



**Arrangements for:
Professional Development Award
(PDA) in Leading Change
at SCQF level 9**

Group Award Code: GC6G 49

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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	Amendments in line with revised HNC/Diploma in Management and Leadership and change to SSB.	December 2012
02	Revised SCQF level of Unit C6: Lead Change resulting in PDA now at SCQF level 9. Revised Appendices 1, 3, 4 and 6 in line with amendments to SVQs in Management.	June 2011

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1 Introduction

This is the Arrangements Document for the PDA in Leading Change at SCQF level 9. This document includes: background information on the development of the Group Award, its aims, guidance on access, details of the Group Award structure, and guidance on delivery.

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

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

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

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

A Qualifications Design Team (QDT) was established to develop the suite of work-based PDAs in Management and Leadership from SCQF level 7 to SCQF level 11, which includes the PDA in Leading Change at SCQF level 9.

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

The Chartered Management Institute (CMI) has agreed to jointly certificate the PDA in Leading Change at SCQF level 9 — together with all other Management awards in SQA's portfolio, including SVQs in Management, HNC in Management and Leadership, PDA Diploma in Management and Leadership and all other PDAs in Management and Leadership.

2 Rationale for the development of the Group Award

2.1 Rationale for the development of the PDA in Leading Change at SCQF level 9

The PDA in Leading Change at SCQF level 9 offers candidates the opportunity to develop their management competence in a specific aspect of managerial work, ‘facilitating change’, which is one of the six areas of competence identified by the Skills CFA. Candidates who successfully complete the award will gain a number of benefits, including:

- ◆ ability to identify new ideas and to lead people through the changes that arise from them
- ◆ knowledge and understanding of the principles which underpin innovation and leading change in organisations
- ◆ capability to encourage and support the practical implementation of new ideas
- ◆ capability to provide a lead and take control of a change situation
- ◆ capacity to sell a vision for change and support people in turning the vision behind potential improvements and new ideas into reality

The above should ensure that candidates possess the skills and competence to identify new ideas and to lead others through the change process which follows from the need to turn new ideas into reality. This PDA concentrates on sources of change stemming from new ideas, as well as the commitment which managers need to lead and support people through the implementation stage of the change cycle. The emphasis in this PDA is developing competences which enable managers to take control and drive forward both the generation of new ideas and the changes which normally follow from them.

Employers should, therefore, benefit by having managers who are pro-active and able to ensure that they (and those for whom they are responsible) are committed to seeking change and making sure that the vision behind new ideas is transformed into the practical reality of day to day operations. Being open to new ideas and being able to change in response to them are vital to modern organisations which have to develop systems and strategies to cope with a rapidly changing world. Managers who have completed this PDA will have shown that they can engender a positive attitude towards change and develop a climate in their area of responsibility in which new ideas are encouraged and where they can be taken forward. They will, too, have demonstrated the flexibility that is essential to a successful organisation.

The PDA in Leading Change at SCQF level 9 is designed to enable managers to develop and achieve competence in two closely related aspects of change management. The first is the need to create a culture among those for whom they are responsible in which everyone feels able to suggest new ideas. New ideas lead to changes and the second aspect of competence in this PDA is the requirement to lead people through the changes by setting a vision which everyone can buy into. This, in turn, means that managers have to support and motivate people to make the vision a reality. Clearly, these two aspects of competence are closely related. Both, for example, require managers to be able to inspire and encourage others as well as providing support. Both also depend on managers who can champion a cause and find constructive ways to challenge the status quo.

New ideas may come from those for whom the manager is responsible as well as from the manager her or himself. New ideas can range over all aspects of an organisation's activity including:

- ◆ new products and/or services
- ◆ improvements to existing products and/or services
- ◆ improvements to existing practices, procedures, systems, ways of working within a team or within the wider organisation

On the surface, these can be seen as internal drivers for change and this may indeed be the case in some circumstances. However, they could also be a response to external factors such as changes in market conditions or in the activities of competitors. These new ideas could lead to changes in an organisation which could be seen as a response to external events or internal efforts to improve for the future — or, perhaps, a mixture of both.

The two Units in this PDA thus fit closely together, not only in terms of the topics they cover but also the behaviours which managers need to display in order to prove that they are competent in these dimensions of facilitating change.

The importance of change to contemporary organisations is also an important reason for including this PDA in the new suite of awards. Change is something which all organisations have to deal with if they are to continue to operate successfully and not lose out to other organisations which have introduced new systems and processes and new ways to deliver products and/or services to customers. This presents a challenge to managers especially as change can lead to uncertainty about the future and make people apprehensive about what may happen to them. This PDA, as already hinted, focuses on the ways managers can be pro-active by:

- ◆ encouraging people to embrace change so that it becomes a normal part of their working lives
- ◆ suggesting new ideas
- ◆ being part of a vision for the future which sees change as a challenge which can be exciting and motivating

Another reason for this PDA in Leading Change at SCQF level 9 is to complement the PDA in Planning and Implementing Change at SCQF level 9. The latter PDA emphasises the role that managers can play in the first two stages of the change cycle — planning and implementing — and how they can set in motion the procedures and systems needed to ensure that a change proceeds smoothly. However, the emphasis in the PDA in Leading Change at SCQF level 9 is much more about the process of change and how managers through their attitudes and behaviour can create a culture in which innovation — and the change associated with it — can flourish. Clearly, a 'change culture' can only be sustained if managers also have the competence to prepare and implement plans for change. Hence, the two PDAs complement each other.

