



Group Award Specification for:

PDAs in Leadership and Management

**PDA in Introductory Leadership and Management at
SCQF level 6 (GM0L 46)**

**PDA in Team Leadership and Management at
SCQF level 7 (GL9D 47)**

**PDA in Operational Leadership and Management at
SCQF level 8 (GM0C 48)**

**PDA in Strategic Leadership and Management at
SCQF level 9 (GM0M 49)**

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1 Introduction

This document was previously known as the Arrangements document. The purpose of this document is to:

- ◆ assist centres to implement, deliver and manage the qualification
- ◆ provide a guide for new staff involved in offering the qualification
- ◆ inform course managers teaching staff, assessors, learners, employers and HEIs of the aims and purpose of the qualification
- ◆ provide details of the range of learners the qualification is suitable for and progression opportunities

The PDAs in Leadership and Management at SCQF levels 6, 7, 8 and 9 were validated in November 2016 and this document includes: background information on the development of the group awards, their aims, guidance on access, details of the group award structure, and guidance on delivery.

1.1 Background Information on PDAs in Leadership and Management

The PDAs in Leadership and Management are part of a suite of Professional Development Awards (PDAs) at SCQF level 6 to SCQF level 11 which have been developed under the SQA Design Principles for Professional Development Awards.

The Leadership and Management PDAs are in line with the others in the suite in that they all consist of two units. This means that they retain the benefits of being short and sharp while providing learners with the opportunity to develop specific managerial skills and capabilities. However, the proposed PDAs differ in that they allow more flexibility than the current PDAs.

The Leadership and Management PDAs are made up of a wide range of leadership and management units (both SVQ units and HN units), eg the PDA in Team Leadership and Management at SCQF level 7 contains over 50 optional units. Learners must achieve two of the units to successfully complete the PDA (one leadership unit from a restricted mandatory section and one other unit from the optional section). The wide range of optional units allows centres and learners the flexibility to choose the unit which is most appropriate for their situation.

The PDAs are practical awards designed to meet the needs of those who wish to develop as managers and leaders through their own experience in the workplace or through a more formal learning process, eg college or training provider.

The PDAs have been deliberately designed as short stand-alone awards containing two units, which enable learners to develop or enhance their managerial skills and achieve certification in a relatively short period of time.

The Chartered Management Institute (CMI) has agreed to jointly certificate the PDAs in Leadership and Management.

1.2 Title of the award

The titles of the PDAs in Leadership and Management are:

PDA in Introductory Leadership and Management at SCQF level 6

PDA in Team Leadership and Management at SCQF level 7

PDA in Operational Leadership and Management at SCQF level 8

PDA in Strategic Leadership and Management at SCQF level 9

Feedback on the titles of the new flexible PDAs highlighted a need for consistency in the titling while at the same time showing the different levels of leader/manager. Each PDA includes mandatory units on leadership and a wide range of optional units.

1.3 Rationale for the development of the PDAs in Leadership and Management at SCQF levels 6, 7, 8 and 9

Feedback from centres and SQA's regional managers indicated that the current suite of PDAs were too specific/limited and therefore didn't appeal to as wide a range of users as was originally intended. In addition, a request from a public sector employer to develop another PDA to meet its particular needs was rejected by SQA's business case group due to the low predicted uptake. Following this decision, it was agreed that SQA would look at the development of a more flexible PDA which could meet the needs of a wide range of employers/individuals.

Draft structures for flexible PDAs at SCQF levels 6, 7, 8 and 9 were developed consisting of existing SQA units. Consultation with 120 SQA centres was carried out to gauge the interest in these PDAs and 25 responses were received (a return rate of 20%). Of the 25 responses received, 23 centres felt there was a need for the new PDAs and 19 of these centres indicated they would be very likely to offer them.

The following key points from recent research highlight the need for more, better trained/qualified leaders and managers.

- ◆ CBI/Pearson Education and Skills survey published July 2016 research (2016) suggests that 'over three quarters of businesses operating in Scotland (77%) expect to have more jobs for people with higher-level skills over the coming years, with more firms needing more people with leadership and management skills. (70%)'
- ◆ CMI Management 2020 survey suggests that:
 - 43% of UK line managers rate their own managers as ineffective.
 - 71% of respondents reported that their organisation's commitment to training staff before or within three months of being promoted into a management role was either non-existent or could be improved.
 - just one in five managers has a management qualification.
 - estimates on the changing needs of the UK labour market suggest that the management workforce will grow by 585,000 people between 2012 and 2022 and that when added to replacement demand, eg those retiring around 1.96 million people will enter management roles over the decade.

- ◆ The UK Commission for Employment and Skill's *Leadership and Management in the UK – The Key to Sustainable Growth* (2012) survey found that:
 - UK managers are less well qualified compared to their peers in other advanced economies (only one in five has a management qualification).
 - only 34% of all employers provide management training.
 - management skills are crucial to ensuring high performance working and business success.

1.4 Target Group

The PDAs are aimed at team leaders, 1st line managers, middle managers and aspiring managers and are suitable across the private, public and voluntary sectors. They are also appropriate for small, medium and large organisations.

The PDA in Introductory Leadership and Management at SCQF level 6 is designed for those at the start of their leadership journey either as aspiring leaders or those in their first leadership position. The mandatory units of the award will develop a strong foundation of leadership and management skills to help enhance confidence and competence in the role.

The PDA in Team Leadership and Management at SCQF level 7 is designed for those looking to move into their first formal team leadership role or those new to team leadership. It will provide opportunities to develop competency and knowledge in providing direction and motivation to achieve consistent team success.

The PDA in Operational Leadership and Management at SCQF level 8 is designed for those who provide direction, motivating and leading the work of others. It is suited to those leaders with responsibility for the work of others seeking to consolidate and strengthen their skills and feel ready to move up to leading larger functions or departments, more complex projects and/or leading other team leaders.

The PDA in Strategic Leadership and Management at SCQF level 9 is designed for those leaders who have responsibility for and contribute to the implementation and development of their organisation's strategy as well as those who wish to enhance their awareness and understanding of the strategic decision making process. It provides opportunities for leaders to build on their current skills and knowledge developing confidence and capabilities at a strategic level.

1.5 Professional Body Recognition

The PDAs in Leadership and Management are jointly certificated by SQA and CMI. Learners registered on the PDA are eligible for 12 months free studying membership of CMI.

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

2 Qualifications structure

Learners are required to achieve two units to complete the PDA. Each PDA is made up of a restricted mandatory section (one leadership unit must be taken from this section) and an optional section (learners will select one unit from a wide range of optional units).

2.1 Structures

PDA in Introductory Leadership and Management at SCQF level 6 (GMOL 46)

The PDA in Introductory Leadership and Management at SCQF level 6 will be achieved on successful completion of one mandatory unit and one optional unit.

Restricted mandatory units — (learners must select one on the following restricted mandatory units)

SQA code	Unit title	Type of unit	SCQF level	SCQF credit points
HH6D 04	Team Leadership	N-W	6	8
HH7J 33	Leadership and Motivation	HN	6	8

Optional units — (learners must select at least one unit from the following)

SQA code	Unit title	Type of unit	SCQF level	SCQF credit points
DR64 04	Manage your own Resources	SVQ	6	7
FD3H 04	Develop Productive Working Relationships with Colleagues	SVQ	6	9
HC96 04	Develop and Sustain Productive Working Relationships with Colleagues	SVQ	6	6
FM4N 04	Encourage Innovation in your Team	SVQ	6	11
F2GX 04	Help Team Members Address Problems Affecting their Performance	SVQ	6	5
H69F 04	Help Individuals Address Problems Affecting their Performance	SVQ	6	5
FM5V 04	Monitor and Solve Customer Service Problems	SVQ	6	6
FM5X 04	Work with Others to Improve Customer Service	SVQ	6	8
H41M 04	Induct Individuals into their Roles	SVQ	6	4
H41P 04	Promote Staff Wellbeing	SVQ	6	5
H41R 04	Identify Individuals' Learning Needs and Styles	SVQ	6	4
FM62 04	Manage the Delivery of Customer Service in your Area of Responsibility	SVQ	6	9
H41X 04	Mentor Individuals	SVQ	6	5

