



Arrangements for:
**Professional Development Award
(PDA) in Managing Self and the Work of
Others**
at SCQF level 7

Group Award Code: GC6H 47

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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 | The document has been revised to take account of changes to the titles of the SVQs and the suite of PDAs. References to CFA have been changed to Skills CFA. A level 11 PDA has been added to Appendix 1. Appendix 2 has been updated to reflect changes to HN Units. Appendix 5, the NOS mapping, has been updated to reflect changes to the functional areas. | December 2012 |
| 02 | Unit D6: Allocate and Monitor Progress and Quality of Work in your area of Responsibility: amended to SCQF level 7. 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 Managing Self and the Work of Others at SCQF level 7. 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 and Leadership 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 3, 4 or 5 in Management.

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, which includes the PDA in Managing Self and the Work of Others at SCQF level 7.

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 seven 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 Managing Self and the Work of Others at SCQF level 7 — 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 Managing Self and the Work of Others at SCQF level 7

This award offers candidates the opportunity to develop their management competence in two of the areas identified by the Skills CFA, ie managing self and working with people. Candidates who successfully complete the award will gain a number of benefits, including:

- ◆ a sound grounding in the importance of personal development for their managerial career and how this can be realised within an operational work context
- ◆ the development of a personal development plan which could be the basis of development throughout their career as managers
- ◆ capability in planning, allocating and monitoring work
- ◆ an awareness of the knowledge and understanding which underpins personal development

A key focus of this PDA is on the development of candidates and how this can be linked in to the work roles they perform as managers. This award should, therefore, provide candidates with the benefits that come from reviewing their personal development as managers which include ensuring that they are developing professionally as managers through enhancing their competence. The benefits for employers are that they will get managers who are motivated and committed, as well as managers who are competent in the demands of day to day operational management.

As already noted, the award focuses on two of the main areas of managerial competence. These areas, which relate to managing yourself and managing others, are two fundamental areas of managerial work. The main purpose of the PDA is therefore to enable candidates to develop and achieve the general competences which underpin all aspects of management. This will help to give them a secure foundation on which to acquire and develop more specific managerial competences as well as enabling them to operate more effectively in key management roles.

Managing Self is a key competence of all managers and underpins all the other standards. This PDA, therefore, feeds into all the other functional areas and demonstrates the importance of self management to all managers. In this sense, it provides a critical building block in the development of a manager. However, this PDA goes beyond self-management as it includes the Unit D6 'Allocate and Monitor Progress and Quality in Your Area of Responsibility'. It thus enables candidates to consider their self development within the context of operational management and managing the work of others. D6 is about the day to day activities which constitute the core of management and distinguish it from other activities in the workplace. As such it fits in well with the self management emphasis of Unit A2.

There are other reasons behind the development of this award. For Example, this PDA can be seen as the first stage in a journey that could lead to the full SVQ 3 Management SCQF level 7. It is shorter and may be attractive to those who are a little apprehensive about embarking on a management qualification. People like this may be tempted to continue with another PDA if their initial experience is positive.

This 'stepping stone' progression route which could culminate in the full SVQ 3 Management SCQF level 7 may be important for candidates who, eg experience problems in finding the level of finance required for a full award but can manage to obtain the smaller amounts involved for the PDAs.

Both Units in the award are mandatory for the SVQ 3 Management SCQF level 7 which, as noted above, should facilitate progression for anyone who wishes to attempt a complete SVQ award. Both are also optional Units for SVQ 4 Management SCQF level 9.

The title of the award has been chosen to reflect the general competences of this particular PDA. It emphasises the importance of self development and the key role it can play for people who have a successful career in management. Consultation indicated that 69% of respondents felt the title of the award was appropriate. This figure is lower than for the other PDAs in the suite but is still the majority of respondents. Interestingly, 100% of employers thought there would be demand for the PDA.

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 the HN Units, the development of this 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).

PDAs 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 PDAs.

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 EVs were specifically asked to canvass views on possible PDAs 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 PDAs 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 PDAs.

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 questionnaires identified seven PDAs (six of which make up the suite; one proposed PDA has since been rejected). These particular awards were the result of extensive discussion among the members of the QDT based on the views expressed at the Networking Event, views expressed by centres at external Verifier visits and their own experience of assessment and verification of SVQ Management.

The responses from the consultation indicated clearly that the suite of PDAs was acceptable to stakeholders and met their needs. Although not all the PDAs 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 PDAs. One conclusion from the consultation was that there may be scope to develop other PDAs 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 present proposals 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 Leadership 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.