Overall, the PDA in Leading Change at SCQF level 9 should enable candidates to demonstrate that they have the competences required to create a climate which encourages innovation and to develop and carry through the vision needed to make the changes which the new ideas entail and, thereby, turn them into reality.

Both the Units of this PDA are at SCQF level 9, making this an award which may be demanding for candidates. The Units are suitable for middle and senior managers who have a responsibility for encouraging new ideas among members of their team managers.

The levelling of the Units in the SVQ Management awards emphasises the point which has been stressed throughout this document. Eligibility for all the PDAs in the suite of PDAs in Management and Leadership is determined by the occupational role filled by potential candidates. The PDA in Leading Change at SCQF level 9, therefore, can be attempted by managers who have responsibilities to encourage innovation and to develop a vision to lead change. It is likely, but not necessarily the case, that these responsibilities will be held by those in middle management positions or above. Therefore, in common with its sister award (the PDA in Planning and Implementing Change at SCQF level 9) the level of the award reflects the degree of importance which organisations attach to the competences involved.

After completion of this PDA, candidates should have demonstrated that they are competent in encouraging new ideas and leading change. They should, as managers, be able to ensure that they can create a culture in which new ideas are encouraged and welcomed and there is a vision for the future which enables these new ideas to be translated into practical reality.

The PDA in Leading Change at SCQF level 9 is another of the PDAs in the suite of Management and Leadership PDAs which focuses on one of building managerial competence in one of the areas of competence identified by Skills CFA and within which the National Occupational Standards for Management have been classified. In common with these other PDAs, it is likely to be more appropriate for managers who have some experience and have already had the opportunity to develop and demonstrate their general competence as managers. As already discussed, the suitability of the PDA will depend on the managerial role which a candidate fulfils.

Some people who have successfully undertaken other specific PDAs such as the PDA in Managing Projects and Business Processes at SCQF level 9 or the PDA in Managing Finances at SCQF level 8 may wish to develop another specific area of competence by attempting this PDA. In particular, those who have completed the PDA in Planning and Implementing Change at SCQF level 9 may wish to round off their competence in facilitating change by including this PDA in their programme of management development. Those who wish to do both PDAs and who fill a suitable managerial role may find it better to attempt this PDA **after** the PDA in Planning and Implementing Change at SCQF level 9. This is because the latter focuses on getting suitable systems in place to enable change to happen which is a feature of all successful change, regardless of whether there is a culture for change in the organisation.

The title of the award has been chosen to reflect the general competences of this particular PDA. Consultation indicated that 97% of respondents felt the title of the award was appropriate.

2.2 Consultation with Stakeholders: Meeting employers' needs

In order to confirm that the PDAs in Management and Leadership would meet the needs of employers, the QDT made use of information from three main sources. They were:

- ◆ research by SQA on its own awards
- ◆ discussions at the SVQ Management Network meeting in Stirling, March 2009
- ◆ formal consultation with relevant stakeholders on the proposed suite of new awards

Each will now be considered in turn.

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

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

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

- ◆ ***Discussions at the SVQ Management Network meeting in Stirling, March 2009***

This is an annual event for centres delivering the SVQ Management. It was attended by representatives from a majority of the centres approved to offer awards in SVQ Management. The 2009 agenda included a briefing on the existing HN PDAs in Management and Leadership and also allowed attendees to break into smaller workshop groups to discuss the possibility of PDAs based on SVQ Units. All those attending, therefore, were able to contribute to the discussion.

Delegates were generally very supportive — and some were particularly enthusiastic — about the possible development of PDAs in Management and Leadership using SVQ Units. There were differences over matters, such as what combination of Units would be appropriate and how many awards there should be etc, but the underlying principle of small, stand alone awards was welcomed. Only a small proportion of centres deliver both SVQ Management and other management awards such as HNC Management and Leadership or the Diploma in Management and Leadership. The concept of PDAs was, as a result, new to many centres and most saw them as a way to extend the provision they could offer to potential clients. Delegates also highlighted the attraction of shorter courses to candidates, especially those who might be apprehensive about attempting a full SVQ Management or who had a very specific development need and did not wish to pursue a full SVQ Management.

Centres also recognised the financial implications of shorter awards especially at a time when funding for SVQ Management is being curtailed. Shorter awards could, it was felt, encourage self-funding among employers and, possibly, candidates, particularly if they could be linked to Individual Learning Accounts (ILAs).

PDA's in Management and Leadership based on SVQ Units could also tap into current practice of some centres. For example, offering single Units funded through an ILA, which could be linked into the PDA's.

As noted earlier, the positive response from the Networking Event led SQA to take the proposals forward for full development. Further justification for this decision is provided by anecdotal evidence from centres at external Verifier visits. These provide a chance to discuss current issues with management awards and external Verifiers were specifically asked to canvass views on possible PDA's based on SVQ Units. In fact, it turned out that centres which had been represented at the Networking Event were keen to discuss the proposed new PDA's without prompting. Although not entirely representative, this informal consultation provided further confirmation that stakeholders supported the proposed new awards.

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

This is, perhaps, the most important of the three sources. It provides a more detailed and more structured response than the Networking Event and, unlike the general SQA consultation, pertains directly to the PDA's.

A particular objective of this consultation was to widen the coverage of stakeholders to include those who had been unable to attend the Networking Event. It was also an opportunity to get a more formal response from the centres who had attended.