SQA code	Unit title	Type of unit	SCQF level	SCQF credit points
FM57 04	Initiate and Follow Disciplinary Procedure	SVQ	6	6
FM58 04	Initiate and Follow Grievance Procedure	SVQ	6	6
H68M 04	Manage Customer Service	SVQ	6	9
F3XP 33	Managing Self and Resources	HN	6	8
F3XR 33	Working in a Team	HN	6	8
H7CB 04	Develop your Knowledge, Skills and Competence	SVQ	7	6
FM55 04	Reduce and Manage Conflict in your Team	SVQ	7	5
H68G 04	Manage Conflict in Teams	SVQ	7	5
F2H2 04	Lead Meetings	SVQ	7	4
H68H 04	Lead Meetings to Achieve Specific Objectives	SVQ	7	4
FM56 04	Support Individuals to Develop and Maintain their Performance	SVQ	7	5
HA9X 04	Support Individuals' Learning and Development	SVQ	7	6
FM59 04	Manage Redundancies in your Area of Responsibility	SVQ	7	5
F2H5 04	Communicate Information and Knowledge	SVQ	7	3
H8GX 04	Communicate Information and Knowledge	SVQ	7	3
H41Y 04	Develop and Sustain Collaborative Relationships with Other Departments	SVQ	7	5
FE15 04	Manage an Office Facility	SVQ	7	6
FE76 04	Manage Communication in a Business Environment	SVQ	7	3
FE07 04	Supervise a Team in a Business Environment	SVQ	7	6
H2RT 04	Plan How you will Sell your Products or Services	SVQ	7	4
HK25 04*	Manage yourself	SVQ	6	5
HK2L 04*	Develop and sustain productive working relationships with colleagues	SVQ	6	6
H9YF 04*	Monitor and solve customer service problems	SVQ	6	6
HK20 04*	Work with others to improve customer service	SVQ	6	8
HK2G 04*	Initiate and follow disciplinary procedures	SVQ	6	6
HK2J 04*	Initiate and follow grievance procedures	SVQ	6	6
HK26 04*	Develop your knowledge, skills and competence	SVQ	7	6
HK2K 04*	Coach individuals	SVQ	7	6
HK2D 04*	Manage redundancies	SVQ	7	5

*SVQ Management units added to structure July 2017

PDA in Team Leadership and Management at SCQF level 7 (GL9D 47)

The PDA in Team Leadership and Management at SCQF level 7 will be achieved on successful completion of one mandatory unit and one optional unit.

Restricted mandatory units — (learners must select one on the following restricted mandatory units)

SQA code	Unit title	Type of unit	SCQF level	SCQF credit points
FM4J 04	Provide Leadership for your Team	SVQ	7	9
H5XP 04	Lead your Team	SVQ	7	9
H1F2 34	Management: Leadership at Work	HN	7	8

Optional units (learners must select at least one unit from the following)

SQA code	Unit title	Type of unit	SCQF level	SCQF credit points
DR67 04	Manage your own Resources and Professional Development	SVQ	7	8
H7CB 04	Develop your Knowledge, Skills and Competence	SVQ	7	6
FD3K 04	Allocate and Monitor the Progress and Quality of Work in your Area of Responsibility	SVQ	7	14
H58X04	Manage People's Performance at Work	SVQ	7	14
FD3L 04	Build and Manage Teams	SVQ	7	8
H683 04	Build Teams	SVQ	7	8
FM55 04	Reduce and Manage Conflict in your Team	SVQ	7	5
H68G 04	Manage Conflict in Teams	SVQ	7	5
F2H2 04	Lead Meetings	SVQ	7	4
H68H 04	Lead Meetings to Achieve Specific Objectives	SVQ	7	4
FM56 04	Support Individuals to Develop and Maintain their Performance	SVQ	7	5
HA9X 04	Support Individuals' Learning and Development	SVQ	7	6
FM59 04	Manage Redundancies in your Area of Responsibility	SVQ	7	5
DR5F 04	Manage a Budget	SVQ	7	11
H68K 04	Manage a Budget	SVQ	7	11
DR52 04	Ensure Health and Safety Requirements are Met in your area of Responsibility	SVQ	7	11
H8H2 04	Provide Healthy, Safe, Secure and Productive Working Environments and Practices	SVQ	7	7
F2H5 04	Communicate Information and Knowledge	SVQ	7	3
H8GX 04	Communicate Information and Knowledge	SVQ	7	3
H41V 04	Manage the Redeployment of People	SVQ	7	7
H41Y 04	Develop and Sustain Collaborative Relationships with Other Departments	SVQ	7	5

SQA code	Unit title	Type of unit	SCQF level	SCQF credit points
H420 04	Manage Quality Audits	SVQ	7	7
FE15 04	Manage an Office Facility	SVQ	7	6
FE76 04	Manage Communication in a Business Environment	SVQ	7	3
FE07 04	Supervise a Team in a Business Environment	SVQ	7	6
FE2F 04	Apply Risk Assessment to Customer Service	SVQ	7	10
FE3C 04	Gather, Analyse and Interpret Customer Feedback	SVQ	7	10
FE40 04	Manage Customer Service Performance	SVQ	7	7
FE37 04	Promote Continuous Improvement	SVQ	7	7
FE2W 04	Use Customer Service as a Competitive Tool	SVQ	7	8
FE2Y 04	Build a Customer Service Knowledge Set	SVQ	7	7
H2RT 04	Plan how you will Sell your Products or Services	SVQ	7	4
H1F1 34	Management: Developing Self-Management Skills	HN	7	8
H1F4 34	Managing and Working with People	HN	7	16
H1F5 34	Manage Operational Resources	HN	7	16
H1F0 34	Creating a Culture of Customer Care	HN	7	8
DV85 34	Managing Knowledge	HN	7	8
DV89 34	Management: Managing Financial Resources	HN	7	8
DF87 34	Health and Safety Legislation: An Introduction	HN	7	8
DV84 34	Managing Information	HN	7	8
F7BX 34	Marketing: An Introduction	HN	7	8
H1KP 34	Human Resource Management: Introduction	HN	7	8
DW6G 34	Management of Quality	HN	7	16
F3HN 34	Public Sector: An Introduction	HN	7	8
F3HL 34	Public Sector Financial Management	HN	7	16
F1RJ 34	Business Management: An Introduction	HN	7	8
FE1A 04	Chair Meetings	SVQ	8	4
FE12 04	Evaluate and Solve Business Problems	SVQ	8	6
FE1G 04	Implement and Evaluate Innovation in a Business Environment	SVQ	8	6
FE1M 04	Manage and Evaluate Information Systems	SVQ	8	6
FE14 04	Negotiate in a Business Environment	SVQ	8	7
FE17 04	Prepare, Co-ordinate and Monitor Operational Plans	SVQ	8	6
FE3M 04	Build and Maintain Effective Customer Relations	SVQ	8	8
FE3L 04	Review the Quality of Customer Service	SVQ	8	8
H1F3 35	Management: Plan, Lead and Implement Change	HN	8	8
H1S7 35	Management: Develop Strategic Plans	HN	8	8
H1S6 35	Management: Strategic Change	HN	8	8
H1S9 35	Management Research	HN	8	8
F3HM 35	Management and Leadership in the Public Sector	HN	8	8
DN7E 35	Human Resource Management: Employee Relationship Management	HN	8	8
F84R 35	Preparing Financial Forecasts	HN	8	8
DV5H 35	Project Management: Project Justification and Planning	HN	8	8

SQA code	Unit title	Type of unit	SCQF level	SCQF credit points
H1XR 35	Human Resource Management: Performance Management	HN	8	8
HH85 35	Presentation Skills	HN	8	8
F2H3 04	Manage the Environmental Impact of your Work	SVQ	8	4
H7CD 04	Manage the Environmental and Social Impacts of your Work	SVQ	8	4
F2H4 04	Take Effective Decisions	SVQ	8	4
H8H1 04	Use Information to take Effective Decisions	SVQ	8	4
FM5L 04	Procure Supplies	SVQ	8	5
HC02 04	Procure Products and/or Services	SVQ	8	5
FM5Y 04	Prepare for and Participate in Quality Audits	SVQ	8	6
H41W 04	Manage Flexible Working	SVQ	8	8
HG5A 04	Support Remote/Virtual Teams	SVQ	8	6
HK26 04*	Develop your knowledge, skills and competence	SVQ	7	6
HA9V 04*	Manage people's performance at work	SVQ	7	14
HK2K 04*	Coach individuals	SVQ	7	6
HK2D 04*	Manage Redundancies	SVQ	7	5
H9YN 04*	Gather analyse and interpret customer feedback	SVQ	7	10
H9YM 04*	Promote continuous improvement	SVQ	7	7
H9XX 04*	Use customer service as a competitive tool	SVQ	7	8
H9XY 04*	Build a customer service knowledge base	SVQ	7	7
H9Y8 04 *	Build and maintain effective customer relations	SVQ	8	8
H9Y7 04 *	Review the quality of customer service	SVQ	8	8
HK3E 04*	Prepare for and participate in quality audits	SVQ	8	6

*SVQ Management units added to structure July 2017

PDA in Operational Leadership and Management at SCQF level 8 (GM0C 48)

The PDA in Operational Leadership and Management at SCQF level 8 will be achieved on successful completion of one mandatory unit and one optional unit.