Both Units in the PDA in Managing Self and the Work of Others at SCQF level 7 contribute to the SVQ 3 Management SCQF level 7 and the SVQ 4 Management SCQF level 9 — mandatory (M) and optional (O) Units. The following table illustrates this.

| MSC Unit code | Unit title | SVQ 3 Management SCQF level 7 | | SVQ 4 Management SCQF level 9 | |
|---------------|--|-------------------------------|---|-------------------------------|---|
| | | M | O | M | O |
| A2 | Managing Your Own Resources and Professional Development | √ | | | √ |
| D6 | Allocate and Monitor Progress and Quality of Work in Your Area of Responsibility | √ | | | √ |

Candidates who successfully complete this PDA will have therefore gained two of the four mandatory Units of the SVQ 3 Management SCQF level 7 — and also have gained two of the seven Units required for the full SVQ 3 Management SCQF level 7.

It would be possible for candidates who wish to do so to progress to other awards in the suite of PDAs in Management and Leadership, particularly those which concentrate on a specific aspect of management competence such as the PDA in Managing Finances at SCQF level 8 or the PDA in Managing Projects and Business Processes at SCQF level 9. However, it is important to remember that progression between PDAs in Management and Leadership is dependent on the managerial position which candidates occupy.

This PDA 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 jointly certifies the PDA in Managing Self and the Work of Others at SCQF level 7 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 Managing Self and the Work of Others at SCQF level 7 has some specific aims. It will:

- 1 enable candidates to develop and achieve the competences required to develop themselves as managers within the framework of day to day operational management.
- 2 enable candidates to manage their personal resources and their professional development in order to achieve work objectives and career and personal goals.
- 3 enable candidates to effectively plan work in their area of responsibility and the allocate work to individuals fairly.
- 4 enable candidates to monitor the progress and quality of the work and ensure that the required level or standard of performance is being met.

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 Managing Self and the Work of Others at SCQF level 7 is managers who wish to develop competence in personal and self development within an operational management context. They are likely to be first line managers or team leaders but middle managers may also benefit from this particular PDA. Primarily, it can be seen as workplace development which managers could undertake at an early stage in their managerial career. Alternatively, it would be suitable for people who are at a point where they wish to consolidate and take stock and work out a plan for going forward.

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 Managing Self and the Work of Others at SCQF level 7 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.

5 Group Award structure

5.1 Framework

The PDA in Managing Self and the Work of Others at SCQF level 7 consists of two Units, both of which are mandatory:

| MSC Unit code | Unit title | SCQF credit points | SCQF level |
|---------------|--|--------------------|------------|
| A2 | Managing Your Own Resources and Professional Development | 8 | 7 |
| D6 | Allocate and Monitor Progress and Quality of Work in Your Area of Responsibility | 14 | 7 |
| Total | | 22 | |

The PDA in Managing Self and the Work of Others at SCQF level 7 will be achieved on successful completion of these two mandatory Units. It has been levelled at SCQF level 7 as all SCQF points are at SCQF level 7.

There was good support in the consultation for this PDA. 78% of respondents either ‘agreed’ or ‘strongly agreed’ with the proposed content of the award, while 88% ‘agreed’ or ‘strongly agreed’ that there would be a demand for this PDA. 100% of candidates ‘agreed or strongly agreed’ that there would be a demand for it.

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 award align to the Units within it:

| MSC Unit code | Unit Title | Aim 1 | Aim 2 | Aim 3 | Aim 4 |
|---------------|--|-------|-------|-------|-------|
| A2 | Managing Your Own Resources and Professional Development | √ | √ | | |
| D6 | Allocate and Monitor Progress and Quality of Work in Your Area of Responsibility | √ | | √ | √ |

5.3 Articulation, professional recognition and credit transfer

As outlined earlier, the PDA in Managing Self and the Work of Others at SCQF level 7 is jointly certificated by SQA and CMI. Successful candidates are eligible 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.

Candidates who successfully complete this PDA will have gained two of the four mandatory Units of the SVQ 3 Management SCQF level 7 and also have gained two of the seven Units required for the full SVQ 3 Management SCQF level 7.

6 Approaches to delivery and assessment

6.1 Delivery and assessment

The delivery and assessment of the PDA in Managing Self and the Work of Others at SCQF level 7 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.

The PDA in Managing Self and the Work of Others is at SCQF level 7. It is likely that the Unit A2 'Managing Your Own Resources and Professional Development' will be delivered first which means that candidates, before commencing the award, should possess the written and oral communications skills which will enable them to undertake an award at SCQF level 7. Once candidates have achieved A2 at SCQF level 7 they can embark on D6 'Allocate and Monitor Progress and Quality of Work in Your Area of Responsibility.'

It is expected that centres will deliver the PDA in Managing Self and the Work of Others at SCQF level 7 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 Managing Self and the Work of Others at SCQF level 7.

