Arrangements for:

Professional Development Award (PDA) in Accommodation Management

at SCQF level 8

Group Award Code: GD8C 48

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Acknowledgement

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
03	Unit *Planning, Budgeting and Control* F26F 35 moved to Group A. At least three Units to be selected from Group A.	30/10/12
02	Unit *Health and Safety Law* F0NC 34 replaced with *Health and Safety Legislation: An Introduction* DF87 34. Framework updated to include revised Unit *Creating a Culture of Customer Care* H1F0 34.	04/05/12

Contents

1   Introduction

This is the Arrangements Document for the Professional Development Award (PDA) in Accommodation Management at SCQF level 8. This is a new award that seeks to develop knowledge in those with responsibility for managing commercial accommodation provision within the tourism sector.

By tourism we mean: hotels, hostels, bed and breakfasts, guest houses, inns, self catering accommodation and private hire venues.

This document includes background information on the development of the Group Award, its aims, guidance on access, details of the structure of the PDA and guidance on delivery.

1.1   Background

The PDA aims to provide a depth of knowledge in a broad range of both specific and general skills to successfully manage such enterprises. The Group Award will specifically enhance the skills within head and executive housekeepers, assistant housekeepers, owner/managers within micro, small and medium sized industries and a broad range of management occupations within the tourism sector.

The PDA is designed to allow flexibility of candidate choice to ensure that the Group Award meets both the needs of the candidate and the business in which the candidate is employed or owns. As such, there are a total of 14 Units available from which the candidate must select five to achieve the PDA.

1.2   Methodology

The research undertaken for this Group Award was undertaken as part of a Scottish Funding Council (SFC) research project into accommodation management, entitled Working with Attitude1. With SFC permission, the project research areas were widened to look at the specific skills needs of accommodation managers. Post Working with Attitude, a programme of specific award development events was completed.

1.3   Working with Attitude

Research for the Group Award commenced in March 2010 as part of Working with Attitude, with a rolling programme of one hour interviews with accommodation managers, executive housekeepers and small service accommodation providers throughout Scotland. In all, 70 one hour interviews were conducted, with further feedback sessions delivered on findings to both interviewees and the businesses. A copy of the full report is available from the Scottish funding Council website2. The Outcomes from this research are outlined in Section 2.

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[1] Working with Attitude was a skills utilisation research exercise developed by Stevenson College, the Scottish Funding Council and HLTTC. The aim of the research was to establish to what extent businesses were utilising the skills and knowledge of their workforce and how best the business could improve on any underutilisation issues identified.
[2] full report can be found at www.sfc.ac.uk

1.4 PDA — Summary of specific research

Starting in September 2010, a programme of award development meetings commenced, looking at which award vehicle may be appropriate, what award content would be required and what assessment methods would suit the occupational sector. In total seven meetings across Scotland were held.

Meetings were set up between industry and SQA for advice on how best they could progress their desire for a new Group Award.

The outcomes of the meetings were that:

♦ a Professional Development Award (PDA) at SCQF level 8 would be the most appropriate award vehicle.
♦ SQA had an extensive catalogue of existing Higher National (HN) Units that would meet the need of some topics within the PDA.
♦ that new HN Units would be developed to fill the areas not already covered.
♦ industry were facilitated to write content for six new Units.
♦ assessment would be based upon the application of learnt skills and knowledge in the workplace as case studies.
♦ delivery via the development of an on-line training programme was generally agreed to be the most appropriate method due to work and home commitments for those likely to study it.
♦ specifying a large number of mandatory Units would be inappropriate for the client group given the very diverse nature of the accommodation sector. Individuals should be free to select the Units that best meet their own particular professional development needs.
♦ allowing individual learners and businesses to build a specific award permitted flexibility and more business and learner applicability.

2 Rationale for the Group Award

The development of this PDA is one of the Outcomes from the Working with Attitude project.

Relevant project conclusions were that:

♦ there was the lack of occupational development for people who manage accommodation.
♦ appropriate NOS at level 4 did not exist and NOS at level 3 are too generic.
♦ skills and knowledge developed over years of practice were being lost to the sector as older workers retired.
♦ there was no qualification that supported the breadth and depth of knowledge required for the accommodation management function.
♦ existing qualifications do not support a clear pathway.
♦ this lack of pathway impacts upon the professionalism of the role.
♦ lack of structured professional development has lead to a perceptible diminution of the accommodation managers role.