Restricted mandatory units — (learners must select one on the following restricted mandatory units)

SQA code	Unit title	Type of unit	SCQF level	SCQF credit points
DR75 04	Provide Leadership in your Area of Responsibility	SVQ	8	9
H8GY 04	Provide Leadership in your Area of Responsibility	SVQ	8	9
HH63 35	Leadership	HN	8	8
HH64 35	Leadership and Decision Making Skills	HN	8	8

Optional units (learners must select at least one unit from the following)

SQA code	Unit title	Type of unit	SCQF level	SCQF credit points
DR47 04	Develop and Implement Operational Plans for your area of Responsibility	SVQ	8	11
H68E04	Develop Operational Plans	SVQ	8	11
FM4L 04	Promote Equality of Opportunity, Diversity and Inclusion in your Area of Responsibility	SVQ	8	10
H69C 04	Promote Equality of Opportunity, Diversity and Inclusion	SVQ	8	9
FM4X 04	Implement Change	SVQ	8	11
FM53 04	Provide Learning Opportunities for Colleagues	SVQ	8	11
DR5T 04	Manage Finance for your Area of Responsibility	SVQ	8	14
H5K4 04	Manage the use of Financial Resources	SVQ	8	14
FM5F 04	Manage Physical Resources	SVQ	8	9
F2H3 04	Manage the Environmental Impact of your Work	SVQ	8	4
H7CD 04	Manage the Environmental and Social Impacts of your Work	SVQ	8	4
F2H4 04	Take Effective Decisions	SVQ	8	4
H8H1 04	Use Information to Take Effective Decisions	SVQ	8	4
FM5L 04	Procure Supplies	SVQ	8	5
HC02 04	Procure Products and/or Services	SVQ	8	5
DR5J 04	Manage a Project	SVQ	8	11
H8H0 04	Manage Projects	SVQ	8	11
FM5Y 04	Prepare for and Participate in Quality Audits	SVQ	8	6
H41S 04	Manage Corporate Social Responsibility (CSR)	SVQ	8	14
H41W 04	Manage Flexible Working	SVQ	8	8
HG5A 04	Support Remote/Virtual Teams	SVQ	8	6
FE1A 04	Chair Meetings	SVQ	8	4
FE12 04	Evaluate and Solve Business Problems	SVQ	8	6

SQA code	Unit title	Type of unit	SCQF level	SCQF credit points
FE1G 04	Implement and Evaluate Innovation in a Business Environment	SVQ	8	6
FE1M 04	Manage and Evaluate Information Systems	SVQ	8	6
FE14 04	Negotiate in a Business Environment	SVQ	8	7
FE17 04	Prepare, Co-ordinate and Monitor Operational Plans	SVQ	8	6
FE3X 04	Apply Technology or Other Resources to Improve Customer Service	SVQ	8	11
FE3M 04	Build and Maintain Effective Customer Relations	SVQ	8	8
FE3G 04	Champion Customer Service	SVQ	8	10
FE3V 04	Develop a Customer Service Strategy for a Part of an Organisation	SVQ	8	11
FE3F 04	Follow Organisational Rules, Legislation and External Regulations when Managing Customer Service	SVQ	8	10
FE3T 04	Plan and Organise the Development of Customer Service Staff	SVQ	8	9
FE3K 04	Plan, Organise and Control Customer Service Operations	SVQ	8	10
FE3L 04	Review the Quality of Customer Service	SVQ	8	8
H1F3 35	Management: Plan, Lead and Implement Change	HN	8	8
H1S8 35	Management: Organisational Leadership and Development	HN	8	8
H1S7 35	Management: Develop Strategic Plans	HN	8	8
H1S6 35	Management: Strategic Change	HN	8	8
H1S9 35	Management Research	HN	8	8
F3HM 35	Management and Leadership in the Public Sector	HN	8	8
DN7E 35	Human Resource Management: Employee Relationship Management	HN	8	8
DN7C 35	Collective Employment Relations: Practice	HN	8	16
F84R 35	Preparing Financial Forecasts	HN	8	8
DV5H 35	Project Management: Project Justification and Planning	HN	8	8
DV5J 35	Project Management: Managing the Implementation of a Project	HN	8	16
H1XR 35	Human Resource Management: Performance Management	HN	8	8
F0EG 35	Organisational Management	HN	8	24
HH85 35	Presentation Skills	HN	8	8
FE1K 04	Implement, Monitor and Review Change	SVQ	9	6
FE1J 04	Plan Change Across Teams	SVQ	9	6
H41T 04	Evaluate change	SVQ	9	6
FM5G 04	Manage Knowledge in your Area of Responsibility	SVQ	9	4
H424 04	Manage Conflict in the Broader Work Environment	SVQ	9	7

SQA code	Unit title	Type of unit	SCQF level	SCQF credit points
H426 04	Decide Whether to Produce or Buy in Products and/or Services	SVQ	9	6
FM5M 04	Select Suppliers through a Tendering Process	SVQ	9	6
FM5R 04	Develop and Implement Marketing Plans for your Area of Responsibility	SVQ	9	5
H427 04	Plan and Monitor the Work of Sales Teams	SVQ	9	5
FD3M 04	Manage Quality Systems	SVQ	9	5
HC04 04	Manage Quality Assurance Systems	SVQ	9	5
DV80 36	Management: Organisational Innovation	HN	9	8
DV7Y 36	Managing Organisational Risks	HN	9	8
DV83 36	Managing in a Global Environment	HN	9	8
F1F1 36	Project Management: Managing Multiple Projects	HN	9	8
HF80 04*	Implement change	SVQ	8	11
HK2P 04*	Manage physical resources	SVQ	8	5
HK3E 04*	Prepare for and participate in quality audits	SVQ	8	11
H9YR 04*	Apply technology or other resources to improve customer service	SVQ	8	6
H9Y8 04*	Build and maintain effective customer relations	SVQ	8	8
H9Y6 04*	Plan, organise and control customer service operations	SVQ	8	10
H9Y7 04*	Review the quality of customer service	SVQ	8	8
HK2W 04*	Manage knowledge in your area of responsibility	SVQ	9	4
HK2X 04*	Select suppliers through a tendering process	SVQ	9	6
HK35 04*	Develop marketing plans	SVQ	6	5
HK37 04*	Implement Marketing Plans	SVQ	9	5

*SVQ Management units added to structure July 2017

PDA in Strategic Leadership and Management at SCQF level 9 (GM0M 49)

The PDA in Strategic Leadership and Management at SCQF level 9 will be achieved on successful completion of 1 mandatory unit and 1 optional unit.

Restricted mandatory units — (learners must select one on the following restricted mandatory units)

SQA code	Unit title	Type of unit	SCQF level	SCQF credit points
HH6E 04	Leading the Organisation	N-W	9	16
F5GH 36	Leadership for Managers	HN	9	16

Optional units — (learners must select at least one unit from the following)

SQA code	Unit title	Type of unit	SCQF level	SCQF credit points
FM5P 04	Manage Business Processes	SVQ	9	15
FM4F 04	Develop your Personal Networks	SVQ	9	10
FE1K 04	Implement, Monitor and Review Change	SVQ	9	6
FM4W 04	Plan Change	SVQ	9	15
FE1J 04	Plan Change Across Teams	SVQ	9	6
H41T 04	Evaluate Change	SVQ	9	6
FD3G 04	Encourage Innovation in your Area of Responsibility	SVQ	9	12
FM4T 04	Lead Change	SVQ	9	15
FM5N 04	Outsource Business Processes	SVQ	9	9
FM5G 04	Manage Knowledge in your Area of Responsibility	SVQ	9	4
FM4Y 04	Recruit, Select and Keep Colleagues	SVQ	9	12
H5XR 04	Recruit, Select and Retain People	SVQ	9	14
H424 04	Manage Conflict in the Broader Work Environment	SVQ	9	7
FM61 04	Manage the Development and Marketing of Products/Services in your Area of Responsibility	SVQ	9	10
H426 04	Decide Whether to Produce or Buy in Products and/or Services	SVQ	9	6
FM5M 04	Select Suppliers Through a Tendering Process	SVQ	9	6
FM5R 04	Develop and Implement Marketing Plans for your Area of Responsibility	SVQ	9	5
DR41 04	Build your Organisation's Understanding of its Market and Customers	SVQ	9	12
DR61 04	Manage the Achievement of Customer Satisfaction	SVQ	9	9
H427 04	Plan and Monitor the Work of Sales Teams	SVQ	9	5
FD3J 04	Develop Productive Working Relationships with Colleagues and Stakeholders	SVQ	9	12
H58V 04	Develop and Sustain Productive Working Relationships with Stakeholders	SVQ	9	12

