resource management because everything can be reduced to the common denominator of 'cost'. It is recommended that for this Outcome the emphasis is placed on activities which are concerned solely with managing monetary resources.

The candidate should be asked to carry out some research into theories and activities surrounding the working of budgets. For example: Break Even Analysis, Cost Centres, Unit Costing, Phasing and Annual Accounting. These should then be used to analyse the activities which fall under the remit of the candidate. A useful resource for this is **Financial Planning and Monitoring** by K Smith.

Higher National Unit specification: support notes (cont)

Unit title: Resource Management for Care Services

Candidates should be clear about how their service is funded and evaluate this method of funding in relation to effective service provision. Issues such as contract compliance, values and expenditure, religious bodies and established charities, the influence of national standards and inspection and strategic financial constraints (ie Best Value) should be fully explored where they apply.

How financial management techniques can be used forensically in investigations into past expenditure and to predict future financial needs should be explored and the systems and processes in place effectiveness evaluated.

Candidates should be aware that not all organisations will be happy to share financial details, especially those which they might consider to be commercially sensitive and that boundaries of confidentiality might also apply in this area too.

Outcome 2: Critically analyse the effectiveness of operational systems and processes which relate to the management of human resources.

This Outcome concerns itself with management of human resources. Significantly the management of human resources includes staff appraisal and development which is shared with the Supervision and Professional Development in Care Services Unit. As such, this Unit will concentrate on recruitment, selection and retention systems and processes, plus grievance and disciplinary systems and procedures.

The candidate's role in relation to human resources requires to be identified. It is useful to link this to official guidance and accepted theoretical models such as J Munro Fraser: Five Point Plan Prof Alec Rodger (NIIP). Examples of official guidance can be accessed by reference to ACAS (<http://www.acas.org.uk>) which is the arbitration service which publishes guidelines on contracts, discipline and grievance procedures, recruitment and retention and impact of legislation on working practices eg minimum wage act. The candidate should map the processes through which the organisation recruits, retains and manages its human resources identifying and evaluating them against theoretical models where appropriate.

Internal and external audit systems and how they are applied should be identified. This can include quality schemes such as 'Investors in People.'

How external forces can be exerted on the organisation's management of human resources should be analysed. This can include the European Union directives on employment conditions such as maternity leave, working times and hours and so on.

Outcome 3: Critically evaluate and effectively manage the organisation's physical resources, which fall within the candidate's remit.

Candidates need to identify, critically evaluate and use a recognised analysis model/tool to analyse and present the processes and systems they operate within. Models might be Business Process Modelling (Williams et al) or Systems Analysis.

Higher National Unit specification: support notes (cont)

Unit title: Resource Management for Care Services

They may also wish to use other models such as PESTLE, MOST, SWOT, CATWOE, De Bono's Hats, the 5 Whys, MoSCoW, V-PECT as appropriate. Information on all these is easily obtainable in a variety of online sources.

How external forces can be exerted on the organisation should be analysed. This enables reflection on how user involvement, political doctrine, legislation and government policy, European influence and contractual obligations impacts on how the organisation manages (or spends) its resources. Examples can be 'Best Value', European Working Time Directives, European Health and Safety Management, Regulation of Care (Scotland) Act, National Health and Community Care Act.

Internal issues such as the organisation history and attendant values, organisational structure and functions and their influence on how the organisation uses its resources should be explored.

Appraisal and record keeping are subjects shared with the supervision Unit of the PDA and teaching and assessment should be integrated between the units if at all possible.

How the organisation addresses issues of standardisation and performance measurement is shared with managing change components within the PDA Leadership and Management for Care Services. The candidate needs to identify how the organisation measures performance and addresses improvement issues. How this information is in turn used to influence resource allocation should be explored. Reference should be made to theoretical quality models.

Reading List/Reference Materials

None of the following are compulsory, delivering staff may choose and substitute their preference sources for any on the list.

- Collier R, **Equality in Managing Service Delivery**, 1998, Open University
Coulshed V & Mullender L, **Management in Social Work**, (2000) Palgrave
Handy C, **Understanding Organisations, 1993, Penguin**
Henderson J and Atkinson D, **Managing Care in Context**, 2003, Open University
Luthans F, **Organisational Behaviour** (4th to 7th editions), 2007, McGraw Hill International
Martin V, **Managing Projects in Health and Social Care**, 2001, Open University
Maud, L. **An Introduction to Human Resource Management.2001** Great Britain: Mullins L,
Management and Organisational Behaviour, 2009, Pitman
Pugh D.S.(ed), **Organizational Theory, selected readings**, 1990, Penguin
Reynolds J (ed), **The Managing Care Reader**, 2003, Open University
Seden J (ed), **Managing Care in Practice**, 2003, Open University
Smith K, **Financial Planning and Monitoring**, 1995 Pitman
Thomas (Dr) A, Mason L, Ford S, **Care Management in Practice for the Registered Manager's Award - 2nd edition: Essential Reading for All Care Managers, 2006**, Heinemann
Thomson R, **Managing People**, 3rd Ed, 2002, Butterworth Heinemann
Tyson, S. & York, A. **Essentials of Human Resource Management**. 5th Ed. (2006) London: Butterworth-Heinemann.
British Journal of Social Work: Keeping up to date with issues: <http://bjsw.oxfordjournals.org/>

Higher National Unit specification: support notes (cont)

Unit title: Resource Management for Care Services

Guidance on the delivery and assessment of this Unit

This Unit is designed to encourage candidates to broaden and develop their skills in effectively managing financial, human and physical resources in care service settings. While the delivery of the Unit will involve a degree of direct teaching in the form of lectures or tutorials, candidates at this level should be able to carry out a substantive amount of guided research, working autonomously as individuals or in small groups.