Since the conclusion of the project, there has been wide-scale recognition that accommodation management has long been the Cinderella of occupations. Springboard, the Sector Skills Council (SSC) People 1st and the UKHA have held a series of industry events across the UK looking at issues within accommodation management, and the outcomes of these events further supports the research Outcomes.

2.1 Nature and purpose

SFC research also established that the learner group this award is targeting would find day release and other such approaches to learning difficult to manage given working hours and other commitments, and as such, a Group Award that allows the group to learn while at work was an important consideration of development. Traditional models of delivery, such as HNC and HND were well recognised, however, were not considered the most appropriate model. In addition, the lack of specific occupational standards and the limitations of offering a lower level award that simply confirmed occupational competence, the group concluded that a PDA would be most effective qualification product.

The purpose of the PDA is to develop accommodation management knowledge and skills at a greater depth than other Group Awards permit. The PDA focuses on the specific skills and knowledge accommodation managers require for their role, not only in terms of breadth, but most importantly in its depth.

2.2 Accommodation Managers

Four further Outcomes from SFC research are pertinent:

♦ that the level of academic attainment amongst accommodation managers overall is quite low.
♦ that accommodation managers do not feel that they have parity with others within the management team.
♦ that training and development concentrates upon legislative requirements only.
♦ that accommodation managers development is reactive in nature and seldom considered or holistic.

The PDA in Accommodation Management tackles these issues by providing a:

♦ framework for learning.
♦ range of knowledge areas that reflects the complexity of the role.
♦ depth of knowledge at a level that gives the candidate increased parity.
♦ contextualised approach to learning that increases understanding, hastens knowledge absorption and assists in overcoming any access issues due to low prior academic attainment issues.

2.3 Justification

Accommodation management, like many other areas within the hospitality sector is somewhat traditionally hierarchical. Career progression from room attendant to executive is still a norm, and it is fair to note that graduates seldom enter the accommodation management department as it is seen as both unglamorous and very hard work.

Due to the nature of promotion, management skills are very much learnt on-the-job and both good and bad practice is passed from one generation to the next. Given the previous comments regarding a lack of defined training at higher levels and the lack of graduate entrants, many of those involved in the management of large accommodation departments are not as well qualified as their counterparts in food and beverage, front of house or general management.

The PDA in Accommodation Management supports the improvement of knowledge, skills and qualifications within the accommodation management route. Furthermore, it also supports better career pathways and progression as it reflects the complex nature of accommodation management. This will improve the sectors chances of attracting graduate caliber candidates and candidates from other occupations within and outwith hospitality.

The accommodation management sector faces ever increasing difficulties with recruitment, and in some cases, retention of its' workforce. The PDA in Accommodation Management will be a welcomed and valued addition to the training and development options of both new entrants to the sector and those seeking enhanced employment.

Successful completion of the PDA in Accommodation Management at SCQF level 8 may progress to the HND in Hospitality Management, hospitality degrees or even post graduate awards for candidates who have already completed a degree. More broadly there are a range of generic management PDAs, jointly awarded by SQA and the Chartered Management Institute which offer further progression opportunities.

A copy of the SQA Hospitality Progression Chart is attached in Appendix 1

Candidates may of course complete additional Units should they wish to, and such Units would be added to their certification record.

2.4 Existing HN Catalogue

As part of the Qualification Design Team process, the current HN catalogue was carefully considered to look for existing Units that could cover the areas identified in the functional research. SQA has a broad catalogue of existing Units that meet the needs of accommodation managers, and as such eight existing Units were selected for inclusion in the framework and six new Units were written specifically for it.

There were many identified issues with existing Units. Some, for example health and safety, at title level sounded ideal, however, on close examination contained Outcomes that were occupationally specific and of little use to accommodation managers. Equally, other Units, such as in finance, were more designed for accountancy usage, and again did not meet the broad and practical needs of the occupation. Given these comments, the Units selected from the existing catalogue are in some cases broad in nature (ie *Health and Safety Legislation: An Introduction*, *Food Hygiene Intermediate*) but highly applicable to the role, or specifically focused (*Hospitality Front Office Procedures 1* or *Applying Marketing Principles in Travel and Tourism*) but broad enough to permit their use in the diverse range of businesses that this PDA is aimed at.