SQA code	Unit title	Type of unit	SCQF level	SCQF credit points
FM4K 04	Ensure Compliance with Legal, Regulatory, Ethical and Social Requirements	SVQ	9	12
H8H3 04	Ensure Compliance with Legal, Regulatory, Ethical and Social Requirements	SVQ	9	12
FD3M 04	Manage Quality Systems	SVQ	9	5
HC04 04	Manage Quality Assurance Systems	SVQ	9	5
F5GG 36	Decision Making for Managers	HN	9	16
DV80 36	Management: Organisational Innovation	HN	9	8
DV7Y 36	Managing Organisational Risks	HN	9	8
DV83 36	Managing in a Global Environment	HN	9	8
F1F1 36	Project Management: Managing Multiple Projects	HN	9	8
H8H4 04	Develop Understanding of your Markets and Customers	SVQ	10	12
DT4K 04	Manage a Programme of Complementary Projects	SVQ	10	12
FM60 04	Carry out Quality Audits	SVQ	10	6
H421 04	Develop, Maintain and Evaluate Business Continuity Plans and Arrangements	SVQ	10	11
H422 04	Identify and Evaluate Opportunities for Innovation and Improvement	SVQ	10	12
H423 04	Engage People in Change	SVQ	10	8
H425 04	Identify and Justify Requirements for Financial Resources	SVQ	10	8
H428 04	Bid for Contracts	SVQ	10	10
DR7G 04	Put the Strategic Business Plan into Action	SVQ	10	9
HK32 04*	Manage business processes	SVQ	9	15
HK27 04*	Develop and maintain your professional networks	SVQ	9	10
HK2A 04*	Plan change	SVQ	9	15
HK2Y 04*	Outsource business processes	SVQ	9	9
HK2W 04*	Manage knowledge in your area of responsibility	SVQ	9	4
HK2X 04*	Select suppliers through a tendering process	SVQ	9	6
HK35 04*	Develop marketing plans	SVQ	9	5
HK37 04*	Implement Marketing Plans	SVQ	9	5
HK3D 04*	Deliver products and services to customers	SVQ	9	9
HK34 04*	Manage programmes	SVQ	10	9
HK3F 04*	Carry out quality audits	SVQ	10	16
HK38 04*	Manage the development of products and services	SVQ	10	6

*SVQ Management units added to structure July 2017

3 Aims of the qualifications

The overall aim of the PDAs in Leadership and Management is to provide those in leadership and management positions or aspiring to such a role, with the opportunity to develop an understanding of key leadership and management theories and concepts and also to develop the skills needed to enhance current levels of competence among leaders, managers and aspiring leaders and managers.

3.1 General aims of the qualification

The general aims of the PDAs in Leadership and Management are to:

- 1 enable progression within the SCQF framework of qualifications.
- 2 develop core and transferable skills.
- 3 develop generic skills which can apply across a range of leadership and managerial roles and activities.
- 4 develop a set of knowledge, skills, behaviours and experiences to prepare and/or enhance learners' skills and knowledge to ensure strong leaders and managers of the future.

3.2 Specific aims of the qualifications

3.2.1 PDA in Introductory Leadership and Management at SCQF level 6

- 1 Enable learners to develop a strong foundation of leadership and management skills and knowledge.
- 2 Enhance learners confidence and competence in leading people.
- 3 Provide recognition for the leadership and management competences achieved by learners in their work as a leader/manager or aspiring leader/manager.
- 4 Provide flexibility for learners and centres through alternative ways to undertake units in the HNC/Diploma in Management and Leadership or SVQs in Management at an appropriate level.

3.2.2 PDA in Team Leadership and Management at SCQF level 7

- 1 Enable learners to develop and achieve competence and knowledge in providing direction and motivation.
- 2 Enhance learners confidence and achieve consistent team success.
- 3 Provide recognition for the leadership and management competences achieved by learners in their work as a leader/manager or aspiring leader/manager.
- 4 Provide flexibility for learners and centres through alternative ways to undertake units in the HNC/Diploma in Management and Leadership or SVQs in Management at an appropriate level.

3.2.3 PDA in Operational Leadership and Management at SCQF level 8

- 1 Enable learners to develop and achieve competence and knowledge in providing direction, motivating and leading the work of others.
- 2 Enable learners to consolidate and strengthen their skills and enhance confidence in leading complex projects and/or leading other team leaders.
- 3 Provide recognition for the leadership and management competences achieved by learners in their work as a leader/manager or aspiring leader/manager at an appropriate level.
- 4 Provide flexibility for learners and centres through alternative ways to undertake units in the HNC/Diploma in Management and Leadership or SVQs in Management at an appropriate level.

3.2.4 PDA in Strategic Leadership and Management at SCQF level 9

- 1 Enable learners to develop and achieve competence and knowledge in the development of their organisation's strategy.
- 2 Enhance the learners awareness and understanding of the strategic decision making process.
- 3 Provide opportunities for learners to build on their current skills and knowledge developing confidence and capabilities at a strategic level.
- 4 Provide recognition for the leadership and management competences achieved by learners in their work as a leader/manager or aspiring leader/manager at an appropriate level.
- 5 Provide flexibility for learners and centres through alternative ways to undertake units in the HNC/Diploma in Management and Leadership or SVQs in Management at an appropriate level.

4 Recommended entry to the qualifications

Entry to this qualification is at the discretion of the centre. The following information on prior knowledge, skills, experience or qualifications that provide suitable preparation for this qualification has been provided as guidance only.

The PDA in Introductory Leadership and Management at SCQF level 6 is designed for those at the start of their leadership journey either as aspiring leaders or those in their first leadership position. It is recommended that learners have good communication and people skills which could be evidence by prior experience or SQA units at SCQF level 5.

The PDA in Team Leadership and Management at SCQF level 7 is designed for those looking to move into their first formal team leadership role or those new to team leadership. It is recommended that learners have good communications skills which could be evidence by prior experience or SQA units at SCQF level 6.

The PDA in Operational Leadership and Management at SCQF level 8 is designed for those who are either in a position which requires them to provide direction, motivate and lead the work of others or aspiring to such a role. It is therefore recommended that learners have good communication, problem solving and people skills. These could be evidenced through prior experience or SQA units at SCQF level 7.

The **PDA in Strategic Leadership and Management at SCQF level 9** is designed for those who are either in a position which requires them to have responsibility for implementing and contributing to their organisation's strategy or who are aspiring to a strategic leadership role. It is therefore recommended that learners have good communication, problem solving and people skills. These could be evidenced through prior experience or SQA units at SCQF level 8.

If learners are undertaking SVQ units as part of the PDA, they must be in suitable employment to allow them to generate evidence for the units selected. Simulation is not permitted for SVQ units. There should, however, be no artificial barriers to entry and the award should be open to all learners who are in a suitable managerial post.

For those learners aspiring to leadership and managerial posts or in leadership/managerial posts and undertaking HN units, entry will be at the discretion of the centre. Centres should however consider the learner's previous achievement, experience and ability to ensure that they are registered on the appropriate level of PDA, ie one which allows them to have a reasonable chance of achievement.

4.1 Core Skills entry profile

The Core Skill entry profile provides a summary of the associated assessment activities that exemplify why a particular level has been recommended for this qualification. The information should be used to identify if additional learning support needs to be put in place for learners whose Core Skills profile is below the recommended entry level or whether learners should be encouraged to do an alternative level or learning programme.

As this document covers four leadership and management PDAs at SCQF levels 6–9 with each PDA containing a wide range of optional units, it is not possible to be specific on the entry profile. However, the following general entry profile requirements have been provided for guidance. Centres should however, carefully consider the selected units to ensure the learner's entry profile is suitable.

The most important Core Skills for leaders and managers and aspiring leaders/managers are *Communication*, *Working with Others* and *Problem Solving* and it is expected that learners undertaking a PDA in Leadership and Management would have well developed skills in these areas at an appropriate level to the PDA being undertaken, for example, learners undertaking PDAs at levels 7, 8 and 9 would be expected to have these Core Skills at SCQF level 6 (the highest level of Core Skills).