Questionnaires were distributed by e-mail to employers and to centres currently approved for SVQ Management. Centres were asked to distribute the questionnaire to current candidates. In this way, all three main stakeholder groups were covered. There is some overlap between the three groups in that some employers are also centres and some candidates are in a position to influence decision on whether their organisation makes use of SQA awards as part of their management training and development programmes.

The responses from the consultation indicated clearly that the suite of PDA's was acceptable to stakeholders and would meet their needs. Although not all the PDA's were equally well received and some respondents suggested alternative formats, the overall positive nature of the responses provided justification for moving forward with the original seven proposed PDA's. One conclusion from the consultation was that there may be scope to develop other PDA's using SVQ Units in future. This confirms the validity of short courses based on Units from SVQ Management as well as pointing to ways in which the suite could, at a later date, be extended.

A total of 33 responses were received — 11 candidates; 5 employers and 17 centres — which whilst not high, it is an acceptable return in situations such as this. The responses to the questionnaires were very positive. 94% of respondents agreed that there would be demand for the PDAs while 97% of respondents agreed that Professional Body recognition was important. 88% of centres agreed that they would be able to recruit candidates.

The responses from the questionnaire consultation provided specific confirmation of the more general findings from the SQA market research and of the more anecdotal support from the Networking Event and external Verifier visits.

2.3 Specific Occupational Skills

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

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

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

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

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

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

As explained earlier, information on the relationship of the suite of PDAs in Management and Leadership to NOS can be found at Appendix 2.

2.4 Progression routes/further opportunities/relationship with other SQA awards

Possible pathways and progression routes, together with additional advice are outlined in Appendix 5.

The PDA in Leading Change at SCQF level 9 is not intended solely as a vehicle for progression. However, both Units contribute to full awards in SVQ Management. The Unit C2 ‘Encourage Innovation in Your Area of Responsibility’ is an optional Unit for the SVQ Management at level 4. While the Unit C4 ‘Lead Change’ is an optional Unit for the SVQ Management at levels 4 and 5. Therefore candidates who complete this PDA, could (depending on their experience and level of managerial responsibility) progress to a full SVQ at levels 4 or 5. The following table summarises this.

Unit code	Unit title	SVQ 4 Management SCQF level 9		SVQ 5 Management SCQF level 11	
		M	O	M	O
C2	Encourage Innovation in Your Area of Responsibility		√		
C4	Lead Change		√		√

Candidates who complete this PDA will have gained the one of the eight Units in the full SVQ 4 Management at SCQF level 9 and two of seven Units of the full SVQ 5 Management at SCQF level 11.

It would be possible for candidates who wish to do so to undertake other awards in the suite of PDAs in Management and Leadership — particularly ones which concentrate on other specific aspects of management competence such as the PDA in Managing Projects and Business Processes at SCQF level 9 or the PDA in Managing Finances at SCQF level 8. This is because a key determining factor for entry to the work-based PDAs in Management and Leadership is the managerial tasks which a candidate has to do in the workplace, as opposed to the SCQF level of the award (although this does play a part). Candidates may, therefore, depending on their current managerial role and their development needs move to awards at a lower SCQF level.

In this case, the situation is complicated as the two Units in the PDA in Leading Change at SCQF level 9 contribute to the SVQ Management awards at two different levels. As discussed earlier, it is likely that this PDA will suit the needs of middle and senior managers.

Progression to a PDA at a lower level could be possible, but candidates may benefit more from undertaking more than one PDA if they progress upwards through the SCQF levels. This may mean that some candidates will defer attempting the PDA in Leading Change at SCQF level 9 until they have achieved other PDAs and met other targets in their personal development plan. However, as frequently stressed, progression between PDAs depends on the managerial position which candidates occupy and this may have a considerable impact on the extent to which progression between PDAs is possible.

This PDA is very closely linked with the PDA in Planning and Implementing Change at SCQF level 9 and candidates who want to prove their competence in all aspects of change management may wish to complete both PDAs. It has been noted previously that this award probably fits better after the completion of the PDA in Planning and Implementing Change at SCQF level 9. This emphasises the specific processes of change and innovation rather than different stages of the change cycle which is the focus of the PDA in Planning and Implementing Change at SCQF level 9.

In a sense, the PDA in Leading Change at SCQF level 9 represents the culmination of the suite of Management PDA awards. Candidates who successfully complete this PDA and the PDA in Planning and Implementing Change at SCQF level 9 will have achieved Units at SCQF levels 8 and 9 and gained 53 SCQF credit points (120 SCQF credit points normally equates to a year of full time study). Candidates who are in this situation will also have two of the seven Units required for a full SVQ Management at level 5. They may, therefore, wish to consider progressing into qualifications such as an MBA run by higher education institutions, perhaps after finishing a full SVQ Management at level 5.

The PDA in Leading Change at SCQF level 9 is also an award which will fully meet the management education needs of some candidates who would not wish to undertake further awards. It is hoped, however, that the PDA will provide an opening for all successful candidates to enhance their professional development after completing the award.

The Chartered Management Institute will jointly certificate the PDA in Leading Change at SCQF level 9 with SQA. This will enable candidates to progress within the CMI framework of qualifications.

The PDAs in Management and Leadership are designed to both complement and provide an introduction to other SQA awards, ie they consist of Units from the SVQ Management framework.