The Unit *Internet: Introducing e-Commerce* is included for those businesses that require specific development of their approach and attitudes towards e-Commerce, which is an increasingly crucial element of running even the smallest business.

As part of the development process, NOS from relevant sectors (hospitality, leisure, travel and tourism and cleaning) were considered and referenced where appropriate. Please see Section 5.2 for more detail on NOS alignment.

The new Units have been written in a manner that reflects the role of accommodation manager within the sector. The role falls clearly into the above SCQF level descriptor and the new Units have been developed to reflect this. As the majority of attained Units will be at SCQF level 8, the overall award level is given a SCQF level 8 rating.

2.5 Title of the award

The title of 'Accommodation Management' was established at an early stage of the development with a high degree of consensus coming from those participating in the consultation meetings.

3 Aims of the Group Award

The content of the PDA in Accommodation Management at SCQF level 8 has been determined through close inspection and analysis of the occupations of those within the sector it targets. It reflects the widely held view within the sector that the skills required to effectively operate a small accommodation operation do not vary substantially from those required to operate a large-scale resort business, the only difference is scale.

The PDA aims to enhance the skills and knowledge of people managing commercial accommodation operations within hospitality and tourism. It aims to provide those who run their own micro or small businesses and/or those who operate in a broader accommodation management role, with a range of options that develops knowledge in a manner that enhances their business expertise, resulting in a more effective and profitable operation.

3.1 General aims of the Group Award

1 Develop analytical and evaluative skills through combining enhanced depth of knowledge and direct business application.

2 Enhance the learners' enterprise and business skills through careful correlation within the Group Award of inputs, actions, Outcomes and operational profitability.

3 Maximise candidate access to the Group Award by determining flexible prior achievement criteria and a highly adaptive Group Award framework that reflects business and learner diversity.

4 Enable candidates to develop skills and knowledge across a range of accommodation management principles and apply them to a relevant work context (either their own, one which they might work as managers or within a scenario set for the purposes of assessment).

5 Develop candidates' learning skills and open them up to other learning opportunities within the SCQF framework.

6 Assist in the development of a Core Skills profile for candidates where they do not possess formally accredited qualifications.

3.2 Specific aims of the Group Award

The PDA in Accommodation Management at SCQF level 8 will maximise the knowledge of accommodation managers. Additionally, dependent on the route chosen, the following aims apply:

7 Devise, implement and evaluate management practices within their own place of business.

8 Critically evaluate the quality and construction of fabrics, furnishings and fittings and determine a range of attributes.

9 Analyse the recruitment strategy and implement changes that enhance the quality of prospective personnel.

10 Evaluate financial control systems and utilise these to manage the finances of the business.

11 Evaluate, implement and manage quality procedures that enhance the overall grading of the business.

12 Evaluate, revise and implement a range of accommodation elements that maximise guest comfort and business profitability.

The following table provides a breakdown of the links between individual Units and the general and specific aims of the PDA.

Unit title	Links to General and Special aims
Accommodation: Management of Cleaning and Laundry Services	1, 2, 4, 7, 8, 10, 11, 12
Creating a Culture of Customer Care	1, 2, 3, 4, 5, 6, 7, 11, 12
Accommodation: Quality Assurance and Systems	1, 2, 3, 4, 5, 7, 8, 11, 12
Accommodation: Financial Management	1, 2, 3, 4, 6, 7, 10, 12
Accommodation: Resources Management	1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 12
Accommodation: Fabric, Furnishings and Fittings	1, 2, 3, 5, 7, 8, 10, 11, 12
Accommodation: Staff Recruitment, Retention and Training	1, 2, 3, 4, 5, 7, 11, 12
Food Hygiene Intermediate	1, 3, 5, 6, 7, 12
Hospitality Front Office Procedures 1	1, 2, 3, 4, 5, 6, 7, 11, 12
Applying Marketing Principles in Travel and Tourism	1, 2, 3, 4, 5, 6, 7, 11, 12
Health and Safety Legislation: An Introduction	1, 2, 3, 4, 5, 7, 11, 12
Planning, Budgeting and Control	1, 2, 3, 4, 5, 6, 7, 10, 11, 12
Internet: Introducing e-Commerce	1, 2, 3, 4, 5, 6, 7, 11, 12
Individual Employment Relations: Law	1, 2, 3, 4, 5, 7, 9, 11, 12

3.3   Target groups

The target groups for this Group Award are those who:

♦ are employed with direct management responsibility of accommodation provision within commercial premises.
♦ aspire to management responsibility of accommodation provision within commercial premises.
♦ own and run a small business where accommodation provision is offered on a commercial basis.