Finally, good *ICT* and *Numeracy* are sought after skills for managers but the level of Core Skill required should be influenced by the level and type of specific unit learners are selecting, eg it is expected that anyone wishing to undertake a unit on budgeting or financial management would have well developed numeracy skills.

5 Additional benefits of the qualification in meeting employer needs

This qualification was designed to meet a specific purpose and what follows are details on how that purpose has been met through mapping of the units to the aims of the qualification. Through meeting the aims, additional value has been achieved by linking the unit standards with those defined in National Occupational Standards and/or trade/professional body requirements. In addition, significant opportunities exist for learners to develop the more generic skill, known as Core Skills through doing this qualification.

5.1 Mapping of qualification aims to units

All units in the PDAs will contribute to the achievement of the general aims.

The following grids provide details of how the mandatory units of each PDA meet the specific aims of the awards.

The PDA in Introductory Leadership and Management at SCQF level 6

Unit title	Aim 1	Aim 2	Aim 3	Aim 4
Team Leadership	X	X	X	X
Leadership and Motivation	X	X	X	X

The PDA in Team Leadership and Management at SCQF level 7

Unit title	Aim 1	Aim 2	Aim 3	Aim 4
Provide Leadership for your Team	X	X	X	X
Lead your Team	X	X	X	X
Management: Leadership at Work	X	X	X	X

The PDA in Operational Leadership and Management at SCQF level 8

Unit title	Aim 1	Aim 2	Aim 3	Aim 4
Provide Leadership in your Area of Responsibility	X	X	X	X
Leadership and Decision Making Skills	X	X	X	X
Leadership	X		X	X

The PDA in Strategic Leadership and Management at SCQF level 9

Unit title	Aim 1	Aim 2	Aim 3	Aim 4	Aim 5
Leading the Organisation	X	X	X	X	X
Leadership for Managers		X	X	X	X

5.2 Mapping of National Occupational Standards (NOS) and/or trade body standards

All SVQ units making up the PDAs are taken from the management and leadership NOS developed by Council for Administration (the government recognised standards setting body for management and leadership).

The management and leadership HN units were based on management and leadership NOS.

5.3 Mapping of Core Skills development opportunities across the qualifications

There are too many units in the PDAs to itemise the Core Skills covered by each unit so the mapping has been provided for the restricted mandatory units only. Appendix 1 provides details of the Core Skills signposting that was carried out for the SVQ management units. In addition, the support notes of each HN unit provides details of where there are opportunities for developing Core Skills within the unit.

Unit title	Communication	Numeracy	ICT	Problem Solving	Working with Others
Team Leadership	X			X	X
Leadership and Motivation	X			X	
Provide Leadership for your Team	X	X		X	X
Lead your Team	X			X	X
Management: Leadership at Work	X			X	
Provide Leadership in your Area of Responsibility	X	X		X	X
Provide Leadership in your Area of Responsibility	X	X		X	X
Leadership and Decision Making Skills	X			X	
Leadership	X			X	
Leading the Organisation	X			X	X
Leadership for Managers	X			X	X

5.4 Assessment Strategy for the qualification(s)

Please see Appendix 2 for the Assessment Strategy for the PDAs in Leadership and Management.

6 Guidance on approaches to delivery and assessment

It is expected that centres will deliver the PDAs in Leadership and Management using assessment methods/approaches which comply with the Assessment Strategy. (See Appendix 2)

If learners opt to undertake SVQ units as part of the PDA then learners will be based at work and complete the units while carrying out their everyday tasks as a manager. If on the other hand learners opt for HN units, these could be delivered and assessed in a classroom/training room or the workplace.

Predominantly, delivery and assessment should be based on a portfolio of evidence gathered by the learner. This should be presented in a manner which indicates that the learner is able to meet the requirements of the units. Most SVQ unit specifications incorporate a table which gives possible examples of evidence that learners could use to prove that they are competent in terms of the performance criteria, and knowledge/understanding requirements of the units. The HN units detail the evidence learners are required to generate.

Assessment evidence can be presented in any form appropriate to the learner and the activity undertaken, eg:

- ◆ written records, reports and presentations
- ◆ meeting agenda, minutes
- ◆ recordings of interviews/professional discussions
- ◆ emails/blogs
- ◆ assessor record of learner responses
- ◆ review sheets
- ◆ observation records,
- ◆ video/photographs
- ◆ diaries
- ◆ journals
- ◆ reflexive journal/account

Evidence may be paper based, recorded, oral or visual.

It is anticipated that the evidence will be produced in the form of a portfolio where candidates will produce evidence as it occurs in their workplace (SVQ units) or alternatively a portfolio of evidence based on a case study. Mini case studies, questioning and/or professional discussion can be used to fill any gaps where it may not be possible to provide appropriate evidence.

If using a portfolio, learners should be guided through the process of portfolio building by their tutor/assessor or mentor who can help them to prepare and implement assessment plans and also offer guidance and support. Portfolios may be paper based or centres may wish to use one of the many e-portfolio platforms available.

6.1 Sequencing/integration of units

Delivery of the awards is at the discretion of centres. Sequencing of the units is likely to depend on the particular units selected and/or the learners' work situation. It may also be possible to integrate the delivery and assessment of the two units selected.

6.2 Recognition of Prior Learning

SQA recognises that learners gain knowledge and skills acquired through formal, non-formal and informal learning contexts.

In some instances, a full group award may be achieved through the recognition of prior learning. However, it is unlikely that a learner would have the appropriate prior learning and experience to meet all the requirements of a full group award.

The recognition of prior learning may **not** be used as a method of assessing in the following types of units and assessments:

- ◆ HN Graded Units
- ◆ Course and/or external assessments
- ◆ Other integrative assessment units (which may or not be graded)
- ◆ Certain types of assessment instruments where the standard may be compromised by not using the same assessment method outlined in the unit
- ◆ Where there is an existing requirement for a licence to practice
- ◆ Where there are specific health and safety requirements
- ◆ Where there are regulatory, professional or other statutory requirements
- ◆ Where otherwise specified in an Assessment Strategy

More information and guidance on the *Recognition of Prior Learning* (RPL) may be found on our website www.sqa.org.uk.

The following sub-sections outline how existing SQA unit(s) may contribute to this group award. Additionally, they also outline how this group award may be recognised for professional and articulation purposes.

6.2.1 Articulation and/or progression

As outlined earlier, these awards are jointly certificated by SQA and CMI. Learners registered on the PDA are eligible for 12 months free studying membership of CMI.

Learners completing a PDA in Leadership and Management will have many progression opportunities, eg other PDAs, SVQs in Management, HNC/Diploma in Management and Leadership.

6.2.2 Professional recognition

On successful achievement of this PDA, learners 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.

6.3 Opportunities for e-assessment

Learners undertaking this PDA can generate evidence using an e-portfolio.

6.4 Support materials

SQA has developed a wide range of assessment support packs (ASPs) and learner support materials which are available to download from SQA's secure site. Not all units have support materials but Appendix 3 provides details of the materials available for the units making up the PDAs in Leadership and Management.

Some of the learner support packs also link to interactive activities. These provide a comprehensive learning package which give assistance particularly if learners are undertaking the PDA as an open or distance learning student. Each Learner Support Pack is broken down into sections which link broadly to the relevant unit and provide a framework for learning leading the learner through the development in a logical way. The interactive activities reinforce the learning and provide illustrations of theory, activities and case studies. Details of these packs can be found in Appendix 3.

The ASPs and learner support packs are available to download from SQA's secure website. The interactive activities can be found on the open site, the HN Management and Leadership subject webpage <http://www.sqa.org.uk/sqa/26294.html>

In addition to the above support materials outlined in Appendix 3, learners registered on the PDAs are eligible for 12 months free studying membership of the Chartered Management Institute (CMI). This allows learners to access a range of management information, tools and materials.

SQA has recently launched Ushare; a free-to-use online community that allows users to comment on, rate and share links to open-source learning and teaching materials.

Ushare allows students, teachers, lecturers and other education professionals to share links to relevant resources, such as articles and videos, presentations and research that assist with the delivery and study of a number of SQA qualifications and awards.

There are a number of contributions on Ushare for leadership and management materials. The Ushare materials can be found at the bottom of the PDA Management and Leadership webpage — <http://www.sqa.org.uk/sqa/47500.html>

6.5 Resource requirements

Centres delivering SVQ units, must ensure that their assessors and internal verifiers meet the specific occupational requirements of the CFA assessment strategy — please see Appendix 2 for details.