There also is a parallel suite of PDAs in Management and Leadership (included in Appendix 1) which link to the more extensive HNC Management and Leadership and the Diploma in Management and Leadership. These awards are distinct from SVQ awards in that they do not require that candidates are in a management position. Unlike the SVQ Management, it is not a condition of these awards that candidates provide evidence of their work as managers in order to demonstrate their managerial competence. They are suitable therefore for both practising and aspirant managers. Aspirant managers can include those who hope to take up a management position, as well as those who are currently fulfilling a management role but wish to develop knowledge, skills and understanding which will fit them to take up a more senior position. The HNC Management and Leadership and similar qualifications may help candidates to meet the knowledge requirements of awards consisting of SVQ Units.

3 Aims of the Group Award

3.1 General aims of the Group Award

Each PDA in Management and Leadership has its own individual aims but, as a group, they share the following **general** aims:

- 1 enable candidates **to develop and achieve** competence in a specific area of managerial work.
- 2 **provide recognition** for the management competence achieved by candidates in their work as a manager.
- 3 meet the **needs of candidates** with different experience and different managerial responsibilities (by providing awards at SCQF level 7 to SCQF level 11 and covering different areas of managerial competence).
- 4 enable **progression** within the SVQ Management framework and within the SCQF framework of qualifications.
- 5 provide **flexibility** for candidates and centres through **alternative ways** to undertake Units in SVQ Management.
- 6 enable candidates to **acquire underpinning knowledge and understanding** of key management concepts and ideas.
- 7 enable candidates to develop **generic skills** which can apply across the whole range of managerial work.

3.2 Specific aims of the Group Award

The PDA in Leading Change at SCQF level 9 has some specific aims. It will:

- 1 enable candidates to develop and achieve the competences, and the underpinning knowledge and understanding, required to promote an organisational culture in which new ideas come forward and are turned into practical reality.
- 2 enable candidates to encourage the identification and practical implementation of new ideas.
- 3 enable candidates to take control and provide a lead within their organisation for change.
- 4 enable candidates to 'sell' a vision to achieve change for the future.
- 5 support and encourage people for whom they are responsible in change situations.

3.3 Target groups

The main target groups for the suite of PDAs in Management and Leadership are people who are currently employed in management posts, predominantly at first line, team leading and middle management level. The PDAs in Management and Leadership consist of SVQ Units, which are workplace Units. To be eligible for these Units, candidates must have current occupational experience in a management role and be able to generate the relevant Evidence Requirements. These target groups will comprise three different, overlapping categories of people who:

- ◆ have identified a specific need to develop a particular area of their managerial competence
- ◆ wish to gain recognition for competences which they have developed during their managerial career to date and wish to confirm that they operate in accordance with the national standards for management
- ◆ believe that gaining a management award to prove their current competence will help them to advance their career as managers

The target group for the PDA in Leading Change at SCQF level 9 is predominantly middle and senior managers. Although one of the Units may be suitable for first line managers with responsibility for encouraging innovation, this PDA overall emphasises behaviours like inspiring others and communicating a vision in the wider organisational context. This broader role is one that is normally taken by middle and senior managers.

4 Access to Group Award

As the PDAs in Management and Leadership are based on SVQ Management Units, they are designed as work-based awards aimed at persons currently fulfilling the occupational role which is the subject of the SVQ. In line with the Assessment Strategy developed for SVQs in Management, access to the PDAs in Management and Leadership is open only to those who currently occupy a management role which enables them to display competence at the level of the standards which make up the award. The nature and level of the management role may vary depending on the level of PDA involved. More information on the Assessment Strategy can be found later in Appendix 6.

It is therefore the responsibility of centres to ensure that candidates attempting the PDAs in Management and Leadership based on SVQ Units are currently engaged in a management role which is appropriate for the PDA they wish to undertake.

Whilst entry to the PDA in Leading Change at SCQF level 9 is at the discretion of the centre, eligible managers should have current experience in a managerial role which will enable them to demonstrate the competences of the two Units in this PDA. There should, however, be no artificial barriers to entry and the award should be open to all candidates who are in a suitable managerial post.

This PDA is at SCQF level 9. Candidates should be able to show that they have the requisite background to attempt a Unit at level 9. In particular they should be able to demonstrate appropriate written and oral communications skills for Units at this level and the capacity to be able to grasp the underpinning knowledge and understanding required for a PDA at this SCQF level.

Providing they have a suitable managerial role, candidates who have completed other PDAs in the suite such as the PDA in Managing Projects and Business Processes at SCQF level 9 should have the requisite background to undertake this PDA. Those who are moving on to this award from the PDA in Planning and Implementing Change will already have attained Units at SCQF level 9.

5 Group Award structure

5.1 Framework

The PDA in Leading Change at SCQF level 9 consists of two Units, both of which are mandatory:

MSC Unit code	Unit title	SCQF credit points	SCQF level
C2	Encourage Innovation in Your Area of Responsibility	12	9
C4	Lead Change	15	9
Total		27	

The PDA in Leading Change at SCQF level 9 will be achieved on successful completion of both mandatory Units. It has been levelled at SCQF level 9 as all of the SCQF points are at SCQF level 9.

Support for the content of the PDA in Leading Change at SCQF level 9 was high. 97% respondents 'agreed' or 'strongly agreed' with the content of the award while 85% of respondents thought there would be a demand for this PDA.