The Group Award is primarily aimed at those with some skills and knowledge gained through experience of accommodation provision, however it should not be inferred that this is the only group who can access the award. New entrants to the tourism sector, for example without any experience of the industry, may benefit greatly from completing this Group Award.

3.4 Employment opportunities

Achievement of the Group Award will enhance employment opportunities by demonstrating achievement of an accredited piece of learning to current and prospective employers. A range of appropriate job roles for those achieving the PDA in Accommodation Management at SCQF level 8 were highlighted by stakeholders during the consultation process and include:

♦ Executive Housekeepers
♦ Housekeepers
♦ Assistant/Deputy Housekeepers
♦ Small business owners
♦ Franchise owners
♦ Supervisors
♦ Facilities Managers

4 Access to Group Award

Access to the Group Award will be at the discretion of the centre. There should be no barriers to entry and the PDA should be open to all candidates who have a reasonable chance of achieving the Group Award. It would however be beneficial if candidates had relevant work experience, preferably in a supervisory or managerial role.

Although there is no requirement for any prior achievement to access this PDA, candidates with difficulties in basic reading, writing and number skills are unlikely to be able to achieve the learning Outcomes set for this Group Award. Candidates, who are deemed to be capable of accessing the PDA from a practical perspective, but perhaps lack these reading, writing or number skills, may need additional support to build such skills. Such support may be formal or informal depending on the centre and the candidates' needs and the centre should determine the parameters with the candidate.

As guidance to centres the following Core Skills profile for access purposes is suggested:

Communication — SCQF level 5
Problem Solving — SCQF level 5
Working with Others — SCQF level 5
Information and Communication Technology (ICT) — SCQF level 4
Numeracy — SCQF level 4

Additionally for candidates for whom English is not their first language an IETLS score of 5.5 is recommended.

5 Group Award structure

5.1 Framework

The PDA in Accommodation Management at SCQF level 8 (GD8C 48) will be awarded to candidates who achieve 5 SQA credits totaling 40 SCQF credit points. At least three Units (24 SCQF points) must be selected from Group A.

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Group A				
Accommodation: Management of Cleaning and Laundry Services	FW5H 35	8	8	1
Accommodation: Quality Assurance and Systems	FW5J 35	8	8	1
Accommodation: Financial Management	FW5G 35	8	8	1
Accommodation: Resources Management	FW5K 35	8	8	1
Accommodation: Fabric, Furnishings and Fittings	FW5F 35	8	8	1
Accommodation: Staff Recruitment, Retention and Training	FW5L 35	8	8	1
Planning, Budgeting and Control	F26F 35	8	8	1
Group B				
Creating a Culture of Customer Care	DJ42 34 (*finishes 31/07/2015*) **OR** H1F0 34	8	7	1
Food Hygiene Intermediate	F4TL 34	8	7	1
Hospitality Front Office Procedures 1	DL3N 34	8	7	1
Applying Marketing Principles in Travel and Tourism	DK0E 34	8	7	1
Health and Safety Legislation: An Introduction	DF87 34	8	7	1
Internet: Introducing e-Commerce	DH39 34	8	7	1
Individual Employment Relations: Law	DN75 34	8	7	1

Unit combination

Candidates must achieve a total of five Units, of which three must be at SCQF level 8. As such the majority of Units achieved will be at the level of the Group Award.

Some Units within the framework are at a lower level than that of the Group Award and are included to reflect the diversity of roles within accommodation management, and to ensure that there is sufficient scope within the framework to maximize both access to and interest in the award.

Suggested routes

To ensure maximum flexibility, mandatory Units have not been specified, however, there are suggested routes for candidates from differing occupational backgrounds. These are indicated in the grid below.