There are no set qualifications required for assessors and internal verifiers of the HN units. However, centres must be able to show that staff are:

- ◆ competent in the subject/occupational area to a level appropriate to the qualification.
- ◆ competent in assessment (or internal verification) of the type involved in the qualification.
- ◆ familiar with the procedures and documentation for the qualification.

Centres should keep up-to-date with developments in legislation and management practices relevant to the knowledge and skills within the PDAs.

7 General information for centres

Equality and inclusion

The unit specifications making up this group award have been designed to ensure that there are no unnecessary barriers to learning or assessment. The individual needs of learners will be taken into account when planning learning experiences, selecting assessment methods or considering alternative evidence. Further advice can be found on our website www.sqa.org.uk/assessmentarrangements.

Internal and external verification

All instruments of assessment used within this/these qualification(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/GuideToAssessment).

8 Glossary of terms

Embedded Core Skills: is where the assessment evidence for the unit also includes full evidence for complete Core Skill or Core Skill components. A learner successfully completing the unit will be automatically certificated for the Core Skill. (This depends on the unit having been successfully audited and validated for Core Skills certification.)

Finish date: The end of a group award's lapsing period is known as the finish date. After the finish date, the group award will no longer be live and the following applies:

- ◆ learners may not be entered for the group award
- ◆ the group award will continue to exist only as an archive record on the Awards Processing System (APS)

Lapsing date: When a group award is entered into its lapsing period, the following will apply:

- ◆ the group award will be deleted from the relevant catalogue
- ◆ the group award specification will remain until the qualification reaches its finish date at which point it will be removed from SQA's website and archived
- ◆ no new centres may be approved to offer the group award
- ◆ centres should only enter learners whom they expect to complete the group award during the defined lapsing period

SQA credit value: The credit value allocated to a unit gives an indication of the contribution the unit makes to an SQA group award. An SQA credit value of 1 given to an SQA unit represents approximately 40 hours of programmed learning, teaching and assessment.

SCQF: The Scottish Credit and Qualification Framework (SCQF) provides the national common framework for describing all relevant programmes of learning and qualifications in Scotland. SCQF terminology is used 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: SCQF credit points provide a means of describing and comparing the amount of learning that is required to complete a qualification at a given level of the Framework. One National unit credit is equivalent to 6 SCQF credit points. One National unit credit at Advanced Higher and one Higher National unit credit (irrespective of level) is equivalent to 8 SCQF credit points.

SCQF levels: The level a qualification is assigned within the framework is an indication of how hard it is to achieve. The SCQF covers 12 levels of learning. HNCs and HNDs are available at SCQF levels 7 and 8 respectively. Higher National units will normally be at levels 6–9 and Graded units will be at level 7 and 8. National Qualification group awards are available at SCQF levels 2–6 and will normally be made up of National units which are available from SCQF levels 2–7.

Signposted Core Skills: refers to opportunities to develop Core Skills arise in learning and teaching but are not automatically certificated.

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. Centres are advised to check SQA's APS Navigator to confirm they are using the up to date qualification structure.

NOTE: Where a unit is revised by another unit:

- ◆ No new centres may be approved to offer the unit which has been revised.
- ◆ Centres should only enter learners for the unit which has been revised where they are expected to complete the unit before its finish date.

Version Number	Description	Date
02	Revised SVQ Management Units added to optional sections to 4 frameworks.	03/07/2017

9 General information for learners

This section will help you decide whether this is the qualification for you by explaining what the qualification is about, what you should know or be able to do before you start, what you will need to do during the qualification and opportunities for further learning and employment.

Welcome to the Professional Development Awards (PDAs) in Leadership and Management at SCQF levels 6, 7, 8 and 9. These PDAs are aimed at team leaders, 1st line and middle managers and individuals aspiring to these roles.

The PDAs are made up of two different types of units — SVQ units and Higher National (HN) units. SVQ units are made up of the management and leadership National Occupational Standards (NOS) as specified by the Skills CFA (the government recognised standards setting body for management and leadership). SVQ units can only be achieved through actual managerial work. Achievement of SVQ units therefore demonstrates that, in your work as a manager, you are able to operate in accordance with these national standards.

The HN units in the awards also develop your management and leadership skills and knowledge but you don't need to be in an actual management position to achieve them. HN units can be used by those aspiring to managerial roles.

Each PDA in Leadership and Management consists of two units, one mandatory unit and one optional units, the combination of which, addresses areas and skills which are common to many leadership and management roles. There is a wide range of units available in each PDA allowing you to choose which units best meet your particular needs. Click on the links below to view the full structure of the PDAs:

PDA in Introductory Leadership and Management at SCQF level 6

(add link to structure on webpage)

PDA in Team Leadership and Management at SCQF level 7

(add link to structure on webpage)

PDA in Operational Leadership and Management at SCQF level 8

(add link to structure on webpage)

PDA in Strategic Leadership and Management at SCQF level 9

(add link to structure on webpage)

You will be guided through the units by a tutor/assessor who will help you plan for assessment and will 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 required standards by gathering evidence from your place of work (if undertaking the SVQ units) or through other assessment methods such as reports, case studies, etc (if undertaking HN units).

The PDA is a qualification in its own right but it will also help you to progress to further leadership and management awards such as the SVQs in Management at SCQF levels 7 or 9 and the HNC or Diploma in Management and Leadership. Or you may consider undertaking other PDAs in Leadership and Management at a higher SCQF level.

The PDA is jointly certificated by SQA and The Chartered Management Institute. While undertaking the PDA in Leadership and Management, 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.

We hope that you enjoy undertaking the PDA and that it is a stimulating learning experience for you.

Appendices

Appendix 1 — Core Skills Signposting for Management and Leadership NOS

Appendix 2 — Assessment Strategy for PDAs in Leadership and Management

Appendix 3 — Details of support materials available to support units

Appendix 1: Core Skills Signposting for Management and Leadership NOS

Core Skills Signposting: Management and Leadership NOS

This document presents the Core Skill signposting for the current Management and Leadership (M&L) Scottish Vocational Qualifications (SVQs) at the following levels:

- ◆ M&L SVQ Level 2
- ◆ M&L SVQ Level 3
- ◆ M&L SVQ Level 4
- ◆ M&L SVQ Level 5

The following tables signpost the five SQA Core Skills standards to the Management and Leadership National Occupational Standards.

Key:

/	No coverage
/	Some or partially coverage
/	Full coverage

Core Skills Signposting SVQ 2 in Team Leading units Signposted to SCQF levels

Unit	Unit title	C	N	PS	WWO	ICT
A1	Manage your own Resources	4	4	4	5	/
D1	Develop Productive Working Relationships with Colleagues	5	4	5	6	/
D5	Allocate and Check Work in your Team	5	5	6	6	/
E5	Ensure your own Actions Reduce Risks to Health and Safety	5	4	4	5	4
B5	Provide Leadership for your Team	6	4	5	5	/
C1	Encourage Innovation in your Team	5	5	6	6	/
D8	Help Team Members Address Problems Affecting their Performance	4	/	4	5	/
D12	Participate in Meetings	4	/	/	4	/
D14	Initiate and Follow Disciplinary Procedure	5	/	5	5	/
D15	Initiate and Follow Grievance Procedure	5	/	5	5	/
F5	Resolve Customer Service Problems	5	4	5	4	/
F6	Monitor and Solve Customer Service Problems	5	5	6	6	/
F7	Support Customer Service Improvements	5	4	4	4	/
F8	Work with Others to Improve Customer Service	5	4	4	4	/
DA3	Induct Individuals into their Roles	6	5	6	6	/
DB5	Manage Team Communications	5	/	5	6	/
DB9	Promote Staff Wellbeing	5	/	6	6	/
DC1	Identify Individuals' Learning Needs and Styles	5	/	5	6	/