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

SQA has developed Candidate Support Packs for the two Units in the PDA in Managing Self and the Work of Others at SCQF level 7. These support packs help candidates to get to grips with the underpinning knowledge and understanding requirements of the Units. These packs can be downloaded from the SVQ Management page of the SQA secure website. In addition, candidates registered on the PDA in Managing Self and the Work of Others are eligible for 12 months free studying membership of CMI. This allows them access to a range of management information, tools and support materials.

6.3 Arrangements for Open/Distance Learning

It has already been noted that the PDA in Managing Self and the Work of Others at SCQF level 7 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 Managing Self and the Work of Others at SCQF level 7, 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 this PDA but it offers opportunities to develop some Core Skills. The Core Skills signposting is shown in the following table which indicates the Core Skill level for each of the Units within the PDA in Managing Self and the Work of Others at SCQF level 7.

| Unit | Core Skill | | | | |
|--|--------------------|-----------------|------------|--------------------|---------------------------|
| | Communi- cation | Numeracy | ICT | Problem Solving | Working with Others |
| Managing Your Own Resources and Professional Development | SCQF level 5 | SCQF level 5 | See Note 1 | SCQF level 5 | SCQF level 5 |
| Allocate and Monitor Progress and Quality of Work in Your Area of Responsibility | SCQF level 6 | SCQF level 5 | 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 in Managing Self and the Work of Others at SCQF level 7.

| Generic skill | Unit code | |
|-------------------------------|-----------|----|
| | A2 | D6 |
| Setting objectives | √ | √ |
| Evaluating | √ | |
| Planning | √ | √ |
| Learning | √ | |
| Reviewing | √ | √ |
| Communicating | √ | √ |
| Self-assessment | √ | |
| Time management | √ | |
| Stress management | √ | √ |
| Obtaining feedback | √ | |
| Reflecting | √ | |
| Prioritising | | √ |
| Providing feedback | | √ |
| Valuing and supporting others | | √ |
| Consulting | | √ |
| Monitoring | | √ |
| Managing conflict | | √ |
| Decision making | | √ |
| Motivating | | √ |
| Information management | | √ |
| Delegating | | √ |
| Leadership | | √ |
| Problem solving | | √ |
| Questioning | √ | |
| Thinking systematically | √ | |
| Presenting information | √ | |
| Reporting | √ | |

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 Managing Self and the Work of Others at SCQF level 7. 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 this PDA. 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 Skills CFA. They are at the forefront of current management practices within leading organisations.

By doing 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 both your own future and to that of the organisation you work for.

The PDA in Managing Self and the Work of Others at SCQF level 7 is made up of two mandatory Units:

- ◆ Managing Your Own Resources and Professional Development [A2]
- ◆ Allocate and Monitor Progress and Quality of Work in Your Area of Responsibility [D6]

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 ‘Managing Your Own Resources and Professional Development’ will enable you to manage your personal resources (such as skills, experience and time) and your professional development in order to achieve your work objectives and your career and professional goals.

The Unit ‘Allocate and Monitor Progress and Quality of Work in Your Area of Responsibility’ is about ensuring that you are able to plan the work in your area of responsibility effectively and allocate work to individuals or team members fairly. It also enables you to monitor the progress of work and make sure that it is up to the required standard.

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 3 Management SCQF level 7.

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

SQA has developed support material covering the general knowledge and understanding requirements of both Units and your adviser/tutor should be able to provide you with a copy. In addition, while undertaking the PDA in Managing Self and the Work of Others, you will be eligible for 12 months free studying membership of CMI.

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. HN Units will normally be at levels 6–9. Graded Units will be at level 7 and 8.

Subject Unit: Subject Units contain vocational/subject content and are designed to test a specific set of knowledge and skills.

Graded Unit: Graded Units assess candidates' ability to integrate what they have learned while working towards the Units of the Group Award. Their purpose is to add value to the Group Award, making it more than the sum of its parts, and to encourage candidates to retain and adapt their skills and knowledge.

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.

Consortium-devised HNCs and HNDs are those developments or revisions undertaken by a group of centres in partnership with SQA.

Specialist single centre and specialist collaborative devised HNCs and HNDs are those developments or revisions led by a single centre or small group of centres who provide knowledge and skills in a specialist area. Like consortium-devised HNCs and HNDs, these developments or revisions will also be supported by SQA.