Unit title	Code	*House Keeping	**Small Service
Accommodation: Management of Cleaning and Laundry Services	FW5H 35	✓	✓
Accommodation: Quality Assurance and Systems	FW5J 35	✓	✓
Accommodation: Financial Management	FW5G 35	✓	✓
Accommodation: Resources Management	FW5K 35	✓	✓
Accommodation: Fabric, Furnishings and Fittings	FW5F 35	✓	✓
Accommodation: Staff Recruitment, Retention and Training	FW5L 35	✓	✓
Creating a Culture of Customer Care	DJ42 34 *(finishes 2015)* **OR** H1F0 34	✓	✓
Food Hygiene Intermediate	F4TL 34	X	✓
Hospitality Front Office Procedures 1	DL3N 34	X	✓
Applying Marketing Principles in Travel and Tourism	DK0E 34	X	✓
Health and Safety Legislation: An Introduction	DF87 34	X	✓
Planning, Budgeting and Control	F26F 35	X	✓
Internet: Introducing e-Commerce	DH39 34	X	✓
Individual Employee Relations: Law	DN75 34	✓	✓

*Accommodation Managers who operate in medium to large commercial accommodation operations

**Owner/Managers in micro, small and some medium sized commercial accommodation businesses

Suggested routes are given to indicate options that may be beneficial to particular occupations or types of business operations. These should not be construed as determining any option for any candidate.

5.1.1 Flexibility

The range, type and size of businesses is so diverse, key to the success of the PDA is flexibility. At the heart of the Group Award is the desire that individual learners have the option to build a Group Award that suits both their own needs and those of their employer or business. The research demonstrated that by specifying particular mandatory Units, the award ran the risk of forcing learners to cover ground already covered (ie Health and Safety Legislation: An Introduction for a large corporate hotel group that covers it through in-house training) or by determining Outcomes that may not be appropriate to the learner or the type of business (ie Creating a Culture of Customer Care for a micro business that has a very individual customer care offering). Specifying mandatory elements reduces choice, flexibility and potentially access to the award by learners and businesses who may be deterred by a rigid structure that incorporates inappropriate outcomes.

By ensuring flexibility, learners can build an award that meets their own unique learning need rather than following a specified route based upon predetermined factors or standards that may not be appropriate for that learner. The diversity of learners and business types determines that this flexible approach is one that best meets sectoral need.

5.2   Mapping information

Relationship to and alignment with NOS

The following table indicates how Units that make up the PDA in Accommodation Management align with the relevant Hospitality Management NOS[3] at level 4[4].

SQA Unit	Hospitality Management NOS level 4	NOS Outcomes
Accommodation: Management of Cleaning and Laundry Services	Comply with legislative requirement in hospitality (PPL 4GEN17)	PPL 4GEN17: P1, P3, P6, K1, K2, K3, K7, K11 (specific range only)
	Implement and manage housekeeping procedures (PPL 4HK51)	PPL4HK52: P5, P7, P14, K6, K7, K16
	Manage linen service to deliver a high-quality provision (PPL4HK56)	PPL 4HK56: P1, P2, P3, P4, P5, P7, P8, P9, P10, P15, K1, K2, K3, K4, K5, K7, K8, K14, K17
Creating a Culture of Customer Care	Obtain, analyse and implement customer feedback (PPL4GEN5)	PPL4GEN5: P2, P8, P9 K1, K2, K5, K11, K12
Accommodation: Quality Assurance and Systems	Implement and manage housekeeping procedures (PPL 4HK51)	PPL4HK52:P9, P14, P15, K2, K4, K8, K9, K12, K13, K14, K17
Accommodation: Financial Management	Manage payroll costs in your team (PPL 4GEN 3)	PPL 4GEN 3: P1, P2, P5, P6, P12, K1, K2
	Manage finance for your area of responsibility (PPL 4GEN23)	PPL 4GEN23: P1, P2, P5, P7, P8, K1, K3, K7, K8, K10, K12, K13, K16, K17, K19, K20, K22, K25, K27, K30

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[3] At the time of preparing this document, the relevant NOS have not yet been approved

[4] HN units included in the PDA framework have been mapped to the relevant NOS. Some subject areas included in the framework are very broad and it has not been possible to map all the relevant NOS to each of these units. Other hospitality areas included, for example, front of house, have no relevant NOS at SVQ level 4.