Core Skills Signposting SVQ 3 in Management units Signposted to SCQF levels

Unit	Unit title	C	N	PS	WWO	ICT
A2	Manage your own Resources and Professional Development	5	5	5	5	/
B5	Provide Leadership for your Team	6	4	5	5	/
D6	Allocate and Monitor the Progress and Quality of Work in your Area of Responsibility	6	5	6	6	/
E6	Ensure Health and Safety Requirements are Met in your Area of Responsibility	5	5	5	5	/
B1	Develop and Implement Operational Plans for your Area of Responsibility	6	5	6	6	/
B11	Promote Equality of Opportunity, Diversity and Inclusion in your Area of Responsibility	5	5	5	5	/
C1	Encourage Innovation in your Team	5	5	6	6	/
C5	Plan Change	6	6	5	6	/
C6	Implement Change	6	5	6	6	/
D1	Develop Productive Working Relationships with Colleagues	5	4	5	6	/
D3	Recruit, Select and Keep Colleagues	5	5	5	6	/
D7	Provide Learning Opportunities for Colleagues	6	4	4	5	/
D8	Help Team Members Address Problems Affecting their Performance	4	/	4	5	/
D9	Build and Manage Teams	5	/	/	5	/
D10	Reduce and Manage Conflict in your Team	5	/	5	6	/
D11	Lead Meetings	5	/	/	5	/
D13	Support Individuals to Develop and Maintain their Performance	4	/	5	5	/
D14	Initiate and Follow Disciplinary Procedure	5	/	5	5	/
D15	Initiate and Follow Grievance Procedure	5	/	5	5	/
E1	Manage a Budget	6	6	5	6	/
E2	Manage Finance for your Area of Responsibility	6	6	6	6	/
E8	Manage Physical Resources	5	6	6	6	6
E9	Manage the Environmental Impact of your Work	5	/	5	5	/
E10	Take Effective Decisions	5	5	6	6	5
E11	Communicate Information and Knowledge	5	/	/	5	5
F1	Manage a Project	6	6	6	6	/
F6	Monitor and Solve Customer Service Problems	5	5	6	6	/
F8	Work with Others to Improve Customer Service	5	4	4	4	/
F14	Prepare for and Participate in Quality Audits	4	/	4	6	/
F17	Manage the Delivery of Customer Service in your Area of Responsibility	5	/	5	5	/
F18	Prepare Sales Proposals and Deliver Sales Presentations	5	/	4	5	/

Unit	Unit title	C	N	PS	WWO	ICT
F19	Sell Products/Services to Customers	4	5	5	6	/
BB3	Manage Corporate Social Responsibility (CSR)	6	6	6	6	/
CA5	Evaluate Change	6	6	/	5	/
DA3	Induct Individuals into their Roles	6	5	6	6	/
DA4	Manage the Redeployment of People	6	5	6	6	/
DB7	Manage Flexible Working	5	5	6	6	/
DB9	Promote Staff Wellbeing	5	/	6	6	/
DC3	Mentor Individuals	5	/	5	5	/
DD3	Develop and Sustain Collaborative Relationships with Other Departments	6	5	6	6	/
FE2	Manage Quality Audits	5	5	5	5	/

Core Skills Signposting SVQ 4 in Management units Signposted to SCQF Levels

Unit	Unit title	C	N	PS	WWO	ICT
B1	Develop and Implement Operational Plans for your Area of Responsibility	6	5	6	6	/
B6	Provide Leadership in your Area of Responsibility	6	4	5	6	/
D2	Develop Productive Working Relationships with Colleagues and Stakeholders	6	4	6	6	/
F3	Manage Business Processes	6	6	6	6	/
A2	Manage your own Resources and Professional Development	5	5	5	5	/
A3	Develop your Personal Networks	6	4	5	6	/
B8	Ensure Compliance with Legal, Regulatory, Ethical and Social Requirements	6	5	6	6	/
B11	Promote Equality of Opportunity, Diversity and Inclusion in your Area of Responsibility	5	5	5	5	/
C2	Encourage Innovation in your Area of Responsibility	6	6	6	6	/
C4	Lead Change	6	6	6	6	/
C5	Plan Change	6	6	6	5	/
C6	Implement Change	6	5	6	6	/
D3	Recruit, Select and Keep Colleagues	5	5	5	6	/
D6	Allocate and Monitor the Progress and Quality of Work in your Area of Responsibility	6	5	6	6	/
D7	Provide Learning Opportunities for Colleagues	6	4	4	5	/
D9	Build and Manage Teams	5	/	/	5	/
D10	Reduce and Manage Conflict in your Team	5	/	5	6	/
D11	Lead Meetings	5	/	/	5	/
D13	Support Individuals to Develop and Maintain their Performance	4	/	5	5	/
D14	Initiate and Follow Disciplinary Procedure	5	/	5	5	/
D15	Initiate and Follow Grievance Procedure	5	/	5	5	/
D16	Manage Redundancies in your Area of Responsibility	6	5	6	6	/
E2	Manage Finance for your Area of Responsibility	6	6	6	6	/
E3	Obtain Additional Finance for the Organisation	6	6	6	6	/
E6	Ensure Health and Safety Requirements are Met in your Area of Responsibility	5	5	5	5	/
E8	Manage Physical Resources	5	6	6	6	6
E9	Manage the Environmental Impact of your Work	5	/	5	5	/
E10	Take Effective Decisions	5	5	6	6	5
E12	Manage Knowledge in your Area of Responsibility	5	/	5	4	6
E14	Support Team and Virtual Working	5	/	5	6	6

Unit	Unit title	C	N	PS	WWO	ICT
E15	Procure Supplies	5	4	4	4	/
E16	Select Suppliers through a Tendering Process	5	5	4	5	/
E17	Outsource Business Processes	6	6	6	6	/
F1	Manage a Project	6	6	6	6	/
F2	Manage a Programme of Complementary Projects	6	6	6	6	/
F4	Develop and Implement Marketing Plans for your Area of Responsibility	6	6	5	6	/
F9	Build your Organisation's Understanding of its Market and Customers	6	6	6	6	/
F11	Manage the Achievement of Customer Satisfaction	6	6	6	6	6
F13	Manage Quality Systems	4	/	4	4	4
F14	Prepare for and Participate in Quality Audits	4	/	4	6	4
F15	Carry out Quality Audits	4	/	6	6	/
F16	Manage the Development and Marketing of Products/Services in your Area of Responsibility	5	5	5	4	/
F18	Prepare Sales Proposals and Deliver Sales Presentations	5	/	4	5	/
F19	Sell Products/Services to Customers	4	5	5	6	/
BB2	Develop, Maintain and Evaluate Business Continuity Plans and Arrangements	6	6	6	6	/
BB3	Manage Corporate Social Responsibility (CSR)	6	6	6	6	/
CA1	Identify and Evaluate Opportunities for Innovation and Improvement	6	6	5	6	/
CA3	Engage People in Change	6	5	6	6	/
CA5	Evaluate Change	6	6	/	5	/
DA4	Manage the Redeployment of People	6	5	6	6	/
DB7	Manage Flexible Working	5	5	6	6	/
DD5	Manage Conflict in the Broader Work Environment	6	/	6	5	/
EA1	Identify and Justify Requirements for Financial Resources	6	6	6	5	/
ED1	Decide Whether to Produce or Buy in Products and/or Services	5	6	6	5	/
FC1	Plan and Monitor the Work of Sales Teams	5	5	5	5	/
FC2	Bid for Contracts	6	6	6	5	/
FE2	Manage Quality Audits	5	5	5	5	/

Core Skills Signposting SVQ 5 in Management units Signposted to SCQF Levels

Unit	Unit title	C	N	PS	WWO	ICT
B7	Provide Leadership for your Organisation	6	5	5	6	/
C3	Encourage Innovation in your Organisation	6	6	6	6	/
F12	Improve Organisational Performance	6	6	6	6	/
A3	Develop your Personal Networks	6	4	5	6	/
B2	Map the Environment in which your Organisation Operates	6	6	6	6	/
B3	Develop a Strategic Business Plan for your Organisation	6	6	6	6	/
B4	Put the Strategic Business Plan into Action	6	6	6	6	/
B8	Ensure Compliance with Legal, Regulatory, Ethical and Social Requirements	6	5	6	6	/
B9	Develop the Culture of your Organisation	6	4	6	6	/
B10	Manage Risk	6	6	6	6	/
B12	Promote Equality of Opportunity, Diversity and Inclusion in your Organisation	6	5	6	6	/
C4	Lead Change	6	6	6	6	/
C5	Plan Change	6	6	6	5	/
C6	Implement Change	6	5	6	6	/
D2	Develop Productive Working Relationships with Colleagues and Stakeholders	6	4	6	6	/
D4	Plan the Workforce	6	6	6	5	/
D17	Build and Sustain Collaborative Relationships with Other Organisations	6	6	6	6	/
E3	Obtain Additional Finance for the Organisation	6	6	6	6	/
E4	Promote the use of Technology within your Organisation	6	6	6	6	6
E7	Ensure an Effective Organisational Approach to Health and Safety	6	6	5	5	/
E13	Promote Knowledge Management in your Organisation	6	/	5	5	6
E17	Outsource Business Processes	6	6	6	6	/
F2	Manage a Programme of Complementary Projects	6	6	6	6	/
F9	Build your Organisation's Understanding of its Market and Customers	6	6	6	6	/
F10	Develop a Customer Focussed Organisation	6	5	6	6	/
F15	Carry out Quality Audits	4	/	6	6	/
F16	Manage the Development and Marketing of Products/Services in your Area of Responsibility	5	5	5	4	/