5.2 Mapping information

Each Unit of this PDA aligns to all the general aims of the suite of PDAs given earlier. The following table shows how the **specific** aims of the PDA in Leading Change at SCQF level 9 align to the Units within it:

MSC Unit code	Unit title	Aim 1	Aim 2	Aim 3	Aim 4	Aim 5
C2	Encourage Innovation in Your Area of Responsibility	√	√			√
C4	Lead Change	√		√	√	√

5.3 Articulation, professional recognition and credit transfer

As outlined earlier, the PDA in Leading Change at SCQF level 9 is jointly certificated by SQA and CMI. Successful candidates can therefore gain membership of CMI which means that they can become part of the professional community of managers and can benefit from the development opportunities that this can bring.

Candidates who complete this PDA will have gained the one of the eight Units in the full SVQ 4 Management at SCQF level 9; and two of seven Units of the full SVQ 5 Management at SCQF level 11.

6 Approaches to delivery and assessment

6.1 Delivery and assessment

The delivery and assessment of the PDA in Leading Change at SCQF level 9 is governed by the Assessment Strategy for the SVQ Management. This is based on the principles set out by the Skills CFA and is reproduced in Appendix 6. Centres must abide by the requirements of this Assessment Strategy.

It is expected that centres will deliver the PDA in Leading Change at SCQF level 9 using the methods which they know from past experience comply with the Assessment Strategy. This PDA is a workplace award and candidates will be based at work and complete the Units while carrying out their everyday tasks as a manager.

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

Candidates are guided through the process of portfolio building by an adviser or mentor who helps them to prepare and implement assessment plans and offers guidance and support. In many centres, the role of adviser and assessor are combined and one person fills both roles. Traditionally, portfolios were paper based but e-portfolios have become common. It is expected that e-portfolios will be widely used for the delivery and assessment of the PDA in Leading Change at SCQF level 9.

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

6.2 Support packs

Candidate Support Packs for the two Units in the PDA in Leading Change at SCQF level 9 have been developed by SQA and are available to download from the SVQ Management page of the SQA secure site. These support packs help candidates to get to grips with the underpinning knowledge and understanding requirements of the Units.

While undertaking the PDA in Leading Change candidates will be eligible for 12 months free studying membership of CMI which allows them access to a range of support materials, tools etc.

6.3 Arrangements for Open/Distance Learning

It has already been noted that the PDA in Leading Change at SCQF level 9 is a workplace award. While most candidates will have face to face contact with advisers and/or assessors through regular meetings, it is also possible for candidates to complete the awards remotely and maintain contact through e-mail or other methods. The use of electronic portfolios greatly facilitates working with remote candidates. Further information on open and distance learning is available at **www.sqa.org.uk**.

When delivering the PDA in Leading Change at SCQF level 9, centres should take account of the additional support needs of individual candidates. Further advice can be found in the SQA document *Introduction to Assessment Arrangements for Schools and Colleges*, which is available at the SQA website at **www.sqa.org.uk**.

6.4 Opportunities for Developing Core Skills

There are no Core Skills embedded in PDA in Leading Change at SCQF level 9 but it offers opportunities to develop some Core Skills. The Core Skills signposting is shown in the table below which indicates the Core Skill level for each of the Units in the PDA.

Unit	Core Skill				
	Communi- cation	Numeracy	ICT	Problem Solving	Working with Others
Encourage Innovation in Your Area of Responsibility	SCQF level 6	SCQF level 6	See Note 1	SCQF level 6	SCQF level 6
Lead Change	SCQF level 6	SCQF level 6	See Note 1	SCQF level 6	SCQF level 6

NOTE 1: Candidates who use an e-portfolio system will also gather evidence which will help them meet the Core Skill of *ICT* at SCQF level 6.

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

Generic skill	Unit code	
	C2	C4
Communicating	√	√
Leadership	√	√
Problem solving	√	√
Thinking creatively	√	√
Learning	√	
Analysing	√	
Providing feedback	√	
Information management	√	
Decision making	√	√
Involving others	√	√
Risk management	√	
Inspiring	√	√
Motivating	√	√
Reviewing	√	√
Influencing		√
Delegating		√
Negotiating		√
Valuing and supporting others	√	√
Setting objectives		√
Prioritising		√

7 General information for centres

Disabled candidates and/or those with additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering whether any reasonable adjustments may be required. Further advice can be found on our website www.sqa.org.uk/assessmentarrangements.

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).

8 General information for candidates

Welcome to the Professional Development Award (PDA) in Leading Change at SCQF level 9. You have just made a vitally important decision for your work as a manager and we are delighted that you have decided to study for your PDA in Leading Change at SCQF level 9. We hope that it is an enjoyable and stimulating learning experience for you

The award has been developed through rigorous research involving employers, centres, and potential candidates of the qualification. The award makes use of the National Occupational Standards (NOS) for management as specified by the Skills CFA, the government recognised Standards Setting Body for Management and Leadership. They are at the forefront of current management practices within leading organisations.

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

The PDA in Leading Change at SCQF level 9 is made up of two mandatory Units:

- ◆ Encourage Innovation in Your Area of Responsibility [C2]
- ◆ Lead Change [C4]

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

The Unit ‘Encourage Innovation in Your Area of Responsibility’ will help you to encourage and support the identification practical implementation of new ideas in your area. New ideas may come from yourself or from those for whom you are responsible as well as from your line manager. These ideas can range over all aspects of your organisation’s activity and can include:

- ◆ new products and/or services
- ◆ improvements to existing products and/or services
- ◆ improvements to existing practices, procedures, systems, ways of working within a team or within the wider organisation

The Unit, ‘Lead Change’, follows on from the identification of new ideas. It will enable you to put into practice new ideas by taking control and providing a lead in selling a vision of the new ideas and supporting people so that the ideas can be turned into reality.