SQA Unit	Hospitality Management NOS level 4	NOS Outcomes
Accommodation: Resources Management	Manage purchasing costs in hospitality (PPL 4GEN2) Manage rotas for your hospitality team (PPL 4GEN4) Initiate and manage supplier contracts (PPL 4GEN15) Manage the environmental impact of your work (PPL HSL28) Implement and manage housekeeping procedures (PPL 4HK51)	PPL 4GEN2: P1, PPL 4GEN 4: P1, P2, P3, P7, P9, P12, K1, K2, K4, K5, K10 PPL 4GEN 15: P6, P11, P12, P13, P14, K8, K11, K13, K15, K16 PPL HSL28 P1, P2, P4, P5, P6, P7, K8, K11, K13 PPL4HK52: K15
Accommodation: Fabric, Furnishings and Fittings	Manage operational aspects of refurbishment programmes (PPL 4GEN14)	PPL 4GEN 14: P3, P4, P6, P7, K4, K6, K8, k12, k13
Accommodation: Staff Recruitment, Retention and Training	Recruit and select hospitality staff (PPL 4GEN7) Manage the performance of teams and individuals (PPL 4GEN8) Initiate and follow grievance procedures (PPL 4GEN21)	PPL 4GEN7: P2, P3, P4, P5, P10, P12, P15, P16, K2, K3, K6, K7, K10, K11, K14, K16, K17 PPL 4GEN8 P1, P3, P4, P10, P12, K1, K3, K9, K10 PPL 4GEN21: P2, P3, P5, P6, K4, K6, K7, K11
Food Hygiene Intermediate	Comply with legislative requirement in hospitality (PPL 4GEN17) Participate in the design, implementation and monitoring of a kitchen food safety management system (PPL 4KM31)	PPL 4GEN17: P1, P5, P7, P8, P10, P11, K1, K2, K3, K5, K7, K8, K11 (specific range only) PPL 4KM31: P1, P2, P3, P7, K3, K1, K5 (specific range only)
Health and Safety Legislation: An Introduction	Comply with legislative requirement in hospitality (PPL 4GEN17)	PPL 4GEN17: P1, P5, P7, P8, P10, P11, K1, K2, K3, K5, K7, K8, K11 (specific range only)
Planning, Budgeting and Control	Manage finance for your area of responsibility (PPL 4GEN23)	PPL 4GEN23:

Embedded Core Skills

Three of the Units within the PDA provide automatic certification of some Core Skills components. They are shown in the table below:

Unit title	Unit code	Core Skill component
Accommodation: Fabric, Furnishings and Fittings	FW5F 35	♦ Problem Solving (Critical Thinking) at SCQF level 6 ♦ Problem Solving(Planning and Organising) at SCQF level 6
Accommodation: Financial Management	FW5G 35	♦ Problem Solving (Critical Thinking) at SCQF level 6
Accommodation: Resources Management	FW5K 35	♦ Problem Solving (Critical Thinking) at SCQF level 6
Accommodation: Staff Recruitment, Retention and Training	FW5L 35	♦ Problem Solving (Critical Thinking) at SCQF level 6

Signposted Core Skills

The table below provides details of where there may be opportunities to develop Core Skills within the PDA. Further guidance and examples are provided within the support notes section of individual Units.

Opportunities for Core Skills development

Unit Code	Unit Title	Comms Reading	Comms Writing	Comms Oral	Using Graphical Information	Using Number	Using ICT	Problem Solving — CT	Problem Solving — P&O	Problem Solving — RE	Working with Others (WWO)
FW5H 35	Accommodation: Management of Cleaning and Laundry Services	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
DJ42 34 *(finishes 31/07/2015)* **OR** H1F0 34	Creating a Culture of Customer Care		✓	✓				✓	✓	✓	
FW5J 35	Accommodation: Quality Assurance and Systems	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
FW5G 35	Accommodation: Financial Management	✓	✓	✓	✓	✓	✓	**C**	✓	✓	✓
FW5K 35	Accommodation: Resources Management	✓	✓	✓	✓	✓	✓	**C**	✓	✓	✓
FW5F 35	Accommodation: Fabric, Furnishings and Fittings	✓	✓	✓	✓	✓		**C**	**C**	✓	✓
FW5L 35	Accommodation: Staff Recruitment, Retention and Training	✓	✓	✓	✓	✓	✓	**C**	✓	✓	✓
F4TL 34	Food Hygiene Intermediate	✓	✓					✓			
DL3N 34	Hospitality Front Office Procedures 1	✓	✓		✓	✓	✓	✓			
DK0E 34	Applying Marketing Principles in Travel and Tourism				✓						
DF87 34	Health and Safety Legislation: An Introduction	✓									
F26F 35	Planning, Budgeting and Control	✓	✓		✓	✓	✓	✓	✓	✓	
DH39 34	Internet: Introducing e-Commerce	✓	✓					✓			
DN75 34	Individual Employment Relations: Law	✓	✓					✓			

5.3 Articulation with other Group Awards

The PDA in Accommodation Management at SCQF level 8 shares common Units with HNC Hospitality and HND Hospitality Management and HNC/HND Travel and Tourism. As such, it would be possible for a candidate to articulate on to either of these programmes.