Unit	Unit title	C	N	PS	WWO	ICT
BA5	Develop your Organisation's Vision and Strategy	6	4	6	6	/
BB2	Develop, Maintain and Evaluate Business Continuity Plans and Arrangements	6	6	6	6	/
CA1	Identify and Evaluate Opportunities for Innovation and Improvement	6	6	5	6	/
CA3	Engage People in Change	6	5	6	6	/
EA1	Identify and Justify Requirements for Financial Resources	6	6	6	5	/
EC2	Manage Information, Knowledge and Communications Systems	5	/	6	5	6
FC2	Bid for Contracts	6	6	6	5	/

Appendix 2: Assessment Strategy for PDAs in Leadership and Management



Assessment Strategy

for

PDA's in Leadership and Management

1 Introduction

This Assessment Strategy provides the criteria SQA approved centres must meet for the assessment of the PDAs in Leadership and Management

This document outlines the criteria in relation to:

- ◆ requirements of assessors/tutors and internal verifiers
- ◆ evidence

2 Requirements of Assessors/Tutors and Internal Verifiers

2.1 Assessors

The primary responsibility of an assessor is to assess candidates' performance in a range of tasks and to ensure the evidence submitted by the candidate meets the requirements of the assessment criteria.

It is important that an assessor can recognise competence as specified by the national standard. Assessors therefore need to have a thorough understanding of assessment and quality assurance practices, as well as have in-depth technical understanding related to the qualifications for which they are assessing candidates.

To assess candidates undertaking a PDA in Leadership and Management, assessors must:

For SVQ units:

- ◆ be occupationally competent. Assessors must provide current evidence of competence, knowledge and understanding in the areas to be assessed. This must be demonstrated by relevant experience and continuing professional development (CPD) which may include the achievement of qualification(s) at a commensurate level, relevant to the areas being assessed.
- ◆ hold, or be working towards, an appropriate qualification as specified by the appropriate regulatory authority, confirming their competence to assess candidates undertaking competence-based units and qualifications. Assessors holding older qualifications must be able to demonstrate that they are assessing to the current standards through up to date CPD.

Assessors working towards an appropriate qualification must be supported by a qualified assessor throughout the period of completing the qualification. This support may be provided by a qualified assessor and/or qualified internal verifier.

For HN and National Workplace units:

- ◆ competent in the subject/occupational area to a level appropriate to the qualification
- ◆ competent in assessment of the type involved in the qualification
- ◆ familiar with the procedures and documentation for the qualification

2.2 Internal Verifiers

The primary responsibility of Internal Verifiers is to assure the quality and consistency of assessments by assessors. Internal Verifiers therefore need to have a thorough understanding of quality assurance and assessment practices, as well as sufficient technical understanding of the qualifications that they are internally verifying.

To internally verify a PDA in Leadership and Management, Internal Verifiers must:

For SVQ units:

- ◆ be occupationally competent. Internal Verifiers must demonstrate sufficient and current understanding of the qualifications to be internally verified, and know how they are applied in business. This must be demonstrated by relevant experience and CPD which may include the achievement of qualification(s) at a commensurate level, relevant to the areas being assessed.
- ◆ hold, or be working towards, an appropriate qualification as specified by the appropriate regulatory authority, confirming their competence to internally verify assessment of competence-based units and qualifications. Internal verifiers holding older qualifications must be able to demonstrate that they are assessing to the current standards through up to date CPD.

Internal Verifiers working towards an appropriate qualification must be supported by a qualified Internal Verifier throughout the period of completing the qualification. This must include monitoring of verification decisions which may be achieved by sampling of reports and evidence by a qualified Internal Verifier.

For HN and National Workplace units:

- ◆ competent in the subject/occupational area to a level appropriate to the qualification
- ◆ competent in internal verification of the type involved in the qualification
- ◆ familiar with the procedures and documentation for the qualification

2.3 Continuing Professional Development (CPD) Records

The Assessment Strategy requires all Assessors and Internal Verifiers to maintain current competence in Leadership and Management and quality assurance and assessment practices to deliver these functions. SQA recognises this can be achieved in many ways. However, for PDAs in Leadership and Management, such information must be formally recorded in individual CPD records that are maintained in centres and available to SQA on request.

3 Evidence

3.1 Evidence from Workplace Performance

- ◆ Evidence of occupational competence for all SVQ units at all levels must be generated and collected through performance in the workplace.
- ◆ Performance Evidence must be produced for all Performance Indicators in all units. Simulation and/or Supporting Evidence may be used by exception to fill small gaps where Performance Evidence does not occur naturally but the unit is part of the candidate's normal work duties. The use of Simulation and/or Supporting Evidence for Performance must be restricted to a small part of any unit.

3.2 Evidence from classroom based activities

- ◆ The units making up the PDAs in Leadership and Management are assessed in a variety of ways, for example, reports, extended responses, open-book and closed-book examinations. Full details of the evidence requirements and assessment guidance are provided in each unit specification which is available to download from SQA's website. Centres should consider the requirements of the units making up the PDA carefully in deciding on the appropriate assessor.

Appendix 3: Details of support materials available to support units

(a) SVQ Management Awards and PDAs in Management

Support Packs and Guides for SVQ Management units:

1	A2 (DR67 04)	Managing Your Own Resources and Professional Development
2	B1 (DR47 04)	Develop and Implement Operational Plans for Your Area of Responsibility
3	B6 (DR75 04)	Provide Leadership in Your Area of Responsibility
4	D6 (DR3Y 04)	Allocate and Monitor Progress and Quality in Your Area of Responsibility
5	C2 (DR4N 04)	Encourage Innovation in your area of responsibility
6	C4 (DR56 04)	Lead Change
7	C5 (DR6J 04)	Plan Change
8	C6 (DR57 04)	Implement Change
9	F1 (DR5J 04)	Manage a Project
10	F3 (DR5M 04)	Manage Business Processes
11	SVQ Management L3 and L4	— Guide to Using HNC Management Support Materials

(b) HN Management Awards — HNC, Diploma and PDAs in Management

Teaching and Learning Support packs for the following HN units

1	(DJ4234)*	Creating a Culture of Customer Care
2	(F5GG 36)	Decision Making for Managers
3	(F5GH 36)	Leadership for Managers
4	(DV7X34)*	Manage Operational Resources
5	(DV8736)*	Management: Develop Strategic Plans
6	(DV8634)*	Management: Developing Self-Management Skills
7	(DV8834)*	Management: Leadership at Work
8	(DV8C 35)	Management: Plan, Lead and Implement Change
9	(DW6G34)	Management of Quality
10	(DV8036)	Management: Organisational Innovation
11	(DV8A36)*	Management: Organisational Leadership and Development
12	(DV7W36)*	Management: Strategic Change
13	(DV8234)*	Managing and Working with People
14	(F5GF 35)	Managing People
15	(F3XP 33)	Managing Self and Resources
16	(DV5J 35)	Project Management: Managing the Implementation of a Project
17	(DV5H 35)	Project Management: Project Justification and Planning
18	(F8KA 39)	Organisational Decision Making — available from November 2010
19	(F3XR 33)	Working in a Team

HN Management Interactive Activities for Learners

Covers HN units above annotated with *
Includes Tutor Notes

Assessment Exemplars for HN units:

1	(DJ4234)	Creating a Culture of Customer Care
2	(DN7534)	Individual Employment Relations: Law
3	(DV8736)	Management: Develop Strategic Plans
4	(DV8634)	Management: Developing Self-Management Skills
5	(DW2X34)	Management: Graded Unit 1
6	(DV8834)	Management: Leadership at Work
7	(DV8A36)	Management: Organisational Leadership and Development
8	(DV8A36) Exemplar 2	Management: Organisational Leadership and Development
9	(DV8C35)	Management: Plan, Lead and Implement Change
10	(DV8136)	Management Research
11	(DV7W36)	Management: Strategic Change
12	(DV7W36) Exemplar 2	Management: Strategic Change
13	(DV8234)	Managing and Working with People
14	(F3XP33)	Managing Self and Resources
15	(F3XR33)	Working in a Team