Both Units emphasise how you, as a manager, can create a culture of change within your organisation. This will enable the people you are responsible for to see change as something which is normal and which can be challenging and motivating. Both the Units are part of the ‘Facilitating Innovation and Change’ area of competence identified by the Management Standards Centre. Together, they should help you, as a manager, to demonstrate that you have the competence to manage change in your organisation.

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

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

The PDA is a qualification in its own right but it will also help you to progress to further management awards such as the full SVQ 4 Management at SCQF level 9 or SVQ 5 Management at SCQF level 11, depending on the management position you occupy and your experience as a manager.

The PDA is jointly certificated by SQA and The Chartered Management Institute. If you are successful you will be able to become part of the professional community of managers and benefit from the development opportunities that this can bring. . While undertaking the PDA, you will be eligible for 12 months free studying membership of CMI which will allow you access to a range of support materials, tools etc.

Good luck with your studies.

9 Glossary of terms

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

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.

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: Full list of PDAs in Management and Leadership
- Appendix 2: Suite of PDAs in Management and Leadership: Relationship to National Occupational Standards (NOS)
- Appendix 3: SVQs in Management: Mandatory and Optional Units
- Appendix 4: SVQs in Management: SCQF credit and leveling of Units
- Appendix 5: Possible pathways and progression routes
- Appendix 6: Assessment Strategy

Appendix 1: Full list of PDAs in Management and Leadership

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

PDA in Management and Leadership — consisting of HN Units

Titles of PDA	Units making up the PDA	SCQF level	SCQF credit points
PDA in Management at SCQF level 6 (G972 46)	Managing Self and Resources (F3XP 33) Working in a Team (F3XR 33)	6	16
PDA in Managing Self and Others at SCQF level 7 (G9CR 47)	Management: Developing Self Management Skills (H1F1 34) Managing and Working with People (H1F4 34)	7	24
PDA in Managing Self and Others at SCQF level 8 (G9CT 48)	Develop Skills for Personal Effectiveness (DF4F 35) Managing People (F5GF 35)	8	24
PDA in Managing Resources and Quality at SCQF level 7 (G9CP 47)	Manage Operational Resources (H1F5 34) Management of Quality (DW6G34)	7	32
PDA in Leadership and Change at SCQF level 8 (G9CN 48)	Management: Leadership at Work H1F2 34) Management: Plan, Lead and Implement Change (H1F3 35)	8	16
PDA in Project Management at SCQF level 8 (G9CK 48)	Project Management: Project Justification and Planning (DV5H 35) Project Management: Managing the Implementation of a Project (DV5J 35)	8	24
PDA in Strategic Management at SCQF level 8 (GF93 48)	Management: Strategic Change (H1S6 35) Management: Develop Strategic Plans (H1S7 35)	8	16
PDA in Organisational Leadership at SCQF level 9 (G9CV 49)	Management: Organisational Leadership and Development (H1S8 35) Leadership for Managers (F5GH 36)	9	24
PDA in Decision Making and Innovation at SCQF level 9 (G9CM 49)	Decision Making for Managers (F5GG 36) Management: Organisational Innovation (DV80 36)	9	24
PDA in Organisational Ethics and Decision Making SCQF level 11 (G9M9 51)	Organisational Ethics (F8K9 39) Organisational Decision Making (F8KA 39)	11	32

Appendix 2: Suite of PDAs in Management and Leadership — Relationship to National Occupational Standards (NOS)

There have been National Occupational Standards in management and leadership for some time. Current responsibility for the maintenance and development of these NOS lies with the Skills CFA. The standards were completely revised in 2005 and are now subject to a process of regular incremental review.

The NOS highlight six functional areas of management and leadership and Skills CFA has developed and continues to develop Units of competence within each of these functional areas. These competences apply to the work of managers as a whole and provide, therefore, an indicator of potential management development needs. The PDAs have been mapped against these six areas of competence. These are:

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

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

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

Appendix 3: Management SVQ Structures — Mandatory and Optional Units

Unit/NOS	Level 2 SVQ	Level 3 SVQ	Level 4 SVQ	Level 5 SVQ
A1	M			
A2		M	O	
A3			O	O
B1		O	M	
B2				O
B3				O
B4				O
B5	O	M		
B6			M	
B7				M
B8			O	O
B9				O
B10				O
B11		O	O	
B12				O
C1	O	O		
C2			O	
C3				M
C4			O	O
C5		O	O	O
C6		O	O	O
D1	M	O		
D2			M	O
D3		O	O	
D4				O
D5	M			
D6		M	O	
D7		O	O	
D8	O	O		
D9		O	O	
D10		O	O	
D11		O	O	
D12	O			
D13		O	O	
D14	O	O	O	
D15	O	O	O	
D16			O	
D17				O
E1		O		
E2		O	O	
E3			O	O
E4				O
E5	M			
E6		M	O	
E7				O
E8		O	O	
E9		O	O	