6 Approaches to delivery and assessment

It was determined that a traditional approach to delivery and assessment was likely to impact upon the success of the PDA and as such the following approaches were agreed:

♦ accommodation managers have very complex work and home life arrangements, so day release was unlikely to be an attractive model for those in employment.
♦ full time provision would be suitable for those who were not currently in employment and aspired to work in the sector and traditional college based provision could be successful for that group.
♦ accommodation managers work across Scotland, in both rural and urban areas, and as such the PDA would lend itself to distance learning.
♦ the learning content of the PDA is quite specialised, and as such, great care would be needed when developing learning support materials that supported the PDA Outcomes.
♦ on-line learning would be one method to deliver the Group Award, and had strong industry support.
♦ anyone in Scotland should have access to the Group Award and be certain of the quality of training provision.

On line assessment materials, available via SQA's SOLAR platform are under development.

As part of the award development programme it was important to establish if there were delivery partners who would be interested in developing and delivering the award. Very early on in this process the University of the Highlands and Islands (UHI) expressed strong interest and a number of meetings to develop how they would deliver this took place. As a result, UHI is developing on-line learning support materials. Other further education colleges have already expressed an interest in a collaborative development approach with UHI for the PDA, recognising that there is the likelihood for strong market uptake due to need. The UHI approach is to develop the PDA as a blended learning programme, using ICT as a learning medium, but also mixing this with more traditional learning techniques, such as master-classes, local work groups, some classes (if there is need and demand) as well as using social media to create virtual communities.

While this development is undoubtedly welcome, other providers, can and should pick up this award. While the current delivery and assessment developments have been detailed and lengthy, this should not preclude other providers delivering the award in a manner they see fit for their local market and the new Units have been written in such a way as to offer very specific advice on content.

7   General information for candidates

The successful running of accommodation requires a multitude of skills and knowledge to knowing from how to effectively clean a room, to what type of wallpaper is best suited to a south-facing room that basks in sunshine. In a large business, accommodation managers probably have the largest department; by staff, square meterage, cash turnover and guest numbers. The PDA in Accommodation Management at SCQF Level 8 is designed to both enhance your existing skills and knowledge, and to introduce you to perhaps entirely new areas of interior design, laundry, internet commerce or marketing. The PDA is aimed at two distinct groups:

♦   those who own or run accommodation operations like bed and breakfasts, guest houses, small hotels or self catering.
♦   those who are executive/head housekeepers or aspire to becoming one in the future.

At the heart of the content of the PDA is the principle that whatever type of business you are running, managing or owning, accommodation skills are essentially the same, it's just the scale that's different.

Given the wide range of differing types of accommodation operations, it is important that you consider what it is you want to study and what it is that the business you work in would benefit from when you apply your new knowledge to the business. It is important that you think about these things very carefully before you start the PDA so that it meet your needs and expectations. The structure of the PDA is designed to allow you to pick the Units you want, but you must do at least two Units from Group A (you may select all 5 Units from this group if you wish). Three of the Units you complete must be at SCQF level 8. If you want more information on the Scottish Credit and Qualifications Framework, have a look at **www.scqf.org.uk**.

Accommodation management is quite a specialist area but if you are interested in further qualifications you may be interested in an HND in Hospitality Management (this is at the same level as the PDA but is a larger qualification), hospitality degrees or even post graduate awards. More broadly there are a range of generic management PDAs, jointly awarded by SQA and the Chartered Institute of Management which offer further progression opportunities up to SCQF level 11.

The PDA in Accommodation Management at SCQF level 8 is designed to be delivered in a number of ways. Some learning providers may offer a day release option for you, where you work and attend college one day a week to attend classes. Another option is that you continue to work full-time and study at home, and the PDA can be delivered by distance learning or on-line. Whichever of these options you choose, make sure you research a little bit about the learning centre, and think carefully about what delivery option would suit you best. Think about time commitments, work commitments, home life and how you might juggle these. If you have internet at home, maybe flexible, online learning would be suitable, but perhaps you enjoy the structure of classes and timetables. Again, take some time to decide this too.