It is essential that candidates are encouraged to relate theories to their actual work practice in a critical fashion. To this end, tutors should promote the analysis of how concepts might be critically applied in an environment that promotes the sharing of good practice and cross fertilisation of ideas. It is also vital that candidates apply and evaluate the teaching material in their own organisational context.

Assessment of this Unit is ideally achieved through an integrated approach which requires candidates to demonstrate their ability to use theoretical models and constructs to analyse and support their practice. It is suggested that Outcome 1 is assessed by the production of a comprehensive financial report which could include information in spreadsheet or graphic form as well as detailed analysis. This could be presented in the format of a report of around 1,000 words with accompanying tables or graphs, or as an individual slideshow presentation with accompanying short summary report. Outcomes 2 and 3 could be assessed together in an evaluative report which would focus on analysing the effectiveness of existing systems and identifying ways in which any weaknesses could be addressed. This report would combine Evidence Requirements for both Outcomes and have a suggested maximum word count of around 1,500 words.

It is recommended that assessment of this Unit should not total more than 2,500 words or equivalent, excluding appendices.

Higher National Unit specification: support notes (cont)

Unit title: Resource Management for Care Services

Opportunities for developing Core Skills

The following Core Skills will be developed by:

Communication at SCQF level 6: candidates will need to draw upon substantial written communication skills to present their analyses, therefore developing the Core Skill of Communication.

Working with Others at SCQF level 6: candidates will have to coordinate their activities within the milieu of their professional practice. Achievement of this Unit will necessitate drawing on the knowledge and experiences of those whose working environment overlaps with the candidate.

Numeracy at SCQF level 6: achieving the financial management Outcome requires considerable use of numeracy through the calculation of expenditure, Unit costs, costings etc.

Information and Communication Technology at SCQF level 6: will be developed through use of internet and databases of practice knowledge to access theoretical and practice information, candidates should be encouraged to make full use of information technology such as online databases and virtual learning environments wherever available.

Please note that there is no automatic certification of Core Skills or Core Skills components.

Open learning

This Unit is suitable for Open Learning, provided there is authentication of the candidate's evidence. However it would require planning by the centre to ensure the sufficiency and authenticity of candidate evidence. It would be preferable to ensure that candidates undertaking this through an Open Learning mode were afforded the opportunity to meet regularly to share ideas and encourage individuals to work across current practice boundaries. Arrangements would have to be made to ensure that assessment of Outcomes 1, 2 and 3 is assessed by an appropriate supervisor. For information on normal open learning arrangements, please refer to the SQA guide *Assessment and Quality Assurance of Open and Distance Learning* (SQA, 2000).

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

General information for candidates

Unit title: Resource Management for Care Services

This Unit is focussed on how you, in your role as a manager, effectively control and monitor the resources of the organisation. For the purpose of this Unit resources are Financial, Human, Physical and Information.

You will be able to demonstrate your ability by identifying, analysing and evaluating your knowledge and understanding of your role in relation to others in similar roles, your organisation and your organisation relative to the wider care environment. It should not be difficult to find areas of practice which demonstrate your skills and knowledge as there is almost always a resource management dimension to all managerial activities.

There are three learning Outcomes in this Unit.

The first Outcome concerns itself with how you manage, monitor and control the monetary resources of the organisation that fall under your remit. You will need to be able to understand, set and monitor budgets and make decisions regarding how monetary resources are employed. In doing so you will develop your understanding of the internal and external influences on how your organisations disperses funds.

The second Outcome concerns itself with the management of Human Resources. In the context of this Unit research will be undertaken as to the theory and practice of recruitment and retention of staff. Key themes in this include discipline and grievance policies and procedures. This Outcome offers the candidate substantial opportunity to develop knowledge of the practice and legal ramifications of disciplinary and grievance actions.

The third Outcome concerns itself with the management of physical resources (including information). Candidates will need to develop an understanding of the processes and procedures regarding flow of information, standardisation and quality (assurance/ maintenance/ improvement).

This Outcome also allows for the candidate to learn about and employ a business model of visually representing organisational information.

General information for candidates (cont)

Unit title: Resource Management for Care Services

The following Core and Transferable Skills will be developed by undertaking this Unit:

Communication at SCQF level 6 can be developed through effective written communication skills to present your analyses of theories into practice.

Working with Others at SCQF level 6 can be developed through coordinating your activities within the milieu of your professional practice. Achievement of this Unit will necessitate drawing on the knowledge and experiences of those whose working environment overlaps with the candidate.

Numeracy at SCQF level 6 is tested in achieving the financial management Outcome. This requires considerable use of numeracy through the calculation of expenditure, Unit costs, costings etc.

Information and Communication Technology at SCQF level 6 is developed through the use of internet and databases of practice knowledge to access theoretical and practice information,

Assessment of this Unit is ideally achieved through an integrated approach which requires you to demonstrate your ability to use theoretical models and constructs to analyse and support your practice. It is suggested that Outcome 1 is assessed by the production of a comprehensive financial report which could include information in spreadsheet or graphic form as well as detailed analysis. This could be presented in the format of a report of around 1,000 words with accompanying tables or graphs, or as an individual slideshow presentation with accompanying short summary report. Outcomes 2 and 3 could be assessed together in an evaluative report which would focus on analysing the effectiveness of existing systems and identifying ways in which any weaknesses could be addressed. This report would combine Evidence Requirements for both Outcomes and have a suggested maximum word count of around 1,500 words.

It is recommended that assessment of this Unit should not total more than 2,500 words or equivalent, excluding appendices.