Unit/NOS	Level 2 SVQ	Level 3 SVQ	Level 4 SVQ	Level 5 SVQ
E10		O	O	
E11		O		
E12			O	
E13				O
E14			O	
E15			O	
E16			O	
E17			O	O
F1		O	O	
F2			O	O
F3			M	
F4			O	
F5	O			
F6	O	O		
F7	O			
F8	O	O		
F9			O	O
F10				O
F11			O	
F12				M
F13			O	
F14		O	O	
F15			O	O
F16			O	O
F17		O		
F18		O	O	
F19		O	O	

Appendix 4: SVQs in Management — SCQF credits and levelling of Units

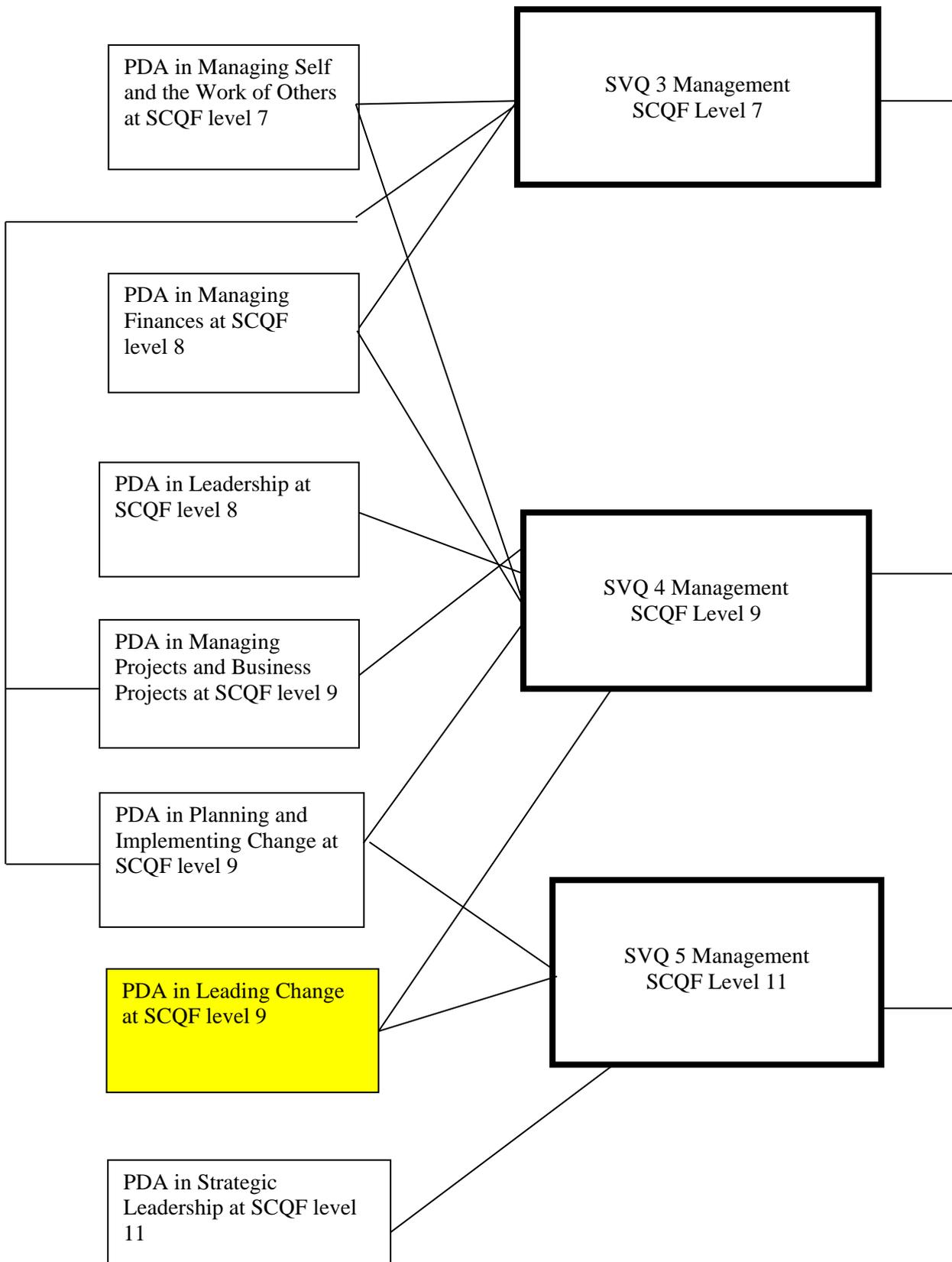
Unit/NOS	SCQF level	SCQF credit
A1 Manage your own resources	6	7
A2 Manage your own resources and professional development	7	8
A3 Develop your personal networks	9	10
B1 Develop and implement operational plans for your area of responsibility	8	11
B2 Map the environment in which your organisation operates	11	14
B3 Develop a strategic business plan for your organisation	11	14
B4 Put the strategic business plan into action	10	9
B5 Provide leadership for your team	7	9
B6 Provide leadership in your area of responsibility	8	9
B7 Provide leadership for your organisation	11	13
B8 Ensure compliance with legal, regulatory, ethical and social requirements	9	12
B9 Develop the culture of your organisation	11	13
B10 Manage risk	11	12
B11 Promote equality of opportunity, diversity and inclusion in your area of responsibility	8	10
B12 Promote equality of opportunity, diversity and inclusion in your organisation	11	12
C1 Encourage innovation in your team	6	11
C2 Encourage innovation in your area of responsibility	9	12
C3 Encourage innovation in your organisation	11	16
C4 Lead change	9	15
C5 Plan change	9	15
C6 Implement change	8	11
D1 Develop productive working relationships with colleagues	6	9
D2 Develop productive working relationships with colleagues and stakeholders	9	12
D3 Recruit, select and keep colleagues	9	12
D4 Plan the workforce	11	12
D5 Allocate and check work in your team	5	12
D6 Allocate and monitor the progress and quality of work in your area of responsibility	7	14
D7 Provide learning opportunities for colleagues	8	11
D8 Help team members address problems affecting their performance	6	5
D9 Build and manage teams	7	8
D10 Reduce and manage conflict in your team	7	5
D11 Lead meetings	7	4
D12 Participate in meetings	5	2
D13 Support individuals to develop and maintain their performance	7	5
D14 Initiate and follow disciplinary procedure	6	6
D15 Initiate and follow grievance procedure	6	6
D16 Manage redundancies in your area of responsibility	7	5
D17 Build and sustain collaborative relationships with other organisations	11	6