Routes

Within the PDA there are two *suggested* routes. The following table may help you to decide which Units are likely to be most appropriate for you.

Unit title	Code	*House Keeping	**Small Service
Group A			
Accommodation: Management of Cleaning and Laundry Services	FW5H 35	✓	✓
Accommodation: Quality Assurance and Systems	FW5J 35	✓	✓
Accommodation: Financial Management	FW5G 35	✓	✓
Accommodation: Resources Management	FW5K 35	✓	✓
Accommodation: Fabric, Furnishings and Fittings	FW5F 35	✓	✓
Accommodation: Staff Recruitment, Retention and Training	FW5L 35	✓	✓
Group B			
Creating a Culture of Customer Care	DJ42 34 *(finishes 2015)* **OR** H1F0 34	✓	✓
Food Hygiene Intermediate	F4TL 34	X	✓
Hospitality Front Office Procedures 1	DL3N 34	X	✓
Applying Marketing Principles in Travel and Tourism	DK0E 34	X	✓
Health and Safety Legislation: An Introduction	DF87 34	X	✓
Planning, Budgeting and Control	F26F 35	X	✓
Internet: Introducing e-Commerce	DH39 34	X	✓
Individual Employee Relations: Law	DN75 34	✓	✓

* Accommodation Managers who operate in medium to large commercial accommodation operations

**Owner/Managers in micro, small and some medium sized commercial accommodation businesses

It should not be inferred that, because you are a housekeeper, you must follow the route above, these are very much examples as to how a route might look. Ultimately, it is your choice to pick a route you feel comfortable with. You will need to complete five Units in total to achieve the PDA and three of these must be a SCQF level 8 and two of the Units **must** come from Group A.

If you want to, you can also add additional Units on to the minimum of 5 Units, All the Units achieved would be added to your certification record

If you have questions about this Group Award contact SQA (0845 279 1000 or customer@ sqa.org.uk) or a college or training provider who offers this award in your area and speak to them about how they can help you achieve a PDA at SCQF level 8 in Accommodation Management.

8 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**.

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)**.

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**

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.

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.

10 Appendices

Appendix 1: SQA qualifications in Hospitality and possible progression pathways

Appendix 1: SQA qualifications in Hospitality and possible progression pathways

	Pre-employment	*Pre-employment and development*	*Workforce Development*		
SCQF	**SQA National Courses and Group Awards**	**Higher Education**	**Safe and Legal**	**Occupational/CPD**	**SCQF**
8		**HND** ♦ Hospitality Management ♦ Professional Cookery ♦ Events Management		***PDA*** ♦ *Accommodation Management*	8
7		**HNC** ♦ Hospitality ♦ Professional Cookery ♦ Events	**HN Food Hygiene** ♦ Food Hygiene Intermediate	**SVQ Level 3** ♦ Hospitality Supervision and Leadership ♦ Professional Cookery	7
6	**Higher** ♦ Professional Cookery		**Licensing Qualifications** ♦ Scottish Certificate for Personal Licence Holders **Higher** ♦ Food Hygiene for the Hospitality Industry		6
5	**Intermediate 2** ♦ Creative Cake Production ♦ Hospitality: General Operations ♦ Hospitality: Practical Cookery ♦ Hospitality: Professional Cookery ♦ Hospitality Skills for Work **National Certificate** ♦ Hospitality		**Licensing Qualifications** ♦ Scottish Certificate for the Responsible Service of Alcohol ♦ Scottish Certificate for the Responsible Sale of Alcohol **Intermediate 2** ♦ Food Hygiene for the Hospitality Industry	**SVQ Level 2** ♦ Professional Cookery ♦ Food and Beverage Service ♦ Front of House Reception ♦ Housekeeping ♦ Food Production and Cooking ♦ Hospitality Services ♦ Kitchen Services	5
4	**Intermediate 1** ♦ Hospitality Practical Cookery ♦ Hospitality Skills for Work **National Certificate** ♦ Hospitality **National Progression Award** ♦ Bakery		**Intermediate 1** ♦ Food Hygiene for the Hospitality Industry	**SVQ Level 1** ♦ Accommodation Services ♦ Food Prep and Cooking ♦ Food and Beverage Service ♦ Hospitality Services	4
3	**Access 3** ♦ Hospitality Practical Cookery		**Access 3** ♦ Food Hygiene for the Hospitality Industry		3