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 (H1F134) Managing and Working with People (H1F434) | 7 | 24 |
| PDA in Managing Self and Others at SCQF level 8 (G9CT 48) | Develop Skills for Personal Effectiveness (DF4F35) Managing People (F5GF 35) | 8 | 24 |
| PDA in Managing Resources and Quality at SCQF level 7 (G9CP 47) | Manage Operational Resources (H1F534) Management of Quality (DW6G34) | 7 | 32 |
| PDA in Leadership and Change at SCQF level 8 (G9CN 48) | Management: Leadership at Work (H1F234) Management: Plan, Lead and Implement Change (H1F335) | 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 (H1S635) Management: Develop Strategic Plans (H1S735) | 8 | 16 |
| PDA in Organisational Leadership at SCQF level 9 (G9CV 49) | Management: Organisational Leadership and Development (H1S835) 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 (DV8036) | 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

| 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 | 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

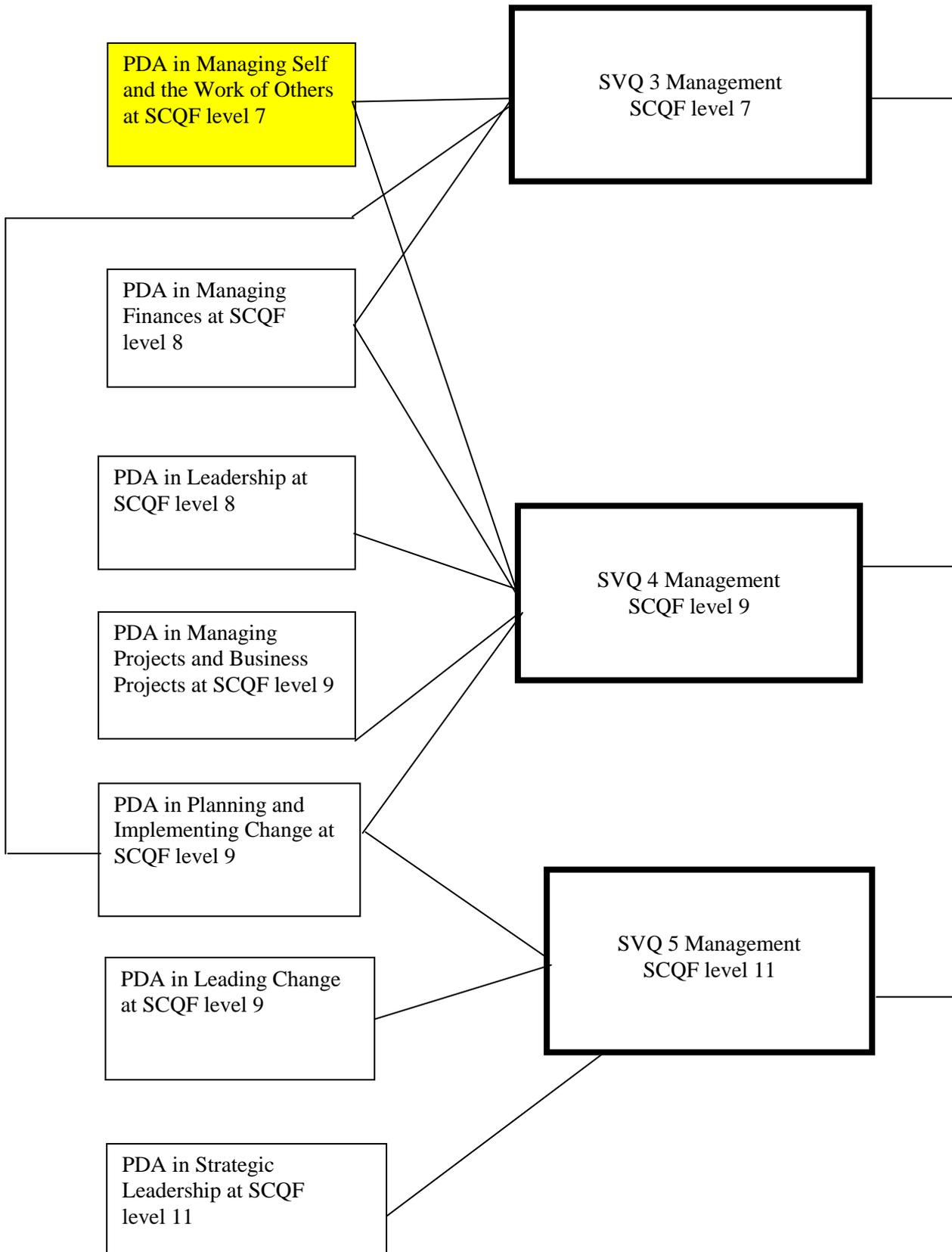
| Unit/NOS | SCQF level | SCQF credit |
|---|------------|-------------|
| A1 Manage your own resources | 6 | 7 |
| A2 Manage your own resources and professional development | 7 | 8 |
| A3 Develop your personal networks | 9 | 10 |
| B1 Develop and implement operational plans for your area of responsibility | 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

SVQ PDA

SVQ 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 4 Management SCQF level 9 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 & 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 & 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;
 - ◆ organisation 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 and 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.