Unit/NOS	SCQF level	SCQF credit
E1 Manage a budget	7	11
E2 Manage finance for your area of responsibility	8	14
E3 Obtain additional finance for the organisation	10	18
E4 Promote the use of technology within your organisation	11	12
E5 Ensure your own actions reduce risks to health and safety	5	4
E6 Ensure health and safety requirements are met in your area of responsibility	7	11
E7 Ensure an effective organisational approach to health and safety	11	12
E8 Manage physical resources	8	9
E9 Manage the environmental impact of your work	8	4
E10 Take effective decisions	8	4
E11 Communicate information and knowledge	7	3
E12 Manage knowledge in your area of responsibility	9	4
E13 Promote knowledge management in your organisation	11	7
E14 Support team and virtual working	not rated	not rated
E15 Procure supplies	8	5
E16 Select suppliers through a tendering process	10	6
E17 Outsource business processes	9	9
F1 Manage a project	8	11
F2 Manage a programme of complementary projects	10	12
F3 Manage business processes	9	15
F4 Develop and implement marketing plans for your area of responsibility	9	5
F5 Resolve customer service problems	5	6
F6 Monitor and solve customer service problems	6	6
F7 Support customer service improvements	5	5
F8 Work with others to improve customer service	6	8
F9 Build your organisation's understanding of its market and customers	9	12
F10 Develop a customer focussed organisation	11	12
F11 Manage the achievement of customer satisfaction	9	9
F12 Improve organisational performance	11	11
F13 Manage quality systems	9	5
F14 Prepare for and participate in quality audits	8	6
F15 Carry out quality audits	10	6
F16 Manage the development and marketing of products/services in your area of responsibility	10	9
F17 Manage the delivery of customer service in your area of responsibility	6	9
F18 Prepare sales proposals and deliver sales presentations	not rated	not rated
F19 Sell products/services to customers	not rated	not rated

Appendix 5: Possible pathways and progression routes

PDA in Management and Leadership

SVQs in Management



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

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

It is worth emphasising that the PDAs in Management and Leadership are awards which will fully meet the management development needs of some candidates who would not wish to undertake further awards. For candidates in this situation, an important progression from the PDAs in Management and Leadership is the opening they provide for candidates to enhance their professional development after successfully completing an award.

The awards are recognised by CMI and successful candidates can begin the process of becoming part of the professional community of managers and benefit from the development opportunities that this can bring.

Appendix 6: Assessment Strategy

6.1 Introduction

The Management and Leadership Assessment Strategy is designed to provide awarding organisations with a robust and flexible approach to deliver assessment for Management and Team Leading NVQs/SVQs and competence-based qualifications.

6.2 External quality control

Awarding organisations will provide qualifications and quality assurance that support their delivery to all Management and Team Leading NVQs/SVQs and competence-based qualification assessment centres in line with regulatory requirements in England, Scotland, Wales and Northern Ireland.

Awarding organisations will regularly carry out standard risk assessments in each Management and Team Leading NVQ/SVQ and competence-based qualification assessment centre and manage all identified risks appropriately.

Awarding organisations will consistently apply external verification processes at all Management and Team Leading NVQ/SVQ and competence-based qualification assessment centres, underpinned by standard risk assessment and risk management processes.

Awarding organisations will supply the Skills CFA with quarterly reports on:

- ◆ registration and achievement data at qualification level, and Unit level where available

6.3 Assessing performance

Assessment of all Units at any level of Management and Team Leading NVQs/SVQs and competence-based qualifications may be based on either candidate performance at work or through simulation, as necessary (See Section 6.4 below).

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

6.4 Simulation of NVQ/SVQ Units

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

6.5

Occupational expertise to assess performance, and moderate and verify assessments

Candidates work achievements must be assessed, moderated or verified at work by:

- (a) Assessors, moderators or verifiers who have achieved, or are working towards achievement of, the appropriate regulatory body approved qualifications for assessment, moderation or verification;

OR

- (b) A trainer, supervisor or manager, elected by an employer, who must either:

- (i) Have achieved, or be working towards achieving, appropriate regulatory body approved unit qualifications for assessment, moderation or verification;

OR

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

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

External moderators/verifiers or internal moderators/verifiers must be occupationally competent to make Management & Team Leading moderation and verification judgements about the quality of assessment and the assessment process.

Awarding organisations will supply information on the requirements for internal and external moderation/verification activities to Management & Team Leading assessment centres.

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